

NATIONAL
BLOOD
AUTHORITY
AUSTRALIA

ANNUAL REPORT

2023–24



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2003–23





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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



The Hon Ged Kearney 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 2023–24.

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 2023–24 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 implement fraud management strategies in the entity.

Yours sincerely

A handwritten signature in black ink, appearing to read "John Cahill", with a horizontal line underneath.

John Cahill
Chief Executive
14 October 2024

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Chief Executive review



I am pleased to present our Annual Report for 2023–24, my eighth as Chief Executive of the National Blood Authority (NBA).

Reflecting on 20 years of excellence

As we close out our 20th anniversary of the NBA, it is a fitting time to reflect on our journey since the first annual report in 2003–04. Under the leadership of Dr Alison Turner, the NBA was established to manage and coordinate Australia’s blood supply as agreed by all Australian Governments through the National Blood Agreement, to deliver an uninterrupted supply of blood and blood products to Australians in need. This marked a pivotal moment in Australia’s healthcare history, resulting from significant reforms recommended by the McKay Wells Review in 1995 and the Stephen Review in 2001. These reviews highlighted the need for a national approach to blood supply, addressing issues of fragmentation, administrative inefficiency and rising costs.

The establishment of the NBA and the national blood arrangements in 2003 was a collaborative effort by the Commonwealth, state and territory governments to transform and consolidate the fragmented blood services into a coordinated national system. In 2003, governments allocated \$428 million for the national supply of blood and blood-related products and services. The NBA operated with a modest budget of \$7 million and a team of 32 dedicated staff members.

As I look back over the past 2 decades, I am immensely proud of how far we have come. Our vision today is ‘to save and improve Australian lives and patient outcomes through a world-class blood supply’. The NBA has evolved and matured, strengthening Australia’s sovereignty and self-sufficiency in blood and blood products. We have achieved substantial financial savings for governments while ensuring patients have access to the most appropriate blood products. We have successfully prioritised safety and quality and have enhanced our information and data capabilities to support the sector.

In 2023–24, governments spent approximately \$1.7 billion for the national supply of blood and blood-related products and services. The NBA’s operational budget has grown to around \$13.2 million in 2023–24 and will grow to \$14.2 million in 2024–25, and our average staffing level has expanded to 73 people. This growth reflects the increasing complexity and scale of our operations as we cater to a larger population with a broader range of blood products and services.

The patient stories shared by Glenda, Michael and Nick in this annual report bring home the critical importance of providing safe, secure access to blood and blood products for all Australians. I thank them for sharing their insights and for their contributions to the blood sector community.

2023–24 highlights

Contracts

The NBA has transitioned from managing 5 supply contracts in 2003–04 to overseeing 18 contracts in 2023–24. Our largest contracts are with the Australian Red Cross Lifeblood (Lifeblood) and CSL Behring (Australia) Pty Ltd (CSL Behring), and we have other important contracts with other commercial suppliers.

A significant partnership for the NBA is with Lifeblood, as the sole approved supplier of fresh blood products in Australia. Under a Deed of Agreement with the Australian Red Cross Society, Lifeblood collects all blood and plasma in Australia. Lifeblood provides the plasma to CSL Behring for processing into plasma-derived products. This Deed runs from 1 July 2016 to 30 June 2025 and provided approximately \$752.62 million to Lifeblood in 2023–24. In 2023–24 we began planning to review, extend or replace the Deed to ensure the uninterrupted collection and supply of blood and plasma.

In 2023–24 Lifeblood collected over 1.6 million donations and delivered 869.1 tonnes of plasma to CSL Behring for processing.

CSL Behring handles the fractionation of plasma collected by Lifeblood, producing Australia’s plasma-derived products. The National Fractionation Agreement for Australia ensures that all Australian plasma is processed domestically. CSL Behring manufactures 13 different types of plasma-derived products, including immunoglobulin (Ig), albumin and clotting factors. The fractionation agreement, valued at \$3.4 billion over 9 years, expires on 31 December 2026.

To ensure a stable and sufficient supply of blood products, the NBA also manages contracts with other commercial suppliers. Through these contracts we supplement the national supply by importing products not made in Australia or where domestic supply is insufficient to meet demand.

Blood management

An ongoing priority for the NBA is supporting improvements to reduce wastage and optimise appropriate use of blood and Ig.

In 2023–24, red blood cell wastage remained steady at 1.2%, while issues increased by 2.5% over 2022–23.

Through the National Immunoglobulin Governance Program, the NBA manages access to Ig to ensure that this valuable resource is available to those who need it most. In 2023–24, demand increased by 6.6% – the sixth year in a row of less than 8% growth.

Inventory

In 2023–24 we saw improvements in the domestic supply of fresh blood products, although inventory levels remained volatile. Despite international and domestic challenges, Australia has maintained a stronger position than many comparable countries and experienced no overall shortage of blood or blood-related products.

Lifeblood met expectations for collection of plasma for fractionation, supplying slightly more than the target of 869 tonnes. This is a positive result, especially as some plasma donors were temporarily converted to whole-blood donors to support whole-blood stock levels during periods of low inventory.

Changes in donor behaviour continued to affect supply. Throughout 2023–24 the NBA supported Lifeblood in growing its collection and donor network, and continued to discuss plasma volumes, forecasting and donor recruitment strategies. We are also reviewing demand patterns for Ig products, which affect the availability and cost of imports. Accurate forecasting is essential to procure Ig products on the global market at reasonable prices. It is crucial for governments to understand the drivers behind changing demand patterns and consider actions to improve future forecasting.

We are collaborating with key stakeholders, including Lifeblood, CSL Behring and the Therapeutic Goods Administration, to implement changes to donor deferrals for plasma donation eligibility. These efforts include progressing the implementation of 5 nucleic acid testing (5NAT) in Australia's plasma testing regimen to enhance the safety and reliability of the blood supply.

National Blood Supply Contingency Plan

In 2023–24 there were no events that triggered the National Blood Supply Contingency Plan (NBSCP).

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 2023–24 the NBA worked with jurisdictions to agree on a statement of requirement for the review and update of the NBSCP. We approached the market to procure a consultant to help with the review, with the aim of commencing this work in early 2024–25.

Data tooling

The NBA has begun a project to modernise and implement enterprise data and reporting tools. This is a project to replace the NBA's current manual data reporting processes by delivering a new cloud technology solution, including a data warehouse and an enterprise reporting tool. The project is in 2 phases. Phase 1 will deliver a Microsoft Fabric and Power BI solution for several core reports, with phase 2 further enhancing how we work by adopting these tools across all our business areas.

Demand and inventory management improvement initiatives

The NBA worked with the cross-jurisdictional government and clinical Demand and Inventory Management Improvement Reference Group to review and better understand the drivers for the increasing demand for red blood cells and other blood products, and to improve inventory management practices. The working group has developed several short-term to long-term initiatives, which we will continue to progress in 2024–25.

Patient Blood Management Guidelines

In 2023–24 the NBA released 2 guidelines:

- ◆ *Patient blood management guideline for adults with critical bleeding*, which supersedes *Patient Blood Management Guidelines: Module 1 Critical bleeding/massive transfusion* (2011)
- ◆ the updated *Guideline for the prophylactic use of RhD immunoglobulin in pregnancy care*.

These guidelines were updated and released on MAGICapp, a digital authoring and publishing platform for evidence-based publications. The use of MAGICapp – a new way for the NBA to develop guidelines – reflects our commitment to a more effective and sustainable updating process.

Blood sector systems

In 2023–24 the NBA's ICT team completed a range of upgrades to national blood sector systems, including improvements in the blood ordering process and patient management processes. We also improved system alerts, Australian Bleeding Disorders Registry (ABDR) patient cards, the clarity of password requirements, and the overall security and stability of these critical systems.

Research and development

The National Blood Sector Research and Development Program remained a focus for the NBA in 2023–24. Several projects funded through the program received media attention for their novel findings, highlighting the importance of new blood sector research and development.

In 2023 the NBA commissioned an evaluation of the program to measure its success and inform decisions about its future. The evaluation found that the program provides significant value for money by funding small-scale research projects and trials that would not be funded through competitive processes for larger funding sources. Investment in the program has influenced knowledge development and innovation and has resulted in sustainable job creation. In light of these findings, the NBA is pleased to be opening grant opportunities for a further round in late 2024.

In recent years the NBA has been piloting a process for product utilisation reviews. In 2023–24 we published pilot review findings on 2 products: C1-esterase inhibitor concentrate (Berinert) and activated recombinant factor VII (NovoSeven RT). The third pilot review, for emicizumab (Hemlibra) is underway. Lessons from the pilot process will inform the establishment of a program of ongoing utilisation reviews.

Office opening and 20th anniversary celebration

In August 2023 the NBA celebrated 2 significant milestones: the 20th anniversary of its establishment and the formal opening of the refurbished and expanded NBA office. The Hon Ged Kearney MP, Assistant Minister for Health and Aged Care, unveiled a commemorative plaque and cut the anniversary cake alongside staff and guests.

A special highlight of the event was a heartfelt speech by a long-term blood recipient, who shared her journey and expressed deep gratitude to blood donors.

Following the formalities, the Assistant Minister, Board members and other guests toured the new office and received a demonstration of the Blood Operations Centre.

Building a more sustainable organisation

Ongoing challenges in managing supply and demand over recent years have put pressure on the NBA's operating budget, which has remained largely unchanged since 2006–07. In 2023–24 the NBA succeeded in gaining the agreement of governments to recalibrate our operating budget to significantly improve the sustainability of the agency.

The NBA's average staffing level increased to 73 in 2023–24 and will further increase to 75 in 2024–25. The increase reflects our ongoing commitment to reduce our reliance on external contracted resources and continue to build a sustainable skilled employee base.

Our people are positively engaged in the critical business of the agency, as identified in exceptional results in the 2023–24 APS Employee Census. The engagement levels of our staff surpassed our target and staff reported high satisfaction within their jobs, as well as with supervisors and leadership within the NBA.

The NBA negotiated a new enterprise agreement with staff in 2023–24. The new agreement adopts Australian Public Service (APS) wide common conditions and provides a modern and comprehensive set of employee terms and conditions. Employees were very engaged in making the new agreement, with 99% participating in the agreement vote and 100% of those who voted supporting the new agreement.

Under a new ICT Strategy, the NBA continues to digitise its corporate and business processes and update a range of systems, including those supporting enterprise service management, enterprise resource planning, and finance and records management. We began to implement an enterprise data warehouse and data architecture to enable us to make the best use of our data to provide insights for the blood sector and improve delivery of our programs.

Towards the end of the reporting period, we launched a new NBA website. In developing the website, we consulted with stakeholders including staff, Board members, the public and the blood sector community. The new website provides easier access to a range of information about the NBA and the Australian blood sector, with improved readability and user experience. We will continue to analyse user feedback on the new site and make ongoing improvements.

Acknowledgements

I am deeply appreciative of the NBA Board’s continuing guidance and support throughout 2023–24. Their expert advice is essential to the decisions we make. The Board received regular updates and took a close and supportive interest in our programs during the year. It strongly supported the implementation of our strategic and operational plans and provided valuable advice on key strategic issues. I would like to specifically acknowledge our Board Chair for her unwavering support and strong commitment to the NBA, which has been instrumental in our success.

In late December 2023 we farewelled Mr Paul Bedbrook. I thank Paul for his valuable contribution to the NBA as a Board member since 2011. His tenure also includes a significant role as a member of the Audit and Risk Committee (ARC) since November 2013. Paul brought a tremendous and deep expertise to his roles, and was generous in sharing his experiences and feedback from the blood sector community.

I would also like to acknowledge the members of the ARC for their ongoing support and guidance. Their expertise and dedication have been crucial in ensuring the NBA’s accountability and financial integrity.

This year we welcomed Ms Terina Brierley to the ARC. Terina brings considerable experience and financial expertise, with a mix of both public and private sector experience, as well as international experience.

Our work would not be possible without the valuable advice and guidance from our working groups and committees, and our strong relationships with Commonwealth, state, and territory governments and other stakeholders.

Final remarks

As we look to the future, we remain committed to embracing new clinical breakthroughs, such as gene therapies and other novel products used to treat bleeding disorders, to ensure patients receive the best care and outcomes from a world-class blood supply system. We are excited to continue our work, embrace new opportunities, and meet the challenges ahead with the same commitment and passion that have defined our first 2 decades.

For 20 years we have provided an uninterrupted supply of blood and blood products to Australians in need under the national blood arrangements. This achievement is a testament to the skill, dedication and commitment of our diverse team and many stakeholders. I commend all our staff, past and present, for their unwavering dedication to ensuring a safe, secure and affordable supply of blood and blood products to all Australians who need this vital resource.

Finally, I extend my heartfelt gratitude to all donors, who have transformed the lives of so many people needing blood and blood products.

Thank you.

John Cahill
Chief Executive



The Hon Ged Kearney MP (Assistant Minister for Health and Aged Care)

Acknowledgements

We are grateful for the generous contributions of time and effort we received from clinical experts, community and patient representatives, and others.

We acknowledge the support from many professional colleges, societies and individuals who contributed to the publications, resources, and tools we produced during the year.

We thank our advisors, collaborators, and partners for their dedication, which helped us meet national blood arrangement objectives. Those who provided advice on various topics include the following groups and committees:

- ◆ Australian Bleeding Disorders Registry Data Managers Group
- ◆ Australian Bleeding Disorders Registry Steering Committee and Stakeholder Group
- ◆ Australian Haemophilia Centre Directors' Organisation
- ◆ Clinical and consumer reference groups and jurisdictions for the review and update of the Patient Blood Management Guidelines
- ◆ Expert Reference Group for the development of the *Guideline for the prophylactic use of Rh D immunoglobulin in pregnancy care*
- ◆ Haemovigilance Advisory Committee and working groups for advice on the National Haemovigilance Program to the NBA and other stakeholders
- ◆ National Blood Authority Audit and Risk Committee
- ◆ National Blood Authority Board
- ◆ National Immunoglobulin Governance Advisory Committee and specialist working groups for immunology, haematology, neurology, and transplantation medicine
- ◆ National Immunoglobulin Interest Group
- ◆ Patient Blood Management Advisory Committee and working groups for their advice on patient blood management strategies.



Nick's story



For so many parents, I expect there's this universal feeling that comes over us when we step outside with our newborn baby for the first time. The world appears brighter and more beautiful than ever before. But in the same moment, our protective instincts are triggered; everything seems bigger with hidden dangers lurking around every corner.

These natural concerns tend to ebb and flow over the weeks and months. As a new parent, you learn a whole new skill set to care for your tiny human. Through evolving sleep and feeding patterns, our bouncing baby boy was changing, growing and thriving.

Until, one day, he wasn't.

It was August 2021, 8 months after our son Brody was born, that we discovered bruising on his body. We were baffled about what was causing it, but we were also in the middle of Canberra's longest COVID lockdown. It would be weeks before we could physically get in to see our family GP.

And in the meantime, more bruises were appearing.

My wife, Cass, and I decided we couldn't wait any longer, so we took the next available telehealth appointment with another local doctor. This experience was far from reassuring. A phone call was a really limited way to determine anything about his condition and, distressingly, questions instead probed into family and home dynamics – including questions like 'How big is your dog?'

Fortunately, an appointment opened up soon after with our regular doctor, who straightaway ordered a blood test. Then another ... and another.

Following an anxious several weeks, his diagnosis was confirmed: Brody had haemophilia A. We didn't have time to let that sink in or wonder what this meant before the news worsened. Tests showed that Brody's case was severe because he was missing factor VIII in his blood.

I remember the doctor saying to us, 'This is serious, and you need to be really careful with him.' Reeling, we were sent home with the warning that at any moment he could spontaneously bleed, and to be diligent about minor knocks or



abrasions. If in doubt, the hospital would be our safest bet.

Life as we knew it had significantly changed for us. Those hidden dangers that we were wary of as new parents were now everywhere, rearing their ugly heads in our living room, kitchen, bathroom, and backyard. Brody was at the age where he was curious about touching and picking up objects, moving his body, learning to crawl or pulling himself up to stand. But these exciting milestones came with worry as his attempts resulted in more bruises.

While we were in the 2-month wait to see a haematologist to discuss treatment options, we asked ourselves, 'How do we help keep him safe from himself?'

This scary, isolating time was one of constant vigilance – trying to keep Brody from bleeding – and discovering more about his condition. Unfortunately, much of what we read online highlighted the hard parts of haemophilia and outdated treatments.* We read articles talking about the number of joint bleeds Brody could potentially have each year and saying that these would often involve stints in hospital. We discovered a lot of research about recombinant factor treatments which are injected intravenously every third day; some said that it's common for children to have surgery to insert a port so they can be treated from home.

We prepared for this to be our new way of life.

But we wanted to be informed ahead of our specialist appointment and, armed with this knowledge, we expected the doctor would advise one of these treatment options. We braced ourselves for the stark reality but instead were amazed to hear there was a new drug called Hemlibra and that Brody (having severe haemophilia) would qualify for this treatment.

And it was completely funded.

While Brody is not out of the woods, Hemlibra is a game changer. Treatment is every 2 weeks, not every third day, and the injections are done subcutaneously. This means we didn't need to learn how to find a vein; nor would he need surgery to have a port inserted in his body.

Best of all, we were told that, unlike other haemophilia A treatments, this would give Brody a steady factor level which means he'll be able to do nearly anything he wants!

This was such an emotional moment for our family. Throughout the journey of our diagnosis, every test result had come back with bad news – and with it more fear and worry. The sense of relief and feeling of control over the condition which this amazing drug provides has given us the confidence to live our lives as normally as possible.

Fast forward to 2024 and Brody is happy, active and carefree. He loves playing rough with his brother and every other thing little boys enjoy. While he still bruises – and what 3-year-old doesn't – he's never had a joint bleed and he's never been to hospital because of his haemophilia.

But Hemlibra is not a cure.

While haemophilia A is at the forefront of gene therapy research, the journey isn't over. I'm hopeful that within Brody's lifetime modern medicine will prevail and people just like our son won't have to live with restrictions on their lives. Until then, we've got our fingers crossed that when that time arrives, Brody's joints will be in good shape because he's been on Hemlibra.

We're incredibly grateful to be in Australia with access to this treatment and to be thrown this life raft through the National Blood Authority. Medical research changes lives, provides hope and restores normalcy. For recipients who benefit on the other side, well, the world once again feels brighter and more beautiful than ever before.

* I do recommend [Newly diagnosed with haemophilia](#) on the Haemophilia Foundation Australia website, which we found both helpful and reassuring.

Part 1



Overview

About the NBA

Key events in the NBA's history

Year at a glance

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 National Blood Authority (NBA) is established by the *National Blood Authority Act 2003* (NBA Act). As a material statutory agency, the NBA has a range of corporate and compliance responsibilities under the NBA Act, the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Service Act 1999*. In addition, it is 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 Australian 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 products and blood services on behalf of all Australian governments in accordance 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 and develops and manages an annual supply plan and budget
- ◆ negotiates and manages national contracts with suppliers of blood and blood related products to obtain the products needed by patients
- ◆ assesses blood supply risk and develops commensurate contingency planning
- ◆ supports the work of all Australian governments in improving the way blood products are governed, managed and used, as well as developing and facilitating strategies and programs to improve the safety, quality and effectiveness of blood usage, particularly in the areas of national standards, criteria, guidelines and data capture and analysis
- ◆ collaborates with key stakeholders to provide expert advice to support government policy development, including the identification of emerging risks, developments, trends and opportunities
- ◆ manages the evaluation of proposals for blood sector improvements, including proposals for new products, technologies and system changes
- ◆ supports jurisdictional consideration of key issues in accordance with the National Blood Agreement.

Our responsible Minister and portfolio

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

Accountable authority

Details of the NBA's accountable authority during the 2023–24 reporting period are in Table 1.1.

Mr John Cahill was reappointed as General Manager of the National Blood Authority for a 4-year term from 27 September 2020.

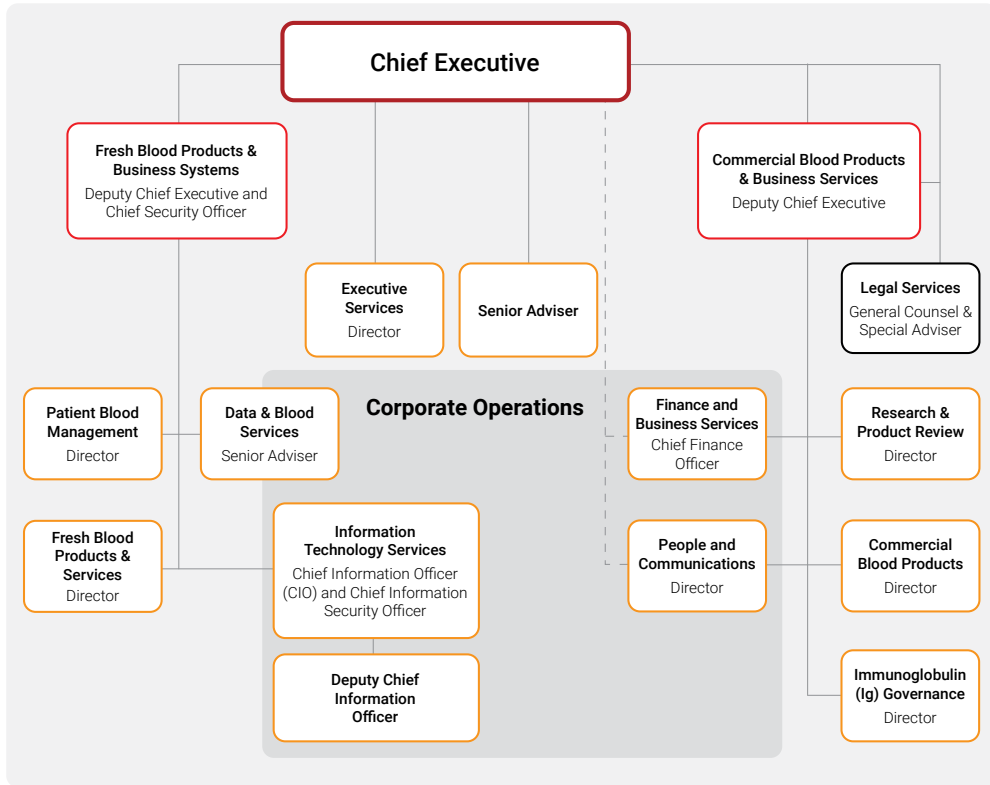
TABLE 1.1 Details of accountable authority during the current report period (2023–24)

Name	Position title/position held	Date of commencement	Date of cessation
Mr John Cahill	Chief Executive	October 2016	n/a

Our organisational structure

Figure 1.1 shows our organisational structure as at 30 June 2024.

FIGURE 1.1 NBA organisational structure as at 30 June 2024



Our executive management team

As at 30 June 2024 the NBA Executive Management team comprised the following senior executives.



Mr John Cahill

Chief Executive, National Blood Authority

Mr Cahill was appointed to the position of Chief Executive in 2016. He previously held a senior executive position in the Commonwealth Department of Health and Aged Care. He has wide-ranging policy, program and operational experience, including extensive work as a senior executive and Chief Executive with various government departments and agencies.

Before the NBA, Mr Cahill led and managed major programs and projects involving the delivery of challenging and complex services across Australia and internationally. This included the management and delivery of significant health services, infrastructure services, major procurements and substantial contracts.

Since commencing with the NBA, Mr Cahill has worked closely with the Australian Red Cross Lifeblood, commercial suppliers, partners and service providers, and a broad range of committed stakeholders within governments and the community – including patients, patient groups, clinicians and specialist advisors – as well as with the passionate and professional staff of the NBA, to ensure the NBA provides strong leadership, management and support for Australia's world-class national blood arrangements.

**Ms Kate McCauley**

Deputy Chief Executive, Fresh Blood Products and Business Systems

Ms McCauley became Deputy Chief Executive, Fresh Blood Products and Business Systems, in November 2022. She has wide-ranging capabilities in organisational change and reform, health-related policy and service delivery. She is an experienced Senior Executive Service officer who has worked in several areas of government, including the health and education portfolios and with central agencies. Her early career as a registered nurse gives her a unique understanding of the practical implications of government decision-making and policy implementation.

Ms McCauley's NBA responsibilities cover fresh blood products and services and related issues. This includes coordinating the national supply planning processes across Australia. She has principal executive responsibility for our contract with Australian Red Cross Lifeblood. She also has executive responsibility for the Chief Information Officer group, our ICT and data management activities, and coordination of our corporate risk management work.

**Mr Ben Noyen**

Deputy Chief Executive, Commercial Blood Products and Business Services

Mr Noyen was appointed as the Deputy Chief Executive, Commercial Blood Products and Business Services in mid-November 2023. He is an experienced senior executive and leader with a background in health policy, compliance and regulation, manufacturing and corporate operations. Originally an industrial engineer, Mr Noyen's experience prior to government extends to private sector roles in business consulting and in fraud and risk management. Earlier in his career, he served as a police officer.

In the National Blood Authority, Mr Noyen is responsible for the commercial strategy and supply of plasma-derived products, recombinant products and other alternative blood products. In addition, he leads the national Immunoglobulin Governance Program and manages the assessment and funding of new products. Mr Noyen is also responsible for national blood sector research and development, along with the National Blood Authority's business services, which include finance, legal services, human resources and communications.

Key achievements in 2023–24

- ◆ Maintained an uninterrupted supply of blood and blood 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 products to manage blood arrangements in a challenging post-pandemic environment.

- ◆ Maintained governance arrangements for immunoglobulin that kept demand growth at 6.6%.

- ◆ Reviewed the Red Cell Diagnostic Program to inform future arrangements.

- ◆ Kept the level of red blood cell wastage at 1.2%.

- ◆ Achieved a minor variance of \$0.5 million, or 0.03% against the 2023–24 National Supply Plan and Budget of \$1.697 billion.

- ◆ Completed product utilisation reviews for C1-esterase inhibitor concentrate (Berinert) and activated recombinant factor VII (NovoSeven RT).

- ◆ Published the updated *Guideline for the prophylactic use of Rh D immunoglobulin in pregnancy care* and the *Patient blood management guideline for adults with critical bleeding*.

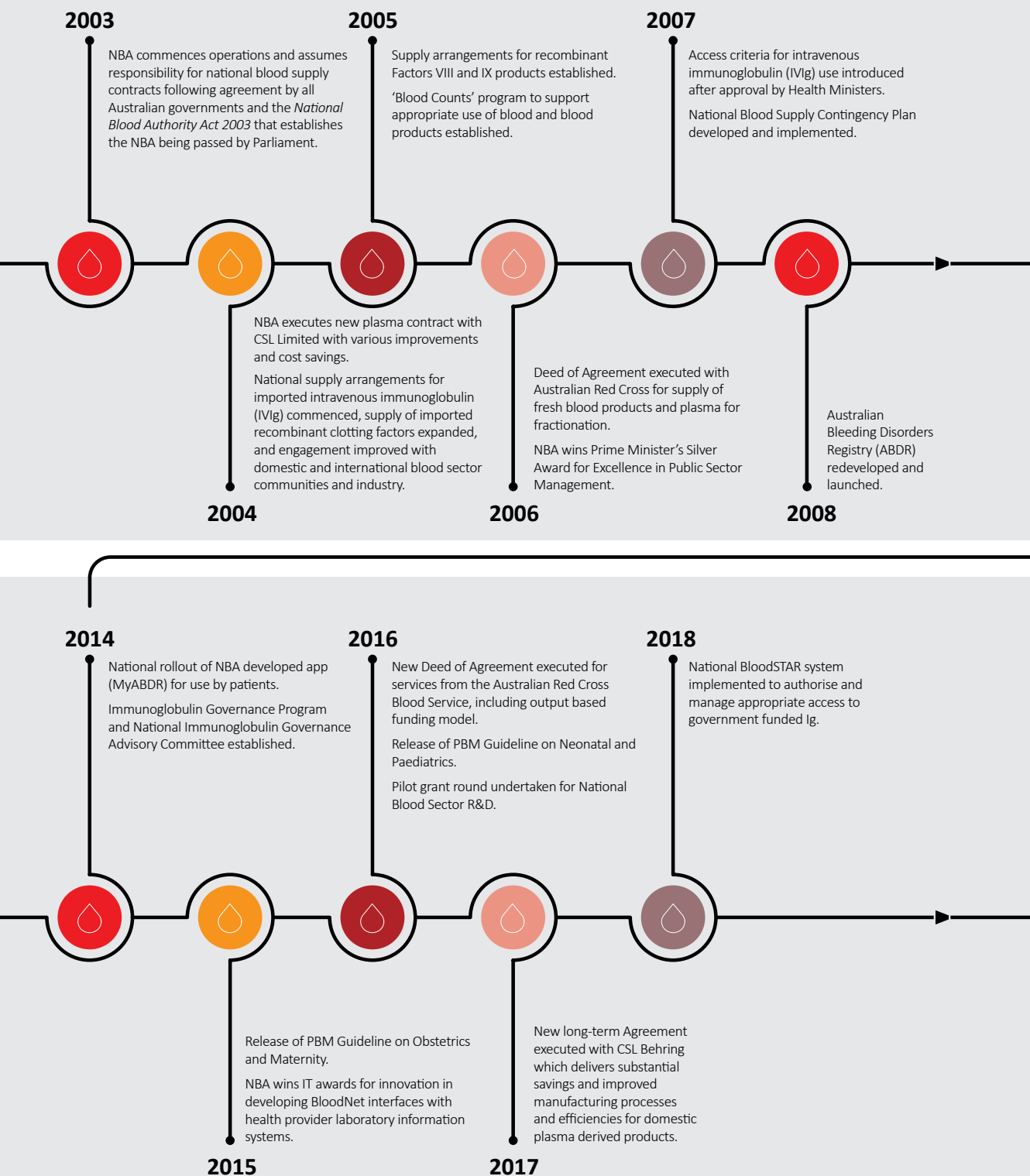
- ◆ Exceeded expectations for the collection of plasma for fractionation, with more than the 869 tonne target being supplied, and an increase in red blood cell demand of 2.4% also able to be met.

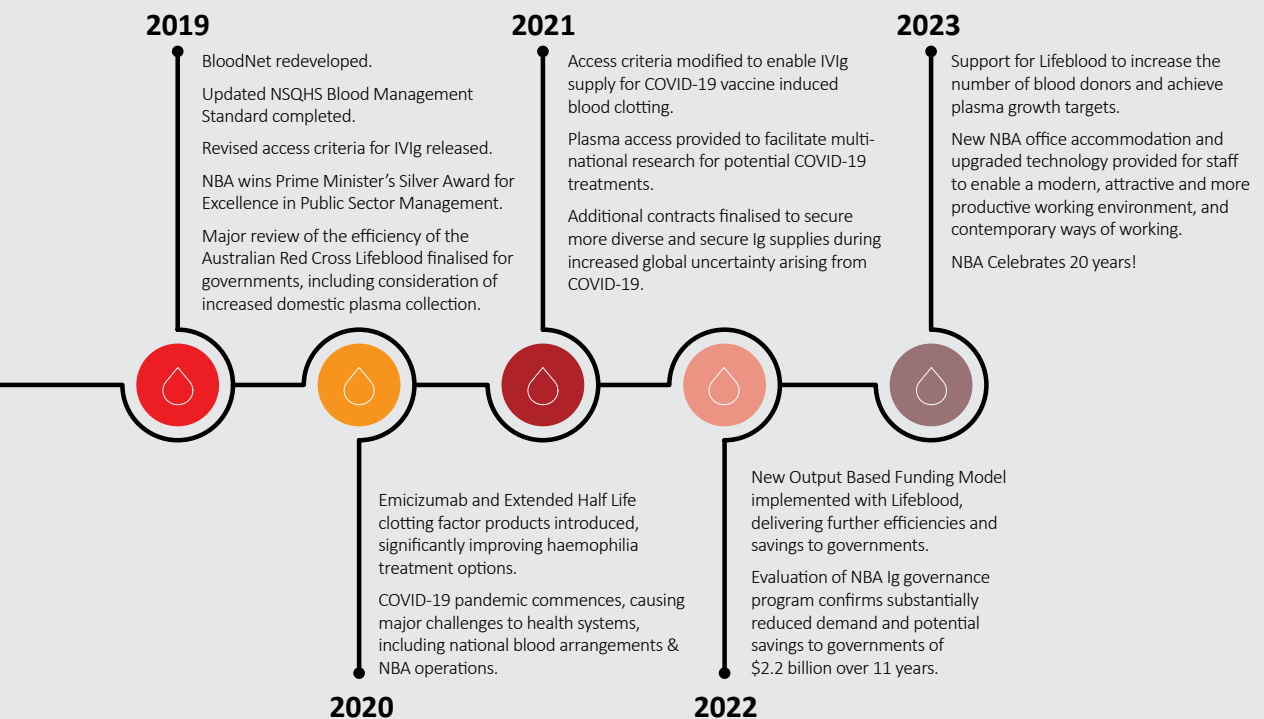
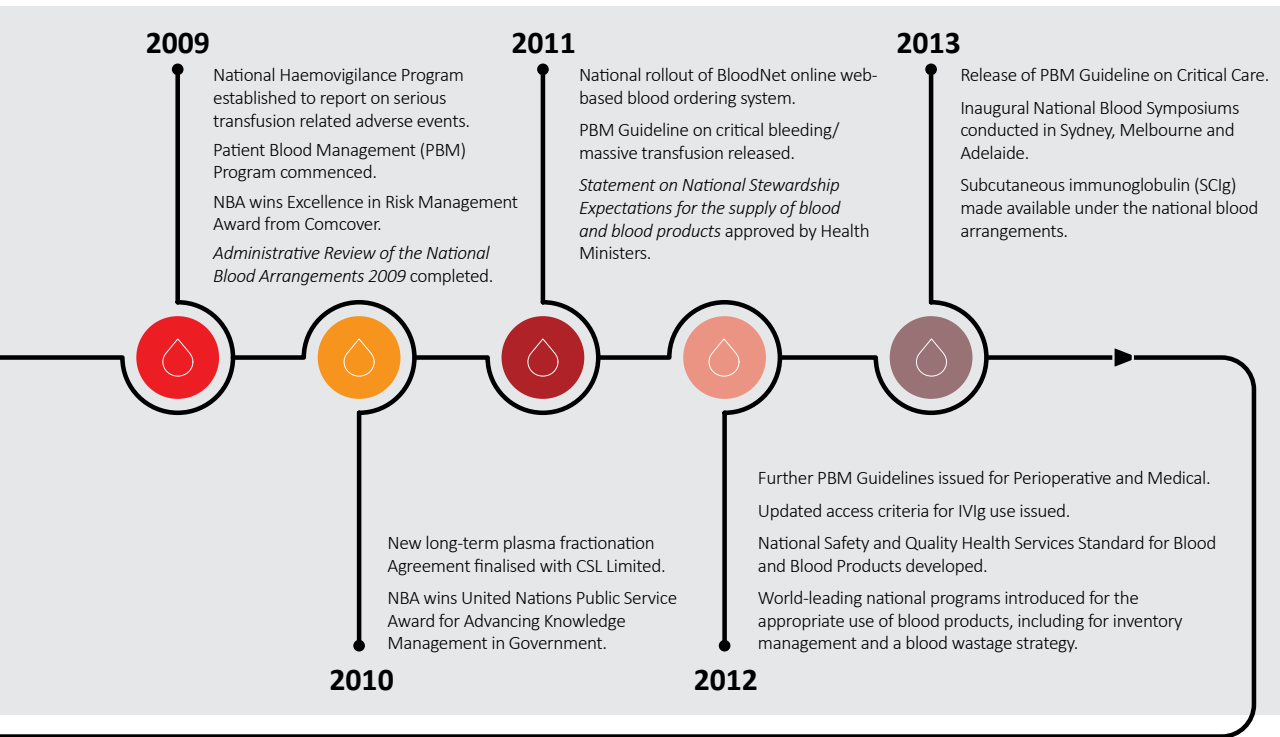
- ◆ Launched the new NBA website, which improves communications to and with our stakeholders.

- ◆ Successfully negotiated and implemented the NBA Enterprise Agreement.

- ◆ Significantly increased staff engagement from the previous year, with a score of 79%, up from 74%.

Key moments in the 21 years of the National Blood Authority





Year at a glance

Snapshot of the blood sector in 2023–24

Donating



559,222
total active donors

221,564
including plasmapheresis donors

1,646,288
blood donations

Collecting and processing

869.1
tonnes of plasma collected

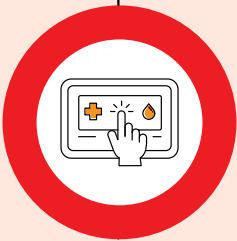
79
fixed collection sites

5
manufacturing and
testing centres

18
contracts managed by the
NBA for the supply of products



Ordering (BloodNet)



219,288
BloodNet orders

599
(average) orders
per day

2,640,019
units received by
BloodNet facilities

183
laboratories interfaced
with BloodNet

100%
national uptake of BloodNet
Fate Module

Supplying

\$752.6m
fresh blood components

\$4.8m
diagnostic reagents

\$929.6m
plasma-derived and recombinant products



Issuing



704,542
units of red blood cells issued

155,620
units of platelets issued

3,545,638
grams of domestic Ig issued

5,714,414
grams of imported Ig issued

Managing

8,035
patients registered
in ABDR

5.1
days average age of
red blood cells at issue

8,106
discards of
red blood cells

1,710
guideline publications
distributed

876,264
registered users of
BloodSafe eLearning



Transfusing



2,007
patients receiving products for
bleeding disorders

26,952
patients receiving
Ig products

1,119
facilities issued
blood in BloodNet

62
product groups provided under
the national blood arrangements

Budgeting

\$1,684.8m
govt funding for product supply

\$0.5m
saving to governments

\$3.3m
operational funding

0.00%
Variance between actual and estimated
demand for the supply of blood and products

\$738.6m
funding returned to governments
over the past ten years



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 particular expertise is valuable.

The Australian Minister for Health and Aged Care 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.



The Hon Ged Kearney MP (Assistant Minister for Health and Aged Care), Dr Amanda Rischbieth AM (Board Chair), and Mr John Cahill (Chief Executive)



Mr John Cahill (Chief Executive)

Board membership



Dr John Rowell, Professor Nicola Spurrier PSM, Mr Paul Bedbrook, Dr Amanda Rischbieth AM, Mr Geoffrey Bartle, Professor Lyn Beazley AO and Ms Penny Shakespeare.

The Board and I wished a warm farewell to a longstanding member, Paul Bedbrook, in December 2023. Paul joined the Board as the Community Representative in May 2011, and since August 2013 he has served as Financial Expert.

Paul's personal connection to haemophilia, as the father of 2 adult sons with the condition, has brought invaluable insights and perspectives to the Board. His extensive professional experience in business and financial services has provided valuable expertise and guidance for the NBA's operations.

We extend our deepest appreciation to Paul for his dedication, his expertise, and his profound impact on the NBA. We will greatly miss his presence and we wish him all the best in his future endeavours.

As at 30 June 2024 the NBA Board members were:

- ◆ Dr Amanda Rischbieth AM – Chair
- ◆ Mr Geoffrey Bartle – Community Representative
- ◆ Professor Nicola Spurrier PSM – Public Health Expert
- ◆ Professor Lyn Beazley AO – State and Territory Representative (small jurisdiction)
- ◆ Dr John Rowell – State and Territory Representative (large jurisdiction)
- ◆ Ms Penny Shakespeare – Australian Government Representative
- ◆ Vacant – Financial Expert.

Profiles of the Board members are in Appendix 1.

Outgoing member

Paul Bedbrook – Financial Expert

Report of the Board's operations

In late August 2023 I had the honour of delivering the opening remarks for the NBA's 20th anniversary celebration and official office opening alongside the Hon Ged Kearney MP, Assistant Minister for Health and Aged Care. The Assistant Minister officially opened the NBA office, unveiled a plaque, and celebrated the anniversary by cutting a cake with staff and guests. Following these formalities, the Assistant Minister, Board members and other guests toured the new office and saw a demonstration of the Blood Operations Centre.



Dr Amanda Rischbieth AM (Board Chair)

In April 2024 I attended the International Plasma Protein Congress (IPPC) in Athens. The IPPC conference is an opportunity for global stakeholders in the plasma protein industry to meet and discuss the evolving landscape of plasma-derived products. I was able to discuss with participants the global plasma environment, including new therapies for bleeding disorders and the NBA's role. On returning, I was pleased to provide insights to management and Board from the congress.



Dr Amanda Rischbieth AM (Board Chair) and The Hon Ged Kearney MP (Assistant Minister for Health and Aged Care)

The Board had 3 meetings in 2023–24, discussing a variety of subjects including:

- ◆ blood inventory issues
- ◆ review of the national blood arrangements
- ◆ the assessment pathway for new high-cost specialised therapies
- ◆ the donor network
- ◆ the National Blood Supply Contingency Plan
- ◆ the Lifeblood Deed of Agreement
- ◆ the National Blood Sector Research and Development Program.

The Board met with Assistant Minister Kearney, who participated in a pre-board discussion before a regular Board meeting. Topics included an overview of the national blood arrangements and the key areas of focus for the next 3 years. These areas include blood inventory, redevelopment of digital systems, the Lifeblood Deed of Agreement, the National Fractionation Agreement, and new and emerging technologies and gene therapies, which she is keen to pursue under the national blood arrangements.

The demand and supply pressures for blood, plasma and related products persisted throughout 2023–24 both in Australia and globally. The Board regularly discussed and monitored the challenges affecting blood inventory, managing supply for both domestic and imported products, and the measures implemented to ensure the stability of these vital resources.

The Board continues to build on its trusted partnerships with Lifeblood. At its November 2023 meeting the Board received a presentation from Lifeblood’s Chief Executive Officer, Adjunct Professor Stephen Cornelissen AM, Mr John Brown and Mr James Bargh on increasing the donor panel, planning the collection network, and the rural and remote network plan. The NBA Board continues to support initiatives by Lifeblood to increase, diversify and improve blood inventory levels and increase plasma collections.

The Board reviewed and advised on the independent review of national blood arrangements by the Department of Health and Aged Care. It supports updating the governance arrangements and frameworks to ensure they are modern and effective. This includes reviewing key documents like the National Blood Agreement, the *National Blood Authority Act 2003*, and advisory structures to align with current legislative requirements and national blood sector policy priorities.

The Board contributed strategic insights on the NBA’s organisational and corporate arrangements, the prioritisation of its work programs, and risk management strategies. This included input on:

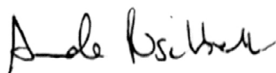
- the 2023–24 Corporate Plan and Business Plan, including future strategic priorities
- ICT systems and infrastructure, and cyber security
- employee health, safety and wellbeing management
- the response to the 2023 APS Employee Census and the NBA’s Employee Census Action Plan
- operational funding.

I wish to acknowledge the strong partnerships and collaboration the NBA has cultivated with Lifeblood, our commercial partners, suppliers, governments, clinicians, patients, and other experts in the blood sector. The Board values the contributions of all stakeholders who have supported the NBA’s work program.

I acknowledge and thank the Board members for their support, advice and significant contributions throughout the year. Each member has dedicated their time to committees and specialist working groups, engaged in reviews and consultation panels, and provided expert advice on critical issues. Their stakeholder engagement has strengthened relationships, promoted the NBA’s role, and greatly contributed to the NBA’s successes.

The Board and I are immensely proud of the dedicated and innovative team at the NBA. We extend our heartfelt gratitude to each team member for their unwavering hard work, ability to turn challenges into opportunities, and deep commitment to saving and improving Australian lives by providing a world-class blood supply.

It remains my pleasure as Chair to support an organisation so committed and dedicated to improving the lives of Australians.



Amanda Rischbieth AM
Chair
National Blood Authority Board



Glenda's story

I have had myasthenia gravis (MG) for 48 years now. MG is a neuromuscular autoimmune disease that affects the use of muscles. Normal communication between the nerve and the muscle is interrupted, leaving the muscle weak and fatigued.

My symptoms began at the age of 17. After many trips to different doctors, I was finally diagnosed 5 years later. I started taking pyridostigmine and had my thymus removed about 6 weeks later. Life improved tremendously and I was able to find work again and feel like a nearly normal person.

A few years later I became pregnant. All was well with the pregnancy but I relapsed as soon as my daughter was born. I was given extra medication, which did not help, so I started plasma exchange treatment, which lasted for 3½ years.

A few years later, although I was not feeling too bad, my doctors decided that I needed something extra to keep me stable and maybe get me off the extra

meds. I began having IVIg treatment, which has allowed me to stop the extra meds. I now just take pyridostigmine 4 times a day and have IVIg infusions every 6 weeks. This treatment is not invasive, and I come home feeling refreshed again. I have only really had problems when there has been a product change – a few headaches, which settled down after the first few treatments. Recently another product change has caused a few problems, so I will be looking at switching again.

I have been having IVIg treatment for about 24 years and am very happy to continue while I feel the benefits. My advice to other patients is to drink plenty of fluids before the treatment and just relax. I hope to not have to take any extra meds, as I am stabilised and doing well now. I feel I can do most things I need to and am happy with how things are now.

People who donate blood and blood products should feel good about themselves: this would not be possible without them.

Managing risk

The NBA is responsible for ensuring the adequate, safe, secure and affordable supply of blood, blood products and blood services. To facilitate this, we have established:

- ◆ contingency and risk mitigation measures to ensure the continuity of blood supply
- ◆ business continuity plans to ensure that we are prepared and able to continue operating.

In 2023–24 we continued to focus on strengthening risk management arrangements. To this end, we:

- ◆ finished reviewing the NBA’s risk management framework in response to our COVID-19 related experiences and to the 2023 Commonwealth Risk Management Policy and supporting documents
- ◆ continued to review our Business Continuity Framework and Plan, ICT Disaster Recovery Plan, and cyber security risk assessments and mitigations
- ◆ completed the update of our fraud risk management plan
- ◆ continued to review and update the supply risk mitigation measures for the supply of blood and blood products
- ◆ reviewed our corporate risk register.

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 continuity of the supply of blood and blood-related products and services. 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 2023–24 there were no events that triggered the NBSCP.

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 2023–24 the NBA worked with jurisdictions to agree on a statement of requirement for the review and update of the NBSCP, including planning a testing and simulation program. We approached the market to procure a consultant to help with the review, with the aim of commencing this work in early 2024–25.

Business continuity framework

The NBA maintains contingency and continuity measures of the highest standard to ensure:

- ◆ continuity of supply of blood and blood-related products and services
- ◆ business operational preparedness for the continuation of NBA services
- ◆ good information and communication.

In 2023–24 the NBA commenced activities to strengthen resourcing and a comprehensive review of risk and business continuity and linkages to support planning in the 2024–25 financial year.

Information and communications technology disaster recovery plan

The NBA's ICT Disaster Recovery Plan contains detailed instructions to return critical ICT services to use if there is a major disruption.

The NBA's systems are designed to be resilient and can be run from either of our 2 data centres if necessary. In 2023–24 we continued to demonstrate our ability to work from locations other than the main office as the need arose.

The NBA's review of our ICT Disaster Recovery Plan is ongoing. In 2023–24 we continued to enhance our cloud-based backup solution. We thoroughly tested our backup and restore capabilities to ensure that we can meet the data recovery objectives of the agency.



Lifeblood ambassador Michael Klim



Champion swimmer Michael Klim OAM knows what it's like to rise to a challenge. Representing Australia at 3 Olympics, he won 6 medals, 2 of them gold. Now he's meeting a different kind of test with equal determination and is using his experience and public profile to help others.

In 2020, after the rapid onset of symptoms that left him unable to walk, Michael was diagnosed with chronic inflammatory demyelinating polyradiculoneuropathy (CIDP). CIDP is a rare neurological disorder that can cause chronic pain, weak limbs, loss of sensation, and difficulty moving. There's no cure for it but the symptoms can be controlled through treatment with intravenous immunoglobulin (IVIg).

With 6-weekly IVIg infusions, Michael's condition has stabilised and he's able to walk again.

IVIg is derived from human plasma collected from volunteer donors. Donating plasma is like donating blood but can be done more often – as frequently as every 2 weeks, or 4 weeks after a blood donation.

Before his diagnosis, Michael – like most people – knew little about blood donations and even less about plasma. 'Unless you have been in a situation like mine, you can't fully appreciate the demand that exists for plasma and the change it can create for patients. I was going downhill really quickly. With the plasma, we were able to stop that degradation.'

To raise awareness of the need for plasma, encourage more Australians to become donors, and thank those who already donate, Michael became an ambassador for Australian Red Cross Lifeblood (Lifeblood) in 2022.

Plasma-derived products are used to treat more than 50 serious medical conditions, including autoimmune disorders, cancer, haemophilia, kidney conditions and burns. Lifeblood reports

steeply rising demand for plasma, which is now the type of donation most needed in Australia. However, awareness of the need for plasma donations is much lower. Klim's advocacy is helping to change this.

'The generosity of Australians is tremendous,' he says. 'Without it, people like me wouldn't be functioning the way we do. It gives us hope.'

Part 2



Annual performance

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 management and use of blood and blood-related products and services in Australia

Strategy 4: Develop policy and provide policy advice on the sustainability of the blood sector

Strategy 5: Be a high-performing organisation

Annual Performance Statements

The performance reporting format for the National Blood Authority (NBA) for 2023–24 reflects the annual performance statement structure set out in the relevant Department of Finance guidelines (Resource Management Guide No. 135 *Annual reports for non-corporate Commonwealth entities*).

Accountable authority statement

As the accountable authority of the National Blood Authority, I present the 2023–24 Annual Performance Statements of the National Blood Authority, 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.



John Cahill
Chief Executive
National Blood Authority

Introductory statement

As required under 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 2023–24 (PBS) and the NBA's Corporate Plan for 2023–24.

In accordance with paragraph 17(2)(b) of the Public Governance, Performance and Accountability Rule 2014, the National Blood Authority Audit and Risk Committee has reviewed the National Blood Authority's performance reporting as part of its functions and considers the reporting appropriate.

Performance framework

In pursuing its vision in 2023–24, the NBA worked to deliver against the outcome, program and performance measures outlined in the 2023–24 PBS. We did this through the 3 objectives and 5 strategies set out in our Corporate Plan 2023–24 to 2026–27.

Outcome

Outcome 1: Health Policy, Access and Support

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 NBA works to save and improve Australian lives through a world-class blood supply that is safe, secure, affordable and well-managed.

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 improvement 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 policy and provide policy advice on the sustainability of the blood sector.
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 2023–24 to 2026–27

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)	2023–24 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	Strategy 1: Provide a safe, secure and affordable supply of blood and blood-related products and services
	Events that activate the National Blood Supply Contingency Plan, if any, are managed effectively and efficiently by the NBA	
	Multiple contracts from diverse sources for relevant blood products are in place and managed to ensure security of supply	
The supply outcome is within 5% of the National Supply Plan & Budget approved by governments	<5% variation	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	<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	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 policy and provide policy advice on the sustainability of the blood sector
		Strategy 5: Be a high-performing organisation

Summary of overall performance

The NBA manages and coordinates arrangements for the supply of blood, blood products and blood services on behalf of all Australian governments in accordance 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
- ◆ to promote the safe and high-quality management and use of blood products, blood related products and blood related services in Australia.

Tables 2.2 and 2.10 to 2.13 summarise the NBA's performance results for 2023–24. The performance criteria in these tables are the key performance indicators (KPIs) from the 2023–24 Corporate Plan. For KPIs that have related performance targets in the 2023–24 PBS, the tables also state the PBS target.

Strategy 1:

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

The Australian Red Cross Lifeblood (Lifeblood) is responsible for collecting blood and plasma from donors in Australia, under a contract with the NBA, and supplies plasma to CSL Behring for processing. To meet domestic clinical demand Australia also imports some blood products, including plasma and plasma products. We do this through multiple contracts managed by the NBA.

The NBA manages the national blood supply to ensure healthcare providers have sustainable, reliable and efficient access to blood and blood products they need for patient care. We ensure the security of blood supply by:

- ♦ working with all Australian governments to set and manage an annual supply plan and budget
- ♦ negotiating and managing blood supply contracts and arrangements with Australian and overseas suppliers.

To ensure a continuously adequate, safe, secure and affordable supply of blood and blood products, the NBA must closely monitor and manage key issues, anticipate challenges, and recognise and pursue opportunities. This includes issues relating to the clinical environment and its 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, variability in product usage, the state of clinical knowledge, and associated research and development.

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 2023–24 performance indicators	
Indicator	Outcome
<p>Availability of blood and blood related products meets clinical requirements</p> <p>(PBS target: 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)</p>	<p>Met</p> <p>Blood and blood products were available to meet clinical demand.</p> <p>There were no events that activated the National Blood Supply Contingency Plan.</p>
<p>Multiple contracts from diverse sources for blood products are in place and well-managed</p> <p>(PBS target: <5% variation)</p>	<p>Met</p> <p>In 2023–24 the NBA managed 18 blood and blood product supply contracts and arrangements.</p> <p>Actual results were 0.0% (\$0.5 million) below the National Supply Plan and Budget.</p>
<p>Provision and use of Ig is consistent with access criteria</p> <p>(PBS target: <8% growth in Ig demand under approved criteria)</p>	<p>Met</p> <p>In 2023–24 the rate of growth of immunoglobulin (Ig) use was 6.6%.</p> <p>The growth rate of Ig use has decreased with implementation and operation of the governance framework, including criteria for access, from an average of 11% between 2006–07 and 2017–18.</p>
<p>Collection and production yield for domestic Ig is maximised</p>	<p>Met</p> <p>Plasma for fractionation target met in 2023–24 at 869.1 tonnes.</p>
<p>Discards as a percentage of net issues of red blood cells are less than 2.5%</p>	<p>Met</p> <p>Discards as a percentage of net issues of red blood cells were 1.2%.</p>
<p>Supply outcome is within 5% of the National Supply Plan and Budget approved by governments</p>	<p>Met</p> <p>Actual results were 0.0% (\$0.5 million) below the National Supply Plan and Budget.</p> <p>There were no contingency events during the reporting period that required the National Blood Supply Contingency Plan to be activated.</p> <p>The NBA continued to closely monitor the supply of blood and blood products to Australia and mitigated risk issues.</p>

Delivery of Strategy 1

The NBA manages the national blood supply to ensure healthcare providers have sustainable, reliable and efficient access to blood and blood products needed for patient care. The NBA ensures blood supply security by working with all Australian governments to set and manage an annual supply plan and budget, and by negotiating and managing blood supply contracts and arrangements with domestic and overseas suppliers.

The NBA met all the 2023–24 KPIs for Strategy 1.

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 National Supply Plan and Budget (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 2023–24 NSP&B

Throughout 2023–24, products were supplied to meet clinical demand, and supply risks were effectively managed.

The approved budget for 2023–24, covering supply and management of blood and blood products and services under contract, was \$1,707 million. Of this \$765.2 million was allocated for fresh blood products and plasma collection, and \$919.5 million for plasma-derived and recombinant products. There was also a budget of \$22.5 million for activities supporting the appropriate use and management of blood, blood products and blood-related services. This included:

- ◆ printing and distributing the Patient Blood Management Guidelines
- ◆ 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 shows actual expenditure on blood and blood products from 2019–20 to 2023–24, by product type and by supplier.

TABLE 2.3 Blood and blood products purchased by product category 2019–20 to 2023–24

Supplier	Products purchased	2019–20 (\$m)	2020–21 (\$m)	2021–22 (\$m)	2022–23 (\$m)	2023–24 (\$m)
Australian Red Cross Lifeblood	Fresh blood products	651.50	698.46	708.83	685.83	752.62
CSL Behring	Domestic plasma products	269.56	302.73	325.92	311.83	321.41
	Imported plasma and recombinant products	23.11	44.48	47.71	28.79	30.88
	Imported Ig	134.42	155.93	176.39	270.96	260.17
Takeda Pharmaceuticals Australia Pty Ltd (formerly Shire Australia Pty Limited)	Imported plasma and recombinant products	37.09	18.70	11.10	12.65	9.41
	Imported Ig	0.00	2.93	3.30	19.20	39.92
Roche Products Pty Ltd	Emicizumab (bi-functional monoclonal antibody)	0.00	25.74	59.05	67.20	60.70
Pfizer Australia Pty Ltd	Imported plasma and recombinant products	36.60	13.58	10.27	8.87	7.96
Novo Nordisk Pharmaceuticals Pty Ltd	Imported plasma and recombinant products	36.73	32.91	28.37	26.69	27.79
Sanofi-Aventis Australia Pty Ltd	Imported plasma and recombinant products	21.28	21.00	22.67	25.10	24.45
Octapharma Australia Pty Ltd	Imported Ig	0.00	2.98	34.07	40.79	44.34
Grifols Australia Pty Ltd	Imported Ig	44.87	46.80	43.29	68.28	102.60
	Diagnostic reagent products	0.36	0.40	0.47	0.39	0.18
Paragon Care Group Australia Pty Ltd (formerly Immulab Pty Ltd)	Diagnostic reagent products	2.98	3.04	2.98	2.87	2.47
Ortho-Clinical Diagnostics (Johnson & Johnson Medical Pty Ltd)	Diagnostic reagent products	0.81	0.71	0.62	0.53	0.46
Bio-Rad Laboratories Pty Ltd	Diagnostic reagent products	0.58	0.58	0.66	0.96	1.68
Total purchases of blood and blood products		1,259.89	1,370.98	1,475.70	1,570.95	1,687.03

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 for contract management, including the Department of Finance guideline on developing and managing contracts.

In 2023–24 the NBA managed 18 blood and blood product supply contracts and arrangements.

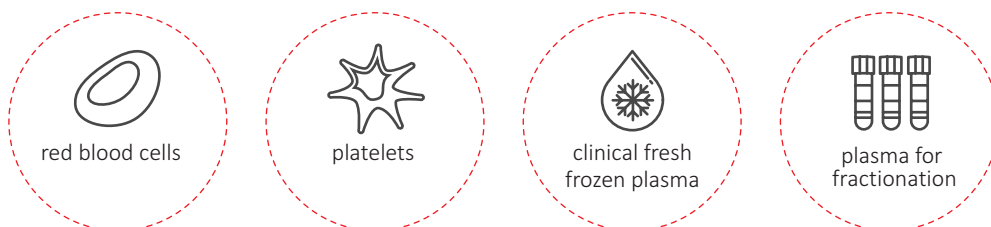
To secure the supply of fresh blood products nationally, the NBA manages a Deed of Agreement between the Australian Red Cross Society, represented by the Australian Red Cross Lifeblood, and the Commonwealth of Australia.

To secure Australia's supply of plasma and recombinant products, the NBA managed 17 contracts with commercial suppliers in 2023–24, including:

- ◆ the National Fractionation Agreement for Australia with CSL Behring
- ◆ contracts for imported Ig; imported recombinant factors VIIa, VIII, IX and XIII; and other imported plasma and recombinant products from commercial suppliers
- ◆ standing offer arrangements for red cell diagnostic reagent products.

Fresh blood products

The fresh blood products supplied in 2023–24 are summarised in Appendix 3. The 4 main products were:



The Deed of Agreement that covers Lifeblood's operations ensures funding to Lifeblood for all reasonable costs it incurs for collection, processing and supply of blood and services covered by the Deed. The trend in fresh blood expenditure (see Table 2.4) reflects changes in the demand for some fresh blood products over time, and the effect of the funding model for the operations and sustainability of Lifeblood.

Key factors that influenced changes in 2023–24 were:

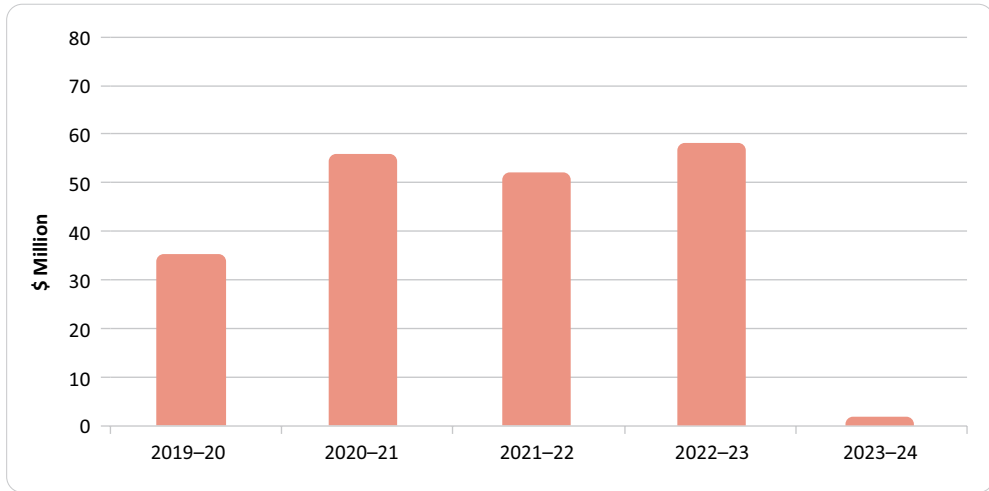
- ◆ continued higher demand for red blood cells (2.4% higher compared to 2022–23)
- ◆ annual price indexation of 2.22%
- ◆ a very slight increase in the collection of plasma for fractionation, with 869.1 tonnes collected, against a target of 869 tonnes
- ◆ higher demand for Ig and its impact on demand for domestic plasma.

TABLE 2.4 Fresh blood expenditure since 2014–15

Year	Amount (\$m)	Growth (%)
2014–15	547.1	-6.2
2015–16	588.4	7.5
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
Total	6,503.8	2.7% average

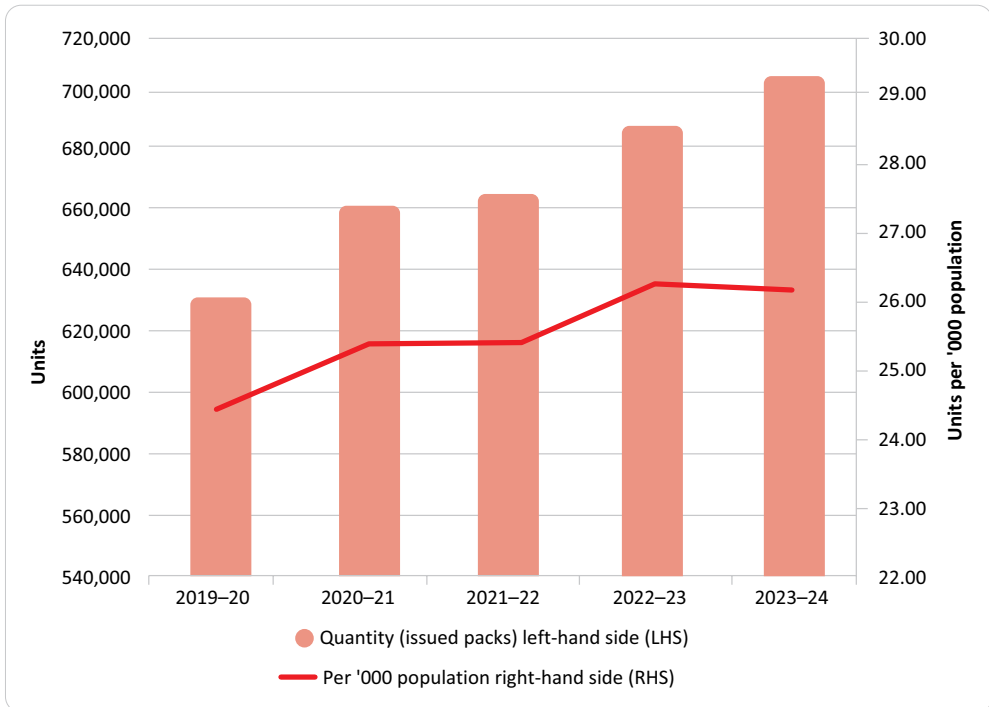
The expenditure growth shown in Table 2.4 has been absorbed into the annual budget funding approved by governments. Improvements and efficiencies in Lifeblood's operations have enabled Lifeblood to return operating savings to governments in many years. The cost of fresh blood products issued under NBA arrangements in 2023–24 totalled \$763.7 million, against a budget of \$765.2 million. The savings to governments in 2023–24 totalled \$1.5 million (see Figure 2.1). The key reasons for this are:

- ◆ The collection of plasma for fractionation met the 2023–24 target – 869.1 tonnes were supplied during the year, against a target of 869 tonnes
- ◆ Demand for red blood cells, platelets and clinical fresh frozen plasma was higher than budget
- ◆ Lifeblood did not return a 2023–24 operating surplus to government.

FIGURE 2.1 Savings to government for fresh blood products 2019–20 to 2023–24

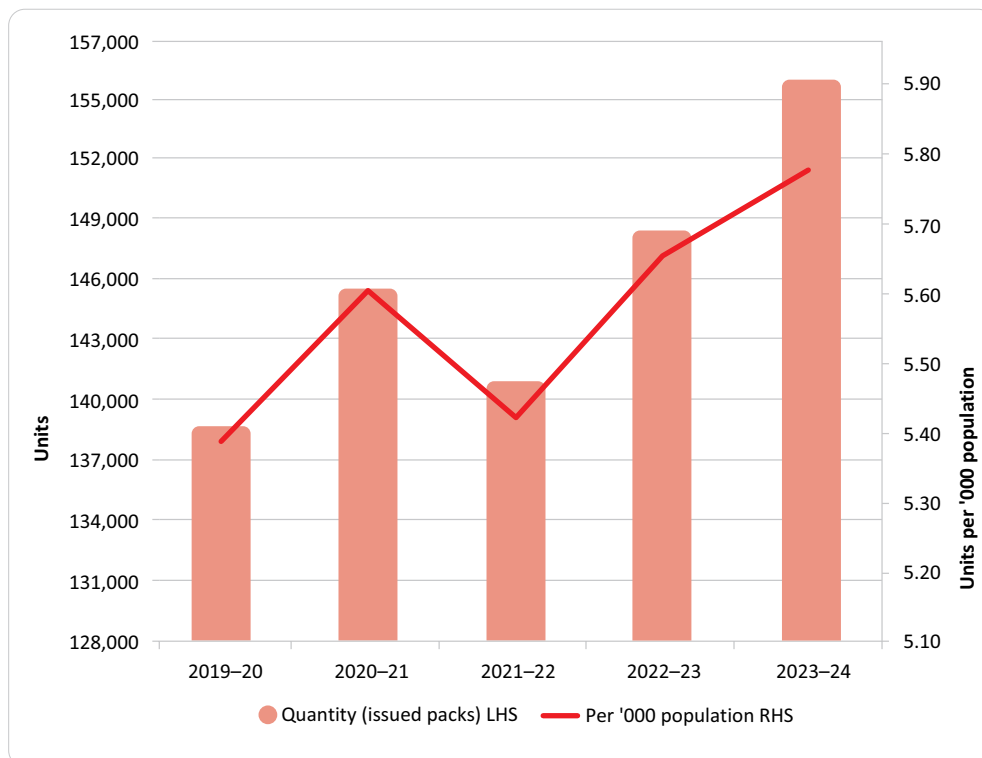
Red blood cells

Red blood cells are used in the treatment of many different diseases and blood disorders. They are also used during surgeries, for patients in road accidents or other traumas, and to help pregnant women. Red blood cells make up approximately 17.1% 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 2.4% in red blood cells issued compared with 2022–23.

FIGURE 2.2 Red blood cells issued by Lifeblood 2019–20 to 2023–24 per '000 population

Platelets

Platelets are tiny fragments of cells in blood which 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 3.6% of total blood and blood product expenditure. Figure 2.3 shows a 4.9% increase in platelets issued compared with 2022–23. Platelets are derived from both apheresis and whole-blood collections. In 2023–24, 68% of the platelets issued were from apheresis (68% in 2022–23) and 32% from whole blood (32% in 2022–23).

FIGURE 2.3 Platelets issued by Lifeblood 2019–20 to 2023–24 per '000 population

Plasma collection

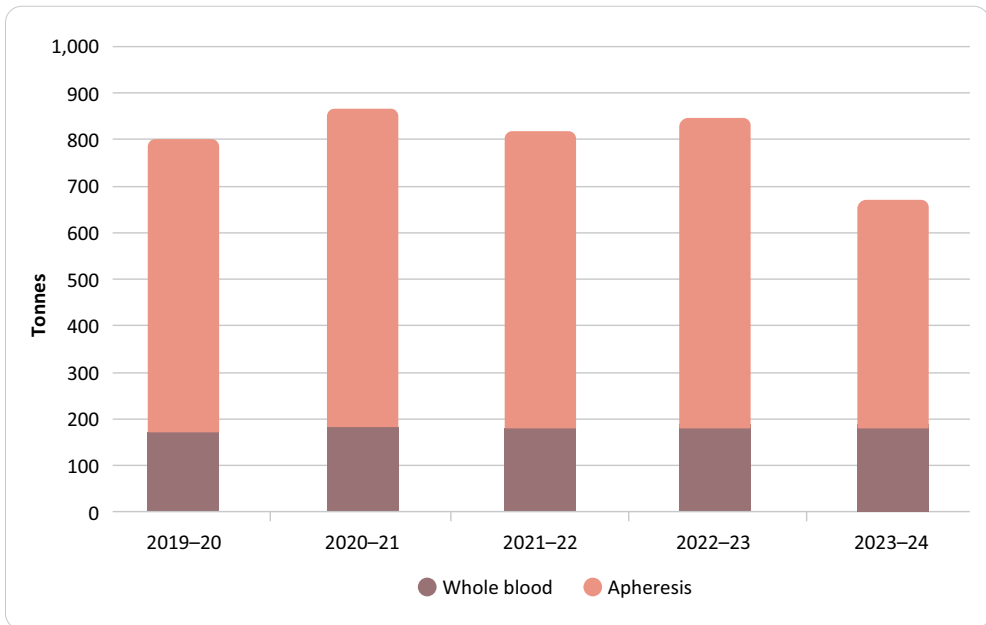
Lifeblood collects plasma for a range of purposes. Plasma carries red and white cells, platelets, proteins and nutrients through the body. It contains antibodies, clotting agents to help stop bleeding, and albumin. Lifeblood processes collected plasma into fresh frozen plasma for transfusions for patients. Fresh frozen plasma makes up 1.0% of total blood and blood product expenditure.

Lifeblood also collects plasma for fractionation, to supply to CSL Behring for the manufacture of plasma-derived products. Plasma for fractionation is the largest item in the total cost of blood for fresh blood products, representing 20.9% of total expenditure on blood and blood products. Figure 2.4 shows the supply of plasma for fractionation for the last 5 years.

In 2023–24 Lifeblood supplied 869.1 tonnes of plasma to CSL Behring, against a target of 869 tonnes. This comprised 194.2 tonnes of plasma from whole blood and 674.9 tonnes of plasma derived from apheresis.

The effect of this can be seen in the ratio of the supply of whole blood plasma to the supply of apheresis plasma for fractionation (Figure 2.4).

FIGURE 2.4 Whole blood plasma and apheresis plasma for fractionation 2019–20 to 2023–24



Contract with Lifeblood

The NBA (representing all Australian governments) has a Deed of Agreement with the Australian Red Cross Society, of which Lifeblood is a division. Under the Deed, Lifeblood collects, processes and supplies fresh blood products and services and plasma for fractionation.

Under the national blood arrangements, Australian governments support Lifeblood as the sole supplier of fresh blood products in Australia. Providing fresh blood products under the Deed is an essential clinical service that saves and improves lives every day. As the Deed is one of the NBA's most important contracts, we have a continuous program of interaction and reporting to ensure that Lifeblood is performing and accountable under the Deed.

The Deed commenced on 1 July 2016 and continues for 9 years, to 30 June 2025. It includes a cyclical 3-year funding and services agreement. Funding is determined using an Output Based Funding Model (OBFM). Funding for Lifeblood in 2023–24 was \$752.6 million, an increase of \$66.8 million from 2022–23.

Performance

The performance of Lifeblood 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

Domain	Indicator		2022–23 result	2023–24 Statement of Expectations (SoE) target	2023–24 result
Donor management	New donors	Whole blood and apheresis (combined)	116,951	Not included in SoE	104,212
Effective management of Lifeblood inventory	Number of days within inventory bands		208	Not included in SoE	263
	Red cell yield (proportion of collections converted to supply)		92.3%	Not included in SoE	92.9%
	Age of red cells at issue (days)		4.7	Not included in SoE	5.0
	Clinically acceptable order fulfilment red cells (≥95%)		95%	≥95%	96%
Ensure health provider satisfaction	Health providers are satisfied with the provision of products and services with a mean overall satisfaction level of ≥8/10		9.3	≥8	9.3
Deliver financial efficiencies	Annual ongoing operational efficiencies of ≥1% of total funding are achieved in accordance with the OBFM		\$11.2m	≥1% of total funding	\$7.1m*

*Interim result as at 30 June 2024, may change subject to later audits and adjustments

Plasma and recombinant products

The total cost of plasma-derived and recombinant blood products issued under NBA arrangements in 2023–24 was \$921.1 million. This was an increase of \$56.7 million (6.6%) from 2022–23. The main reason for this increase was a 6.6% increase in the demand for Ig (\$55.2 million) and a higher reliance on the more expensive imported Ig products. This was only 3.5% different from the NSP&B cost forecast.

Domestic blood products

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 manufactures plasma-derived blood products using plasma collected by Lifeblood from Australian donors.

In 2023–24, 869.1 tonnes of Australian plasma was provided for fractionation, with expenditure on the resulting products totalling \$323.1 million.

During 2023–24 the NBA continued to work with CSL Behring and Lifeblood to implement the product transitions resulting from CSL Behring's expansion of its manufacturing facility. CSL Behring expanded its facility in 2022–23 to support the processing of Australia's growing plasma collections and allow increased capacity to ensure that supply of domestically produced plasma products remains safe and secure into the future.

As part of this expansion, CSL Behring has changed how it manufactures 5 of Australia's plasma products to align with its global manufacturing processes. The transition began in 2022–23 with 2 products: albumin 20% (Albumex 20 to Alburex 20 AU) and intravenous Ig 10% (Intragam 10 to Privigen AU).

In 2023–24 a further 2 product transitions occurred: subcutaneous Ig (Evogam to Hizentra AU) and albumin 4% to 5% (Albumex 4 to Alburex 5 AU). The final product transition also began: prothrombin complex concentrate (PCC) from a 3-factor PCC (containing human coagulation factors II, IX and X) to a 4-factor PCC (with the addition of factor VII and proteins C and S). The transition of Australia's current PCC Prothrombinex-VF to Beriplex AU is expected to be completed in 2024–25.

Performance

Table 2.6 shows the performance of CSL Behring against the NaFAA KPIs in 2023–24. CSL Behring maintained sufficient supply of all products throughout 2023–24 despite some deviations from performance targets. The causes of these deviations were largely beyond CSL Behring's control such as availability of plasma for fractionation.

TABLE 2.6 CSL Behring NaFAA performance 2023–24

Description of performance measure	Target	Results				
KPI1 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)	≤2,000 kg	0 kg	0 kg	0 kg	0 kg
	Starting plasma (hyperimmune)	≤200 kg	0 kg	0 kg	0 kg	0 kg
	Failed production batches (Ig)	0 kg	0 kg	0 kg	0 kg	12,404.269 kg
	Failed production batches (hyperimmune)	0 kg	0 kg	0 kg	0 kg	0 kg
	Low-yielding production batches (Ig)	0 kg	0 kg	196.573 kg	0 kg	511.315 kg
	Loss or expiry of products (Ig)	0 kg	0 kg	0 kg	0 kg	0 kg
	Loss or expiry of products (hyperimmune)	0 kg	0 kg	3.764 kg	3.921 kg	69.814 kg
KPI2 Production yield – average production yield for IVIg and SCIG		Not published				
KPI3 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 2023–24				
	Products in inventory	100%	Not Achieved ¹	Not Achieved ¹	Not Achieved ¹	Not Achieved ¹
	Products in the national reserve	100%	Achieved	Achieved	Achieved	Achieved
KPI4 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%	98%	100%	99%	98%
KPI5 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%	Achieved	Achieved	Achieved	Achieved	

IVIg = intravenous immunoglobulin; SCIG = subcutaneous immunoglobulin

¹ Some contract deviation was required mainly due to circumstances beyond the reasonable control of CSL Behring.

Imported immunoglobulin products

The NBA maintains arrangements with a diverse set of suppliers to secure a range of Ig products. Ig products imported from overseas complement the domestic plasma-derived products supplied by CSL Behring under the NaFAA. They ensure that we can meet the overall clinical demand for blood products in Australia.

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 will continue for up to 5 years, with extension options available. Table 2.7 summarises these supply arrangements. The suppliers are CSL Behring, Grifols Australia Pty Ltd, Takeda Pharmaceuticals Australia Pty Ltd and Octapharma Australia Pty Ltd. In 2023–24 the NBA spent a total of \$447.0 million under these contracts.

Product and supplier diversity is an important factor in ensuring that Australian health providers have adequate, safe and secure access to blood products needed for patient care. To increase product diversity in the Australian market, in 2024 a new product Xembify was introduced for supply under the national blood arrangements: This SCIg product is supplied by Grifols Australia and has been positively received by health providers. Another addition in 2024 was the Gamunex 10% 40 g / 400 ml vial size. Gamunex, an IVIg product supplied by Grifols Australia, was previously available in vial sizes of 5 g / 50 ml, 10g / 100ml and 20 g / 200 ml. The introduction of the larger vial size is expected to contribute to more efficient infusions and align the Gamunex range with comparable IVIg products.

Performance

Table 2.7 shows the performance of imported Ig suppliers against the contractual KPIs for 2023–24. Supply of products continued to meet demand during the year, and supply was not adversely affected by deviations in KPIs.

TABLE 2.7 Supplier performance 2023–24: imported immunoglobulin products

KPI	Performance	CSL Behring	Grifols Australia Pty Ltd	Octapharma Australia Pty Ltd	Takeda Pharmaceuticals Australia Pty Ltd
KPI1	In-country reserve	Achieved	Achieved	Achieved	Achieved
KPI2	Shelf life on products delivered	Achieved	Achieved	Achieved	Achieved
KPI3	Delivery performance	Achieved	Achieved	Achieved	Achieved
KPI4	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 enough of to meet demand.

In 2023–24 the NBA managed IPRP Deeds with:

- ◆ CSL Behring Pty Limited
- ◆ Novo Nordisk Pharmaceuticals Pty Limited
- ◆ Pfizer Australia Pty Limited
- ◆ Sanofi-Aventis Australia Pty Limited
- ◆ Takeda Pharmaceuticals Australia Pty Limited
- ◆ Roche Products Pty Limited.

In 2023–24 the NBA extended contracts with Takeda (for Advate and Adynovate) and Pfizer (for BeneFIX and Xyntha) for another year.

Expenditure under these contracts in 2023–24 totalled \$161.2 million.

Performance

Table 2.8 shows the performance of suppliers under the IPRP Deeds in 2023–24. All suppliers achieved the required performance levels. Together they maintained sufficient supply of products to meet demand during the year.

TABLE 2.8 Supplier performance 2023–24: imported plasma and recombinant products

Performance measure	KPI1	KPI2	KPI3	KPI4
Supplier	In-country reserve product inventory	Shelf life on products delivered	Delivery performance	Reporting accuracy and timeliness
Sanofi-Aventis Australia Pty Ltd (Alprolix, Elocate)	Achieved	Achieved	Achieved	Achieved
Roche Products Pty Ltd (Hemlibra)	Achieved	Achieved	Achieved	Achieved
CSL Behring (Rhophylac, RiaSTAP, Fibrogammin, Berinert)	Achieved	Achieved	Achieved	Achieved
CSL Behring (Factor XI Concentrate)	Achieved	Achieved	Achieved	Achieved
Novo Nordisk Pharmaceuticals Pty Ltd (NovoSeven, Novo Thirteen)	Achieved	Achieved	Achieved	Achieved
Pfizer Australia Pty Ltd (Xyntha, BeneFIX)	Achieved	Achieved	Achieved	Achieved
Takeda Pharmaceuticals Australia Pty Ltd (FEIBA, Ceproline)	Achieved	Achieved	Achieved	Achieved
Takeda Pharmaceuticals Australia Pty Ltd (Advate, Adynovate)	Achieved	Achieved	Achieved	Achieved

Immunoglobulin supply and demand

Demand for Ig grew at around 11% a year up to and including 2017–18. In 2018–19 the increase in demand began to slow and it has remained under 8% for the last 6 years. Demand for Ig decreased to 6.6% in 2023–24. The growth rates since 2018–19 have been the lowest annual rates of increase since 2004–05, when Australia first secured supply sufficiency through importation of Ig by the NBA.

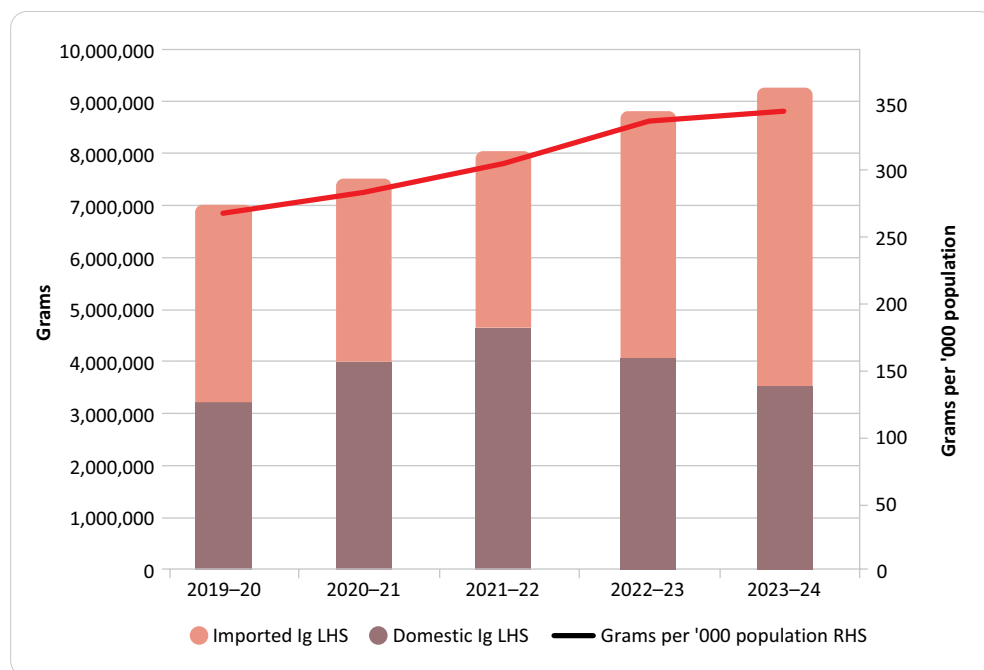
Table 2.9 shows changes in Ig demand since 2019–20.

TABLE 2.9 Immunoglobulin demand growth

2019–20	2020–21	2021–22	2022–23	2023–24
6.7%	7.4%	6.9%	7.9%	6.6%

In 2023–24 a total of 9.26 million grams of Ig was issued nationally at a cost of \$1,014.0 million (including the cost of plasma for fractionation and capital). This equates to 59.8% of total blood and blood product issues in Australia. Of this amount, 39.3% was Ig produced in Australia and 61.7% was imported. Figure 2.5 shows the annual growth in volume of Ig issued each year and the proportions of imported and domestic Ig.

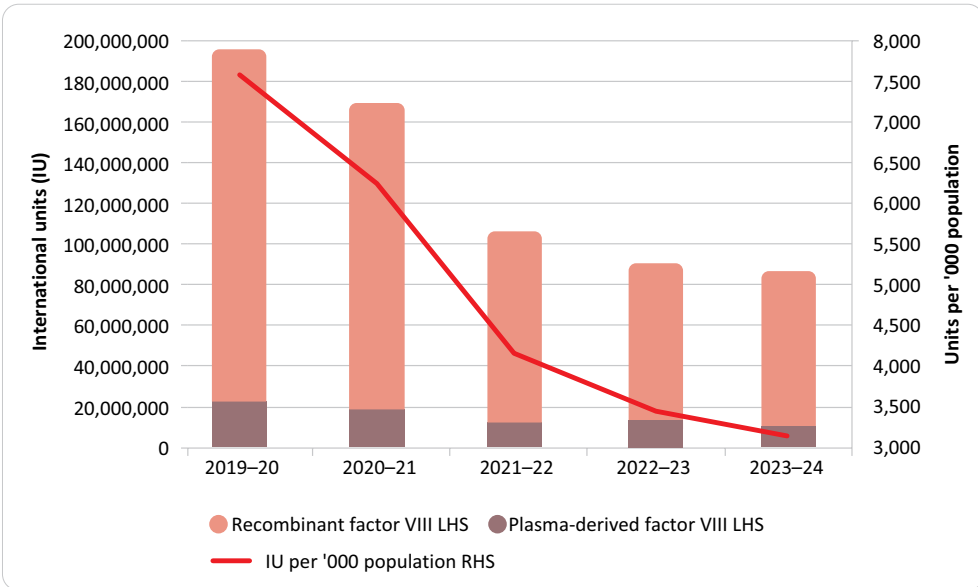
FIGURE 2.5 Immunoglobulin products issued 2019–20 to 2023–24 per '000 population



Clotting factors supply and demand

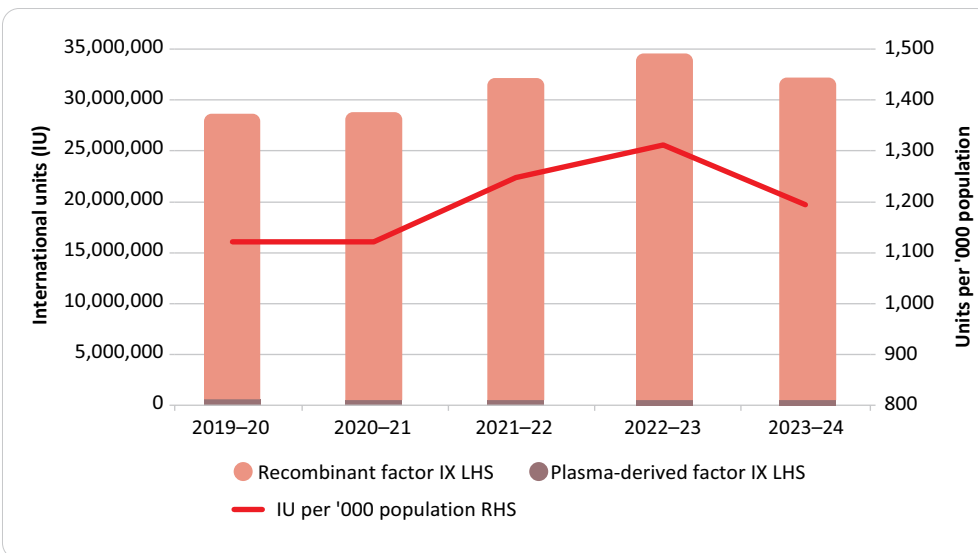
In 2023–24 clotting factors made up 6.2% of total blood and blood product expenditure. As shown in Figure 2.6, the demand for factor VIII products decreased by 7.7% in 2023–24 compared with 2022–23, when demand fell by 14.1% due to the continued effect of the introduction of emicizumab (Hemlibra). In 2023–24 demand for recombinant factor VIII decreased by 9.0% and demand for plasma-derived factor VIII remained the same as in 2022–23.

FIGURE 2.6 Factor VIII products issued 2019–20 to 2023–24 per '000 population



The demand for factor IX products decreased by 6.3% in 2023–24 compared with 2022–23 (Figure 2.7). Plasma-derived factor IX demand decreased by 58.9%, due to specific patient requirements, and demand for recombinant factor IX decreased by 5.6%. The decrease in factor IX can be attributed to clinical trials and the stabilisation of surgeries after COVID-19.

FIGURE 2.7 Factor IX products issued 2019–20 to 2023–24 per '000 population



Demand for recombinant factor VIIa increased by 14.2% (Figure 2.8) and demand for factor VIII anti-inhibitor (FEIBA) reduced by 52.3% (Figure 2.8) compared with the unusually high 2022–23 demand. The increase for recombinant factor VIIa was due to the continued effect of the introduction of emicizumab. The decrease for FEIBA was a result of demand returning to previous patterns after a high number of acquired haemophilia A patients required treatment in 2022–23. Recombinant factor VIIa and FEIBA are generally used to treat inhibitor development in patients with severe and moderate haemophilia A.

FIGURE 2.8 Factor VIIa products issued 2019–20 to 2023–24 per '000 population

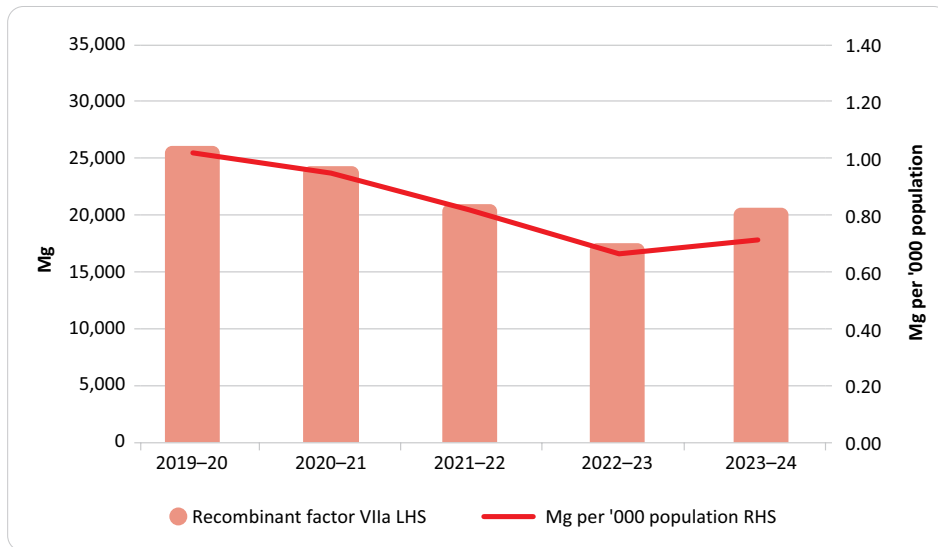
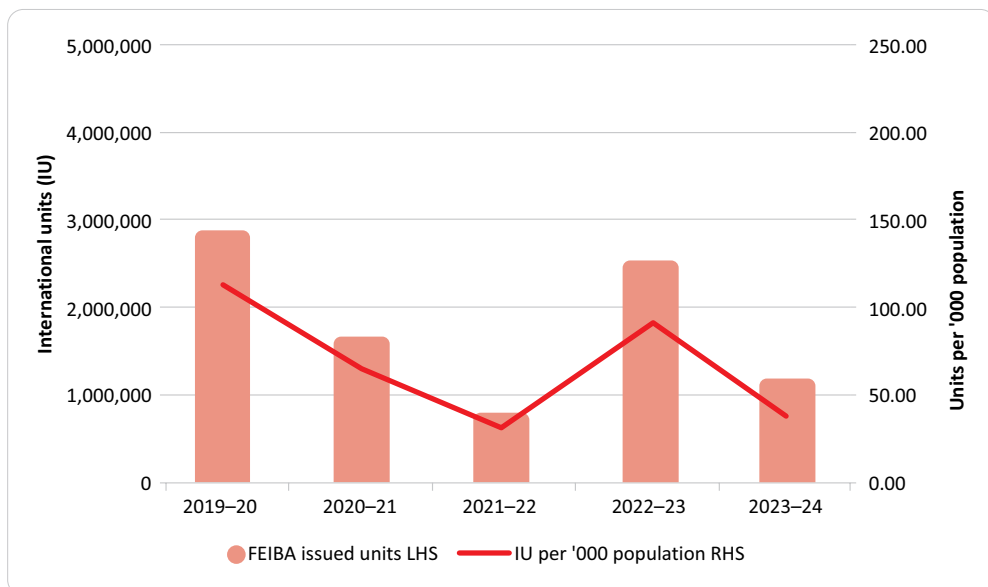
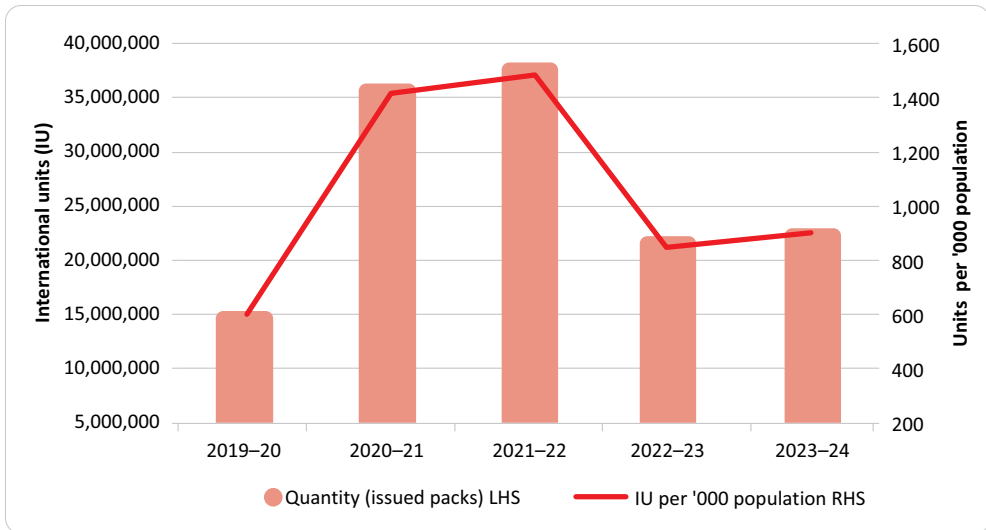


FIGURE 2.9 FEIBA issued 2019–20 to 2023–24 per '000 population



As shown in Figure 2.10, demand for C1 esterase inhibitor increased slightly by 2.5% in 2023–24. This followed a decrease of 40.5% in 2022–23, when an alternative product (lanadelumab) was added to the Pharmaceutical Benefits Scheme and taken up by many patients.

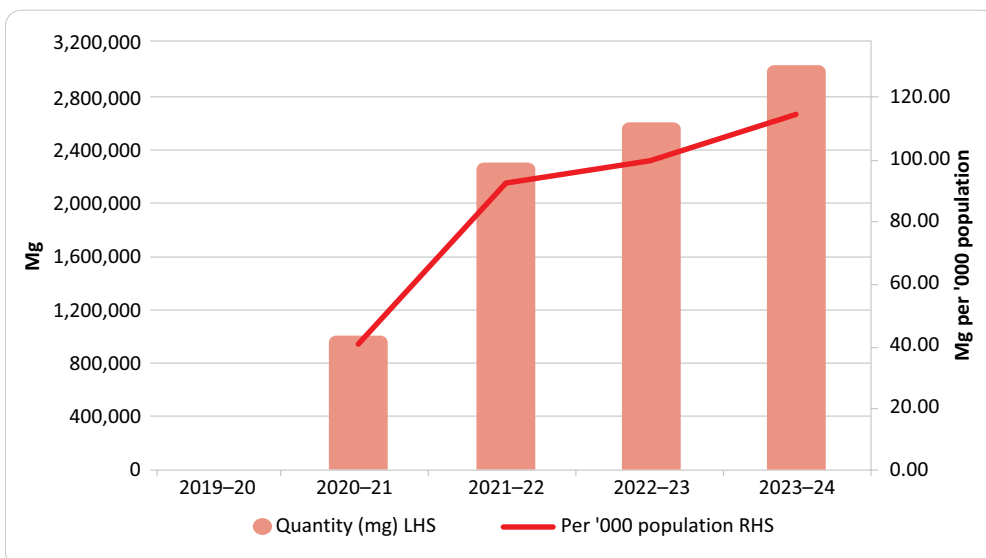
FIGURE 2.10 C1 esterase inhibitor issue 2019–20 to 2023–24 per '000 population



Emicizumab

Added to the national supply arrangements in 2020–21, emicizumab (Hemlibra) is a monoclonal product used to treat factor VIII deficiency. Demand for emicizumab increased by 11.8% in 2023–24 compared to 2022–23, which saw an increase in demand of 21.4%.

FIGURE 2.11 Emicizumab issued since introduction in 2020–21 per '000 population



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; and control, standardise and validate routine immunohaematology tests.

The NBA established a standing offer with 4 companies to supply these products for the period 1 July 2016 to 30 June 2019. We extended these arrangements to 30 June 2025.

The NBA has a standing offer arrangement for supply of these products with 4 companies:

- ◆ Bio-RAD Laboratories Pty Ltd
- ◆ Grifols Australia
- ◆ Immulab Pty Ltd
- ◆ Ortho-Clinical Diagnostics (Johnson & Johnson Medical Pty Ltd).

The standing offer lists more than 100 red cell diagnostic products, which are used in laboratory tests such as blood typing and cross matching. These tests ensure that when a person needs a blood transfusion, they receive blood that is compatible with their own.

Expenditure on diagnostic reagent supply is capped at \$4.85 million per year. The NBA administers the cap for suppliers on behalf of the states and territories.

Strategy 2:

Drive performance improvement in the Australian blood sector

The aim of this strategy is to support the appropriate use of products that have finite availability in a way that has the greatest positive impact on patient outcomes. In 2023–24 the NBA continued to pursue activities to drive performance improvement in the Australian blood sector. This included publishing performance reporting and benchmarking information, publishing data on the use of blood and blood related products, reviewing product utilisation, and supporting continuous improvement in the use and management of Ig products.

Table 2.10 summarises the NBA’s performance against key indicators for Strategy 2.

TABLE 2.10 Key performance indicators: Drive performance improvement in the Australian blood sector

Summary of results against 2023–24 key performance indicators	
Performance 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 with jurisdictions. 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 2023–24 and the 2018–19 to 2021–22 Ig Annual Reports were published on the NBA website. The 2021–22 Australian Bleeding Disorders Registry Annual Report outlining clotting factor use was also published on the NBA website.
Ongoing program for utilisation reviews supported by Governments	Met Following completed pilot reviews of C1-esterase inhibitor concentrate (Berinert) and activated recombinant factor VII (NovoSeven RT) in 2022–23, results have been published on the NBA website and the third pilot review for emicizumab (Hemlibra) is well underway. Learnings from the pilot processes will inform the ongoing program of reviews.

Delivery of Strategy 2

In 2023–24 the NBA delivered activities to support improvements across prescribers and suppliers of blood products to optimise appropriate use and reduce wastage. This included managing the Immunoglobulin (Ig) Governance Program, improving data collection and use, and improving key information technology systems used by clinicians and the NBA.

Governance of access to immunoglobulin

Ig is a precious blood product offering significant therapeutic benefit for the treatment of various conditions where immune replacement or immune modulation therapy is indicated. Due to the high cost of Ig and the demand for its use in Australia, eligibility for access to government-funded Ig – like many other high-cost treatments – is managed through strong governance arrangements.

In 2023–24 the NBA continued to improve access to Ig through the work of the Ig Governance Program. We:

- ◆ published a report on improving access to subcutaneous Ig (SCIg) funded under the national blood arrangements. The report, *Evaluate and develop options to improve access to SCIg*, identified 5 main barriers to optimising SCIg uptake, and 8 options to address the barriers. The NBA has begun implementing the recommendations
- ◆ provided access to Ig for more patients by including 2 new conditions in the Criteria for the Clinical Use of Immunoglobulin in Australia (the Criteria):
 - Heparin-induced thrombocytopenia (HIT)
 - Vaccine-associated myocarditis and pericarditis (VAMP)
- ◆ continued access to Ig for patients diagnosed with vaccine-induced thrombotic thrombocytopenia (VITT), by removing the temporary status of this condition in the Criteria
- ◆ continued to implement and promote the National Policy: Access to Government-Funded Immunoglobulin Products in Australia, which defines the role and responsibilities of all professionals involved in the prescription, management and use of Ig
- ◆ developed and implemented digital enhancements to BloodSTAR (Blood System for Tracking Authorisation and Review) to improve efficiency and transparency while strengthening decision-making and improving data capture
- ◆ continued to advise and support clinical staff by reporting on Ig usage and responding to enquiries about access to Ig
- ◆ began to develop a framework that will guide decision-making on the allocation of Ig to patients where there may be a significant interruption to supply. The framework aims to reflect the current Ig landscape and build on existing knowledge and best practices in Ig prioritisation internationally.

For more on the Ig Governance Program, see ‘Governance of use of immunoglobulin’ under Strategy 3.

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 provides advice to the NBA on adverse event reporting from health services and on national transfusion safety priorities. For more on the HAC, see 'Statutory committees' in Part 3 of this report.

In 2023–24 haemovigilance activities included:

- ◆ meetings of the HAC in July 2023, October 2023 and March 2024
- ◆ a HAC sub-group meeting to review the Australian Haemovigilance Minimum Data Set (AHMDS)
- ◆ a HAC sub-group meeting to consider the barriers and incentives to haemovigilance in Australia and the feasibility of a National Antibody Register.

Product reviews

Interested parties, including patient groups or suppliers, can propose changes to the products or services that are publicly funded under the national blood arrangements. Proposals for changes to the National Product Price List (NPPL) are assessed through a process specified in Schedule 4 of the National Blood Agreement. The NBA is currently assessing 5 applications for change proposals to the NPPL.

The NBA uses a multi-criteria analysis of the proposal 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. The Department of Health and Aged Care's Medical Services Advisory Committee (MSAC) conducts the assessment.

The NBA also conducts utilisation reviews of products already supplied and funded under the national blood arrangements. In 2023–24 we published on the NBA website pilot reviews for C1-esterase inhibitor concentrate (Berinert), a treatment for hereditary angioedema (HAE); and activated recombinant factor VII (NovoSeven RT), a haemophilia treatment.

A review of emicizumab (Hemlibra), another product to treat haemophilia, is underway. Once this third pilot review is complete, we will establish a utilisation review framework and the ongoing program for product utilisation reviews.

Performance improvements through information management and technology

Blood sector systems

The NBA operates and supports a suite of national blood sector systems – ICT systems that enable the provision of a safe, secure and affordable blood supply for all Australians. These include BloodNet, BloodSTAR, BloodPortal, the ABDR and the MyABDR app.

These systems directly enable:

- ◆ ordering of blood and blood products
- ◆ management of product authorisations
- ◆ clinical management and treatment of patients with bleeding disorders.

They are also a key enabler of data collection and analysis to inform performance improvement, research, policy development, system reporting and governance controls.

On 19 October 2023 we reached a key milestone when order number 2.5 million was placed in BloodNet.

In 2024–25 the NBA will start to actively consider the next generation of blood sector systems to deliver modern technologies that support the sector.

Blood sector system upgrades

In 2022–23 the NBA implemented 3 blood sector system enhancement and maintenance releases. In 2023–24 we implemented 4 enhancement releases, delivering:

- ◆ improvements in the blood ordering process
- ◆ improvements in patient management processes
- ◆ new alerts for important news items and system notifications
- ◆ greater clarity on password requirements for new users
- ◆ improvements to the ABDR patient cards.

These enhancements have improved the user experience and the stability of these systems.

Interface with laboratory information systems

The NBA's BloodNet system has an electronic interface that allows laboratory information systems (LISs) in Australian hospitals to connect directly. This provides near real-time visibility of the national blood supply to hospital pathology teams and delivers significant time savings through the automated exchange of data.

The NBA continued to develop this interface with health provider systems in 2023–24, working with NSW Health Pathology, Northern Territory Health, QLD Pathology, the Royal Hobart Hospital, PathWest (WA) and private pathology providers. This work is ongoing and some of it is likely to be completed in 2024–25.

In June 2023 Oracle Health Millennium and NSW Health Pathology were certified to use the newest version of the interface. On 29 August 2023 both went live with the new interface. Several other LIS vendor certifications are in progress, with some expected to be finalised in 2024–25.

The NBA works with LIS vendors interested in having their products integrated with BloodNet. To enable this capability, we work with vendors to complete a certification process.

More information about how to take advantage of this capability is available on the [BloodNet system interface](#) page of the NBA website.

Data services

A substantial amount of data and information exists in the blood sector. In 2023–24 the NBA continued to build its data capture and analysis capabilities across all aspects of the supply chain, including through system and reporting enhancements to BloodNet and BloodSTAR. Enhancing data quality improves the overall efficiency and sustainability of the sector, including by providing measurements for improvement.

During 2023–24 the NBA:

- continued the Data Improvement Program by commencing a procurement for Data Tools expertise to implement Power Bi and a Microsoft Fabric solution to support strategic corporate and program objectives
- continued to provide monthly and quarterly reporting both internally and externally as business-as-usual activities
- developed a draft Data Strategy for the NBA for the next 3 to 5 years, to be published in 2024–25
- continued to refine existing monthly and quarterly reports for stakeholders and implemented additional reporting
- collected, analysed and distributed discard data from BloodNet to support the establishment of revised targets for discard rates
- published the National Report on the Issue and Use of Immunoglobulin: Annual Report for 2018–19, 2019–20, 2020–21 and 2021–22 from BloodSTAR and the Supply Tracking Analysis Recording System (STARS) database
- drafted the National Report on the Issue and Use of Immunoglobulin: Annual Report for 2022–23 from BloodSTAR
- provided BloodSTAR reporting to jurisdictions and monthly Ig data for publication on the NBA website
- received over 157 data and other requests from internal and external stakeholders, and resolved over 139 requests
- finalised the ABDR Annual Report for 2022–23 for publication
- continued to refine the set of data standards as part of the data integrity process for the ABDR
- developed a Fresh Blood Report for 2022–23 for publication in 2023–24
- completed the NSP&B and monthly reporting models and continually updated the models through this process
- provided state and territory reports for red blood cell trends from 2017–18 to 2023–24 and for red blood cell ABO groups, for discussion with jurisdictions
- drafted the 2020–21 and 2021–22 haemovigilance reports for review by the Haemovigilance Advisory Committee.

Blood Operations Centre

The NBA's Blood Operations Centre (BOC) is the front line of the NBA, providing 24/7 support to the Australian blood sector.

The small dynamic team supports over 40,000 system users in hospitals, allied medical facilities, patients and specialist haemophilia centres nationally to access fresh blood and other blood products.

In 2023–24 the BOC:

- ◆ provided regular NBA news and alerts to users, such as updating users on any potential issues with blood product supply
- ◆ ensured that the systems regularly and accurately monitored national inventory levels
- ◆ received over 5,800 calls, including over 720 high-priority calls after normal support hours
- ◆ made over 2,900 calls to the sector, following up with facilities and issues to ensure the ongoing operation of the blood systems
- ◆ completed over 7,000 support tickets
- ◆ facilitated ordering of important and lifesaving products through Lifeblood.

The BOC provides critical information and perspectives on the user experience of both health providers and patients. This supports upgrades and changes to our systems, procedures and policies.

Training and cross-skilling of BOC staff in line with the APS Integrated Leadership System has significantly benefited the organisation. Several BOC staff have gained promotions within the NBA through formal recruitment processes.

Blood conference awards sponsorship

The Blood conference is the annual scientific meeting of the Haematology Society of Australia and New Zealand, the Australian and New Zealand Society of Blood Transfusion (ANZSBT) and the Thrombosis and Haemostasis Society of Australia and New Zealand.

Each year, the ANZSBT Council awards prizes sponsored by the NBA for outstanding presentations to the Blood conference. In 2023 the NBA sponsored awards for:

Best oral or poster abstract with a transfusion focus by a young investigator (Young Investigator Award)

Best oral or poster abstract on haemovigilance or patient blood management (Blood Management Award).

Young Investigator Award – Dr Maxine Revoltar



The recipient of the \$500 Young Investigator Award was Dr Maxine Revoltar for her research ‘Anti-N antibody mimicking an antibody to a high incidence antigen in a U-negative patient’.

This was the case study of a patient with severe lacerations on his face and neck who had not received previous transfusions. On admission his haemoglobin was 135 g/L. The 3-cell screening panel and 11-cell identification panel showed reactions against all cells by indirect antiglobulin test but the auto control was negative. This suggested an antibody against a high-incidence antigen.

Samples were sent to Australian Red Cross Lifeblood for further investigation. The antibody was identified as an anti-N in a patient with N–U– phenotype. The rare U-negative phenotype results in an absence of glycoprotein B, which contains the N antigen. This allows the formation of a clinically significant and potent anti-N antibody which will react to all U-positive cells.

The patient’s post-operative haemoglobin was 125 g/L and he did not require transfusion. Autologous donations and family phenotyping studies will be pursued.

Dr Revoltar is a dual-trained haematologist currently employed as the Clinical Trials Fellow at Royal North Shore Hospital. She graduated from the University of Western Sydney with honours and completed haematology training at Westmead Hospital and Royal North Shore Hospital.

Blood Management Award – Ms Penny O’Beid



The recipient of the \$500 Blood Management Award was Ms Penny O’Beid for her research ‘Monitoring transfusion and patient safety risks’. This was an observational study that analysed the incidence of avoidable transfusion practice incidents, to inform transfusion and patient safety improvement priorities.

The study reviewed incident notifications in New South Wales public facilities from the NSW Health incident management system databases. Conclusions drawn from this research contribute to understanding transfusion patient safety priorities and will inform improvement initiatives and better patient outcomes.

Ms O’Beid is the Governance Projects Manager and Blood Watch Program Lead at the Clinical Excellence Commission and holds the degree of Master of Quality Services (Health and Safety) from the University of Tasmania. She has wide-ranging experience and expertise in health care, nursing, nurse education and clinical research.

Strategy 3:

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

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

- ◆ supporting reductions in blood wastage
- ◆ improving guidelines, tools and resources for clinicians
- ◆ administering grants for high-quality research
- ◆ ensuring that the criteria for access to and use of Ig are in line with the best evidence and clinical advice.

Table 2.11 summarises our performance against the key performance indicators for this strategy.

TABLE 2.11 Key performance indicators: Promote a best-practice model of the management and use of blood and blood-related products and services

Summary of results against 2023–24 key performance indicators	
Indicator	Outcome
Continued reduction in blood wastage	<p>Met</p> <p>Discards as a percentage of net issues (DAPI) for red blood cells remained stable for 2023–24 and 2022–23 at 1.2%.</p> <p>DAPI for platelets also remained stable at 7.4% for both 2023–24 and 2022–23.</p>
Improved clinical guidelines, clinical practice tools and resources developed and promoted	<p>Met</p> <p>The NBA published 2 guidelines in 2023–24:</p> <ul style="list-style-type: none"> ◆ an updated <i>Guideline for the prophylactic use of Rh D immunoglobulin in pregnancy care</i> ◆ the <i>Patient blood management guideline for adults with critical bleeding</i>. <p>In collaboration with the Australian Commission on Safety and Quality in Health Care and clinical experts, we developed the fact sheet <i>Implementing a single unit blood transfusion policy</i> for HSOs and assessors.</p>

Summary of results against 2023–24 key performance indicators

Increased publications linked to NBA grants	<p>Met</p> <p>Eight NBA grants were completed in 2023–24.</p> <p>A total of 55 publications are now linked to NBA grants.</p>
Changes to the Ig criteria are consistent with quality information, evidence and clinical advice	<p>Met</p> <p>Changes in 2023–24 to the Criteria for the Clinical Use of Immunoglobulin in Australia were based on evidence and advice from specialist working groups of clinicians with relevant experience in the fields of haematology, immunology, neurology and transplant. Quality information, evidence and clinical best practices were researched to support changes to the Criteria.</p>

Performance criteria source: NBA Corporate Plan 2023–24 to 2026–27, p. 28.

Delivery of Strategy 3

In 2023–24 the NBA promoted best practice in managing and using blood. We:

- ◆ developed a range of resources directed to improving patient blood management (PBM)
- ◆ updated guidelines
- ◆ delivered education and training through BloodSafe eLearning Australia
- ◆ collaborated with the Australian Commission on Safety and Quality in Health Care (ACSQHC) on the National Safety and Quality Health Service (NSQHS) standards
- ◆ implemented blood product management, including Group O negative red blood cell management
- ◆ improved the process for developing the supply plan and budget
- ◆ delivered the National Immunoglobulin (Ig) Governance Program
- ◆ refined the Criteria for the Clinical Use of Immunoglobulin in Australia and supported the development of Ig knowledge resources
- ◆ delivered 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. 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 patient blood management in Australia. More information on the PBMAC is under ‘Statutory committees’ in Part 3 of this report.

In 2023–24 our PBM activities included:

- the PBMAC meeting in December 2023
- the International Foundation for Patient Blood Management (IFPBM) completing a pilot (limited trial) audit and audit tool for the NBA on PBM in tertiary hospitals in Western Australia to identify current implementation gaps. The audit tool is undergoing further refinement for national use.

Updating guidelines

The NBA funds and manages the development of evidence-based guidelines for health professionals. The guidelines are developed by multidisciplinary clinical committees and are based on the results of a systematic review of relevant literature and consensus among clinical experts.

In 2023–24 the Critical Bleeding Clinical/Consumer Reference Group completed the *Patient blood management guideline for adults with critical bleeding*. This guideline aims to provide updated clinical guidance for health professionals providing immediate in-hospital care for adults with critical bleeding.

The Rh D immunoglobulin Expert Reference Group finalised updates to the *Guideline for the prophylactic use of Rh D immunoglobulin in pregnancy care* during 2023–24 in response to an evolving evidence base and changes in clinical opinion on the prophylactic use of Rh D immunoglobulin in specific settings.

We published both guidelines on MAGICapp, an online platform for developing and publishing guidelines.

During 2023–24 the NBA also continued work on developing a sustainable methodology to keep clinical practice guidelines up to date. We have developed a stakeholder survey to canvass feedback from the clinical community on prioritising updates to the perioperative, medical, critical care, obstetrics and maternity, and neonatal/paediatrics modules of the PBM Guidelines. We will conduct the survey in the second half of 2024, and feedback from the survey will inform updates of the remaining PBM modules.

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 to improve patient outcomes. The NBA funds BloodSafe eLearning on behalf of all Australian governments.

The first course of this education and training initiative for healthcare professionals, Clinical Transfusion Practice, was released in late 2007. The program has since expanded to 42 courses, one mobile device application, podcasts and a range of other resources. Further courses are in development. All courses are based on published guidelines, evidence-based practice and expert opinion.

Highlights from 2023–24 include:

- ◆ adding 66,340 new users to the BloodSafe elearning platform, bringing the number of users to over 876,264 since 2007
- ◆ releasing the Iron Deficiency Anaemia: Intravenous Iron Administration course in January 2024. The course is based on current clinical guidelines, evidence-based material and expert consensus opinion, and has been developed in collaboration with leading experts in Australia
- ◆ completing updates to the Critical Bleeding and Clinical Transfusion Practice courses in October 2023 to provide important information on the 2023 National Statement for the Emergency Use of Group O Red Blood Cells.

BloodSafe eLearning released 2 podcasts in September 2023:

- ◆ ‘Haemolytic Disease of the Fetus and Newborn (HDFN)’ to complement the 2024 *Guideline for the prophylactic use of Rh D immunoglobulin in pregnancy care*
- ◆ ‘Transfusion and Patient Blood Management’ – a haematologist’s perspective to raise awareness of transfusion and patient blood management.

BloodSafe eLearning also has a series of standalone videos to view or download for later use. Most are under 5 minutes and 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 ACSQHC. They are a set of 8 standards used to accredit all health service organisations (HSOs) across a broad range of healthcare areas.

The purpose of the standards is to increase safety, improve the quality of health care and protect patients from harm. The standards describe the level of care that HSOs should provide, and the systems needed to deliver such care.

The NBA joined with the ACSQHC to develop the Blood Management Standard, which aims to improve patient outcomes by:

- ◆ identifying risks
- ◆ using strategies that optimise and conserve a patient’s own blood
- ◆ ensuring that any blood and blood products that patients receive are safe and appropriate.

The Blood Management Standard covers all elements in the blood management and clinical transfusion process and includes the PBM principles. It also defines 3 criteria and 10 actions that HSOs must meet in:

- ◆ clinical governance and quality improvement to support blood management
- ◆ prescribing and clinical use of blood and blood products
- ◆ managing the availability and safety of blood and blood products.

During 2023–24 the NBA continued to work with the ACSQHC and other stakeholders to implement the second edition of the NSQHS standards. In collaboration with the ACSQHC and clinical experts, we developed the fact sheet [Implementing a single unit blood transfusion policy](#) for HSOs and assessors.

The NBA is focused on helping Australian health providers to meet the requirements of the NSQHS Blood Management Standard.

Blood product management

The focus of blood product management is to ensure 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. This focus has continued through the challenges to blood inventory levels experienced in recent years.

In 2023–24 the NBA continued to implement the National Blood Product Management Improvement Strategy through a wide range of activities.

We progressed 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* (Barcoding Specification). This ensures that the barcoding policy requirements are embedded in supply contracts and implemented by all suppliers by an agreed date. We continued to develop an electronic blood tracking framework for the blood sector that builds on the Barcoding Specification.

We commissioned a cross-jurisdictional government and clinical expert Demand and Inventory Management Improvement Working Group to:

- ◆ identify red blood cell demand and the potential for data sharing
- ◆ develop a range of short- and longer-term initiatives to manage blood product demand and improve inventory management practices
- ◆ implement a plan to develop the activities from the initiatives
- ◆ provide regular data and analysis of fresh blood product issues, transfers and discard patterns to support activities at a national and jurisdictional level.

We analysed 2018–2023 data on fresh blood product issues, transfers and discards to review the discard targets for the fresh blood components.

To help health service organisations, clinicians and NSQHS Blood Management Standard assessors understand how to implement a single unit transfusion policy, we published the fact sheet [Implementing a single unit blood transfusion policy](#). The fact sheet supports the Single Unit Transfusion Decision Support Tool, to support clinicians with appropriate prescribing of red blood cells; and the Single Unit Transfusion Guide, which is based on the PBM Guidelines.

We also developed the joint National Statement for the Emergency Use of Group A Clinical Plasma to address the ongoing supply strain of group AB clinical plasma. Clinical plasma is only collected from group AB male donors at collection sites within range of a processing centre. This enables freezing the plasma within the regulated time frame (6 to 18 hours). Using group A clinical plasma for emergency blood resuscitation is a safe option that provides clinical benefit and eases pressure on group AB donors and supplies.

We co-funded Metro North Hospital Health Service (QLD) to develop a blood management dashboard to assist with meeting the NSQHS Blood Management Standard. This will be a user-friendly interactive dashboard that has a ‘drill-down’ capability by hospital, department and clinician data. It will be capable of assessing and reporting on anaemia management, inventory management, appropriate ABO issues, transfusion compliance, and haemophilia treatment data, with a focus on trends and identifying outliers for blood management. The blood management dashboard will be available for adaptation nationally.

Group O negative red blood cell management

The NBA, the National Blood Transfusion Committee (Australian Red Cross Lifeblood), the Australian and New Zealand Society of Blood Transfusion, the National Pathology Accreditation Advisory Council, the Australian College of Rural and Remote Medicine and the Australian College of Emergency Medicine developed and published in 2022–23 a joint national statement through an expert working group: the [National Statement for the Emergency Use of Group O Red Blood Cells](#) (National RBC Statement).

The expert working group also developed the *National guidance for the management of red blood cell inventory* (RBC Inventory Guidance) to complement the National RBC Statement. The RBC Inventory Guidance supports Australian health providers to implement the National RBC Statement and reduce unnecessary use of group O RhD negative RBCs. It provides advice for health providers on reviewing their RBC inventory to:

- reduce reliance on group O RhD negative RBCs
- maintain ABO and RhD blood group stock numbers at levels that meet clinical needs while minimising time expiry.

A new inventory review report will accompany the RBC Inventory Guidance in BloodNet to help Australian health providers examine their inventory with consideration to issues, transfers, transfusion, discards and ABO RhD blood groups.

Governance of use of immunoglobulin

The National Immunoglobulin Governance Program aims to ensure that Ig product use and management reflects appropriate clinical practice and represents efficient, effective and ethical expenditure of government funds. For more on this program, see ‘Governance of access to immunoglobulin’ under Strategy 2.

In 2023–24 the NBA continued to drive, improve and support the appropriate use of Ig. Through the Ig Governance Program, we:

- continued to monitor Ig usage and promote awareness of usage by reporting on data and usage patterns to a range of stakeholders
- published our annual report on Ig usage, which is available on the NBA website
- continued to monitor and review new research and canvass clinical opinion on the appropriate use of Ig. The NBA’s National Ig Governance Advisory Committee and its associated specialist working groups considered evidence on and appropriate use of Ig for:
 - primary immunodeficiency disease – common variable immunodeficiency and severe combined immunodeficiency
 - allogenic haemopoietic stem cell transplant
 - haemolytic disease of the newborn
 - solid organ transplantation
 - chronic inflammatory demyelinating polyneuropathy (CIDP)
 - inflammatory myopathies
 - erythromelalgia

- ◆ evolved the Criteria for the Clinical Use of Immunoglobulin in Australia to improve the use of Ig. In 2023–24 we made changes to the Criteria on:
 - Guillain-Barré syndrome (GBS), based on new evidence that shows a second dose of Ig for the treatment of GBS has no benefit to patients' disease progression/symptoms. A second dose for patients for whom treatment-related fluctuations can be demonstrated remains available. As treatment-related fluctuations do not occur for the specific condition 'GBS variants', a second dose is no longer available for GBS variants
 - primary immunodeficiency diseases – common variable immune deficiency (PID-CVID). The change reduced the age for replacement therapy in CVID to 2 years (from 4 years). It applies to new authorisation requests
 - secondary hypogammaglobinaemia (SHG) – changes allowing clinicians to order a higher maintenance dose of Ig (up to 2 g/kg every 4 weeks) for patients with chronic disseminated enterovirus infection
 - correction of minor typographical errors for several medical conditions
- ◆ continued to work with the National Ig Governance Advisory Committee and its specialist working groups to consider issues in relation to Ig usage and drive improvements in the use of Ig nationally
- ◆ published a range of resources to support the appropriate use of Ig, which are available on the NBA website.

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 40 research projects to date, over 5 rounds, totalling around \$6 million.

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 program's research priorities are focused on patient blood management and the appropriate use of Ig. It 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.

In 2023–24 the NBA commissioned an evaluation of the National Blood Sector Research and Development Program to help inform deliberations about future investment into the program and about its sustainability, and to demonstrate accountability to the Australian public. The evaluation was a collaborative process undertaken with input from all levels of government, stakeholders, other funding bodies and the NBA Advisory Board. It considered value for money, research translation to improve clinical practice, the early researcher pipeline, partnerships, collaboration, and the program’s contribution to the safe and effective use of blood and blood products. The final evaluation report concluded that the program has had significant benefits. The evaluation found that the program has:

- demonstrated knowledge development and innovation through its impact on NBA processes, guidance and education
- translated to improved clinical practice
- resulted in sustainable job creation through its ability to build capacity and capability by improving the blood sector researcher base.

The full report is available on the NBA website.

Following the positive findings of the evaluation, the NBA is planning to open Round 6 grants in the first half of 2024–25.

Grantees have continued 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 is evidenced by:

- the 8 NBA grants projects which were completed in 2023–24
- invitations to NBA grantees to present at the Blood 2023 conference and the Transplantation Society of Australia and New Zealand 2024 Annual Scientific Meeting
- Several instances of research translated into better clinical outcomes
- grantees receiving subsequent funding and awards through the National Health and Medical Research Council, the Medical Research Future Fund and other organisations in 2023–24.

As at 30 June 2024, 34 NBA grant projects have been completed and there are now 55 linked publications, with several more planned or currently under peer review.

National Blood Sector Research and Development Program

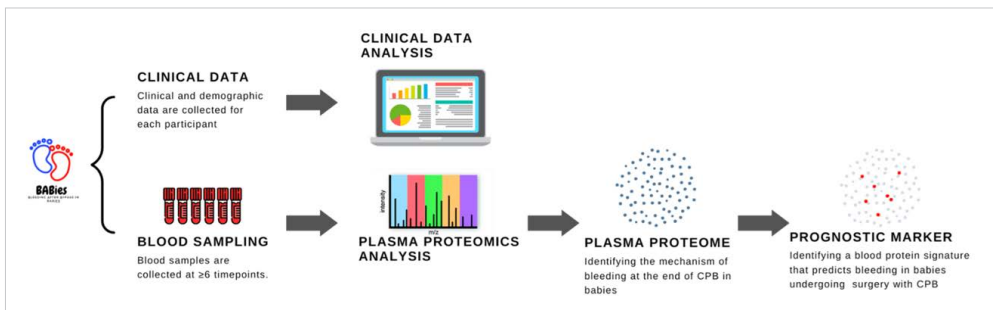
The NBA’s National Blood Sector Research and Development Program provides grants to conduct world-class research in Australia that helps to optimise the use, management and administration of blood products and improve patient outcomes. A great example is the Bleeding After Bypass in Babies (BABies) project, which was funded in Round 5 of the program and completed in 2024.



Towards personalised blood product therapy after cardiopulmonary bypass in neonates and infants

Babies born with congenital heart defects often need surgery that requires cardiopulmonary bypass (CPB) to help keep them alive by acting as the heart and lungs during surgery. Up to 20% of babies who undergo CPB experience major complications, particularly bleeding.

The BABies project was a 3-year prospective study at the Murdoch Children's Research Institute at the Royal Children's Hospital in Melbourne. It aimed to understand the mechanism of coagulopathy (bleeding disorder) at the end of CPB in babies, in order to optimise blood product replacement therapy and reduce bleeding and thrombotic complications.



Using blood samples and detailed clinical data from more than 150 babies, the researchers used blood-based proteomics to investigate the mechanisms of bleeding at the end of CPB and identify proteins associated with post-CPB bleeding in babies. Proteomics is a comprehensive simultaneous study of multiple proteins within a cell, tissue or organism, using mass spectrometry.

Initially samples from 3 babies who bled at the end of CPB and 3 who did not were analysed to demonstrate the study's feasibility. The protein profiles showed that the samples from those who bled were distinct from the others. This demonstrated a way to predict who will bleed even before surgery.

Further analysis in the 24 hours after surgery resulted in the team being able to track individual clotting factor levels in response to the administration of blood products.

During surgery with CPB, careful management of the level of heparin in the blood is crucial to prevent excessive bleeding, as heparin prevents clotting. Haemofiltration is used during surgery to remove components that can impede heart and lung function after bypass. However, the researchers found that heparin does not appear to be lost through haemofiltration, leading to more heparin than was previously thought being delivered to babies starting CPB. The team plans to conduct further research in this area and to increase the number of biobanked samples so that they can address future questions with the aim of continuing to improve outcomes for babies undergoing CPB.

Strategy 4:

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

The NBA works with Australian Red Cross Lifeblood and state and territory 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 products are well managed.

Table 2.12 provides a summary of performance against key indicators for this strategy.

TABLE 2.12 Key performance indicators: Support a sustainable blood sector

Summary of results against 2023–24 key performance indicators	
Indicator	Outcome
New Output Based Funding Model in place and managed	<p>Met</p> <p>Output Based Funding Model (OBFM) Principles for 2022–23 to 2024–25 was implemented from 1 July 2023.</p>
Blood donor panel increased	<p>Met</p> <p>Lifeblood’s donor panel increased from a total of 592,291 with 536,966 active donors in 2023-23 to a total of 610,258 with 559,222 active donors 2023-24.</p>
Advice provided to governments and others on blood supply and demand issues	<p>Met</p> <p>The NBA continues to provide advice on the relationship between supply and demand for fresh and commercial products. This is central to the NBA’s management of the national blood supply on behalf of all Australian governments.</p> <p>The NBA proactively searches for new and emerging trends through its horizon-scanning activities to support its policy advice to governments.</p> <p>During 2023–24 the NBA provided advice and guidance to governments and others regarding continued blood inventory pressures arising from the ongoing effects of the COVID-19 pandemic.</p>
Consideration of the outcome of the review of national blood arrangements	<p>The outcome of the review on the national blood arrangements by the Department of Health and Aged Care is expected in 2025.</p>

Performance criteria source: NBA Corporate Plan 2023–24 to 2026–27, p. 29.

Delivery of Strategy 4

Future arrangements for the supply of blood and blood products

The current Deed of Agreement with the Australian Red Cross Society for the supply of fresh blood products and services ends on 30 June 2025.

In 2023–24 we began planning to review, extend or replace the Deed to ensure the uninterrupted collection and supply of blood and plasma.

Increase in blood donor panel

Lifeblood's donor panel increased from a total of 592,291 with 536,966 active donors in 2023–23 to a total of 610,258 with 559,222 active donors 2023–24. Lifeblood's proactive marketing efforts contributed to the growth of the donor panel in 2023–24. These initiatives included the True Colours campaign, National Blood Donor Week, a campaign to educate young people about the importance of blood donation, and the newly relaunched Lifeblood Gifts Program.

Michael Klim OAM continues to be a significant ambassador for Lifeblood, reaching potential donors through channels such as radio, TV, billboards, and online videos. The initial Michael Klim campaign resonated across prospective, establishing and existing donors, as well as Lifeblood staff and the broader community. Lifeblood credits the campaign with a 21% increase in campaign recognition rate (versus its campaign benchmark), a 7% increase in Lifeblood brand awareness, and a 7% increase in the intention to donate.

Policy advice to government

The NBA provides advice to government on the relationship between supply and demand for fresh and commercial products, the types of products coming through the pipeline, cost of plasma for fractionation, and 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 2023–24 the NBA gave information, briefings and advice to jurisdictions, Health Ministers, the Australian Health Protection Principal Committee, the Private Hospitals Forum, 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.

Strategy 5:

Be a high-performing organisation

The NBA maintains and develops organisational capabilities and processes that enable us to perform at a high level.

Table 2.13 provides a summary of performance against key indicators for this strategy.

TABLE 2.13 Key performance indicators: Be a high-performing organisation

Summary of results against 2023–24 key performance indicators	
Enterprise Agreement finalised and in place	<p>Met</p> <p>Enterprise Agreement finalised and in place</p>
NBA remains an employer of choice with a staff engagement score of 75% or more	<p>Met</p> <p>2024 engagement score of 79%</p>
National Supply Plan and Budget agreed by governments	<p>Met</p> <p>National Supply Plan and Budget 2024–25 approved by all Australian Health Ministers following review and endorsement by the Jurisdictional Blood Committee</p>
A safe and healthy working environment is maintained with a reportable incident rate of less than 2%	<p>Met</p> <p>No notifiable incidents reported during 2023–24</p>
Staff completion of mandatory annual online learning and development modules by not less than 90% of staff	<p>Not met</p> <p>79% of staff completed their mandatory online learning. Reasons for not completing all mandatory learning modules included staff on long service leave or leave without pay and new staff who had not yet established their learning and development plans.</p>

Performance criteria source: NBA Corporate Plan 2023–24 to 2026–27, p. 31.

Delivery of Strategy 5

National Supply Plan and Budget agreed by governments

The NBA successfully developed and secured agreement from all Health Ministers for the 2024–25 National Supply Plan and Budget (NSP&B). The NSP&B is key to enabling the NBA to achieve security of blood supply. Its development each year involves forecasting supply and demand based on data trends and market analysis, and liaison with each state and territory government to inform accurate estimates and understand variations in the operating environment. More discussion of the NSP&B is under Strategy 1.

Supporting our people

The *National Blood Authority Enterprise Agreement 2024–2027* (EA) was approved by the Fair Work Commission on 20 March 2024 and commenced on 27 March 2024.

This was the first enterprise agreement negotiated in the NBA for almost 10 years. Employees were able to participate in consultations around their terms and conditions through regular workshops and question and answer sessions.

The engagement of staff was reflected in the vote for the EA, with 99% of eligible employees voting and 100% of those who voted supporting the EA.

Employees received a 4% wage increase from 1 March 2024 and a one-off payment of 0.92% of base salary. In recognition of the transition from the old wage increase date of 19 January to the new APS-wide date of 1 March, employees also received a one-off payment of 0.72% of base salary.

The new EA provides a comprehensive set of terms and conditions of employment including:

- ◆ enhanced parental leave and consultation provisions
- ◆ family and domestic violence support
- ◆ support for assessing and managing flexible work and reasonable additional hours for executive level staff
- ◆ comprehensive leave arrangements.

In 2023–24 the NBA continued to support staff who may experience family and domestic violence. The new EA provides some specific mechanisms and resources for managers and employees. These are available through the intranet.

The NBA continued to support flexible working arrangements on a case-by-case basis, focusing on achieving a balance between individual and organisational needs. Staff enjoy our contemporary office environment, which enables more agile and collaborative work practices through improved technology.

Six Health and Safety Representatives (HSRs) were appointed in this period, bringing the total number of HSRs to 7. The NBA also had 2 qualified first aid officers and 3 fire wardens.

Over recent years the NBA has been reducing its reliance on outsourced expertise and building its employee base. Over the past 2 years we have reduced labour hire by a third, from 26 to 18 as of 30 June 2024. Twenty per cent of our workforce is external, compared to 30% 2 years ago. We continue to use outsourced labour for highly specialised roles for which we have been unable to recruit APS employees, such as ICT and digital roles. The NBA is committed to continuing to reduce outsourcing of our core work in line with the requirements of the APS Strategic Commissioning Framework. In late 2023–24 we began work on a new strategic workforce plan which will guide our efforts in building workforce capability over the next few years.

Staff engagement

The results of the 2024 APS Employee Census, to which 88% of our APS staff responded, demonstrated that the experiences of our staff and their sentiments about the NBA had become increasingly positive over the course of the year. The NBA's employee engagement score was 79%, a significant increase of 5 points from the previous year's score and above our KPI target of 75%. This score was above the overall APS engagement score.

Employees reported increased satisfaction in most categories, including a significant increased satisfaction with leadership, communication, enabling innovation, and wellbeing support. Areas for improvement included consultation on organisational change and access to tools and IT resources. We will explore the census results further with staff in the second part of 2024.

The increase in positive results demonstrates our effectiveness in implementing the Census Action Plan which addressed the key findings of the 2023 APS Employee Census. The 2023 Census Action Plan and the 2023 Census Highlight Report were published on the NBA website in November 2023 in line with legislative requirements in the Public Service Amendment Bill 2023.

Staff directly engaged in the NBA's planning processes during 2023–24 by participating in workshops on:

- the NBA website redevelopment project – giving all staff the opportunity to engage in the user research phase
- enterprise bargaining information sessions – giving staff the opportunity to understand the proposed enterprise agreement
- the 'Journey of Blood' – which brought together Australian Red Cross Lifeblood and the NBA to consider the future of blood systems.

The Staff Participation Forum met 3 times, in November 2023, February 2024 and May 2024. The forum is established under the NBA Enterprise Agreement to provide a formal mechanism for NBA management to consult directly with employee representatives about significant issues relating to employment matters. The forum comprises NBA staff representatives, NBA management representatives and a Work Health and Safety representative.

Recruitment

To support the agency in reducing reliance on outsourced expertise and building a stable APS employee base, we ran 26 advertised recruitment processes in 2023–24. These processes supported stability including through the conversion of previous contractor roles into APS roles, reflective of the enduring functions of the agency.

The labour market continues to be competitive, adding to challenges in attracting and retaining talent within our agency and the APS more broadly. We continue to respond to the challenges in this area, progressing work on our employee value proposition and investing in the capability of our APS workforce to meet the objectives of the APS Strategic Commissioning Framework. We will continue to focus on attracting, building and retaining expertise and talent that supports the delivery of our business.

Professional development

The NBA is committed to building and retaining the skills, experience and talent required to deliver our business. We invest heavily in staff learning and, as a smaller agency, we offer our staff significant opportunities to build skills and have professional experiences to broaden their skills.

The NBA's target of 90% of staff completing annual mandatory training at the end of the 2023–24 performance cycle was not met. The proportion of staff who completed the annual mandatory training suite, comprising 7 online courses, was 79%.

During 2023–24 we continued to focus on leadership capabilities. The NBA participated in The APS Leadership Edge Training, a pilot program designed to make executive level training more consistent, relevant and flexible. The program was specifically designed for EL2 employees across the APS. Three participants completed the 4- to 5-month program, which had 4 modules: integrity, leadership, way of working, and coaching and mentoring.

All EL1, EL2 and SES Band 1 NBA staff attended a leadership workshop, which focused on workplace dynamics, personal agency and leadership behaviours.

NBA staff regularly engage with industry and attend a range of blood sector relevant conferences to remain educated about the sector and emerging trends/issues. In 2023–24, NBA employees attended 7 conferences relevant to the blood sector. Attendees shared their key learnings with the whole organisation, adding to our collective understanding.

The NBA continued to utilise the APS Academy's learning programs and our staff attended courses provided by the Department of Health and Aged Care. Our staff also enjoyed the opportunity to do group training in cultural capability along with training in areas of professional development.

Blood sector knowledge development

A wide range of work contributed to blood sector knowledge development across the NBA in 2023–24. For example, NBA staff developed their knowledge of the sector by:

- ◆ attending (or virtually attending) domestic and international meetings and conferences to maintain and share current information and knowledge of domestic and global blood sector issues
- ◆ visiting blood product manufacturing facilities and distribution centres to support an understanding of the blood and blood products supply chain
- ◆ monitoring and reporting on international issues and trends relevant to the management of blood arrangements in Australia.

The NBA continued to release regular summary reports on international trends that may influence management of blood and blood products in Australia. These reports are published on our website and sent directly to selected internal and external stakeholders.

Our culture

Employee Census Action Plan

Since 2012 the annual APS Employee Census has provided insights into employees' views on the Australian Public Service (APS), their agency and their workplace. The census aids in developing strategies to enhance APS workplace capability.

In 2023, 82% of NBA APS staff responded, highlighting the importance of the NBA continuing to:

- ◆ improve processes in both our corporate and operational areas
- ◆ build our leadership capabilities
- ◆ look at ways to improve communication.

We developed a Census Action Plan following the 2023 APS Employee Census results. All NBA staff were invited to participate in developing the action plan, particularly by providing suggestions for key actions to improve the experience of working in the NBA.

The plan contained 3 key themes: communication, innovation, and tools and resources. Staff engaged actively and enthusiastically to implement the actions by July 2024.

Knowledge Forum working group: Under the action plan, the NBA established knowledge forums to enhance agency-wide learning and awareness of priorities and work programs. Forum events have included internal NBA teams giving an overview of their responsibilities and achievements, and guest speakers from the Haemophilia Foundation Australia, Lifeblood and more. It has been wonderful gaining insights from our external stakeholders and users of the blood system, enabling our team to focus on benefits to patients.

Inclusive and Diverse Events team: A key communication action was to organise social events to celebrate achievements, diversity and culture and support fundraising events to foster stronger relationships across the agency. We established the Inclusive and Diverse Events team, which has organised initiatives such as:

- ◆ an International Women’s Day morning tea
- ◆ 5 NBA employees attending the Institute of Public Administration Australia 2024 International Women’s Day breakfast and Helen Williams Oration
- ◆ ‘Wear it orange’ day and an all-staff walk to celebrate Harmony Day
- ◆ ‘Wear it rainbow’ day to celebrate International Day Against Homophobia, Biphobia and Transphobia
- ◆ an intranet page to share resources about days of celebration, to promote solidarity, commemoration and awareness so that all staff can feel part of a diverse community.

Innovation toolkit: Another initiative that stemmed from the action plan is an ‘innovation toolkit’ on our intranet. This toolkit is a collection of resources to explore and inspire, including information from the Australian Public Service Commission and the Australian Government Digital and Data Strategy. This initiative highlights our commitment to an innovation culture, improving our work practices and the way we work together.

NBA Social Club

The NBA Social Club is run by a group of enthusiastic staff members who arrange social activities and initiatives for all staff to enjoy. It was another successful year for the social club, with all our teams hosting monthly events for everyone to participate in. These events raised money to go to charities such as the RSPCA and the Cancer Council. The social club was also able to help subsidise the NBA’s end-of-year staff event.

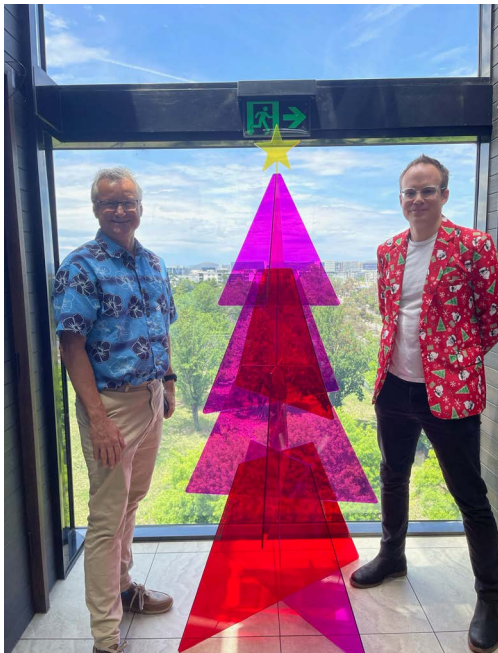
We thank all NBA staff and stakeholders who contributed to, led or participated in social club events and initiatives.

NBA opening and 20 year celebration

The official and formal opening of our new office was held in August 2023 and performed by the Hon Ged Kearney MP, Assistant Minister for Health and Aged Care. The event commenced with a warm and generous Welcome to Country by Ngunnawal Elder Serena Williams, and we had a special guest, Martha, share her story. We celebrated our 20-year anniversary and reflected on some of the tremendous work the NBA has done over 20 years alongside our guests, who included the NBA Board members and staff from the Department of Health and Aged Care.



Diwali celebrations in the office



Christmas at the NBA



Halloween at the NBA

Information management and technology

ICT modernisation

In 2022–23 the NBA's ICT team extended the Microsoft Teams environment into all meeting rooms as part of our new office fit-out, and into email campaign management and mobile device management.

In 2023–24 the modernisation project continued under our ICT Strategy by delivering a modern Microsoft Teams telephony solution, a new modern collaborative intranet solution, the new NBA website and significant infrastructure and security enhancements.

The ICT team continued the extension of the Microsoft environment, expanding into Microsoft Power Apps to assist in contract management through an automated register. This register increases visibility of contracts and reduces risks to the NBA through effective contract management.

Other improvements underway are:

- ◆ Enterprise data and reporting tools: This is a project to resolve the NBA's current manual data reporting problems by delivering a new cloud technology solution, including a data warehouse and an enterprise reporting tool.
- ◆ Enterprise Service Management: This service management software is a ticketing system used to manage any type of task management workflow. The existing end-of-life software is used by agile teams for project management and by IT help desks and support teams. Specifically, the NBA uses it to plan, track and manage services.
- ◆ Azure DevOps: The implementation of a cloud version, Microsoft Azure DevOps Services, will generate value by delivering an up-to-date IT cloud solution, enhancing collaboration and communication through process optimisation and integration. It will improve reliability, flexibility, scalability, data security and privacy across the blood sector systems.
- ◆ Modernisation of the NBA corporate environment: This includes areas such as infrastructure and security, records management, intranet content, automation applications, financial management information systems, and small-entity enterprise resource planning through the Department of Finance.
- ◆ Progress on laboratory interfaces: See 'Interface with laboratory information systems' under Strategy 2.

Security

The NBA continued to monitor and enhance the protective security and cyber resilience of our ICT systems and infrastructure in 2023–24. We continued to improve the agency's security posture through improvements to our systems and ICT infrastructure and provided training for all staff to improve awareness and detection of phishing and ransomware cyber threats.

We implemented a security information and event management (SIEM) solution to help detect and address potential security threats and vulnerabilities before they disrupt business operations.

We also continued to implement the Australian Signals Directorate recommended Essential Eight controls as part of our ongoing active management of cyber security.

Blood sector knowledge development

A wide range of work contributed to blood sector knowledge development across the NBA in 2023–24. For example, NBA staff developed their knowledge of the sector. We:

- ◆ attended (or attended virtually) Australian and international meetings and conferences to share current information and knowledge of domestic and global blood sector issues
- ◆ visited blood product manufacturing facilities and distribution centres to increase their understanding of the blood and blood products supply chain
- ◆ monitored and reported on international issues and trends relevant to the management of blood arrangements in Australia
- ◆ attended tours of the Blood Operations Centre, along with numerous international and national stakeholders
- ◆ attended blood sector systems training provided by the Blood Operations Centre
- ◆ completed BloodSafe eLearning training.

The NBA continued to release regular summary reports on international trends that may influence management of blood and blood products in Australia. We publish these reports on our website and send them directly to selected internal and external stakeholders.

The NBA was fortunate to host national and international visitors including representatives from the US Department of Defense, the Australian Defence Force, multinational commercial suppliers, other government agencies, and peak health and blood sector bodies.

New NBA website

The new National Blood Authority website was launched on 20 May 2024. It is designed to provide our stakeholders with relevant information, link the blood sector community to the BloodPortal, and improve our communication with key stakeholders.

In developing the new website we rewrote, cleaned up and streamlined content from over 250 pages on the previous website, with a focus on readability and user experience. The site now has a contemporary look and feel, with high-quality images and accessible information. The home page is better structured and aligns with the layout of Australian Government websites.

We engaged over 100 stakeholders, ranging from NBA staff to the Australian public and the blood sector community, to understand what our users want from our website and inform the design of the new website. We thank all of the stakeholders involved. Your support is greatly appreciated.

Our new website is at www.blood.gov.au.

Part 3



Management and accountability

Corporate governance

External scrutiny

Fraud control

Our people

Corporate governance

National blood sector arrangements

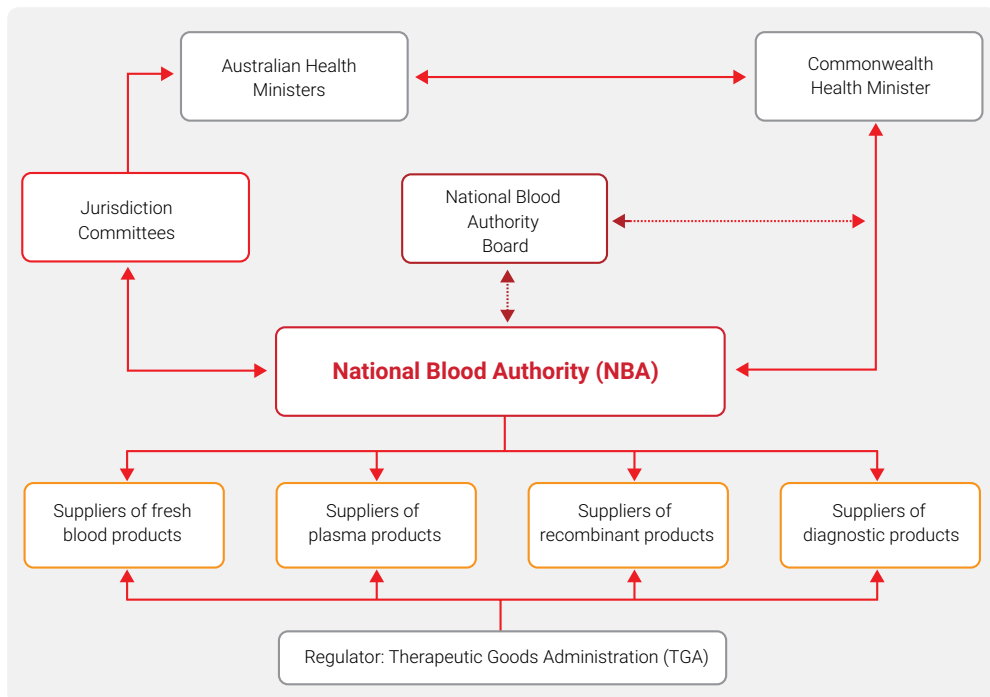
The NBA is established under the *National Blood Authority Act 2003*. It is a statutory body and portfolio agency of the Commonwealth Department of Health and Aged Care. Funding for the national blood arrangements is jointly provided by all Australian governments, with the Australian Government providing 63% of funding and 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 governance arrangements for the Australian blood sector.

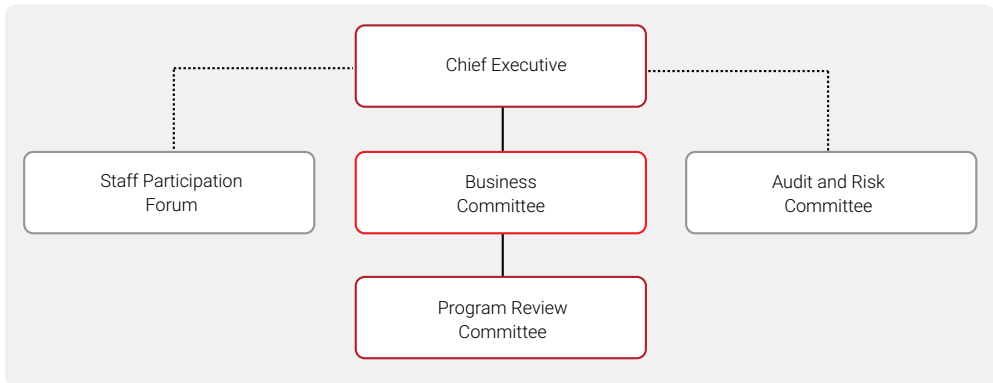
FIGURE 3.1 Blood sector governance



NBA governance arrangements

Four 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



NBA Business Committee

The NBA Business Committee is the primary governance committee for the NBA. It provides strategic oversight and direction for the management of the NBA and its business and finance 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 and processes, and in relation to people management, ICT issues and financial and information management
- ◆ review NBA 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 committee comprises the Chief Executive; Deputy Chief Executives; Chief Finance Officer; Chief Information Officer; and Director, People and Communications. The committee is chaired by the Chief Executive and supported by the Executive Office. Other staff are occasionally required to attend meetings for relevant agenda items.

Audit and Risk Committee

The NBA Audit and Risk Committee (ARC) provides independent advice and assurance to the Chief Executive on strategies to enhance the organisation's governance control and risk management framework, assist with planning and conducting the NBA's internal audit program, and support financial and legislative compliance.

The committee met 5 times in 2023–24.

The ARC comprises independent members with relevant expertise appointed by the NBA Chief Executive. The ARC membership comprised:

- ◆ Mrs Roslyn Jackson (Chair)
- ◆ Mr Greg Fraser
- ◆ Ms Terina Brierley
- ◆ Mr Paul Bedbrook (NBA Board member) retired 31 December 2023.

Short biographies for each member, their attendance at committee meetings and information about their remuneration can be found in Appendix 1.

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 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 RSM (Australia)) also attend meetings and contribute to agenda items and discussion as required.

The ARC Charter describes 4 primary areas of focus. In 2023–24, matters considered by the ARC included:

- ◆ financial reporting
 - engagement with NBA management and the ANAO in relation to the annual financial statements audit, including formal clearance of annual financial statements
 - the Departmental and Administered Fund Cost and Revenue Accounting Policy and Paper
 - the Departmental and Administered Revenue and Expense Classification Policy and Guideline

- ◆ performance reporting
 - NBA Corporate Plan, Business Plan and Operational Scorecard
 - NBA annual performance KPIs and reporting
- ◆ systems of risk oversight and management
 - NBA strategic risk management and business continuity framework
 - NBA fraud control framework
 - Comcover benchmark reporting
 - National Managed Fund investment framework and performance
- ◆ systems of internal control
 - annual internal audit work plan, reports and implementation of recommendations.

Internal audit and risk

The NBA's internal audit and risk program is guided by the ARC and is a key element of our risk assessment and management. The ARC reviews the risk register on an annual basis as a key input in developing the NBA's internal audit program.

RSM (Australia) conducted a range of internal audits and reviews in line with the work program developed in conjunction with the ARC. The 2023–24 work program encompassed audits of the fraud control framework and of non-blood procurement.

The ARC continued to monitor the implementation of internal audit report recommendations through regular status reports.

Program Review Committee

The NBA Program Review Committee focuses on the implementation and delivery of the 10 major NBA work areas to ensure strong performance and accountability and provides guidance and direction on issues and the forward work program.

The committee is chaired by the Chief Executive and comprises the NBA Senior Management Group, supported by the Executive Office. Staff from the area under review also attend relevant meetings.

Staff Participation Forum

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

The Staff Participation Forum met 3 times during 2023–24 and discussed:

- ◆ APS-wide bargaining
- ◆ the proposed salary increase under section 24(1) of the *Public Service Act 1999*
- ◆ progress on the NBA's APS Employee Census Action Plan
- ◆ work health and safety, including health and safety representative arrangements and the influenza vaccine program.

The NBA began a review of the forum's terms of reference in 2023 following the implementation of the new enterprise agreement.

Statutory committees

The NBA Chief Executive has established 4 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 Committee

The National Immunoglobulin Governance Advisory Committee (NIGAC) provides expert advice on the clinical use of Ig and governance-related issues to support the National Immunoglobulin Governance Program. Members are appointed based on expertise and experience.

NIGAC met twice in 2023–24 to provide recommendations on changes to the Criteria for the Clinical Use of Immunoglobulin in Australia, and provide advice on the implementation of recommendations in the report *Evaluate and develop options to improve access to SCLg*, registrar training of Blood Sector Systems, and research gaps in relation to Ig usage.

NIGAC is chaired by Emeritus Professor Robert Moulds. Its members represent medical specialisations, consumer advocacy, epidemiology, health economics, nursing, large and small jurisdictions, Australian Red Cross Lifeblood and the NBA.

NIGAC is supported by specialist working groups (SWGs) for immunology, haematology, neurology and transplant medicine.

During 2023–24 the NBA began a process to renew membership for NIGAC and the SWGs. We approached relevant professional organisations and societies, consumer representative groups and governments to seek expressions of interest to serve on NIGAC and SWGs. We anticipate announcing the new appointments early in 2024–25.

Australian Bleeding Disorders Registry Steering Committee

Clinicians use the Australian Bleeding Disorders Registry (ABDR) daily to help manage the treatment of people with bleeding disorders and to understand more about the incidence and prevalence of bleeding disorders.

The ABDR Steering Committee provides advice to the NBA on the governance and use of the ABDR. It consists of representatives involved in clinical management, advocacy, and funding of treatment for people with bleeding disorders.

The committee met twice in 2023–24 providing advice on system enhancements to the ABDR, ABDR Steering Committee governance, product use and management for the treatment of bleeding disorders and data access and analysis.

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, including developing a new National Patient Blood Management Implementation Strategy.

The PBMAC was established in 2019, replacing the previous Patient Blood Management Steering Committee. 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, Associate Professor and Principal Research Fellow for the Leaders in Indigenous Medical Education (LIME) Network. Professor Bandler has been involved in medical education across the healthcare sector since 1985. She has worked in general practice for many years and currently provides regular GP services (including telehealth) to rural and remote western New South Wales. She is a member of the Macquarie University Humanities and Social Sciences Human Research Ethics Committee.

The PBMAC met via videoconference in December 2023.

Haemovigilance Advisory Committee

The Haemovigilance Advisory Committee (HAC) informs the NBA's National Haemovigilance Program. The 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.

The HAC is chaired by Associate Professor Alison Street AO, a member of the NBA Board from 2017 to June 2023. Its members have expertise and knowledge in the health sector, blood management, quality and safety, and consumer issues.

The HAC met via videoconference in July 2023, October 2023 and March 2024.

External scrutiny

There were no judicial decisions, decisions of administrative tribunals or decisions of the Australian Information Commissioner in 2023–24 that had, or may have had, a significant impact on the NBA's operations.

There were no legal actions lodged against the NBA in 2023–24.

There were no reports on operations of the NBA by the Auditor-General, a parliamentary committee or the Commonwealth Ombudsman in 2023–24.

There were no capability reviews of the NBA released during 2023–24.

Fraud control

Consistent with the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) (section 10), the NBA conducts fraud risk assessments regularly and when there is a substantial change in the structure, functions or activities of the organisation.

Under our fraud and corruption control plan, the NBA continually monitors accountability and control frameworks to meet the specific needs of the agency. In 2023–24 the NBA completed a comprehensive review of the NBA Fraud Control Framework. This involved an internal and an independent external review of the NBA Fraud and Corruption Control Plan and Fraud and Corruption Incident Procedure to ensure they are fit for purpose and comply with the PGPA Rule and the Commonwealth Fraud and Corruption Control Plan, along with new obligations under the *National Anti-Corruption Act 2022*. An independent organisation wide fraud risk assessment was completed, and the NBA will continue to strengthen its control environment in the coming years.

No instances of fraud were detected during the reporting year.

Certification of fraud control arrangements

I, John Cahill, certify that the National Blood Authority has:

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

John Cahill
Chief Executive
National Blood Authority

Our people

At 30 June 2024 the NBA had 78 staff employed under the *Public Service Act 1999* (PS Act). The NBA's average staffing level for 2023–24 was 73.24. The APS workforce was complemented by 16 contract staff.

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

Of the NBA's APS staff, 75% are female, 17% work part time, 93% are ongoing APS employees, and 54% are at APS 6 or EL 1 level. In the 2024 APS Employee Census, no staff identified as Australian Aboriginal and/or Torres Strait Islander, 18% identified as culturally and linguistically diverse, 10% identified as having an ongoing disability and 5% identified as LGBTQIA+. Further information on the NBA workforce is in Appendix 2.

As a small agency, the NBA provides an environment that empowers staff to take direct responsibility for delivering in a challenging and ever-changing sector. The NBA promotes an environment of diversity, agility, resilience, enthusiasm and leadership, with a strong work ethic.

During 2023–24 the NBA continued its commitment to managing and developing its employees to meet organisational objectives. Further information on the NBA's effectiveness in managing and developing employees can be found in Part 2, Delivery of Strategy 5.

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 eLearning on APS values and principles.

Employment arrangements

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.

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

TABLE 3.1 Australian Public Service Act employment arrangements as at 23 June 2024

	SES	Non-SES	Total
National Blood Authority Enterprise Agreement 2024–27	3	77	80
<i>Public Service Act 1999</i> section 24(1) determinations	2	0	2
Individual flexibility arrangements	0	15	15
Total	5	92	97

Remuneration and benefits

TABLE 3.2 Australian Public Service Act employment by classification and NBA salary range as at 30 June 2024

	Minimum salary (\$)	Maximum salary (\$)
SES 1	261,843	261,843
EL 2	138,183	155,570
EL 1	116,420	132,103
APS 6	94,495	106,488
APS 5	85,744	90,449
APS 4	78,906	83,324
APS 3	69,749	77,217
APS 2	60,479	65,914
APS 1	52,000	58,148

TABLE 3.3 Information about remuneration for key management personnel as at 30 June 2024

Name	Position title	Short-term benefits (\$)			Post-employment benefits (\$)	Long-term benefits (\$)		Termination benefits (\$)	Total remuneration (\$)
		Base salary	Bonuses	Other benefits and allowances		Long service leave	Other long-term benefits		
John Cahill	Chief Executive	379,942	-	-	37,508	8,227	-	-	425,677
Kate McCauley	Deputy Chief Executive	260,924	-	-	47,333	10,519	-	-	318,776
Benjamin Noyen	Deputy Chief Executive	163,957	-	-	22,769	8,308	-	-	195,034
Helen Bull	Deputy Chief Executive (A/g)	65,703	-	325	9,330	2,046	-	-	77,403
Elizabeth Quinn	Chief Executive (A/g)	10,104	-	-	509	-	-	-	10,613

Performance pay

Performance pay was not a component of any remuneration for NBA staff during 2023–24.

Non-salary benefits

NBA staff had access to a range of non-salary benefits during 2023–24, including:

- ◆ access to purchased additional annual leave
- ◆ car parking (for EL 2 staff and senior executives)
- ◆ Christmas close-down period
- ◆ wellbeing facilities
- ◆ Employee Assistance Program
- ◆ financial assistance and/or paid leave for professional development
- ◆ flexible working arrangements
- ◆ health and wellbeing program enabling staff to be reimbursed for health and wellbeing activities
- ◆ rapid antigen tests (for COVID-19)
- ◆ influenza vaccinations for staff and their immediate family members
- ◆ laptop computers, peripherals, internet access and mobile phones
- ◆ professional development, mentoring and counselling
- ◆ professional memberships
- ◆ reimbursement of reasonable expenses associated with performance of duties
- ◆ reimbursement for financial advice associated with a voluntary redundancy
- ◆ salary packaging.

Professional and personal development

Employee development in the APS is an important contributor to a productive, progressive, innovative and engaged workforce. The NBA recognises the importance of ensuring that staff members continue to develop their skills. We facilitate this through sourced internal training, eLearning programs, external training, and development opportunities such as studies assistance, stakeholder engagement and participation in conferences.

The NBA's eLearning 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.

For information about training provided to NBA staff in 2023–24, see Part 2, 'Delivery of Strategy 5'.

Work health and safety

Workplace health and safety matters are standing agenda items that are routinely discussed at various organisational meetings. This includes regular reporting to the senior management group, the NBA Business Committee, the NBA Board and the Staff Participation Forum.

No notifiable incidents were lodged with Comcare in 2023–24.

Employees completed Comcare’s ‘Introduction to psychological health and safety in the workplace’ training as part of the mandatory annual learning program for NBA staff. This supports the new regulations for identifying and managing workplace psychosocial hazards and risks under the Work Health and Safety Regulations 2011.

NBA employees have individual ergonomic workstation assessments and additional workstation equipment is then sourced for those who need it. New employees have an optional workstation assessment to help them set up their workstation effectively.

The 2024 Influenza Vaccination Program, administered by the Pharmacy Guild of Australia, was available to all NBA employees and their families. As at 30 June 2024, a total of 74 people had used the program.

The NBA continued to manage COVID-19 and other illness-related issues in line with ACT Government advice. This included implementing COVID-safe practices to support staff, providing advice to staff, providing rapid antigen tests for staff, supporting hybrid working arrangements to reduce the risk of transmission in the workplace, maintaining hygiene protocols and providing cleaning products. In addition to regular cleaning, the NBA underwent a deep thorough clean of the office, including high-touch points, leading into the season when infections were increasing in the ACT.

Other NBA initiatives to maintain a healthy, safe and secure workplace during 2023–24 included:

- continuing access to the Employee Assistance Program
- reviewing workplace health and safety policies and guidance
- increasing the number of health and safety representatives
- supporting the training requirements of first aid officers and HSRs, including new appointees
- training staff to use the defibrillators.

Part 4



Financial management

Financial arrangements

Financial performance

Assets management

Purchasing

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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 NBA 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 2023–24.

TABLE 4.1 High-level summary: departmental and administered funding and expenditure 2023–24

	Funding (\$m)	Expenditure (\$m)
Departmental – NBA operations	13.243	13.297
Administered – national blood and blood products supply	1,674.605	1,673.665

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 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 2023–24. 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 unqualified audit report for 2023–24.

Departmental finances

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

Operating result

The NBA's income statement reports a 2023–24 operating loss of \$0.05 million, compared with an operating loss of \$2.45 million in 2022–23. This minor loss is expected and due to accounting treatment of capital appropriations to fund non-financial assets, with the NBA achieving a \$0.96 million operating surplus after adding back depreciation.

In 2023–24 and out years the NBA has obtained additional ongoing funding to sustain the delivery of the national blood arrangements, to ensure safe, secure, and affordable supply of blood and blood-related products and services on behalf of Australian governments. There was also a correction to accounting errors from prior periods for the allocations of overheads and employee benefits between administered and departmental finances. Further detail is provided in the financial statements in this report.

TABLE 4.2 Key financial performance 2018–19 to 2023–24

Revenue and expenses	2018–19 (\$m)	2019–20 (\$m)	2020–21 (\$m)	2021–22 (\$m)	2022–23 (\$m)	2023–24 (\$m)
Contributions from the Australian Government	5.682	5.681	5.510	5.513	5.479	8.945
Contributions from states and territories, and other revenue	4.469	4.769	5.242	5.031	4.339	4.298
Total revenue	10.151	10.451	10.752	10.544	9.818	13.243
Employee expenses	7.438	7.689	7.605	7.683	8.054	8.671
Supplier expenses	2.909	1.855	2.433	2.003	2.686	2.842
Other expenses	0.481	1.129	1.189	1.382	1.526	1.785
Total expenses	10.828	10.763	11.227	11.068	12.266	13.297
Operating result	(0.677)	(0.154)	(0.475)	(0.524)	(2.448)	(0.054)

Revenue

Total departmental revenue received in 2023–24 amounted to \$13.243 million: \$8.945 million in funding from the Commonwealth Government; and \$4.298 million in contributions received from the states and territories and other revenue. This represents an increase of \$3.425 million (34.9%) on revenue received in 2022–23. The increase is due to additional ongoing sustainability funding, while the other revenue mostly relates to entitlements of staff transferring from other agencies and an administrative processing fee.

Expenses

The NBA's expenses for 2023–24 amounted to \$13.297 million. This represents an increase of \$1.031 million (8.41%) on total expenses from 2022–23. This is predominantly due to increased headcount and a full-year depreciation of the office refurbishment that concluded in January 2023.

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 \$0.892 million at 30 June 2024. This included funds received from all jurisdictions and transferred to the Official Public Account held by the Department of Finance until required for expenditure. The cash balance increased marginally due to the timing of appropriation drawdowns and payments.

The balance of trade and other receivables was \$5.425 million at 30 June 2024; this consists of appropriations receivable. The increase from the prior period is due to the timing of appropriation drawdowns.

Non-financial assets

The NBA had non-financial assets of \$8.014 million at 30 June 2024. The carrying amount of non-financial assets decreased during the financial year predominantly due to the depreciation on the office refurbishment completed in January 2023.

Payables

There was no significant change in the carrying amount of payables during the financial 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 payments.

Provisions

Employee provisions, which cover annual and long-service leave entitlements, increased by \$0.238 million to \$2.557 million due to increased staffing.

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 2023–24 the NBA returned \$29.247 million (compared with \$23.378 million in 2022–23) to all governments for the 2022–23 end-of-year reconciliation as part of the National Blood Agreement.

Revenue

Total revenue for 2023–24 is summarised in Table 4.3. Total revenue increased by \$115.848 million (a 7.43% increase, up from the 5.99% increase in the prior year) for 2023–24.

TABLE 4.3 Summarised administered revenue 2018–19 to 2023–24

Administered revenue	2018–19 (\$m)	2019–20 (\$m)	2020–21 (\$m)	2021–22 (\$m)	2022–23 (\$m)	2023–24 (\$m)
Funding for supply of blood and blood products	1,203.591	1,211.007	1,303.983	1,468.979	1,555.744	1,666.829
Other revenue	4.330	3.419	2.437	1.686	3.023	5.776
Total administered revenue	1,207.921	1,214.426	1,306.420	1,470.655	1,558.767	1,674.605

Expenses

Total administered expenses for 2023–24, including grants and rendering of goods and services, are summarised in Table 4.4. Administered expenses for 2023–24 increased by 7.99% from 2022–23.

In accordance with the Output Based Funding Model, Lifeblood return \$7.60 million to the NBA in 2023–24, compared with \$25.32 million in 2022–23.

TABLE 4.4 Summarised administered expenses 2018–19 to 2023–24

Administered expenses	2018–19 (\$m)	2019–20 (\$m)	2020–21 (\$m)	2021–22 (\$m)	2022–23 (\$m)	2023–24 (\$m)
Rendering of goods and services – external entities	1,193.734	1,174.839	1,365.007	1,396.321	1,543.971	1,669.757
Grants to the private sector – non-profit organisation	0.738	0.745	0.582	0.372	1.057	0.344
Other	1.600	2.058	2.724	2.802	4.782	3.564
Total administered expenses	1,196.072	1,177.642	1,368.313	1,399.495	1,549.710	1,673.665

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 2023–24, net administered assets increased by \$6.952 million due to operating surplus of \$0.940m and the interest equivalency appropriations of \$6.011 million.

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.

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 as part of the NBA's expectation of itself that it will continuously improve the management of its core business functions.

The Chief Executive did not issue any exemptions from the required publication of any contract or standing offer in the purchasing and disposal gazette.

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.

There were no contracts of \$100,000 or more (incl. GST) let in 2023–24 that did not provide for the Auditor-General's access to the contractor's premises.

Consultancy and non-consultancy contracts

Annual reports contain information about actual expenditure on reportable consultancy and non-consultancy contracts. Information on the overall value of these contracts is available on AusTender at www.tenders.gov.au.

The NBA selects consultants using panel arrangements or by making an open approach to market. Decisions to engage consultants during 2023–24 were made in accordance with the PGPA Act and related provisions including the Commonwealth Procurement Rules, and relevant internal policies and procedures.

As summarised in Table 4.5, 4 new reportable consultancy contracts were entered into during 2023–24, involving total actual expenditure of \$425,418. In addition, 3 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$248,307.

TABLE 4.5 Expenditure on reportable consultancy contracts 2023–24

	Number	Expenditure \$ (GST incl.)
New contracts entered into during the reporting period	4	425,418
Ongoing contracts entered into during the previous reporting period	3	248,307
Total	7	673,725

Table 4.6 shows organisations receiving a share of reportable consultancy contract expenditure in 2023–24.

TABLE 4.6 Organisations receiving a share of reportable consultancy contract expenditure 2023–24

Name of organisation	Expenditure \$ (GST incl.)
Nous Group Pty Ltd (66 086 210 344)	334,180
Gartner Australasia Pty Ltd (69 003 708 601)	194,535
Synergy Group Australia Pty Ltd (65 119 369 827)	51,284
1 and One Pty Ltd (13 637 567 947)	48,400
HealthConsult Pty Ltd (67 118 337 821)	39,955

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

Table 4.7 shows total expenditure on all reportable non-consultancy contracts in 2023–24.

TABLE 4.7 Expenditure on reportable non-consultancy contracts 2023–24

	Number	Expenditure \$ (GST incl.)
New contracts entered into during the reporting period	32	33,177,910
Ongoing contracts entered into during the previous reporting period	45	1,820,727,060
Total	77	1,853,904,970

TABLE 4.8 Organisations receiving a share of reportable non-consultancy contract expenditure 2023–24

Name of organisation	Expenditure \$ (GST incl.)
Australian Red Cross Lifeblood (50 169 561 394)	837,695,056
CSL Behring (48 160 734 761)	690,169,815
Grifols Australia Pty Ltd (35 050 104 875)	112,613,931
Roche Products Pty Ltd (70 000 132 865)	68,995,447
Octapharma Australia Pty Ltd (23 109 574 692)	50,672,050

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

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 website at www.finance.gov.au/procurement/statistics-on-commonwealth-purchasing-contracts.

The NBA 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 website at www.treasury.gov.au.

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.

Financial statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for Health and Aged Care

Opinion

In my opinion, the financial statements of the National Blood Authority (the Entity) for the year ended 30 June 2024:

- (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 2024 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 2024 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 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 Officer 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 Officer is also responsible for such internal control as the Chief Executive Officer 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 Officer 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 administrative restructure or for any other reason. The Chief Executive Officer 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

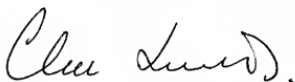
My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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



Clea Lewis

Executive Director

Delegate of the Auditor-General

Canberra

10 October 2024

NATIONAL BLOOD AUTHORITY
FINANCIAL STATEMENTS
for the year ended 30 June 2024

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2024 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.

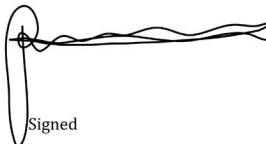
In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Blood Authority will be able to pay its debts as and when they fall due.



Signed

Kate McCauley
Acting Accountable Authority

9 October 2024



Signed

Paul Southcott
Chief Financial Officer

9 October 2024

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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 2024

	Notes	2024 \$'000	2023 restated \$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	1.1A	8,671	8,054
Suppliers	1.1B	2,841	2,686
Depreciation and amortisation	3.2A	1,719	1,521
Finance costs	1.1C	5	5
Write-down and impairment of Non Financial Assets		61	-
Total expenses		13,297	12,266
Own-Source Income			
Own-source revenue			
Revenue from contracts with customers	1.2A	3,957	3,835
Other revenue	1.2B	342	504
Total own-source revenue		4,299	4,339
Gains			
Gains from asset sales		-	-
Total gains		-	-
Total own-source income		4,299	4,339
Net cost of services		(8,998)	(7,927)
Revenue from government	1.2C	8,945	5,479
Deficit		(53)	(2,448)
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus		-	-
Total comprehensive loss		(53)	(2,448)

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

NATIONAL BLOOD AUTHORITY
STATEMENT OF FINANCIAL POSITION
as at 30 June 2024

	Notes	2024 \$'000	2023 restated \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	3.1A	892	663
Trade and other receivables	3.1B	5,426	4,151
Total financial assets		6,318	4,814
Non-financial assets			
Buildings	3.2A	2,218	2,919
Leasehold improvements	3.2A	5,352	6,041
Plant and equipment	3.2A	239	490
Computer software	3.2A	-	13
Other non-financial assets	3.2B	206	145
Total non-financial assets		8,015	9,608
Total assets		14,333	14,422
LIABILITIES			
Payables			
Suppliers	3.3A	128	201
Other payables	3.3B	226	194
Deferred revenue	3.3C	313	303
Total payables		667	698
Interest bearing liabilities			
Leases	3.4A	3,135	4,050
Total interest bearing liabilities		3,135	4,050
Provisions			
Employee provisions	6.1A	2,557	2,319
Total provisions		2,557	2,319
Total liabilities		6,359	7,067
Net assets		7,974	7,355
EQUITY			
Contributed equity		8,413	7,740
Reserves		-	619
Retained surplus		(439)	(1,004)
Total equity		7,974	7,355

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 2024

	Retained Earnings		Asset revaluation reserve		Contributed equity/capital		Total equity	
	2024	2023	2024	2023	2024	2023	2024	2023
	\$'000	restated \$'000	\$'000	restated \$'000	\$'000	restated \$'000	\$'000	restated \$'000
Opening balance								
Balance carried forward from previous period	(1,004)	1,444	619	619	7,740	7,089	7,355	9,152
Opening balance	(1,004)	1,444	619	619	7,740	7,089	7,355	9,152
Comprehensive Income								
Revaluation adjustment	619	-	(619)	-	-	-	-	-
Deficit for the period	(53)	(2,448)	-	-	-	-	(53)	(2,448)
Total comprehensive income attributable to Australian Government	566	(2,448)	(619)	-	-	-	(53)	(2,448)
Transactions with owners								
<i>Contributions by owners</i>								
Departmental capital budget	-	-	-	-	673	651	673	651
Total transactions with owners	-	-	-	-	673	651	673	651
Closing balance as at 30 June attributable to Australian Government	(439)	(1,004)	-	619	8,413	7,740	7,974	7,355

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 2024

	Notes	2024 \$'000	2023 restated \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations		8,468	4,222
Sale of goods and rendering of services		3,558	5,240
Net GST received		323	414
Other cash received		-	-
Total cash received		12,349	9,876
Cash used			
Employees		8,640	9,171
Suppliers		2,431	3,024
Section 74 receipts transferred to the OPA		402	638
Interest payments on lease liabilities		5	5
Total cash used		11,477	12,838
Net cash from operating activities		872	(2,962)
INVESTING ACTIVITIES			
Cash used			
Purchase of property, plant and equipment		113	5,291
Purchase of intangibles		-	-
Total cash used		113	5,291
Net cash used by investing activities		(113)	(5,291)
FINANCING ACTIVITIES			
Cash received			
Contributed equity - departmental capital budget		477	1,561
Lease incentive received		-	1,369
Total cash received		477	2,930
Cash used			
Principal repayment of lease liabilities		1,007	1,004
Total cash used		1,007	1,004
Net cash from/(used by) financing activities		(530)	1,926
Net (decrease)/increase in cash held		229	(6,327)
Cash and cash equivalents at the beginning of the reporting period		663	6,990
Cash and cash equivalents at the end of the reporting period	3.1A	892	663

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

NATIONAL BLOOD AUTHORITY			
ADMINISTERED SCHEDULE OF COMPEHENSIVE INCOME			
<i>for the year ended 30 June 2024</i>			
	Notes	2024 \$'000	2023 restated \$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	2.1A	2,237	2,165
Suppliers	2.1B	1,669,757	1,543,972
Grants - non-profit organisations	2.1C	344	1,057
Depreciation and amortisation	4.2A	1,327	2,617
Total expenses		1,673,665	1,549,811
Income			
Revenue			
Non-taxation revenue			
Revenue from contracts with customers	2.2A	1,668,829	1,555,744
Interest income		5,776	3,023
Other revenue		-	-
Total non-taxation revenue		1,674,605	1,558,767
Total revenue		1,674,605	1,558,767
Total income		1,674,605	1,558,767
Net contribution by services (Deficit)/Surplus		940	8,956
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus		-	-
Total comprehensive (loss)/income		940	8,956

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

NATIONAL BLOOD AUTHORITY			
ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES			
<i>as at 30 June 2024</i>			
	Notes	2024 \$'000	2023 restated \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	4.1A	152,503	234,728
Trade and other receivables	4.1B	83,851	24,570
Other investments	4.1C	142,203	140,073
Total financial assets		378,557	399,371
Non-financial assets			
Plant and equipment	4.2A	151	289
Intangibles	4.2A	1,475	2,462
Inventories	4.2B	145,275	112,641
Prepayments	4.2C	91,314	83,620
Total non-financial assets		238,215	199,012
Total assets administered on behalf of Government		616,772	598,383
LIABILITIES			
Payables			
Suppliers	4.3A	58,262	56,311
Deferred revenue	4.3B	141,373	131,940
Other payables	4.3C	52	-
Total payables		199,687	188,251
Total liabilities administered on behalf of Government		199,687	188,251
Net assets		417,085	410,132

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

NATIONAL BLOOD AUTHORITY
ADMINISTERED RECONCILIATION SCHEDULE
as at 30 June 2024

	2024 \$'000	2023 restated \$'000
Opening administered assets less administered liabilities as at 1 July 2023	410 132	401,175
Net (cost of) / contribution by services		
Income	1,674,605	1,558,767
Expenses		
Payments to entities other than corporate Commonwealth entities	(1,673,665)	(1,549,810)
Other comprehensive income		
Revaluations transferred to reserves	-	-
Transfers (to) / from the Australian Government:		
Appropriation transfers from Official Public Account:		
Annual appropriations	6,013	-
Closing assets less liabilities as at 30 June 2024	417,085	410,132

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.

NATIONAL BLOOD AUTHORITY
ADMINISTERED CASH FLOW STATEMENT
for the year ended 30 June 2024

	Notes	2024 \$'000	2023 restated \$'000
OPERATING ACTIVITIES			
Cash received			
Revenue from contracts with customers		1,621,560	1,582,983
Interest		3,600	1,988
Net GST received		170,406	156,529
Total cash received		1,795,566	1,741,500
Cash used			
Employees		2,238	1,161
Grants		344	1,057
Suppliers		1,878,889	1,685,244
Total cash used		1,881,471	1,687,462
Net cash (used by)/ from operating activities		(85,905)	54,038
INVESTING ACTIVITIES			
Cash received			
Maturity of investments		61,800	25,000
Total cash received		61,800	25,000
Cash used			
Purchase of property, plant & equipment and intangibles		203	856
Acquisition of investments		63,930	26,100
Total cash used		64,133	26,956
Net cash (used by) investing activities		(2,333)	(1,956)
Net (decrease)/increase in cash held		(88,238)	52,081
Cash and cash equivalents at the beginning of the reporting period		234,728	182,647
Cash from the Official Public Account			
Appropriations		6,013	-
Total cash from the Official Public Account		6,013	-
Cash to the Official Public Account			
Special accounts ¹		-	-
Total cash to the Official Public Account		-	-
Cash and cash equivalents at the end of the reporting period	4.1A	152,503	234,728

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

2. Comparatives have been adjusted for a reclassification in Special Account

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

NATIONAL BLOOD AUTHORITY OVERVIEW NOTE

for the year ended 30 June 2024

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 2023-24 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.

Correction of prior period error - Departmental financial statements

Employee benefits

NBA has identified an error in relation to the classification of employee benefits in 2023-24, where expenditure incurred for the NBA Administered program in respect of employee benefits were being paid and expensed against the Departmental account. The NBA has corrected the prior period by restating the prior year values in the Statement of Comprehensive Income and Statement of Financial Position.

Suppliers

NBA has identified an error in relation to the classification of supplier expenses in 2023-24, where departmental supplier expenses were incorrectly expensed to the NBA Administered accounts. The NBA has corrected the prior period by restating the prior year values in the Statement of Comprehensive Income and Statement of Financial Position.

In accordance with AASB 108 the comparative figures for 2022-23 have been restated. The changes to the comparatives from the previously published figures are reflected in the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and are summarised in the below table.

Financial Statement	Line Item	Note	2023 (\$'000)	2023 Restated (\$'000)	Adjustment (\$'000)
Statement of Comprehensive Income	Employee Benefits	1.1A	9,058	8,054	-1,004
	Revenue from contracts with customers	1.2A	4,739	3,835	-904
Statement of Financial position	Trade and Other receivables	3.1B	3,408	4,151	743
	Retained Earnings		-1,747	-1,004	743
Statement of changes in Equity	Retained Earnings - c/fwd from previous period		801	1,444	643
	Retained Earnings - deficit for the period		-2,548	-2,448	100
	Retained Earnings - closing balance 30th June 2023		-1,747	-1,004	743

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

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:

- where the amount of the GST incurred is not recoverable from the Australian Taxation Office; and
- 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**Employee benefits**

NBA has identified an error in relation to the classification of employee benefits in 2023-24, where expenditure incurred for the NBA Administered program in respect of employee benefits were being paid and expensed against the Departmental account. The NBA has corrected the prior period by restating the prior year values in the Statement of Comprehensive Income and Statement of Financial Position.

Suppliers

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In accordance with AASB 108 the comparative figures for 2022-23 have been restated. The changes to the comparatives from the previously published figures are reflected in the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity and are summarised in the below table.

Financial Statement	Line item	Note	2023 (\$'000)	2023 Restated (\$'000)	Adjustment (\$'000)
Statement of Comprehensive Income	Employee Benefits	2.1A	1,161	2,165	1,004
	Suppliers	2.1B	1,544,875	1,543,971	-904
Statement of Financial position	Other Payables	4.3A 7.3A	55,568	56,311	743
Administered Reconciliation Schedule	Opening Administered Assets less Liabilities at 1st July 2023		401,818	401,175	-643
	Opening Administered Assets less Liabilities at 30th June 2024		410,875	410,132	-743

Events after the Reporting Period**Departmental**

There were no events occurring after 30 June 2024 with the potential to significantly affect the ongoing structure and financial activities of the NBA.

Administered

There were no events occurring after 30 June 2024 with the potential to significantly affect the ongoing structure and financial activities of the NBA.

NATIONAL BLOOD AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2024

Departmental Financial Performance

This section analyses the departmental financial performance of the National Blood Authority for the year ended 2023.

1.1 Expenses

	2024	2023 restated
	\$'000	\$'000
1.1A: Employee benefits		
Wages and salaries	6,163	5,722
Superannuation:		
Defined contribution plans	653	623
Defined benefit plans	382	353
Leave and other entitlements	1,289	1,136
Separation and redundancies	-	2
Other employee benefits	184	218
Total employee benefits	8,671	8,054

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	107	217
Contractors	553	517
Travel	209	215
Legal	539	445
IT services	639	723
Other	715	524
Total goods and services supplied or rendered	2,762	2,641
Goods supplied	130	138
Services rendered	2,632	2,503
Total goods and services supplied or rendered	2,762	2,641

Other suppliers

Workers compensation expenses	36	45
Operating lease rentals	43	-
Total other suppliers	79	45
Total suppliers	2,841	2,686

NBA has no short-term lease commitments as at 30 June 2023.

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	5	5
Total finance costs	5	5

All borrowing costs are expensed as incurred

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 2024

1.2 Own-Source Revenue and Gains

	2024 \$'000	2023 restated \$'000
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Income

1.2A: Revenue from contracts with customers

Rendering of services	3,957	3,835
Total revenue from contracts with customers	3,957	3,835

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	3,957	3,835
	3,957	3,835

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. The practical expedient in AASB15.121 is not applied in NBA's financial statements.

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.

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 2024

	2024	2023
	\$'000	\$'000
1.2B: Other Revenue		
Resources received free of charge		
Remuneration of auditors - Audit Fees	139	66
Other revenue - Misc	203	438
Total other revenue	342	504

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	8,945	5,479
Total revenue from Government	8,945	5,479

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.

NATIONAL BLOOD AUTHORITY
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
 for the year ended 30 June 2024

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

	2024 \$'000	2023 restated \$'000
2.1A: Employee benefits		
Wages and salaries	1,717	1,598
Superannuation		
Defined contribution plans	209	180
Defined benefit plans	98	143
Leave and other entitlements	211	193
Other employee benefits	2	51
Total employee benefits*	2,237	2,165

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	1,663,066	1,536,475
Consultants	926	1,953
Contractors	4,625	4,972
Travel	25	35
IT services	981	323
Other	134	214
Total goods and services supplied or rendered	1,669,757	1,543,972
Goods supplied	1,663,146	1,536,535
Services rendered	6,611	7,437
Total goods and services supplied or rendered	1,669,757	1,543,972

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 2023-24, \$7.5m (2022-23: \$25.3m) was returned by Lifeblood which related to the 2022-23 financial year. This return reduced the supplier expenses in the current year.

	2024 \$'000	2023 \$'000
2.1C: Grants		
Private sector		
Not-for-profit organisations	344	1,057
Total grants	344	1,057

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 will open in the 2024-25 financial year.

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 2024

2.2 Administered - Income

	2024 \$'000	2023 restated \$'000
Revenue		
Non-Taxation Revenue		
2.2A: Revenue from contracts with customers		
Rendering of services	1,668,829	1,555,744
Total revenue from contracts with customers	1,668,829	1,555,744
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	1,051,623	980,027
State and Territory Governments	617,125	575,595
External entities	81	122
	1,668,829	1,555,744

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. 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 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. McMaster University

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

NATIONAL BLOOD AUTHORITY
 NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
 for the year ended 30 June 2024

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 Communications section.

3.1 Financial Assets

	2024	2023 restated
	\$'000	\$'000

3.1A: Cash and cash equivalents

Cash in special accounts - held in the OPA	595	357
Cash in special accounts - on hand or on deposit	297	306
Total cash and cash equivalents	892	663

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- cash on hand;
- cash in special accounts

3.1B: Trade and other receivables

Goods and services receivables

Goods and services	1,302	1,095
Total goods and services receivables	1,302	1,095

Appropriations receivables

Appropriation receivable	4,095	3,005
Total appropriations receivables	4,095	3,005

Other receivables

Statutory receivables - GST receivable	29	51
Total other receivables	29	51
Total trade and other receivables (gross)	5,426	4,151

Total trade and other receivables (net)

	5,426	4,151
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Credit terms for goods and services were within 30 days (2023-24: 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

NATIONAL BLOOD AUTHORITY
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2024

3.2. Non-Financial Assets

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

	Buildings - Right of Use Asset' \$'000	Leasehold Improvements \$'000	Other plant and equipment \$'000	Intangibles - Computer Software \$'000	Total \$'000
As at 1 July 2023					
Gross book value	4,203	7,309	1,992	3,909	17,413
Accumulated depreciation, amortisation and impairment	(1,284)	(1,268)	(1,502)	(3,896)	(7,950)
Total as at 1 July 2023	2,919	6,041	490	13	9,463
Recognition of right of use asset on initial application of AASB 16	-	-	-	-	-
Adjusted total as at 1 July 2023	2,919	6,041	490	13	9,463
Additions					
Purchase or internally developed	-	13	113	-	126
Depreciation and amortisation	-	(702)	(303)	(13)	(1,018)
Depreciation on right-of-use assets	(701)	-	-	-	(701)
Disposals	-	-	(61)	-	(61)
Total as at 30 June 2024	2,218	5,352	239	0	7,809
Net book value as of 30 June 2024 represented by:					
Gross book value	4,203	6,743	985	3,360	15,291
Accumulated depreciation, amortisation & impairment	(1,985)	(1,391)	(746)	(3,360)	(7,482)
	2,218	5,352	239	-	7,809

1. Corrected prior year error for opening balance Building - Right of Use Assets

No indicators of impairment were found for leasehold improvements or intangibles, write down or impairment of Property plant and equipment. No leasehold improvements, property, plant and equipment, or intangibles are expected to be sold or disposed of within the next 12 months.

Revaluations of non-financial assets

All revaluations are conducted in accordance with the revaluation policy stated on the next page.

Contractual commitments for the acquisition of property, plant, equipment and intangible assets

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

3.2B: Other non-financial assets		
Prepayments	206	145
Total other non-financial assets	206	145

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 2024

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.

Property, Plant and Equipment

Asset Recognition Threshold

Purchases of property, 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
Property, plant and equipment	\$2,000
Purchased software	\$5,000
Leasehold improvements	\$10,000
Internally developed software	\$50,000

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
Property, plant & equipment	Market selling price

Following initial recognition at cost, property, 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 31 March 2020.

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 to the revalued amount.

Depreciation

Depreciable property, 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	2024	2023
Property, plant and equipment	3 to 7 years	3 to 7 years
Leasehold improvements	Lease term	Lease term

Impairment

All assets were assessed for impairment at 30 June 2024. 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 property, 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	2024	2023
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 2024.

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

NATIONAL BLOOD AUTHORITY
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	2024	2023 restated
	\$'000	\$'000
3.3 Payables		
3.3A: Suppliers		
Trade creditors and accruals	128	201
Total suppliers	128	201
3.3B: Other payables		
Salaries and wages	193	156
Superannuation	33	38
Total other payables	226	194
3.3C: Deferred revenue		
Deferred revenue	313	303
Total deferred revenue	313	303
3.4 Interest Bearing Liabilities		
3.4A: Leases		
Lease liabilities:		
Buildings	3,135	4,050
Total leases	3,135	4,050

Total cash outflow for leases for the year ended 30 June 2024 was \$919,790 (2022-23 \$924,649).

3.4B: Maturity analysis - contractual undiscounted cash flows

Within 1 year	954	919
Between 1 to 5 years	2,189	3,144
More than 5 years	-	-
Total leases	3,143	4,063

The NBA in its capacity as lessee has one (2022-23: 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.

NATIONAL BLOOD AUTHORITY
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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

	2024 \$'000	2023 restated \$'000
4.1A: Cash and cash equivalents		
Cash in special accounts - held in the OPA		234,420
Cash in special accounts - on hand or on deposit	152,141	64
Cash - on hand or on deposit	362	244
Total cash and cash equivalents	152,503	234,728

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
- c) cash in special accounts.

4.1B: Trade and other receivables

Goods and services receivables	76,306	18,339
Total goods and services receivables	76,306	18,339
Other receivables		
Interest	3,837	1,662
Statutory receivables - GST receivable	3,708	4,569
Total other receivables	7,545	6,231
Total trade and other receivables (gross)	83,851	24,570
Less impairment loss allowance	-	-
Total trade and other receivables (net)	83,851	24,570

Credit terms for goods and services were within 30 days (2022-23: 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 2023-24.

4.1C: Other investments

Deposits ¹	142,203	140,073
Total other investments	142,203	140,073
Other investments expected to be recovered		
No more than 12 months	57,730	61,800
More than 12 months	84,473	78,273
Total other investments	142,203	140,073

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 2024 is \$145,654,475 (30 June 2023: \$142,318,000), and is a combination of investments (\$142,203,000) and the balance of the special account (\$3,451,475).

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 2024

4.2 Administered - Non-Financial Assets			
4.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles			
	Plant and equipment \$'000	Computer Software \$'000	Total \$'000
As at 1 July 2023			
Gross book value	562	13,655	14,217
Accumulated depreciation, amortisation and impairment	(273)	(11,193)	(11,466)
Total as at 1 July 2023	289	2,462	2,751
Additions			
Purchase or internally developed	(0)	203	203
Revaluations and impairments recognised in other comprehensive income	(34)	(249)	(283)
Depreciation and amortisation	(138)	(1,190)	(1,327)
Disposals			
Other	34	74	108
Total as at 30 June 2024	151	1,299	1,450
Net book value as at 30 June 2024 represented by:			
Gross book value	528	13,609	14,136
Accumulated depreciation, amortisation & impairment	(377)	(12,309)	(12,685)
	151	1,299	1,450
No plant and equipment or intangibles 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 3.2.			
The NBA did not undertake a revaluation of property, plant and equipment during 2023-24. In 2019-20 a revaluation increment for property, plant and equipment of \$1,770.49 was credited to the asset revaluation surplus by asset class and included in the equity section of the statement of financial position.			
Contractual commitments for the acquisition of property, plant, equipment and intangible assets			
The NBA has no significant contractual commitments for the acquisition of property, plant, equipment and intangible assets			
	2024	2023	
	\$'000	\$'000	
4.2B: Inventories			
National reserve inventory held for distribution	64,839	47,190	
Other inventory held for distribution	80,436	65,451	
Total Inventories	145,275	112,641	
During 2023-24, \$739,500 of inventory held for distribution related to a net write-off of damaged and expired stock and was recognised as an expense (2022-23: \$580,251). The amount of inventories held for distribution as an expense in 2023-24 was \$1,136,034,843 (2022-23: \$991,647,421). 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:			
<i>Inventories</i>			
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.			
4.2C: Prepayments			
Prepayments	91,314	83,620	
Total Prepayments	91,314	83,620	
Accounting Policy:			
<i>Prepayments</i>			
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.			

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

NATIONAL BLOOD AUTHORITY
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4.3 Administered - Payables		
	2024	2023 restated
	\$'000	\$'000
4.3A: Suppliers		
Trade creditors and accruals	58,262	56,311
Total suppliers	58,262	56,311
Suppliers expected to be settled		
No more than 12 months	58,262	56,311
More than 12 months	-	-
Total suppliers	58,262	56,311
Settlement was usually made within 30 days.		
4.3B: Deferred revenue		
Deferred revenue	141,373	131,940
Total deferred revenue	141,373	131,940
4.3C: Other payables		
Salaries and Wages	52	-
	52	-

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 2024

Funding

This section identifies NBA's funding structure.

5.1 Appropriations

5.1A: Annual appropriations (recoverable GST exclusive)

Annual Appropriations for 2024

	2024 Annual Appropriation ¹ \$'000	2024 Adjustments to appropriation ¹ \$'000	2024 Total Appropriation \$'000	Appropriation applied in 2024 (current and prior years) \$'000	Variance \$'000
DEPARTMENTAL					
Ordinary annual services	8,945	402	9,347	8,468	880
Capital Budget ²	673	-	673	477	196
Total departmental	9,618	402	10,020	8,945	1,076
ADMINISTERED					
Ordinary annual services	5,829	-	5,829	6,013	(184)
Administered items	-	-	-	-	-
Total administered	5,829	-	5,829	6,013	(184)

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 2024.

Annual Appropriations for 2023 restated

	2023 Annual Appropriation \$'000	2023 Adjustments to appropriation ¹ \$'000	2023 Total appropriation \$'000	Appropriation applied in 2023 (current and prior years) \$'000	Variance \$'000
DEPARTMENTAL					
Ordinary annual services	5,557	638	6,195	4,222	1,973
Capital Budget ²	651	-	651	1,561	(910)
Total departmental	6,208	638	6,846	5,783	1,063
ADMINISTERED					
Ordinary annual services	184	-	184	-	184
Administered items	-	-	-	-	-
Total administered	184	-	184	-	184

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.

3. Comparatives have been adjusted for a reclassification S74 receipts incorporated into Appropriations applied

5.1B: Unspent annual appropriations (recoverable GST exclusive)

	2024 \$'000	2023 restated \$'000
DEPARTMENTAL		
Cash	297	306
Appropriation Act (No. 1) - Operating	223	74
Supply Bill (No. 3) 2022-23 - Quarantine ¹	-	78
Appropriation Act (No. 3) - Operating	-	2,551
Appropriation Act (No. 5) - Operating	3,296	-
Appropriation Act (No. 1) - (DCB)	576	380
Total	4,392	3,389

1. Section 51 funds in the Prior year is \$78k in respect of Budget October 2022-23 saving measures.

5.1B: Unspent annual appropriations (recoverable GST exclusive)

	2024 \$'000	2023 restated \$'000
ADMINISTERED		
Cash	-	-
Supply Act (No.1) - Operating	-	77
Supply Act (No.3) - Operating	-	107
Total	-	184

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

NATIONAL BLOOD AUTHORITY
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for the year ended 30 June 2024

5.2 Special Accounts

	The National Blood Account ¹		NMF Blood and Blood Products Special Account 2017 ²	
	2024 \$'000	2023 restated \$'000	2024 \$'000	2023 \$'000
Balance brought forward from previous period	232,840	187,227	142,318	140,394
Increases				
Appropriation credited to special account			-	-
Departmental				
Other receipts - State and territory contributions	3,669	4,740	-	-
Other receipts	2,530	2,846	-	-
Total departmental increases	6,199	7,586	-	-
Administered				
Investment Income not reinvested	-	-	1,206	824
Other receipts - Commonwealth contributions	1,063,540	979,366	-	-
Other receipts - State and territory contributions	563,630	576,377	-	-
New Investments	-	-	63,930	26,100
Total administered increases	1,627,170	1,555,743	65,136	26,924
Total increases	1,633,369	1,563,329	65,136	26,924
Available for payments	1,866,209	1,750,556	207,454	167,318
Decreases:				
Departmental				
Payments made to employees & suppliers	5,961	13,229	-	-
Total departmental decreases	5,961	13,229	-	-
Administered				
Payments made to employees	2,238	1,161	-	-
Payments made to suppliers	1,708,363	1,545,931	-	-
Investments matured	-	-	61,800	25,000
Total administered decreases	1,710,601	1,547,092	61,800	25,000
Total decreases	1,716,562	1,560,321	61,800	25,000
Total balance carried forward to the next period	149,647	190,235	145,654	142,318
Balance represented by:				
Cash held in entity bank accounts Admin	362	57	-	-
Cash held in the Official Public Account Admin	148,690	232,425	-	-
Cash held in the Official Public Account Dept	595	357	-	-
Cash held in the NMF	-	-	145,654	142,318
Total balance carried forward to the next period	149,647	232,840	145,654	142,318

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 oversights by the NBA on behalf of the Government.

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).

NATIONAL BLOOD AUTHORITY
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5.3 Net Cash Appropriation Arrangements

	2024	2023 restated
	\$'000	\$'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	(53)	(2,448)
<i>Plus</i> : depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections)	1,018	782
<i>Plus</i> : depreciation of right-of-use assets ¹	701	739
<i>Less</i> : lease principal repayments ¹	920	925
Net Cash Operating Surplus/ (Deficit)	746	(1,852)

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.

NATIONAL BLOOD AUTHORITY
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 for the year ended 30 June 2024

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

	2024	2023 restated
	\$'000	\$'000
6.1A: Employee provisions		
Leave	2,557	2,319
Total employee provisions	2,557	2,319

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 2024.

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.

The liability for superannuation recognised as at 30 June 2024 represents outstanding contributions.

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

NATIONAL BLOOD AUTHORITY
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for the year ended 30 June 2024

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:

	2024	2023 restated
	\$	\$
Short-term employee benefits	880,955	825,860
Post-employment benefits	117,448	122,573
Other long-term benefits	29,100	17,789
Total key management personnel compensation expenses	1,027,503	966,222

The total number of key management personnel that are included in the above table are 5 (2022-23: 4). Note the Chief Executive and Deputy Chief Executive - Commercial Blood Products and Business Services position was held by two people in the 2023-24 financial year.

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 (2022-23: nil).

NATIONAL BLOOD AUTHORITY
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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

	2024 \$'000	2023 restated \$'000
Contingent liabilities		
Indemnities	80,295	92,273
Total contingent liabilities	80,295	92,273
Net administered contingent liabilities	80,295	92,273

Quantifiable administered contingencies

The contingent liabilities in respect to the Deed of Indemnity between the Australian Red Cross Society (ARCS) and the NBA is \$80,295,442 (2022-23: \$92,273,358). Through the Deed, the NBA indemnifies the ARCS in respect of the ARCS's liability to meet a funded obligation relating to the Sydney Processing Centre(SPC) or Melbourne Processing Centre(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 2024, the NBA had three unquantifiable contingencies (2022-22: 3) disclosed below:

Unquantifiable Contingent Assets

- 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

- 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.
- 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.

In the event of the contingent liability disclosed in the quantifiable administered contingencies occurring, the Commonwealth, or its nominee, would be assigned ownership of Lifeblood MPC building.

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.

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

NATIONAL BLOOD AUTHORITY
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for the year ended 30 June 2024

7.2 Departmental - Financial Instruments

7.2A: Categories of Financial Instruments

	2024 \$'000	2023 restated \$'000
Financial Assets		
Financial assets at amortised cost		
Cash and cash equivalents	892	663
Trade and other receivables	1,302	1,095
Total financial assets at amortised cost	2,194	1,758
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade and other creditors	128	201
Total financial liabilities measured at amortised cost	128	201

Accounting Policy:

Financial assets

The entity classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- 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:

- the financial asset is held in order to collect the contractual cash flows; and
- 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

	2024 \$'000	2023 restated \$'000
Financial Assets		
Financial assets at amortised cost		
Deposits	142,203	140,073
Cash and cash equivalents	152,503	234,728
Trade and other receivables	80,143	20,001
Total financial assets	374,849	394,802
Financial Liabilities		
Financial liabilities at amortised cost		
Trade and other creditors	58,262	56,311
Total financial liabilities at amortised cost	58,262	56,311

7.3B: Net Gains or Losses on Financial Assets

Financial assets at amortised cost		
Interest revenue	5,776	3,023
Net gain on financial assets at amortised cost	5,776	3,023

Accounting Policy:

Financial assets

The entity classifies its financial assets in the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- 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:

- the financial asset is held in order to collect the contractual cash flows; and
- 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.

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 2024

7.4 Departmental - Fair Value Measurement

Fair value measurements at the end of the reporting period		
	2024	2023 restated
	\$'000	\$'000
Non-financial assets		
Leasehold improvements	5,352	6,041
Plant and equipment	239	490

7.5 Administered - Fair Value Measurement

Fair value measurements at the end of the reporting period		
	2024	2023 restated
	\$'000	\$'000
Non-financial assets		
Plant and equipment	151	289

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. Comprehensive valuations are carried out at least once every three years in compliance with AASB 13 Fair Value Measurement requirements. On 31 March 2020 an independent valuer conducted revaluations of leasehold improvements and property, 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.

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 2024

Other Information

8.1 Current/non-current distinction for assets and liabilities

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

	2024 \$'000	2023 restated \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	892	663
Trade and other receivables	5,426	4,151
Other non-financial assets	206	145
Total no more than 12 months	6,524	4,959
More than 12 months		
Buildings	2,218	2,919
Leasehold improvements	5,352	6,041
Plant and equipment	239	490
Computer software	-	13
Total more than 12 months	7,809	9,463
Total assets	14,333	14,422
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	128	201
Employee Provisions	936	827
Other Payables	226	194
Deferred Revenue	313	303
Leases	951	915
Total no more than 12 months	2,554	2,440
More than 12 months		
Leases	2,184	3,135
Employee Provisions	1,621	1,492
Other Provision	-	-
Total no more than 12 months	3,805	4,627
Total liabilities	6,359	7,067

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

	2024 \$'000	2023 restated \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	152,503	234,728
Trade and other receivables	83,851	24,570
Other investments	57,730	61,800
Inventories	145,275	112,641
Other non-financial assets	91,314	83,620
Total no more than 12 months	530,673	517,359
More than 12 months		
Plant and equipment	151	289
Other intangibles	1,475	2,462
Other investments	84,473	78,273
Total More than 12 months	86,099	81,024
Total assets	616,772	598,383
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	58,262	56,311
Other payables	52	-
Deferred Revenue	141,373	131,940
Total no more than 12 months	199,687	188,251
More than 12 months		
Total more than 12 months	-	-
Total liabilities	199,687	188,251

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 2024

8.2: BUDGETARY REPORTS AND EXPLANATIONS OF MAJOR VARIANCES

The following tables provide a comparison of the original budget as presented in the 2023-24 Portfolio Budget Statements (PBS) to the 2023-24 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 2024	2024 Actual \$'000	2024 Budget \$'000	2024 Variance \$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	8,671	7,821	850
Suppliers	2,841	1,036	1,805
Depreciation and amortisation	1,719	2,091	(372)
Interest on RoU	-	25	(25)
Finance costs	5	5	-
Losses from asset disposal	61	-	61
Total expenses	13,297	10,978	2,319
Own-source income			
Own-source revenue			
Revenue from contracts with customers	3,957	3,755	202
Other revenue	342	250	92
Total own-source revenue	4,299	4,005	294
Gains			
Resources received free of charge - remuneration of auditors	-	66	(66)
Gains from asset sales	-	-	-
Total gains	-	66	(66)
Total own-source income	4,299	4,071	228
Net (cost of)/contribution by services	(8,998)	(6,907)	(2,091)
Revenue from government	8,945	5,649	(3,296)
Surplus/(Deficit) before income tax on continuing operations	(53)	(1,258)	1,205
Income tax expense			
Surplus/(Deficit) after income tax on continuing operations	(53)	(1,258)	1,205
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus	-	-	-
Total other comprehensive income	-	-	-
Total comprehensive income/(loss)	(53)	(1,258)	1,205

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 2024

STATEMENT OF FINANCIAL POSITION as at 30 June 2023	2024 Actual \$'000	2024 Budget \$'000	2024 Variance \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	892	2,879	(1,987)
Trade and other receivables	5,426	1,848	3,578
Total financial assets	6,318	4,727	1,592
Non-financial assets			
Buildings	2,218	2,103	115
Leasehold improvements	5,352	7,402	(2,050)
Plant and equipment	239	2,738	(2,499)
Computer software	-	561	(561)
Other non-financial assets	206	189	17
Total non-financial assets	8,015	12,993	(4,978)
Total assets	14,333	17,720	(3,386)
LIABILITIES			
Payables			
Suppliers	128	104	24
Other payables	226	610	(384)
Deferred revenue	313	-	313
Total payables	667	714	(47)
Interest bearing liabilities			
Leases	3,135	7,517	(4,382)
Total interest bearing liabilities	3,135	7,517	(4,382)
Provisions			
Employee provisions	2,557	1,897	660
Other provisions	-	10	(10)
Total provisions	2,557	1,907	650
Total liabilities	6,359	10,138	(3,779)
Net assets	7,974	7,582	393
EQUITY			
Contributed equity	8,413	8,397	16
Reserves	-	619	(619)
Retained surplus/(Accumulated deficit)	(439)	(1,434)	995
Total equity	7,974	7,582	393

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 2024

Statement of Changes in Equity for the NBA
for the year ended 30 June 2024

	Retained Earnings		Asset revaluation reserve		Contributed equity/capital		Total equity		
	2024 Actual \$'000	2024 Budget \$'000	2024 Actual \$'000	2024 Budget \$'000	2024 Actual \$'000	2024 Budget \$'000	2024 Actual \$'000	2024 Budget \$'000	2024 Variance \$'000
Opening balance									
Balance carried forward from previous period	(1,004)	(176)	619	619	7,740	7,740	7,355	8,183	(828)
Adjusted opening balance	(1,004)	(176)	619	619	7,740	7,740	7,355	8,183	(828)
Comprehensive income									
Revaluation adjustment	619	-	(619)	-	-	-	-	-	-
Surplus / (Deficit) for the period	(53)	(1,258)	1,205	-	-	-	(53)	(1,258)	1,205
Total comprehensive income attributable to Australian Government	566	(1,258)	1,824	(619)	-	-	(53)	(1,258)	1,205
Transactions with owners									
<i>Contributions by owners</i>									
Departmental capital budget	-	-	-	-	673	657	673	657	16
Total transactions with owners	-	-	-	-	673	657	673	657	16
Closing balance as at 30 June 2023 attributable to Australian Government	(439)	(1,434)	996	619	(619)	8,397	7,974	7,582	393

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 2024

Cash Flow Statement for the NBA for the year ended 30 June 2023	2024 Actual \$'000	2024 Budget \$'000	2024 Variance \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	8,468	5,649	2,819
Sale of goods and rendering of services	3,558	4,005	(447)
Net GST received	323	-	323
Total cash received	12,348	9,654	2,694
Cash used			
Employees	8,640	7,821	819
Suppliers	2,431	970	1,461
Section 74 receipts transferred to the OPA	402	-	402
Interest payments on lease liabilities	5	25	(20)
Total cash used	11,477	8,816	2,661
Net cash from/(used by) operating activities	871	838	33
INVESTING ACTIVITIES			
Cash used			
Purchase of property, plant and equipment	113	657	(544)
Purchase of intangibles	-	-	-
Total cash used	113	657	(544)
Net cash from/(used by) investing activities	(113)	(657)	544
FINANCING ACTIVITIES			
Cash received			
Contributed Equity - departmental capital budget	477	657	(180)
Lease incentive received	-	-	-
Total cash received	478	657	(180)
Cash used			
Principal repayment of lease liabilities	1,007	833	174
Total cash used	1,007	833	174
Net cash from/(used by) financing activities	(529)	(176)	(354)
Net increase/(decrease) in cash held	229	5	224
Cash and cash equivalents at the beginning of the reporting period	663	2,874	(2,211)
Cash and cash equivalents at the end of the reporting period	892	2,879	(1,988)

3.1A

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 2024

8.2B: Departmental Major Budget Variances for 2024

Explanations of major variances	Affected line items (and statement)
Statement of Comprehensive Income	
<u>Employee benefits</u>	
This variance arises due to: - In 2023-24 and out years the NBA has obtained additional ongoing funding to sustain the delivery of the national blood arrangements. This has enabled the NBA to maintain and strengthen resourcing to achieve its performance measures.	<i>Employee Benefits (Statement of Comprehensive Income) (Statement of Financial Position) (Cash Flow Statement)</i>
<u>Suppliers</u>	
The overspend against budget predominantly relates to increased ICT and contractor costs.	<i>Suppliers (Statement of Comprehensive Income) (Cash Flow Statement)</i>
<u>Own-source revenue</u>	
<i>Revenue from government</i> - Government approved \$3.296m in additional funding to sustain the delivery of the national blood arrangements, being the first material increase in Departmental funding since 2006.	<i>Own-source revenue (Statement of Comprehensive Income), Sale of goods and rendering of services (Cash Flow Statement)</i>
Statement of Financial Position	
<u>Cash and cash equivalents</u>	
This variance is due to reduced cashflow requirements at end of year and early July.	<i>Cash and cash equivalents (Statement of Financial Position) (Cash Flow Statement)</i>
<u>Trade and other receivables</u>	
This variance is mainly a result of additional appropriations and the correction of prior period errors.	<i>Trade and other receivables (Statement of Financial Position) (Cash Flow Statement)</i>
<u>Buildings, Leasehold improvements and Property and equipment</u>	
The budget for buildings and leasehold improvements is overstated, the accumulated depreciation has been corrected in 2024-25 budget.	<i>Non-financial assets (Statement of Financial Position)</i>
<u>Interest bearing liabilities</u>	
The lease budget includes unapproved option periods and has not been reduced for lease payments, this has been corrected in the 2024-25 budget.	<i>Payables (Statement of Financial Position)</i>
<u>Employee provisions</u>	
The employee provisions are greater than budget due to increased staffing compared to the budget.	<i>Provisions (Statement of Financial Position)</i>
<u>Cash Flow Statement</u>	
Variances against budget in the Cash flow statement are broadly consistent with the explanations provided for revenue and expenses. The timing of payments, particularly for suppliers, will be dependent on the receipt of the goods and services and their related invoices and so can vary between reporting periods.	<i>(Cash Flow Statement)</i>

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

NATIONAL BLOOD AUTHORITY			
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS			
<i>for the year ended 30 June 2024</i>			
8.2C: Administered Budgetary Reports			
Administered Schedule of Comprehensive Income for the NBA for the period ended 30 June 2024	2024 Actual \$'000	2024 Budget \$'000	2024 Variance \$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	2,237	-	2,237
Suppliers	1,669,757	1,700,228	(30,471)
Grants - non-profit organisations	344	-	344
Depreciation and amortisation	1,327	-	1,327
Total expenses	1,673,665	1,700,228	(26,564)
Income			
Revenue			
Non-taxation revenue			
Other sources of non-taxation revenues	1,674,605	1,709,374	(34,769)
Other revenue	-	-	-
Total non-taxation revenue	1,674,605	1,709,374	(34,769)
Total revenue	1,674,605	1,709,374	(34,769)
Total income	1,674,605	1,709,374	(34,769)
Net (cost of)/contribution by services	940	9,146	(8,206)
Surplus/(Deficit)	940	9,146	(8,206)
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus	-	-	-
Total comprehensive income/(loss)	940	9,146	(8,206)

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

NATIONAL BLOOD AUTHORITY			
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS			
<i>for the year ended 30 June 2024</i>			
Administered Schedule of Assets and Liabilities for the NBA as at 30 June 2024	2024 Actual \$'000	2024 Budget \$'000	2024 Variance \$'000
ASSETS			
Financial assets			
Cash and cash equivalents	152,503	196,524	(44,021)
Trade and other receivables	83,851	47,830	36,021
Other investments	142,203	147,265	(5,062)
Total financial assets	378,557	391,619	(13,062)
Non-financial assets			
Plant and equipment	151	11	140
Other intangibles	1,475	4,502	(3,027)
Inventories	145,275	115,177	30,098
Prepayments	91,314	60,359	30,955
Total non-financial assets	238,215	180,049	58,166
Total assets administered on behalf of Government	616,772	571,668	45,103
LIABILITIES			
Payables			
Suppliers	58,262	22,009	36,253
Other payables	52	-	52
Deferred revenue	141,373	125,671	15,702
Total payables	199,687	147,680	52,007
Total liabilities administered on behalf of Government	199,687	147,680	52,007
Net assets/(liabilities)	417,085	423,988	(6,905)

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 2024

8.2D: Administered Major Budget Variances for 2024

Explanations of major variances	Affected line items (and statement)
Administered Schedule of Comprehensive Income	
<u>Suppliers</u>	
This variance predominantly relates to: - the return of the Lifeblood operating surplus for 2022-23 and a minor underspend on fresh blood products.	<i>Suppliers (Administered Schedule of Comprehensive Income), Deficit/Surplus (Administered Schedule of Comprehensive Income)</i>
<u>Other sources of non-taxation revenues</u>	
This variance predominantly relates to the return of \$27.1m to the Commonwealth, and State and Territory Governments for the 2022-23 end of year reconciliation as part of the National Blood Agreement.	<i>Other sources of non-taxation revenues (Administered Schedule of Comprehensive Income), Deficit/Surplus (Administered Schedule of Comprehensive Income)</i>
Administered Schedule of Assets and Liabilities	
<u>Cash and cash equivalents</u>	
This variance relates primarily to the timing of supplier payments, which is evidenced by the increased suppliers payable.	<i>Cash and cash equivalents, (Administered Schedule of Assets and Liabilities)</i>
<u>Trade Receivables</u>	
The actual Trade receivable is significantly above budget due to later than anticipated payment from State and Territory Governments in the 2023-24 financial year.	<i>Trade and other receivables (Administered Schedule of Assets and Liabilities)</i>
<u>Inventories</u>	
The significant increase in inventory is due to rebaselining the National Reserve and incremental growth in Product related costs.	
<u>Prepayments</u>	
The actual Prepayments is above budget due to a year end adjustment of Fresh Blood product expenditure.	<i>Prepayments (Administered Schedule Assets and Liabilities)</i>
<u>Suppliers</u>	
This variance is as a result of timing of payments at year end.	<i>Suppliers (Administered Schedule of Assets and Liabilities)</i>
<u>Deferred Revenue</u>	
This variance is due to increased Administered funding for blood products, blood-related products and blood-related services.	<i>Deferred Revenue (Administered Schedule of Assets and Liabilities)</i>

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

Part 5



Appendixes

- Appendix 1: Committee and Board member profiles
- Appendix 2: Workforce statistics
- Appendix 3: Fresh blood components supplied under contract by Lifeblood in 2023–24
- Appendix 4: Plasma and recombinant products supplied under contract in 2023–24
- Appendix 5: Other mandatory reporting
- Appendix 6: List of requirements
- Appendix 7: Acronyms and abbreviations
- Index

Appendix 1

Committee and Board member profiles

NBA Board members

Dr Amanda Rischbieth AM – Chair

Dr Amanda Rischbieth AM was a Visiting Scientist at Harvard T.H. Chan School of Public Health from 2017 to 2022 after being competitively selected as one of 40 global leaders, and the only Australian, as a Harvard Advanced Leadership Initiative (ALI) Fellow in 2017. She was also an invited as an ALI Impact Leader in 2024.

In 2023 she received a Member of the Order of Australia (AM) award for her services to public health and governance. She has over 24 years of directorship experience and was CEO of a leading health organisation for 6 years.

Dr Rischbieth is a Non-Executive Director of the International Women’s Forum Australia (IWFA) and a member of the International Foundation for Valuing Impacts Technical and Research Committee. She is an Associate Clinical Professor at the University of Adelaide, a Fellow of the Australian Institute of Company Directors, a member of Chief Executive Women, and a former Telstra Business Women’s Award Finalist.

She undertakes board advisory work focusing on corporate governance; sustainability; environmental, social and governance (ESG) reporting and upskilling; health; cyber; and AI.

Dr Rischbieth’s previous directorships include Duxton Farms (ASX:DBF), the Australian Organ and Tissue Authority Advisory Board, the National Heart Foundation of Australia SA, the Australian College of Critical Care Nurses (National President), the South Australian Public Health Council, the Urban Renewal Authority, the Leaders Institute of SA, and the South Australian Motor Sport Board (V8 Supercars Adelaide 500). She received her PhD, which focused on intensive care decision-support systems, in 2007 at the University of Adelaide. Earlier in her career she established and co-led a private intensive care unit for 10 years. In 2018 she joined the Hands-On group going to Sri Lanka, fitting 247 prosthetic hands to landmine victims.

Dr Rischbieth was reappointed Chair of the NBA Board in June 2023.

Mr Geoffrey Bartle – Community Representative

Mr Geoffrey Bartle is a retired management consultant. He has over 15 years' experience as a consumer representative in several diverse state and national roles, where his contribution has been highly regarded as representing the community to ensure that their experiences and expectations are heard and understood. He is passionate about achieving a holistic and integrated consumer-centric approach across the entire healthcare continuum to deliver better health outcomes for the community. He understands the importance of ensuring that there is a consumer-focused approach in the design of resources, systems, processes, and products that are evidence and standards based.

He currently holds several other community representative roles including:

- ◆ National Blood Authority – Haemovigilance Advisory Committee
- ◆ Royal Australian College of General Practitioners – Consumer Advisor
- ◆ Consumer Health Forum – Member.

His previous community representative roles have included:

- ◆ NPS MedicineWise – chronic heart failure, opioids, and low back pain working groups
- ◆ WA Primary Health Alliance – Chair, Community Engagement Committee
- ◆ WA Primary Health Alliance – Health Care Home Steering Committee
- ◆ WA Health Department – Cardiovascular Health Network Executive Advisory Group
- ◆ RACGP National Expert Committee – eHealth and Practice Systems
- ◆ Australian Digital Health Agency – Diagnostic Imaging Steering Committee.

Prior to retirement, he had a proven track record of delivering genuine business benefits for his consulting clients in Western Australia and the Northern Territory. His experience included strategy, governance, business architecture, benefits management, organisational transformation, procurement, change management, business and system analysis, strategic business cases, program design, business process improvement, business continuity and disaster recovery, and the design of technology-enabled solutions to optimise business outcomes.

Mr Bartle's industry experience included health, human services, disability services, policing, education, superannuation, government services, insurance, small business, sustainability, mining, taxation, racing and wagering, social welfare, public housing, and smartcards. This was delivered in government, university and private sector environments.

Prior to becoming a consultant, he also had over 20 years' experience in a diverse range of senior executive service roles in the public sector in Australia and New Zealand, leading national legislative, compliance, business, and client service programs.

The diverse range of roles undertaken by Mr Bartle equipped him with sound business acumen and an unusual breadth of knowledge and experience, which he drew upon to deliver high-calibre consulting services. Since retirement, he now draws on his broad experience and pragmatic approach to make a practical and informed contribution as a consumer representative.

Mr Bartle was reappointed to the NBA Board as the community representative in November 2021.

Professor Lyn Beazley AO – State and Territory Representative (Small Jurisdiction)

After graduating from Oxford and Edinburgh universities, Professor Lyn Beazley AO built an internationally renowned research team in neuroscience that focused on recovery from brain damage, with much of her investigations undertaken at the University of Western Australia where she is now an Emeritus Professor.

Professor Beazley was the Chief Scientist of Western Australia from 2006 to 2013, advising the Western Australian Government on science, innovation and technology. Currently Professor Beazley serves on several boards including the Strategic Economic Advisory Group of the City of Mandurah, the Australian Israeli Chamber of Commerce and the Council of the Australian Academy of Science with special responsibility for education. Professor Beazley was a Trustee of the Western Australian Museum from 1999 to 2006 and is patron of many educational, environmental, social and health related organisations. She is Vice Patron of the Perron Institute for Neurological and Translational Science, and Gingin Gravity Discovery Centre.

In 2009 Professor Beazley was awarded Officer of the Order of Australia. In that year she was elected a Fellow of the Australian Academy of Technological Sciences and Engineering and in 2019 became a Fellow of the Australian Academy of Science. Professor Beazley was inducted into the inaugural Western Australian Women's Hall of Fame in 2011 and is a Fellow of the Australian College of Educators and a Companion of Engineers Australia. In 2015 she was inducted into the Western Australian Science Hall of Fame and was announced as the 2015 WA Australian of the Year. Professor Beazley received the President's Medal of the WA chapter of the Australian Medical Association in 2023. She holds five honorary doctorates (Edith Cowan University, Monash University, the Australian National University, Murdoch University and the University of Western Australia) as well as having two extant species and a 360million year old fossil shark named after her.

Professor Beazley works to promote science, technology, engineering and mathematics to the community, especially to young people, including those who are neurodiverse. She also strives to advance gender equity, an example being to establish a free online service (yourtoolkit.com) bringing knowledge to women experiencing domestic violence and/or financial abuse.

Professor Beazley was reappointed to the Board in November 2020

Mr Paul Bedbrook – Financial Expert

Mr Paul Bedbrook has had a connection with blood issues via his personal involvement with haemophilia for 3 decades. He is the father of 2 adult sons with haemophilia. For much of this time, Mr Bedbrook has been involved with the Haemophilia Foundation NSW (HFNSW) and the Haemophilia Foundation Australia (HFA). Mr Bedbrook is a past President of HFNSW and past Treasurer of HFA. He brings his personal experiences with blood issues to the Board, as well as feedback from a community of individuals who rely on the blood and plasma products distributed to Australia's health services under the auspices of the NBA.

Professionally, Mr Bedbrook has had over 30 years of experience in financial services. His current roles include Chair of Zurich Financial Services Australia Ltd, Independent Non-Executive Director of Great Southern Bank and Independent Chair of the ASX-listed Elanor Investors Group.

Mr Bedbrook was a senior executive for over 20 years with the Dutch global banking, insurance and investment group ING. His early career was as an Investment Analyst and Investment Portfolio Manager at ING, and between 1987 and 1995 he was the General Manager Investments and Chief Investment Officer for the Mercantile Mutual (ING) Group in Sydney. In the decade to 2010 Mr Bedbrook was, in turn, President and CEO of INGDIRECT Canada, CEO and Director of ING Australia and Regional CEO of ING Asia Pacific, based in Hong Kong.

Mr Bedbrook has been a member of the NBA Board since May 2011 and was appointed to his current Board role as financial expert in August 2013. Mr Bedbrook is also a member of the NBA Audit and Risk Committee.

Mr Bedbrook was reappointed to the Board in November 2020.

Ms Penny Shakespeare – Australian Government Representative

Ms Penny Shakespeare is Deputy Secretary for Health Resourcing in the Commonwealth Department of Health and Aged Care, responsible for the Australian Government's investments in the Medicare Benefits Schedule, Pharmaceutical Benefits Schedule, health workforce, digital health policy, private health insurance and COVID-19 vaccine delivery.

Since joining Health in 2006, Ms Shakespeare has held a number of senior leadership positions. Prior to joining Health, she was an industrial relations lawyer in the Department of Employment and Workplace Relations and worked in regulatory policy roles, including as head of the Australian Capital Territory's Office of Industrial Relations.

Ms Shakespeare has a Bachelor of Laws and a Master of International Law and is admitted as a barrister and solicitor.

Ms Shakespeare was reappointed to the NBA Board in June 2023.

Dr John Rowell – State and Territory Representative (Large Jurisdiction)

Dr John Rowell graduated in medicine at Monash University and underwent further training in haematology at the Geelong, Alfred and Royal Prince Alfred hospitals, and became a Fellow of the Royal College of Pathologists of Australasia. Dr Rowell was initially appointed Haematologist at the Royal Brisbane Hospital in 1984 and later became Director of Haematology at Pathology Queensland and Director of the Haemophilia Centre at the Royal Brisbane and Women’s Hospital.

He earned his master’s degree in business administration at the University of Queensland and became a graduate of the Australian Institute of Company Directors.

Dr Rowell’s major interests are in haemophilia and other bleeding disorders, genetic diagnosis, and transfusion. He has been a member of the Council of the Australian and New Zealand Society of Blood Transfusion, was Chairman of the Royal College of Pathologists of Australasia (RCPA) Transfusion Quality Assurance Program and was an examiner in haematology for the RCPA.

Dr Rowell was awarded the Ruth Sanger medal by the Australian and New Zealand Society of Blood Transfusion in 2008.

Dr Rowell was appointed to the NBA Board in June 2023.

Professor Nicola Spurrier PSM – Public Health Expert

Professor Nicola Spurrier PSM is the Chief Public Health Officer for the Department for Health and Wellbeing, South Australia, having been appointed in 2019. The Chief Public Health Officer is responsible for statewide preventive health activities including the identification and management of communicable diseases. Professor Spurrier’s role includes advising the Minister and the Chief Executive of SA Health about proposed legislative or administrative changes in relation to population health. Professor Spurrier specialises in developing and implementing policies and programs across child health, obesity prevention and Aboriginal health.

She also has extensive experience in health protection and promotion, public health partnership and health diplomacy activities.

Professor Spurrier is a dual qualified medical specialist, public health physician and paediatrician, with 32 years’ experience within SA Health including 13 years in the Department for Health and Wellbeing.

During the COVID-19 pandemic, Professor Spurrier was instrumental in South Australia’s effective virus response. She continues to take a personal focus on the health and wellbeing of every South Australian.

Professor Spurrier was appointed to the NBA Board in June 2023.

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.

Ms Jackson attended 5 ARC meetings during 2023–24 and was remunerated \$19,040.00.

Mr Greg Fraser

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

Mr Fraser is 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.

Mr Fraser attended 5 ARC meetings during 2023–24 and was remunerated \$6,363.75

Mr Paul Bedbrook – NBA Board Representative

Mr Bedbrook's biography can be found under 'NBA Board members' above.

Mr Bedbrook attended 3 ARC meetings during 2023–24 and was remunerated \$5,547.43.

Ms Terina Brierley

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, corporate and quasi-public sector organisations, and managing director of a consulting and financial management training business specialising in Australian Commonwealth 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 World Bank.

Ms Brierley attended 2 ARC meetings during 2023–24 and was remunerated \$3,300.00.

Appendix 2

Workforce statistics

TABLE 5.1 All ongoing employees 2023–24

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
NSW	-	-	-	1	1	2	-	-	-	2
VIC	1	-	1	1	-	1	-	-	-	2
ACT	20	1	21	44	7	51	-	-	-	72
Total	21	1	22	46	8	54	-	-	-	76

TABLE 5.2 All non-ongoing employees 2023–24

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
ACT	1	-	1	1	-	1	-	-	-	2
Total	1	-	1	1	-	1	-	-	-	2

TABLE 5.3 All ongoing employees 2022–23

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
NSW	-	-	-	1	-	1	-	-	-	1
VIC	-	-	-	1	-	1	-	-	-	1
QLD	-	-	-	1	-	1	-	-	-	1
ACT	17	2	19	41	12	53	-	-	-	72
Total	17	2	19	44	12	56	-	-	-	75

TABLE 5.4 All non-ongoing employees 2022–23

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
ACT	1	-	1	5	-	5	-	-	-	6
Total	1	-	1	5	-	5	-	-	-	6

TABLE 5.5 Australian Public Service Act ongoing employees 2023–24

	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	3	-	3	7	1	8	-	-	-	11
EL 1	9	-	9	13	3	16	-	-	-	25
APS 6	4	-	4	10	2	12	-	-	-	16
APS 5	3	1	4	7	2	9	-	-	-	13
APS 4	1	-	1	8	-	8	-	-	-	9
Total	21	1	22	46	8	54	-	-	-	76

TABLE 5.6 Australian Public Service Act non-ongoing employees 2023–24

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
APS 5	1	-	1	-	-	-	-	-	-	1
APS 4	-	-	-	1	-	1	-	-	-	1
Total	1	-	1	1	-	1	-	-	-	2

TABLE 5.7 Australian Public Service Act ongoing employees 2022–23

	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
EL 2	2	-	2	6	1	7	-	-	-	9
EL 1	8	-	8	12	4	16	-	-	-	24
APS 6	3	1	4	10	4	14	-	-	-	18
APS 5	2	1	3	6	2	8	-	-	-	11
APS 4	2	-	2	9	1	10	-	-	-	12
Total	17	2	19	44	12	56	-	-	-	75

TABLE 5.8 Australian Public Service Act non-ongoing employees 2022–23

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total	
EL 1	-	-	-	1	-	1	-	-	-	1
APS 6	1	-	1	1	-	1	-	-	-	2
APS 5	-	-	-	1	-	1	-	-	-	1
APS 4	-	-	-	2	-	2	-	-	-	2
Total	1	-	1	5	-	5	-	-	-	6

TABLE 5.9 Australian Public Service Act employees by employment status 2023–24

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total	Full time	Part time	Total	
SES 1	2	0	2	-	-	-	2
EL 2	10	1	11	-	-	-	11
EL 1	22	3	25	-	-	-	25
APS 6	14	2	16	-	-	-	16
APS 5	10	3	13	1	-	1	14
APS 4	9	-	9	1	-	1	10
Total	67	9	76	2	-	2	78

TABLE 5.10 Australian Public Service Act employees by employment status 2022–23

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total	Full time	Part time	Total	
SES 1	1	-	1	-	-	-	1
EL 2	9	1	10	-	-	-	10
EL 1	20	4	24	1	-	1	25
APS 6	12	5	17	2	-	2	19
APS 5	8	3	11	1	-	1	12
APS 4	11	1	12	2	-	2	14
Total	61	14	75	6	-	6	81

TABLE 5.11 Australian Public Service Act employment type by location 2023–24

	Ongoing	Non-ongoing	Total
NSW	2	-	2
VIC	2	-	2
ACT	72	2	74
Total	76	2	78

TABLE 5.12 Australian Public Service Act employment type by location 2022–23

	Ongoing	Non-ongoing	Total
NSW	1	-	1
QLD	1	-	1
VIC	1	-	1
ACT	72	6	78
Total	75	6	81

TABLE 5.13 Australian Public Service Act Indigenous employment 2023–24

	Total
Ongoing	-
Non-ongoing	-
Total	-

TABLE 5.14 Australian Public Service Act Indigenous employment 2022–23

	Total
Ongoing	-
Non-ongoing	-
Total	-

Appendix 3

Fresh blood components supplied under contract by Lifeblood in 2023–24

TABLE 5.15 Fresh blood components supplied under contract by Lifeblood 2023–24

Product type	Name	Presentation	JBC price (\$)
Red blood cells	Whole blood (WB) red cells leucodepleted	>200ml ¹	375.0
	WB paediatric red cells leucodepleted (set of 4)	25–100ml ¹	446.4
	WB washed red cells leucodepleted	>130ml ¹	436.0
Platelets	WB platelet pool leucodepleted	>160ml ¹	257.0
	Apheresis platelet leucodepleted	100–400ml ¹	549.7
	Paediatric apheresis platelet leucodepleted (set of 3)	40–60ml ¹	700.7
Clinical fresh frozen plasma (FFP)	WB clinical FFP	295ml+/-10% ¹	155.7
	WB paediatric clinical FFP (set of 4)	60–80ml ¹	181.9
	Apheresis clinical FFP	295ml +/-10% ¹	220.3
Cryoprecipitate	WB cryoprecipitate	30–40ml ¹	166.6
	Apheresis cryoprecipitate	54–66ml ¹	340.9
Cryo-depleted plasma	WB cryo-depleted plasma	215–265ml ¹	154.9
	Apheresis cryo-depleted plasma	495–605ml ¹	318.4
Other products	Autologous donation	n/a	384.5
	Therapeutic venesections for WB for discard	n/a	533.6
	Serum eye drops	Single collection	224.8
Plasma for fractionation	Plasma for fractionation ²	Presentation size n/a but costed per kg	371.3

¹ The presentation volume for a typical unit content is specified in the Australian Red Cross Lifeblood Blood Component Information 2023.

² 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 2023–24

TABLE 5.16 Plasma and recombinant products supplied under various contracts for 2023–24

Product type	Name	Presentation	Supplier	Published price (\$)
Albumin (plasma derived – domestic)	Albumex 20%	10ml	CSL Behring (Australia) Pty Ltd	18.25
		100ml		71.97
	Albumex 4%	50ml		18.25
		500ml		71.97
	Alburex 20 AU	10g/250ml		91.26
		20g/500ml		71.97
	Alburex 5 AU	12.5g/250ml		114.07
25g/500ml		89.97		
Antithrombin III concentrate (plasma derived – domestic)	Thrombotrol VF	1,000 IU	CSL Behring (Australia) Pty Ltd	1,656.15
CMV Ig (plasma derived – domestic)	CMV Ig	1.5 million units	CSL Behring (Australia) Pty Ltd	1,416.15
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	1,027.07

Product type	Name	Presentation	Supplier	Published price (\$)
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		#		
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	256.76
		500 IU		513.54
		1,000 IU		1,027.07

Product type	Name	Presentation	Supplier	Published price (\$)
Factor VIII (recombinant – imported)	Advate	250 IU	Takeda Pharmaceuticals Australia Pty Ltd	#
		500 IU		#
		1,000 IU		#
		1,500 IU		#
		2,000 IU		#
		3,000 IU		#
	Adynovate	250 IU		#
		500 IU		#
		1,000 IU		#
		1,500 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	1,140.00
		1,000 IU		2,280.00
		2,500 IU		5,700.00
Factor XI (plasma derived – imported)	Factor XI	1 IU	CSL Behring (Australia) Pty Ltd	15.62
Factor XIII (plasma derived – imported)	Fibrogammin	250 IU	CSL Behring (Australia) Pty Ltd	220.69
		1,250 IU		1,103.46
Factor XIII (recombinant – imported)	NovoThirteen	2,500 IU	Novo Nordisk Pharmaceuticals Pty Ltd	30,000.00

Product type	Name	Presentation	Supplier	Published price (\$)
Fibrinogen concentrate (plasma derived – imported)	RiaSTAP	1g	CSL Behring (Australia) Pty Ltd	889.01
Hepatitis B Ig (plasma derived – domestic)	Hepatitis B Ig	100 IU (2ml)	CSL Behring (Australia) Pty Ltd	51.77
		400 IU (5ml)		118.51
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)	Prothrombinex	500 IU	CSL Behring (Australia) Pty Ltd	327.40
	Beriplex P/N	500 IU		327.40
IVIg (plasma derived – domestic)	Intragam 10	2.5g/25ml	CSL Behring (Australia) Pty Ltd	153.58
		10g/100ml		614.30
		20g/200ml		1,228.60
	Privigen AU	5g/50ml		307.15
		10g/100ml		614.30
		20g/200ml		1,228.60

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		#	
		10g/100ml		#	
		20g/200ml		#	
		40g/400ml		#	
	Kiovig	1g/10ml		Takeda Pharmaceuticals Australia Pty Ltd	#
		2.5g/25ml			#
		5g/50ml			#
		10g/100ml			#
		20g/200ml			#
		30g/200ml			#
	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	37.26	
		5ml (0.80gm)		61.08	
Protein C concentrate (plasma derived – imported)	Ceprotrin	1,000 IU	Takeda Pharmaceuticals Australia Pty Ltd	2,490.00	
Rh (D) Ig (plasma derived – domestic)	Rh (D) Ig VF	250 IU	CSL Behring (Australia) Pty Ltd	35.06	
		625 IU		87.62	
Rh (D) Ig (plasma derived – imported)	Rhophylac	1,500 IU	CSL Behring (Australia) Pty Ltd	465.21	

Product type	Name	Presentation	Supplier	Published price (\$)
SClg (plasma derived – domestic)	Evogam 16%	0.8g/5ml	CSL Behring (Australia) Pty Ltd	43.06
		3.2g/20ml		172.22
	Hizentra AU	1g/5ml		53.83
		4g/20ml		215.31
SClg (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	51.18
		4,000 IU		818.61
Zoster Ig (plasma derived – domestic)	Zoster Ig VF	200 IU	CSL Behring (Australia) Pty Ltd	324.57

Price is confidential and cannot be disclosed.

The prices for CSL Behring (Australia) Pty Ltd for plasma-derived domestic products do not include the starting plasma provided by Australian Red Cross Lifeblood.

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 2023–24.

The NBA did not conduct any advertising campaigns in 2023–24.

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 2023–24 this included:

- continued use of audio and video conferencing and online collaboration in meetings requiring 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 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.

Table 5.17 provides information on the NBA's environmental performance. The NBA continues to look at ways to further reduce its impact on the environment.

TABLE 5.17 NBA environmental performance 2023–24

Theme	Performance measure	Indicator(s)	2021–22	2022–23	2023–24
Energy efficiency	Total consumption of energy	Amount of electricity consumed (kWh)	151,538	91,168	112,481
		Amount of gas consumed (MJ)	0	0	0
		Amount of other fuels consumed (\$/kWh/MJ/L)	0	0	0
		Air travel distances (km)	23,976	247,176	267,189
	Total consumption of green energy	Amount of green energy purchased/consumed (\$/kWh)	0	0	0
	Greenhouse gas emissions	Amount of greenhouse gases produced (tonnes)	0	0	44
	Relative energy uses	Amount of green energy purchased divided by the amount of electricity consumed (%)	0	0	0
		Amount of total energy consumed (kWh) per employee	1,762	1,126	1,541
Waste	Total waste production	Amount of waste produced (tonnes)	2.39	4.78	5.36
	Un-recyclable waste production	Amount of waste going to landfills (tonnes)	1.25	1.82	3.03
	Recyclable waste production (excluding office paper)	Amount of waste going to recycling facilities (tonnes)	0.07	0.95	1.91
	Paper waste production	Amount of waste paper going to recycling facilities (tonnes)	1.07	1.76	0.42
		Amount of paper sourced from recyclable sources (tonnes)	0.46	0.05	0.36
		Percentage of paper sourced from recyclable sources (%)	86	36	59
	Use of renewable/recyclable products	Amount of products sourced from renewable/recyclable sources (tonnes)	0.46	0.05	0.36
	Relative waste production	Amount of total waste (tonnes) per employee	0.03	0.06	0.07

Theme	Performance measure	Indicator(s)	2021–22	2022–23	2023–24
Water	Total consumption of water	Amount of water consumed (L)	459,906	651,958	599,434
	Grey water/rainwater capture and use	Grey water not applicable to NBA tenancies	n/a	n/a	n/a
	Relative consumption/use of water	Amount of total water use (L) per employee	5,347	8,048	8,211

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 5.18 and 5.19 present the NBA's greenhouse gas emissions report for 2023–24.

TABLE 5.18 NBA greenhouse gas emissions report (location-based approach) 2023–24

2023–24 greenhouse gas emissions inventory – location-based method				
Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	n/a	76.127	6.074	82.201
Natural gas	0.000	n/a	0.000	0.000
Solid waste*	n/a	n/a	4.848	4.848
Refrigerants*†	0.000	n/a	n/a	0.000
Fleet and other vehicles	0.000	n/a	0.000	0.000
Domestic commercial flights	n/a	n/a	32.641	32.641
Domestic hire car*	n/a	n/a	0.038	0.038
Domestic travel accommodation*	n/a	n/a	10.419	10.419
Other energy	0.000	n/a	0.000	0.000
Total t CO₂-e	0.000	76.127	54.020	130.146

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = carbon dioxide equivalent.

*Indicates emission sources collected for the first time in 2023–24. The quality of data is expected to improve over time as emissions reporting matures.

†Indicates optional emission source for 2023–24 emissions reporting.

TABLE 5.19 NBA electricity greenhouse gas emissions report (location-based approach) 2023–24

2023–24 electricity greenhouse gas emissions				
Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Percentage of electricity use
Electricity (location-based approach)	76.13	6.07	82.20	100%
Market-based electricity emissions	6.51	0.80	7.32	7.15%
Total renewable electricity	-	-	-	92.85%
Mandatory renewables ¹	-	-	-	18.72%
Voluntary renewables ²	-	-	-	74.13%

Note: the table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent.

1 Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.

2 Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

The electricity emissions reported in Table 5.19 are calculated using the location-based approach. When applying the market-based method, which accounts for activities such as GreenPower, purchased large-scale generation certificates (LGCs) and/or being located in the ACT, the total emissions for electricity are as shown in Table 5.20.

TABLE 5.20 NBA greenhouse gas emissions report (market-based approach) 2023–24

	Sum of Scope 1 Emissions from direct consumption (tCO ₂ -e)	Sum of Scope 2 Emissions from indirect electricity consumption (tCO ₂ -e)	Sum of Scope 3 Emissions from indirect emission sources (tCO ₂ -e)	Sum of Scope 3 Emissions from supply chain emission sources (tCO ₂ -e)	Total Emissions from all sources (tCO ₂ -e)
1. Energy					
1.A.1 Energy industries					
1.A.1.a Electricity and heat production					
1.A.1.a.i Electricity generation and use	n/a	76.127	n/a	6.074	82.201
1.A.2 Manufacturing industries and construction					
1.A.3 Transport					
1.A.3.a Civil aviation					
1.A.3.a.ii Domestic aviation	0.000	n/a	27.014	5.627	32.641
1.A.3.b Road transportation					
1.A.3.b.i Cars	0.000	n/a	n/a	0.038	0.038
1.A.3.b.ii Light duty trucks	0.000	n/a	n/a	0.000	0.000
1.A.3.b.iii Heavy duty trucks and buses	0.000	n/a	n/a	0.000	0.000
1.A.3.b.iv Motorcycles	0.000	n/a	n/a	0.000	0.000
1.A.3.d Water-borne navigation					
1.A.3.d.ii Domestic marine	0.000	n/a	n/a	0.000	0.000
1.A.3.e Other transportation					
1.A.3.e.ii Other (off road vehicles)	0.000	n/a	n/a	0.000	0.000

	Sum of Scope 1 Emissions from direct consumption (tCO ₂ -e)	Sum of Scope 2 Emissions from indirect electricity consumption (tCO ₂ -e)	Sum of Scope 3 Emissions from indirect emission sources (tCO ₂ -e)	Sum of Scope 3 Emissions from supply chain emission sources (tCO ₂ -e)	Total Emissions from all sources (tCO ₂ -e)
1.A.4 Other sectors					
1.A.4.a. Commercial/Institutional					
1.A.4.a.i Stationary combustion	0.000	n/a	10.419	0.000	10.419
1.A.4.b. Residential	0.000	n/a	n/a	0.000	0.000
1.A.5 Non-specified					
1.A.5.b. Other mobile military transport					
1.A.5.b.i Military aviation	0.000	n/a	n/a	0.000	0.000
1.A.5.b.iii Military marine	0.000	n/a	n/a	0.000	0.000
1.A.5.b.iii Military land	0.000	n/a	n/a	0.000	0.000
2. Industrial processes					
2.F Refrigerants					
2.F.1.a Refrigeration and air conditioning equipment	0.000	n/a	n/a	n/a	0.000
2.F.1.b Mobile air-conditioning	0.000	n/a	n/a	n/a	0.000
4. Waste					
4.A Solid waste disposal					
4.A.1 Managed waste disposal sites	n/a	n/a	4.848	n/a	4.848
Total	0.000	76.127	42.280	11.739	130.146

Grants

One grant was awarded by the NBA during the period 1 July 2023 to 30 June 2024. Information on previous grants awarded is available at www.blood.gov.au/grants-reporting.

Agency resource statement

The agency resource statement (Table 5.21) provides details of the sources of funding for the NBA in 2023–24 together with information about special accounts balances to be carried over to 2024–25.

TABLE 5.21 Agency resource statement

	Actual available appropriation for 2023–24 \$'000	Payments made 2023–24 \$'000	Balance 2023–24 \$'000
	(a)	(b)	(a) – (b)
Departmental			
Departmental appropriation ¹	13,025	8,633	4,392
Total	13,025	8,633	4,392
Administered			
Outcome 1 ²	6,013	6,013	0
Total	6,013	6,013	0
Total ordinary annual services	19,038	14,646	4,392
Special accounts³			
Opening balance	375,157		
Appropriation receipts ⁴	6,013		
Non-appropriation receipts to special accounts	1,686,479		
Payments made		1,772,349	
Total special accounts	2,067,650	1,772,349	295,301
Total resourcing and payments	2,086,688	1,786,995	299,693

1 Appropriation Act (No. 1) 2023–24, Appropriation Act (No. 3) 2023–24, Appropriation Act (No. 5) and prior year Departmental Appropriation; Includes an amount of \$0.673 million in 2023–24 for the Departmental Capital Budget. For accounting purposes this amount has been designated as 'contributions by owners'.

2 Includes an amount of \$nil in 2023–24 for the Administered Capital Budget.

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 2023–24 included above.

Resources for outcomes

Table 5.22 provides details of the total funding for each outcome approved by government for the NBA. In 2023–24 the NBA operated under a single outcome.

TABLE 5.22 Agency expenses by outcome

Outcome 1: Access to a secure supply of safe and affordable blood products	Budget* 2023–24 \$'000	Actual expenses 2023–24 \$'000	Variation 2023–24 \$'000
	(a)	(b)	(a) – (b)
Program 1.1: National Blood Agreement management			
Administered expenses			
Ordinary annual services (Appropriation Bill No. 1)	5,829	6013	-184
Ordinary annual services (Appropriation Bill No. 1) to special accounts	-5,829	-6013	184
Special accounts	1,700,228	1,673,665	-26,563
Departmental expenses			
Departmental appropriation ¹	5,649	8,051	-2,402
Departmental appropriation to special accounts	-5,649	-8,051	2,402
Special accounts ²	9,654	11,877	-2,223
s74 retained revenue receipts	0	402	-402
Expenses not requiring appropriation in the Budget year	1,324	1,018	306
Total for Program 1.1	1,711,206	1,686,962	24,244
Total expenses for Outcome 1	1,711,206	1,686,962	24,244
	2023–24	2023–24	2023–24
Average staffing level (number)	52	73	-16

* Full-year budget, including any subsequent adjustment made to the 2023–24 Budget

¹ Departmental appropriation combines ordinary annual services (Appropriation Act No.1; NBA actual Program Departmental Appropriations increased at PSAES which was not included in the Budget 2023–24.

² Special account budget and actual expense excludes s74 retained earnings

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 <https://www.disabilitygateway.gov.au/ads>.

Disability reporting is included in the annual State of the Service Report and the APS Statistical Bulletin. These reports are available on the Australian Public Service Commission website at www.apsc.gov.au.

Freedom of information

Entities subject to the *Freedom of Information Act 1982* (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. Each agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements.

Further information about the IPS is available at the [Office of the Australian Information Commissioner website](#).

Copies of the NBA IPS Plan and associated published documents are available at www.blood.gov.au/ips.

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 May 2024.

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 (print only).	Mandatory	iv
17AJ(b)	Index	Alphabetical index (print only).	Mandatory	204–211
17AJ(c)	Appendix 7	Glossary of abbreviations and acronyms.	Mandatory	200–201
17AJ(d)	Appendix 6	List of requirements.	Mandatory	191–199
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	1–7
17AD(b)	Overview of the entity			
17AE(1)(a)(i)	Part 1	A description of the role and functions of the entity.	Mandatory	14–15
17AE(1)(a)(ii)	Part 1	A description of the organisational structure of the entity.	Mandatory	16

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AE(1)(a)(iii)	Part 1	A description of the outcomes and programmes administered by the entity.	Mandatory	14
17AE(1)(a)(iv)	Part 1	A description of the purposes of the entity as included in corporate plan.	Mandatory	14–15
17AE(1)(aa)(i)	Part 1	Name of the accountable authority or each member of the accountable authority	Mandatory	15
17AE(1)(aa)(ii)	Part 1	Position title of the accountable authority or each member of the accountable authority	Mandatory	15
17AE(1)(aa)(iii)	Part 1	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory	15
17AE(1)(b)	Part 1	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory	15
17AE(2)	N/A	Where the outcomes and programs 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	37–94
17AD(c)(ii)	Report on Financial Performance			
17AF(1)(a)	Part 4	A discussion and analysis of the entity's financial performance.	Mandatory	112–115
17AF(1)(b)	Part 4	A table summarising the total resources and total payments of the entity.	Mandatory	110

PGPA Rule Reference	Part of Report	Description	Requirement	Page
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	112
17AD(d)	Management and Accountability			
	Corporate Governance			
17AG(2)(a)	Part 3	Information on compliance with section 10 (fraud systems)	Mandatory	103
17AG(2)(b)(i)	Part 3	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory	103
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 that meet the specific needs of the entity are in place.	Mandatory	103
17AG(2)(b)(iii)	Part 3	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory	103
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	96–101
17AG(2)(d) – (e)	N/A	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, mandatory	N/A
	Audit Committee			
17AG(2A)(a)	Part 3	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	98
17AG(2A)(b)	Part 3	The name of each member of the entity's audit committee.	Mandatory	98

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AG(2A)(c)	Appendix 1	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	169–170
17AG(2A)(d)	Appendix 1	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	169–170
17AG(2A)(e)	Appendix 1	The remuneration of each member of the entity's audit committee.	Mandatory	169–170
External Scrutiny				
17AG(3)	Part 3	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	102
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	102
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	102
17AG(3)(c)	Part 3	Information on any capability reviews on the entity that were released during the period.	If applicable, mandatory	102
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	85–88
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	171

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AG(4)(b)	Appendix 2	<p>Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following:</p> <p>(a) statistics on staffing classification level;</p> <p>(b) statistics on full time employees;</p> <p>(c) statistics on part time employees;</p> <p>(d) statistics on gender;</p> <p>(e) statistics on staff location;</p> <p>(f) statistics on employees who identify as Indigenous.</p>	Mandatory	172–174
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	104–105
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	105
17AG(4)(c)(ii)	Part 3	The salary ranges available for APS employees by classification level.	Mandatory	105
17AG(4)(c)(iii)	Part 3	A description of non-salary benefits provided to employees.	Mandatory	107
17AG(4)(d)(i)	Part 3	Information on the number of employees at each classification level who received performance pay.	If applicable, mandatory	107
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	116
Purchasing				
17AG(6)	Part 4	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	116

PGPA Rule Reference	Part of Report	Description	Requirement	Page
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	117
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	117
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	117
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	117
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	118

PGPA Rule Reference	Part of Report	Description	Requirement	Page
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	118
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	117–118
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	116
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	116
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	119

PGPA Rule Reference	Part of Report	Description	Requirement	Page
17AG(10)(b)	Part 4	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	119
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	119
Financial Statements				
17AD(e)	Part 4	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	120–162
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	106
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	182
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	188
17AH(1)(c)	Appendix 5	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	190

PGPA Rule Reference	Part of Report	Description	Requirement	Page
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	190
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	182–190

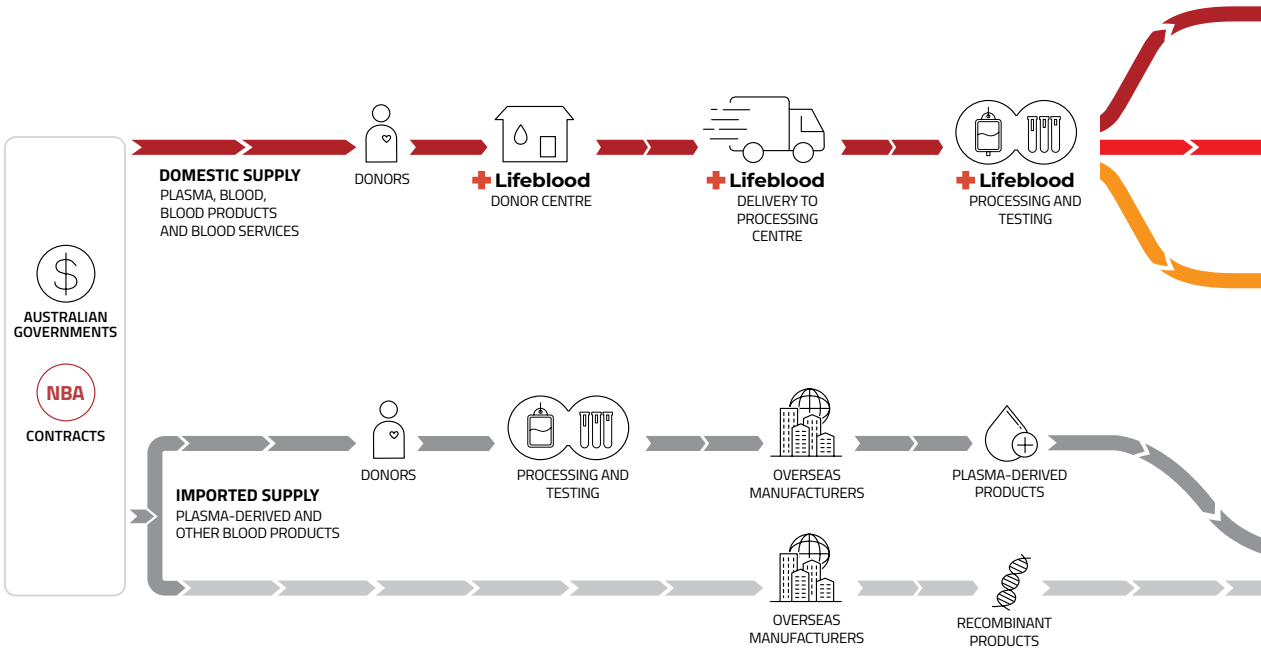
Appendix 7

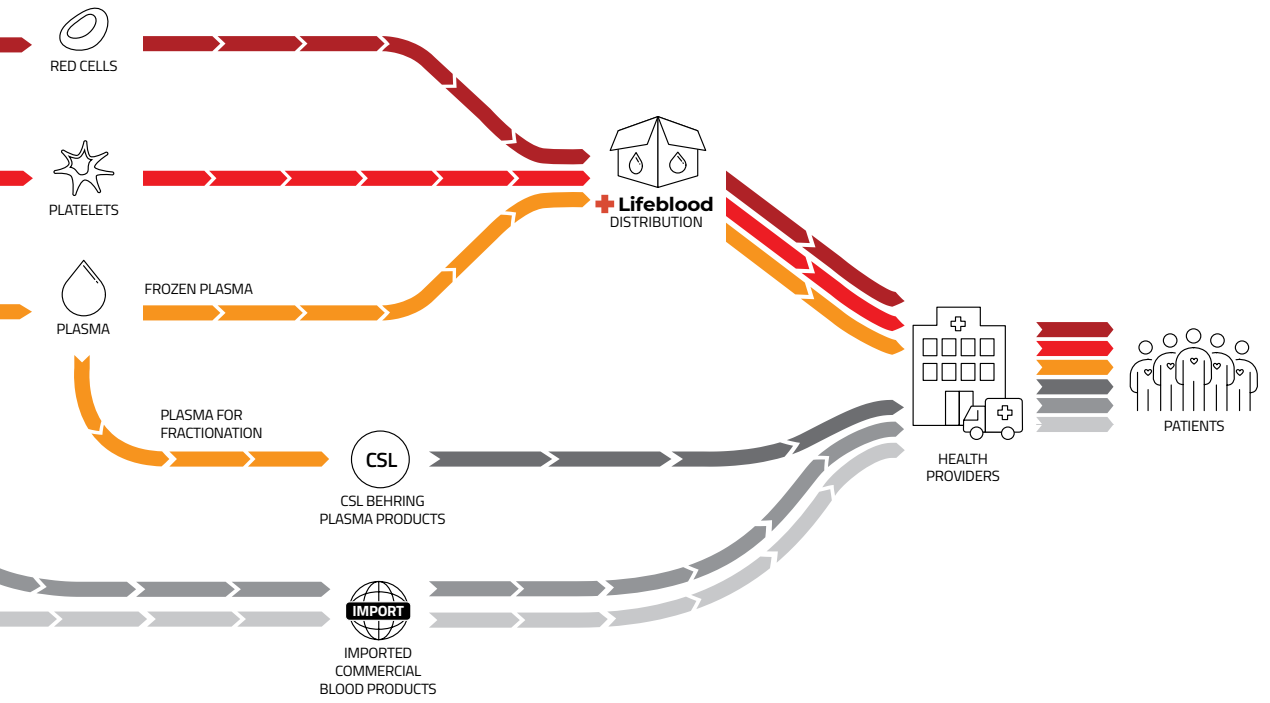
Acronyms and abbreviations

ABDR	Australian Bleeding Disorders Registry
ABO	A, B, AB and O blood types
ACSQHC	Australian Commission on Safety and Quality in Health Care
ANAO	Australian National Audit Office
APS	Australian Public Service
ARC	Audit and Risk Committee
ASX	Australian Stock Exchange
BloodNet	Australia's online blood ordering and inventory management system
BloodSafe eLearning	transfusion practice and patient blood management education online system
BloodSTAR	Australia's blood system for tracking authorisations and reviews
BOC	Blood Operations Centre
Criteria	Criteria for the Clinical Use of Immunoglobulin in Australia
CPB	cardiopulmonary bypass
DAPI	discards as a percentage of net issues
EA	Enterprise Agreement
FEIBA	factor VIII anti-inhibitor
FFP	fresh frozen plasma
FOI Act	<i>Freedom of Information Act 1982</i>
GBS	Guillain-Barré Syndrome
GST	goods and services tax
HAC	Haemophilia Advisory Committee
ICT	information and communications technology
Ig	immunoglobulin
IPS	Information Publication Scheme
ISBT	International Society of Blood Transfusion
IT	information technology

IU	international units
IVIg	intravenous immunoglobulin
KPI	key performance indicator
Lifeblood	Australian Red Cross Lifeblood
LIS	laboratory information system
MyABDR	secure app for smartphones and websites for people with bleeding disorders or parents/caregivers to record home treatments and bleeds
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	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PS Act	<i>Public Service Act 1999</i>
RBC	red blood cell
Red Cross	Australian Red Cross Society
SCIg	subcutaneous immunoglobulin
SES	Senior Executive Service
SoE	Statement of Expectations
SWG	specialist working group
ViP	Value in Prescribing
WB	whole blood

The journey of blood





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