

Briefing for decision

To support the presentation of accountability documents for New Zealand
Blood and Organ Service | Te Ratonga Toto o Aotearoa

Date due to MO: 17 November 2025 **Action required by:** 24 November 2025

Security level: IN CONFIDENCE **Reference:** H2025073378

To: Hon Simeon Brown, Minister of Health

Consulted: Health New Zealand: ☐

Proactive release: This **title** is proposed by the Ministry of Health for proactive release: ☒

Contact for telephone discussion

Name	Position	Telephone
Kirsten Stephenson	Group Manager, Health System Monitoring, Performance and Governance	s 9(2)(a)
Nicola Holden	Acting Manager, Crown Entity Monitoring, Performance and Governance	

Minister's office to complete:

☐ Approved ☐ Decline ☐ Overtaken by events

☐ Needs change ☐ Seen

☐ See Minister's Notes ☐ Withdrawn

Comment:

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To: Hon Simeon Brown, Minister of Health

Purpose of report

1. This briefing provides a review of the New Zealand Blood and Organ Service | Te Ratonga Toto o Aotearoa (NZBOS) 2024/25 annual report, including an overview of the associated audit findings and a summary of year-end performance. It also outlines the process for presenting the 2024/25 annual report, along with the 2025/26 Statement of Performance Expectations (SPE) to the House of Representatives, which is a requirement under the Crown Entities (CE) Act.

Summary

2. All Crown entities are required to produce an annual report as soon as practicable after the end of each financial year by the CE Act. On 17 November 2025 NZBOS provided to your office a copy of their 2024/25 annual report, which has been audited by Audit New Zealand on behalf of the Office of the Auditor-General.
3. The Ministry has reviewed the annual report of NZBOS and the associated audit report. The audit opinion is that NZBOS's financial statements and performance information fairly represent NZBOS's performance as at 30 June 2025, complies with generally accepted accounting practice in New Zealand and does not identify any audit qualifications.
4. The Ministry reviewed NZBOS's 2025/26 SPE and provided formal feedback on your behalf (H2025066764 refers). The SPE was not finalised until September 2025 and NZBOS then published it on their website. However, as part of the final process under the CE Act, you are required to present the 2024/25 annual report, along with the 2025/26 SPE to the House of Representatives by 24 November 2025.

Recommendations

We recommend you:

- a) **Note** the responsible Minister of the Crown entity must present the Crown entity's annual report to the House of Representatives within 5 working days after the responsible Minister receives the annual report.
- b) **Note** the 2024/25 annual report and 2025/26 Statement of Performance should be presented to the House of Representatives together.

- c) **Agree** to present the accountability documents outlined in recommendation (b) to the House of Representatives, by 24 November 2025. **Yes/No**



Kirsten Stephenson, Group Manager
Health System Monitoring
Performance and Governance
Date:

Hon Simeon Brown
Minister of Health
Date:

PROACTIVELY RELEASED

To support the presentation of accountability documents for the New Zealand Blood and Organ Service | Te Ratonga Toto o Aotearoa

Background

5. Under the requirements of the CE Act, all Crown entities must provide a series of accountability documents for presentation in the House of Representatives by their responsible Minister. These entity specific documents include the Statement of Intent, SPE, and annual report.
6. The annual report provides information on a Crown entity's performance for the 2024/25 financial year, measured against requirements specified in their 2024/25 SPE and Letter of Expectations.
7. All Crown entities are required to produce an audited annual report as soon as practicable after the end of each financial year under the CE Act. To do this, once it is audited, Crown entities are required to provide their annual report to their responsible Minister no later than 15 working days after receiving the audit report. The responsible Minister must then present the Crown entity's annual report to the House of Representatives within 5 working days of receiving the annual report, and Crown entities must publish their annual report within 10 working days of supplying it to the Minister.
8. SPEs are generally completed earlier in the year. Publishing requirements are slightly different, as Crown entities are required to publish their SPE on its website as soon as practicable after providing the final document to the Minister, which NZBOS have already done.
9. No matter the timeframe of completion, as part of the final process under the CE Act, you are required to present both documents: the 2024/25 annual report and the 2025/26 SPE to the House of Representatives by 24 November 2025.
10. The Ministry supports the process by ensuring accountability documents from Crown entities are provided to your office and to the House office within statutory timeframes, and you receive summary information about the documents to be presented.

Annual Report

11. NZBOS's annual report sets out progress and performance in 2024/25 across its key activities and functions including blood and blood products, services and deceased organ donation. NZBOS has reported on performance measures relating to its three strategic priorities:
 - a. building foundations for growth
 - b. delivering operational effectiveness
 - c. providing exceptional service.
12. The Ministry has reviewed the annual report of NZBOS and the associated audit report and notes:
 - a. The annual report complies with the requirements of the CE Act.

- b. Having assessed:
- the statement of financial position,
 - the statement of comprehensive revenue and expenses
 - statement of changes in equity
 - statement of cash flows for the 2024/25 financial year, and
 - the performance information reported in the annual report

The auditor believes the information presents fairly the performance of NZBOS in all material respects and complies with generally accepted accounting practices in New Zealand.

13. NZBOS have reversed the deficit recorded in 2023/24. The audited financial result for 2024/25 shows a surplus of \$16.921 million against a planned surplus of \$5.064 million. Revenue from sales to Health NZ were \$0.9 million higher than budgeted due to increased demand for fresh products and services from Health NZ, and increased testing. These gains were partially offset by a shortfall in fractionated product sales, because of the phasing out of one plasma product and lower sales of another. Expenses were less than budget by \$8.8 million, primarily because of a reduction in inventory costs and lower information technology costs.

	2024/25 Audited Actuals	2024/25 Budget per SPE	2023/24 Audited Actuals
NZBOS	\$16.921 million	\$5.064 million	\$(21.363) million

14. NZBOS reports on a total of 26 performance measures, including its enduring outcome of ensuring that key products and services are available at all times i.e. there were no instances when products were not available causing a negative consequence for a patient. Of the 26 performance measures, 22 were reported as achieved in 2024/25.
15. The 22 achieved measures all related to core service and product delivery and safety. The four measures not achieved were cultural competency training, employee engagement survey (both of which were not undertaken because of budget restraints), transitioning of its vehicle fleet to electric/hybrid vehicles, and the target for recruiting new and reinstated youth donors. The last measure has been a challenge for NZBOS, which it is continuing to work on.

Code of Expectations for health entities' engagement with consumers and whānau (the code)

16. Section 60 of the Pae Ora (Healthy Futures) Act 2022 (Pae Ora Act), requires health entities to report annually on how they have given effect to the code. In 2023, NZBOS established a Consumer Experience Lead located within its clinical team. The lead sits on each of NZBOS's three Clinical Governance Committees along with two consumer representatives. Consumer focus groups have been held to inform new projects and service developments. New service evaluation surveys have been created for laboratories and patient services, and NZBOS has been measuring user' experience of its new electronic donor screening questionnaire. In 2024/25, NZBOS also co-designed (with

staff and consumer focus groups) a Customer Service Promise with associated training for staff.

Next steps

17. Crown entities have provided the required number of copies of these documents to your office (which include the copies required for the House office) who are waiting for your office to provide the necessary authorisation for these accountability documents to be presented to the House.

ENDS.

PROACTIVELY RELEASED