



Australian Government
Cancer Australia

Corporate Plan



2019 - 20

Cancer Australia Corporate Plan 2019-20 was prepared and produced by:

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ISBN Online: 978-1-74127-341-0

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Recommended citation

Cancer Australia, 2019. *Cancer Australia Corporate Plan 2019-20*, Cancer Australia, Surry Hills, NSW

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1.0 Statement of preparation

I, Dorothy Keefe, as the accountable authority of Cancer Australia, present the *2019-20 Cancer Australia Corporate Plan*, which covers the period of 2019-20 to 2022-23, as required under paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

2.0 Introduction

Cancer Australia is a specialist agency of the Health portfolio, providing leadership in national cancer control across the continuum of care. It was established by the Australian Government under the *Cancer Australia Act 2006* and is a non-corporate Commonwealth entity under the PGPA Act. Cancer Australia is subject to the *Auditor-General Act 1997*, and its staff are employees of the Australian Public Service under the *Public Service Act 1999*.

The *Cancer Australia Act 2006* (Part 2, Section 7) specifies the following functions for Cancer Australia:

- a) to provide national leadership in cancer control
- b) to guide scientific improvements to cancer prevention, treatment and care
- c) to coordinate and liaise between the wide range of groups and health care providers with an interest in cancer
- d) to make recommendations to the Commonwealth Government about cancer policy and priorities
- e) to oversee a dedicated budget for research into cancer
- f) to assist with the implementation of Commonwealth Government policies and programs in cancer control
- g) to provide financial assistance, out of money appropriated by the Parliament, for research mentioned in paragraph (e) and for the implementation of policies and programs mentioned in paragraph (f)
- h) any functions that the Minister, by writing, directs Cancer Australia to perform.

Cancer Australia's total appropriation in 2019-20 is \$31.113 million. Over the four years (2019-20 to 2022-23) of this plan, it is anticipated that the total appropriation for Cancer Australia will remain relatively stable.

The agency is registered under the *Charitable Fundraising Act 1991* (NSW) and has deductible gift recipient status to receive donations to improve outcomes in breast cancer.

Australian Public Service wide initiatives require that Cancer Australia continuously consider efficiencies in how it operates. As a recognised small government agency the ongoing incorporation of efficiencies presents practical challenges. In response to these challenges, Cancer Australia has adopted continuous improvement processes and applies robust risk management processes.

This Corporate Plan sets out the key strategic priorities and activities the agency will pursue to achieve its purpose over the next four reporting periods from 2019–20 to 2022–23. It is closely aligned with other key documents that contribute to the strategic planning and reporting of the agency.

3.0 Purpose

Our purpose

To minimise the impact of cancer, address disparities, and improve the health outcomes of people affected by cancer in Australia by providing national leadership in cancer control.

Our role

Cancer Australia achieves its purpose by:

- ▶ providing leadership in national cancer control and promoting appropriate cancer care
- ▶ providing advice to Government about cancer policy and priorities
- ▶ funding priority research and strengthening national data capacity, and
- ▶ promoting cancer awareness and providing information about cancer to the community.

Cancer Australia provides national leadership in cancer control across all cancers, for all Australians.

Cancer Australia:

- ▶ guides scientific improvements in cancer prevention, treatment and care
- ▶ oversees a dedicated budget for priority research into cancer
- ▶ assists with the implementation of Australian Government policies and programs in cancer control
- ▶ works to address disparities in cancer outcomes, with a particular focus on Aboriginal and Torres Strait Islander peoples
- ▶ coordinates and liaises between the wide range of groups and health care providers with an interest in cancer

Cancer Australia leads and promotes the adoption of appropriate cancer care that is informed by the best available evidence and data, that is centered around patient need, and takes into account patient preferences.

Cancer Australia examines current policy drivers and emerging issues to provide informed policy advice to Government to influence national cancer control. The agency engages with the cancer control community, and more broadly with the health sector, to develop innovative, sector-wide solutions to cancer treatment and care.

Quality national data is critical in informing cancer control efforts. Cancer Australia is strengthening national data capacity by driving nationally consistent cancer data collection and reporting across the cancer control continuum to improve understanding of the effectiveness of cancer control strategies and inform the development of cancer policy.

The agency coordinates funding of priority cancer research at the national level to reduce the impact of cancer on the community and improve the health outcomes of people affected by cancer. In 2019, the priorities of Cancer Australia's Priority-driven Collaborative Cancer Research Scheme (PdCCRS) include cancer prevention and health services research.

The agency provides trusted, evidence-based information for people affected by cancer about their diagnosis and treatment to improve their health outcomes. It promotes cancer awareness to the community to minimise the impacts of cancer through risk reduction, prevention and early detection.

Cancer Australia works with experts and people affected by cancer in developing approaches in national cancer control. Cancer Australia creates effective partnerships across the health system, including with health portfolio agencies and state and territory governments.

In particular, Cancer Australia works collaboratively with the Department of Health, which has policy responsibility for improving the detection, treatment and survival outcomes for people with cancer and oversight of cancer screening programs.

Cancer Australia administers the Australian Brain Cancer Mission (the Mission) on behalf of the Medical Research Future Fund (MRFF). The aim of the Mission is to double survival rates and improve the quality of life for people living with brain cancer to 2027, with the longer term aim of defeating brain cancer. All seven of the Mission's early and immediate priorities for implementation have either been implemented or are currently in progress. This includes: expanding Australian participation in clinical trials and international collaborations; undertaking an audit of national care standards, decision support and clinical pathways for patients; undertaking an analysis of Australian brain cancer platforms and technologies; and developing a research program to improve understanding of survivorship.

Further information on Cancer Australia's work in the context of the current environment is provided on pages 4 - 7.

4.0 Environment

Cancer Australia operates in a dynamic and complex environment with current and emerging challenges.

Globally and in Australia, cancer care expenditure is increasing. The cost drivers for cancer care include: advances in medical treatments, increases in life expectancy and increases in cancer incidence and chronic disease in the community.

In addition, Australia's growing and ageing population will continue to drive future increases in cancer incidence and health service utilisation.

Opportunities to address this challenging environment include strategically moving from volume to value based health care, using evidence to inform responses to complex cancer care problems, engaging with consumers and improving the patient experience.

Cancer Australia's Corporate Plan 2019-20 has been developed within the context of this evolving landscape for the reporting periods covered by this Plan (the financial years 2019-20, 2020-21, 2021-22 and 2022-23).

Key trends and future challenges identified in the operating environment, and how Cancer Australia intends to achieve its purpose, are captured below.

4.1 Strategic outlook over the forward years

In Australia, cancer is a national health priority. In 2019, it is estimated that one in two people are at risk of being diagnosed with cancer by the age of 85 years. More people are being diagnosed with cancer and the incidence is projected to increase by 4.6 per cent to approximately 151,000, by 2021.

In addition to an increase in the number of people diagnosed with cancer, more people are living longer after a cancer diagnosis, requiring on-going treatments, support and long-term follow-up care. Five-year relative survival rates for people diagnosed with cancer have increased from 50 per cent in 1986-90 to 69 per cent in 2011-15.

Key trends influencing the agency's activity include:

- ▶ increased cancer incidence and increasing survival rates
- ▶ advances in genomics research which facilitate the identification of genomic drivers of cancer and inform innovative applications of personalised, precision medicine
- ▶ Increased expenditure on health
- ▶ growth of data in oncology, and its use in influencing treatment options for the individual patient
- ▶ application of new and increasingly complex and costly medical advances
- ▶ ongoing disparities across population groups and tumour types in cancer distribution, outcomes and impact
- ▶ increased health professional, community and consumer expectations for access to timely, reliable, evidence-based information about cancer
- ▶ increased number of people affected by cancer seeking to be active participants in decision-making about their health.

In consideration of these key trends, Cancer Australia will:

- ▶ facilitate the development of sustainable and effective approaches to cancer care through identifying key appropriate and inappropriate oncology practices across the cancer continuum
- ▶ fund research in priority areas of cancer, including research in paediatric cancers of low survival, cancer prevention and health services research
- ▶ support national cooperative cancer clinical trials groups capacity to undertake clinical trials in Australia, including genomics-based clinical trials
- ▶ utilise the latest scientific research and data to inform national cancer control policy and clinical practice
- ▶ focus on populations which experience poorer health outcomes, particularly Aboriginal and Torres Strait Islander peoples and people living in rural and remote Australia

- ▶ drive nationally consistent cancer data collection and monitoring across the cancer control continuum, and
- ▶ promote cancer awareness to the community.

Sustained engagement and collaboration both nationally and internationally will continue to be central to Cancer Australia's success in minimising the impact of cancer.

Cancer Australia has an integrated and effective model of engagement and uses strategic collaboration as a key enabler to achieving outcomes. The organisational structures which contribute to the agency's successful engagement model include (but are not limited to):

- ▶ the Cancer Australia Advisory Council
- ▶ Strategic Advisory Groups including: the Australian Brain Cancer Mission Strategic Advisory Group, the Research and Data Advisory Group, the Intercollegiate Advisory Group, and the National Leadership Group on Aboriginal and Torres Strait Islander Cancer Control.

Cancer Australia will liaise between the wide range of groups and health care providers with an interest in cancer and will work across sectors in partnership with consumers, health professionals, professional colleges, researchers and research funding bodies, non-government organisations, other health portfolio agencies, and state and territory governments.

Cancer Australia will also liaise and work with international agencies such as the Union for International Cancer Control (UICC), National Cancer Institute (NCI), Cancer Research UK (CRUK) and the International Agency for Research on Cancer (IARC) to further drive improvements in cancer outcomes and care and optimise future investment in cancer control. Cancer Australia is an active member of the International Cancer Research Partnership which seeks to enhance global collaboration and coordination of research.

Cancer Australia will continue to leverage and maximise these collaborations to enable the agency to drive a shared agenda in cancer control, and foster engagement and collaboration across the health system. Cancer Australia will build on and develop new collaborations across public, private, and community sectors as required to improve cancer outcomes and enhance the patient experience. The following example highlights one of Cancer Australia's project collaborations which will continue in the forward years.

Optimal Care Pathway for Aboriginal and Torres Strait Islander People with cancer

Aboriginal and Torres Strait Islander people continue to experience inequitable disparities in cancer outcomes compared to their non-Indigenous counterparts.

Cancer Australia has partnered with the Victorian Department of Health and Human Services (DHHS), in collaboration with Cancer Council Victoria, to develop the Optimal Care Pathway for Aboriginal and Torres Strait Islander people with cancer (the OCP).

The OCP was launched in August 2018 and is the first national, population-based OCP to be developed in Australia. It provides clinicians and health administrators with guidance on an agreed national approach to optimal care for Aboriginal and Torres Strait Islander people with cancer. It also complements the best practice information provided in the existing tumour-specific OCPs to facilitate the delivery of consistent, safe, high-quality, culturally appropriate and evidence-based care.

To influence uptake of the OCP at a national level, Cancer Australia, in collaboration with states and territories, is leading the development of a nationally integrated and multifaceted strategy for implementation. The national strategy seeks to support early adoption and maximum reach of the OCP. It will target four audiences: health services (including primary health networks and local health districts), peak health professional organisations, clinicians and consumers.

5.0 Performance

Cancer Australia's purpose is to minimise the impact of cancer in Australia, address disparities and improve the health outcomes of people affected by cancer in Australia.

The following table provides the outlook for the financial years covered by this plan: 2019-20, 2020-21, 2021-22 and 2022-23.

Cancer Australia's performance management framework provides a means to ensure the alignment of efforts with the agency's purpose; monitor and analyse progress; and maintain strong links between performance reporting, planning and management.

Provide leadership in national cancer control and promote appropriate cancer care

Performance criteria		Reporting period 2019-20	Reporting period 2020-21	Reporting period 2021-22	Reporting period 2022-23
Research is translated into evidence-based information, policy and clinical practice	Performance Target	Evidence is advanced to drive policy change and clinical best practice on the most appropriate interventions across the continuum of cancer care	As per 2019-20	As per 2019-20	As per 2019-20
	Measurement	Publication of research evidence and guidance	As per 2019-20	As per 2019-20	As per 2019-20
Leadership in the development of innovative evidence-based models of cancer care	Performance Target	Innovative models of cancer care are developed and progressed	As per 2019-20	As per 2019-20	As per 2019-20
	Measurement	Initiatives undertaken to develop and progress models of cancer care	As per 2019-20	As per 2019-20	As per 2019-20
Priorities of the <i>National Aboriginal and Torres Strait Islander Cancer Framework</i> actioned through a shared effort	Performance Target	Opportunities identified and leveraged to action the priorities of the <i>National Aboriginal and Torres Strait Islander Cancer Framework</i>	As per 2019-20	As per 2019-20	As per 2019-20
	Measurement	Priority initiatives of the <i>National Aboriginal and Torres Strait Islander Cancer Framework</i> initiated, facilitated or promoted by Cancer Australia	As per 2019-20	As per 2019-20	As per 2019-20

Fund priority research and strengthen national data capacity

Performance criteria		Reporting period 2019-20	Reporting period 2020-21	Reporting period 2021-22	Reporting period 2022-23
Partner with organisations to maximise the Australian Government's investment in priority areas of cancer research	Performance Target	Priority cancer research is funded	As per 2019-20	As per 2019-20	As per 2019-20
	Measurement	Number of cancer research grants funded in priority areas	As per 2019-20	As per 2019-20	As per 2019-20
		Number of cancer research funding partnerships			
		Total funding awarded to priority cancer research			
Provide high quality cancer data to inform national cancer control	Performance Target	Publication of cancer data analyses and insights	As per 2019-20	As per 2019-20	As per 2019-20
	Measurement	Sociodemographic cancer control data published	Publication of linked data analyses	As per 2020-21	As per 2020-21

Promote cancer awareness and provide evidence-based information about cancer to the community

Performance criteria		Reporting period 2019-20	Reporting period 2020-21	Reporting period 2021-22	Reporting period 2022-23
Provide current evidence informed cancer information, resources and data to consumers, health professionals and community	Performance Target	Regularly review and update the Cancer Australia websites and social media platforms	As per 2019-20	As per 2019-20	As per 2019-20
	Measurement	Number of Cancer Australia resources available: 300	As per 2019-20	As per 2019-20	As per 2019-20
Greater engagement with Cancer Australia websites for consumers, health professionals and community	Performance Target	Increase number of visits to the Cancer Australia websites by 5%	As per 2019-20	As per 2019-20	As per 2019-20
	Measurement	Number of annual visits to Cancer Australia websites	As per 2019-20	As per 2019-20	As per 2019-20

6.0 Capability

6.1 Workforce planning

Cancer Australia aims to deliver on its purpose over the reporting periods covered by this Plan (the financial years 2019-20, 2020-21, 2021-22 and 2022-23) by providing leadership in national cancer control and promoting appropriate cancer care; funding priority research and strengthening national data capacity; promoting cancer awareness and providing information about cancer to the community.

Cancer Australia is a high-performing agency comprising staff with expertise in a range of areas including epidemiology, clinical practice, research analysis, data and systems analysis, population health, public health, public policy, health communication, accounting, and financial and project management. A high proportion of Cancer Australia staff hold Doctorates, Master degrees, and Bachelor degrees across a range of disciplines, which support the agency to deliver on its purpose.

Cancer Australia is committed to harnessing the diverse skills, experience and qualities of its staff. To ensure Cancer Australia continues to attract and retain highly qualified staff to deliver on its purpose, the agency will maintain its focus on the Australian Public Service (APS) values; its recruitment and retention strategy; provide support for ongoing learning and performance development; and maintain an innovative and positive workplace culture, underpinned by its values.

6.2 ICT capability

Cancer Australia's ICT strategy is designed to support the agency to meet its purpose over the reporting periods covered by this Plan to minimise the impact of cancer, address disparities, and improve the health outcomes of people affected by cancer in Australia by providing national leadership in cancer control. The key drivers for Cancer Australia's ICT strategy are:

Strategic: The need for consistent, accurate and timely management and compliance information, enabling enhanced decision making;

Customer Focus: The need to address the increasing demand from the public to access services and information via websites and social media;

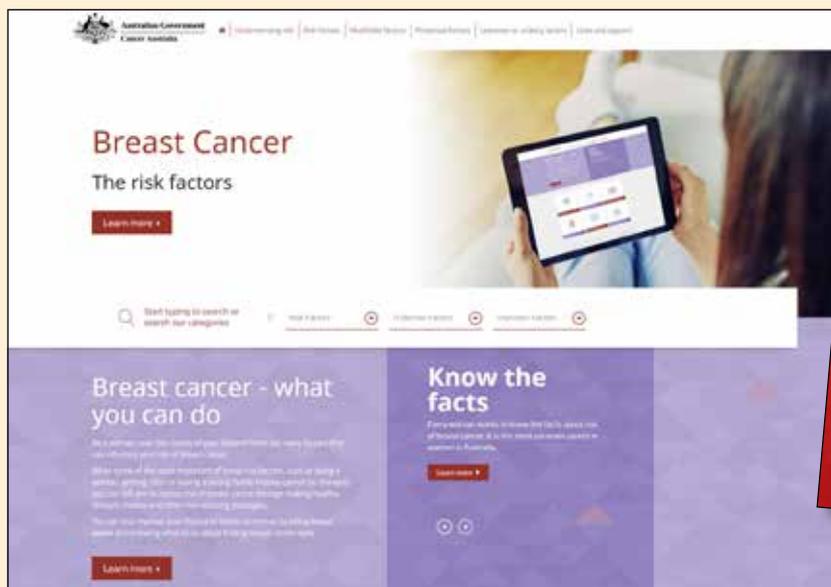
Information Management and Security: The need to ensure that data and information is collected and stored appropriately and is accessible, subject to effective controls; and

Innovation: The need to support new areas of work in the future which take advantage of innovative technologies and new ways of working.

Due to the integral role of technology in providing accessible information and raising community awareness about cancer, Cancer Australia seeks to continuously improve the functionality and user-friendliness of its website. Cancer Australia's website is a significant and important source of evidence-based cancer information and resources for health professionals and the community.

Cancer Australia's Breast Risk Factors website illustrates the role of ICT capability in providing accessible information and raising community awareness about cancer.

Breast Cancer Risk Factors website



In December 2018, Cancer Australia launched the Breast Cancer Risk Factors website providing easily-accessible, evidence-based information on 68 breast cancer risk factors, protective factors, modifiable factors and factors that are unproven or unlikely, on an accessible platform with interactive features.

The website communicates the message that almost one in four cases of breast cancer is potentially preventable. It helps women of all ages to know what they can do to reduce their risk of breast cancer, including through healthy lifestyle choices, and improving their chance of better outcomes by being breast aware and knowing what to do about finding breast cancer early.

The website information is based on a technical report available as a PDF on the website, *Risk factors for breast cancer: a review of the evidence 2018*, which identified the most up-to-date, quality evidence, including the magnitude of the key risk and protective factors for breast cancer.

The report has been tailored for presentation on Cancer Australia's Breast Cancer Risk Factors website, to support clear and consistent communication of breast cancer risk factor information to a variety of audiences, including women and health professionals. The development of the website was informed by focus testing of women and health professionals which provided important feedback about the content accessibility and interactivity of the website.

The website uses an infographic to communicate the risk estimates of factors with strong quality of evidence to influence the risk of breast cancer to the general community. This infographic sits as a PDF on the website and is a visual aid to present risk estimates for risk and protective factors for breast cancer or the magnitude of risk.

Cancer Australia explores opportunities to integrate new digital services and technology into the agency's program of work. The agency has commenced a Digital Transformation Compliance initiative to ensure the Cancer Australia platform meets with both domestic and international web standards as well as creating an optimal user experience through digital innovation and technological developments.

The agency uses Visual Optimiser to monitor the effectiveness of online campaigns and content and improve the user journey across the Cancer Australia online platform by supplying essential data regarding the user experience. This information is important in informing the development of targeted campaigns, extending the reach of Cancer Australia's digital information and enhancing the user experience.

The agency continues to work closely with the Department of Health on the cross promotion of key initiatives through the utilisation of the various digital platforms and communication methods such as animated videos and infographics. Cancer Australia has partnered with the Australian Institute of Health and Welfare to display cancer statistics on the most common cancer types by incidence on its websites.

Cancer Australia also continues to partner with HealthDirect which provides partner links to Cancer Australia's content on its website for consumers and health professionals and is working with the agency to maximise health promotion opportunities through Google metrics and link tracking.

7.0 Risk oversight and management

Managing risk is an integral part of the accountability requirements at all management levels within Cancer Australia. Cancer Australia's risk management system aims to safeguard Commonwealth interests, ensure the best use of its resources and aid the achievement of Cancer Australia's purpose.

Cancer Australia recognises risk management as a central element of good corporate governance, and a tool to assist in strategic and operational planning. Cancer Australia's Risk Management Process is an integral part of management consideration, embedded in its culture and practices and reflective of Cancer Australia's business processes.

Cancer Australia has developed an approach to risk management which is:

- ▶ structured and linked to business objectives
- ▶ integral to overarching governance, financial, assurance and compliance frameworks
- ▶ tailored to the needs of the entity and proportionate to its risk appetite and tolerance
- ▶ dynamic with a focus on continual improvement and maintaining better practice, and
- ▶ transparent with those accountable for the risks, and the responsibility for risk managed by those best able to do so.

This approach is documented in Cancer Australia's Risk Management Framework and Plan, which also reflects risk benchmarking undertaken by the agency.

The agency's approach to risk management is supported by an Audit Committee, comprised of at least two independent members. Collectively, Committee members have a broad range of skills and experience relevant to the operations of Cancer Australia, while at least one member has expertise in finance management with an understanding of auditing standards in a public sector environment.

Risk management is embedded in all business processes so that risk is managed across the agency at the enterprise, portfolio and project/functional levels. Risk management within Cancer Australia involves establishing and supporting an appropriate risk management culture and applying a systematic risk management process to all aspects of Cancer Australia's operations. The agency supports a risk management culture by providing appropriate training and development for managers and staff, and raising awareness of relevant policies at internal management and all staff forums.

Cancer Australia maintains a risk register which includes relevant strategic, financial and fraud risks, and those risks pertinent to portfolio areas. Regular review of the register through the application of risk matrices enables the agency to manage its risk accordingly.

People and culture capability is identified as a strategic risk. As a small, specialist agency in a competitive market environment, Cancer Australia is at risk of not meeting its purpose if it does not attract and retain people with the right capabilities. To mitigate this risk, Cancer Australia promotes and maintains a strong value-based culture, has developed a robust recruitment process using contemporary recruitment practices, actively manages staff performance and provides staff development opportunities.

Cancer Australia manages a number of programs on behalf of the government. Program delivery, including program planning, management, implementation and monitoring and reporting of deliverables and outcomes, is another example of a strategic risk identified by the agency. Any risk to program delivery impacts the ability of the agency to deliver on its program objectives. Cancer Australia has in place a robust business planning framework that provides a clear line of sight between the agency's purpose and the projects undertaken, a robust project oversight process that includes regular monitoring of progress against financial and deliverables milestones, and monthly, quarterly and annual reporting.

Cancer Australia develops and promulgates policies to support the Risk Management Framework and provides training to staff in fraud awareness, work, health and safety and other areas of risk.

As listed in Cancer Australia's risk register, "The development of the Cancer Australia Risk Management Framework has been completed with reference to, and in compliance with, AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines ("the Standard") and the Commonwealth Risk Management Policy and the Risk Management Better Practice Guide.