



Australian Government
Cancer Australia

Corporate Plan

2018-19

Cancer Australia Corporate Plan 2018-19 was prepared and produced by:

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1.0 Statement of preparation

I, Christine Giles, as the accountable authority of Cancer Australia, present the 2018-19 *Cancer Australia Corporate Plan*, which covers the period of 2018-19 to 2021-22, as required under paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

2.0 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
- ▶ funding priority research and strengthening national data capacity, and
- ▶ promoting cancer awareness and providing information about cancer to the community.

Cancer Australia is a specialist agency providing leadership in national cancer control across the continuum of care. Cancer Australia builds the evidence base to guide scientific improvements in cancer prevention, treatment and care; coordinates and liaises between the wide range of groups and health care providers with an interest in cancer; makes recommendations to the Australian Government about cancer policies and priorities and assists with the implementation of policies and programs in cancer control.

Cancer Australia oversees a dedicated budget for research into cancer which coordinates funding of priority-driven cancer research at the national level to reduce the impact of cancer on the community and improve health outcomes of people affected by cancer.

Cancer Australia works to address disparities in cancer incidence and outcomes, with a particular focus on Aboriginal and Torres Strait Islander peoples and people living in rural and remote Australia.

The agency provides information for people affected by cancer about their diagnosis and treatment to improve their health outcomes, and promotes cancer awareness to the community, which helps to minimise the impact of cancer through risk reduction and early detection.

Cancer Australia works to strengthen national data capacity by driving nationally consistent cancer data collection and monitoring across the cancer control continuum to improve our understanding of cancer and inform our efforts to achieve our purpose.

Importantly, Cancer Australia achieves its objectives by harnessing expertise, effective partnerships, and a collaborative model that fosters engagement across the health system.

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

Cancer Australia works with the Department of Health which has policy responsibility for improving the detection, treatment and survival outcomes for people with cancer. This includes oversight of cancer screening programs, such as the National Bowel Cancer Screening Program and the National Cervical Screening Program.

Further information on Cancer Australia's work in the context of the current environment is provided on pages 3-5.

3.0 Introduction

Cancer Australia is an agency of the Health portfolio. 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.

Within this remit, Cancer Australia is funded by the Australian Government to deliver work in specific cancer types; priority cancer research; clinical trial protocol development; cancer data improvements; and a grant initiative to support people with cancer.

Cancer Australia is responsible for implementation of the Australian Brain Cancer Mission, which aims to double survival rates and improve the quality of life of people living with brain cancer over the next ten years to 2027, with the longer term aim of defeating brain cancer.

Cancer Australia's total appropriation in 2018-19 is \$30.971 million. Over the four years (2018-19 to 2021-22) of this plan, it is anticipated that the total appropriation for Cancer Australia will remain relatively stable.

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.

4.0 Environment

Cancer Australia operates in a complex and evolving environment with current and emerging challenges. Australia's growing and ageing population will continue to drive future increases in cancer incidence and health service utilisation, while cancer care is becoming increasingly complex and costly, with the development of new treatments and technologies. Australia's increasing expenditure on health highlights the importance of priority-driven investment in cancer control to guide the optimal use of available resources and enable the health system to be responsive to these and future challenges.

Cancer Australia's Corporate Plan 2018-19 has been developed within the context of this changing landscape for the reporting periods covered by this Plan (the financial years 2018-19, 2019-20, 2020-21 and 2021-22). Some of these specific trends and future challenges, and how Cancer Australia intends to achieve its purpose are captured below.

Strategic outlook over the forward years

In Australia, cancer is a national health priority. In 2017, it was estimated that one in two people were 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 8.4 per cent to approximately 150,000, by 2020.

More people are living longer after a cancer diagnosis, requiring on-going treatments, support and long-term follow-up care. Five-year relative survival for people diagnosed with cancer has increased over time, from 49 per cent in 1985-89 to 69 per cent in 2010-14.

Key trends that influence organisational activity include:

- ▶ Ongoing disparities exist across population groups and tumour types in cancer distribution, outcomes and impact.
- ▶ Development and availability of increasingly new complex and costly cancer treatments.
- ▶ The identification of genomic drivers of cancer to inform innovative applications of precision medicine and allow for patients with cancer to benefit from enhanced diagnosis, tailored treatment options, and better quality of life.
- ▶ The growth of data in oncology, and its use in determining treatment options for the individual patient.
- ▶ Increased health professional, community and consumer expectations for accessible, reliable, evidence-based information about cancer.
- ▶ More people affected by cancer and the broader community seeking to be active participants in decision-making about their health.

In consideration of these trends and challenges on Cancer Australia's purpose to minimise the impact of cancer, address disparities, and improve the health outcomes of people affected by cancer in Australia, Cancer Australia will:

- ▶ Focus on populations which experience poorer health outcomes, particularly Aboriginal and Torres Strait Islander peoples and people living in rural and remote Australia.
- ▶ Fund research in priority areas of cancer, including research in paediatric cancers of low survival and clinical trials in brain cancer.
- ▶ Facilitate the development of sustainable and effective approaches to cancer care through identifying key appropriate and inappropriate oncology practices across the cancer continuum.
- ▶ 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.

- ▶ Drive nationally consistent cancer data collection and monitoring across the cancer control continuum.
- ▶ Provide information for people affected by cancer about their diagnosis and treatment.
- ▶ Promote cancer awareness to the community.

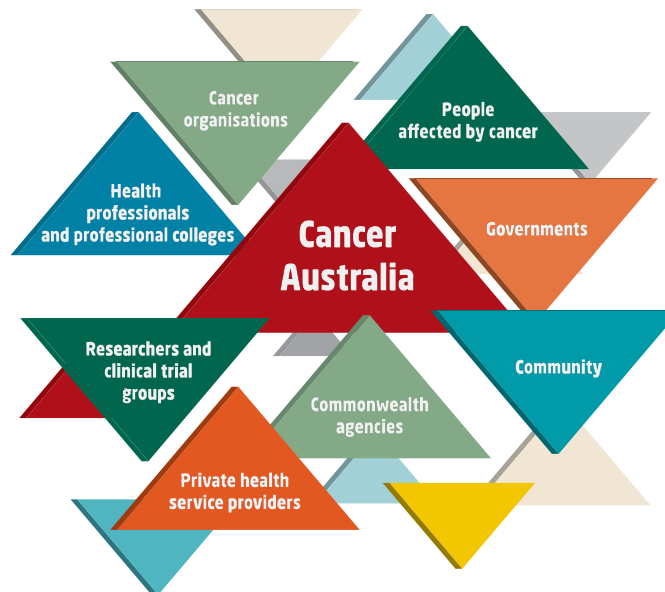
Central to Cancer Australia's success in minimising the impact of cancer will be sustained engagement and collaboration both nationally and internationally. Cancer Australia has an integrated and effective model of engagement and uses strategic collaboration as a key enabler to achieving outcomes.

The organisational structures which contribute to our 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,
- ▶ Tumour-specific advisory groups including: Breast Cancer Advisory Group, Gynaecological Cancer Advisory Group and Lung Cancer Advisory Group, and
- ▶ Steering groups and expert reference groups related to specific initiatives.

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.

The diagram below captures the breadth of Cancer Australia's stakeholder relations.



Cancer Australia will also liaise and work with international agencies such as the Union for International Cancer Control (UICC), World Cancer Research Fund (WCRF), 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 also a member of the International Cancer Research Partnership which seeks to enhance global collaboration and coordination of research.

These collaborations will continue to be leveraged and maximised by Cancer Australia 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. The example below highlights one of Cancer Australia's collaborations over the four years (2018-19 to 2021-22) of this plan:

Australian Brain Cancer Mission

Brain cancer is the sixth leading cause of cancer burden and has a high rate of morbidity and mortality. Of note, the young are disproportionately affected by brain cancer; it is the leading cause of cancer-related deaths for those under 25 years of age.

- ▶ The Australian Brain Cancer Mission seeks to double survival rates and improve quality of life of people living with brain cancer over the next 10 years to 2027, with the longer term aim of defeating brain cancer.
- ▶ Coordinated and managed by Cancer Australia, the Mission represents a partnership between the Australian Government, philanthropists, researchers and clinicians, patients and their families.
- ▶ The Australian Government will contribute up to \$55 million and seeks contributions from philanthropy, other governments, industry and the private sector.

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 tables provide the outlook for each of the financial years 2018-19, 2019-20, 2020-21 and 2021-22.

Cancer Australia's performance management framework provides a means to monitor and analyse progress; ensure alignment of our efforts with our purpose; and maintain strong links between performance reporting, planning and management. It also enables measurement of our progress towards the achievement of our main activities.

Outlook for 2018-19



| | How we will do it in 2018-19 | What we will achieve in 2018-19 (intended results) | How we will measure our achievement in 2018-19 (annual performance targets) |
|--|---|--|--|
| <p>Provide leadership in national cancer control and promote appropriate cancer care</p> | <p>Develop evidence-based advice on cancer control.</p> | <p>Research is translated into evidence-based information, policy and clinical practice to support policy makers and health professionals.</p> | <p>Through the publication of research evidence and guidance inform policy and clinical best practice.</p> |
| | <p>Lead a shared agenda for improvements in cancer outcomes for Aboriginal and Torres Strait Islander peoples as outlined in the National Aboriginal and Torres Strait Islander Cancer Framework.</p> | <p>Identify and leverage opportunities in agreed priority areas to improve cancer outcomes for Aboriginal and Torres Strait Islander peoples.</p> | <p>Advancement of a national dataset for reporting and monitoring on progress against the National Aboriginal and Torres Strait Islander Cancer Framework.</p> |
| | <p>Report and monitor trends in national cancer control indicators (NCCI).</p> | <p>National data on cancer control is available to inform health professionals, researchers, health policy and decision makers, and the community.</p> | <p>Report on annual usage of the NCCI website.</p> |

Outlook for 2018-19 contd.



| Fund priority research and strengthen national data capacity | How we will do it in 2018-19 | What we will achieve in 2018-19 (intended results) | How we will measure our achievement in 2018-19 (annual performance targets) |
|--|--|--|--|
| | Partner with non-government organisations to maximise Government investment in cancer research through the PdCCRS. | Priority cancer research is funded. | Minimum number of cancer research grants funded through the Priority-driven Collaborative Research Scheme: 20 |
| | Establish a contestable grant program to fund brain cancer research under the Australian Brain Cancer Mission. | New and expanded clinical trials and international collaborations are funded to improve outcomes and/or quality of life for Australians diagnosed with brain cancer. | Up to 2 new and/or expanded clinical trials are funded. |
| | Fast-track international collaborations for paediatric brain cancer research. | Funding to international collaborative clinical trials in paediatric brain cancer in Australia. | Up to 2 international collaborative clinical trials in paediatric brain cancer in Australia are funded. |
| | Report on cancer stage and diagnoses on the NCCI. | Report five-year survival by cancer stage for a range of cancers to inform policy and clinical decision makers. | National data on five-year survival by cancer stage reported for the top 5 adult and 16 paediatric cancer types. |

Outlook for 2018-19 contd.



| | How we will do it in 2018-19 | What we will achieve in 2018-19 (intended results) | How we will measure our achievement in 2018-19 (annual performance targets) |
|---|---|--|---|
| <p>Promote cancer awareness and provide information about cancer to the community</p> | <p>Promote evidence-based cancer information on the Cancer Australia websites, including the Children's Cancer website, and social media platforms.</p> | <p>Evidence-based cancer information, resources and data is available and accessible to consumers, health professionals and the community on the Cancer Australia websites and social media platforms.</p> | <p>Total number of Cancer Australia resources available to inform the community: 290</p> <p>Regularly review and update the Cancer Australia websites and social media platforms to ensure up-to-date, evidence informed cancer information, resources and data is available.</p> <p>Increase number of visits to the Cancer Australia online platform by 8%.</p> |
| | <p>Continue to involve and engage consumers in advisory groups and project activities to inform Cancer Australia's work.</p> | <p>Involvement and engagement of consumers in Cancer Australia advisory groups and project activities to inform our work and be responsive to consumer need.</p> | <p>Number of consumers involved in Cancer Australia advisory and project activities: 80</p> |

Outlook for 2019-20



| | How we will do it in 2019-20 | What we will achieve in 2019-20 (intended results) | How we will measure our achievement in 2019-20 (annual performance targets) |
|--|---|--|---|
| <p>Provide leadership in national cancer control and promote appropriate cancer care</p> | <p>Develop evidence-based advice on cancer control.</p> | <p>Research is translated into evidence-based information, policy and clinical practice to support policy makers and health professionals.</p> | <p>Through the publication of research evidence and guidance inform policy and clinical best practice.</p> |
| | <p>Lead a shared agenda for improvements in cancer outcomes for Aboriginal and Torres Strait Islander peoples as outlined in the National Aboriginal and Torres Strait Islander Cancer Framework.</p> | <p>Identify and leverage opportunities in agreed priority areas to improve cancer outcomes for Aboriginal and Torres Strait Islander peoples.</p> | <p>Reporting on indicators to monitor the progress in agreed priority areas of the National Aboriginal and Torres Strait Islander Cancer Framework.</p> |
| | <p>Report and monitor trends in national cancer control indicators (NCCI).</p> | <p>National data on cancer control is available to inform health professionals, researchers, health policy and decision makers, and the community.</p> | <p>Report on annual usage of the NCCI website.</p> |

Outlook for 2019-20 contd.



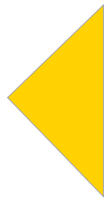
| Fund priority research and strengthen national data capacity | How we will do it in 2019-20 | What we will achieve in 2019-20 (intended results) | How we will measure our achievement in 2019-20 (annual performance targets) |
|--|--|--|---|
| | Partner with non-government organisations to maximise Government investment in cancer research through the PdCCRS. | Priority cancer research is funded. | Minimum number of cancer research grants funded through the Priority-driven Collaborative Research Scheme: 20 |
| | Establish a contestable grant program to fund brain cancer research under the Australian Brain Cancer Mission. | New and expanded clinical trials and international collaborations are funded to improve outcomes and/or quality of life for Australians diagnosed with brain cancer. | Up to 2 new and/or expanded clinical trials are funded. |
| | Fast-track international collaborations for paediatric brain cancer research. | Funding to international collaborative clinical trials in paediatric brain cancer in Australia. | Up to 2 international collaborative clinical trials in paediatric brain cancer in Australia are funded. |
| | Collaborate with Australian government and state/territory partners to facilitate linkage of cancer data. | Link population-level cancer data for the top 5 most common cancers. | Data linkage to inform national cancer control interventions. |

Outlook for 2019-20 contd.



| | How we will do it in 2019-20 | What we will achieve in 2019-20 (intended results) | How we will measure our achievement in 2019-20 (annual performance targets) |
|---|---|--|---|
| <p>Promote cancer awareness and provide information about cancer to the community</p> | <p>Promote evidence-based cancer information on the Cancer Australia websites, including the Children's Cancer website, and social media platforms.</p> | <p>Evidence-based cancer information, resources and data is available and accessible to consumers, health professionals and the community on the Cancer Australia websites and social media platforms.</p> | <p>Total number of Cancer Australia resources available to inform the community: 290</p> <p>Regularly review and update the Cancer Australia websites and social media platforms to ensure up-to-date, evidence informed cancer information, resources and data is available.</p> <p>Increase number of visits to the Cancer Australia online platform by 5%.</p> |
| | <p>Continue to involve and engage consumers in advisory groups and project activities to inform Cancer Australia's work.</p> | <p>Involvement and engagement of consumers in Cancer Australia advisory groups and project activities to inform our work and be responsive to consumer need.</p> | <p>Number of consumers involved in Cancer Australia advisory and project activities: 80</p> |

Outlook for 2020-21



| Provide leadership in national cancer control and promote appropriate cancer care | How we will do it in 2020-21 | What we will achieve in 2020-21 (intended results) | How we will measure our achievement in 2020-21 (annual performance targets) |
|---|--|---|--|
| | Develop evidence-based advice on cancer control. | Research is translated into evidence-based information, policy and clinical practice to support policy makers and health professionals. | Through the publication of research evidence and guidance inform policy and clinical best practice. |
| | Lead a shared agenda for improvements in cancer outcomes for Aboriginal and Torres Strait Islander peoples as outlined in the National Aboriginal and Torres Strait Islander Cancer Framework. | Identify and leverage opportunities in agreed priority areas to improve cancer outcomes for Aboriginal and Torres Strait Islander peoples. | Reporting on indicators to monitor the progress in agreed priority areas of the National Aboriginal and Torres Strait Islander Cancer Framework. |
| | Report and monitor trends in national cancer control indicators (NCCI). | National data on cancer control is available to inform health professionals, researchers, health policy and decision makers, and the community. | Report on annual usage of the NCCI website. |

Outlook for 2020-21 contd.



| | How we will do it in 2020-21 | What we will achieve in 2020-21 (intended results) | How we will measure our achievement in 2020-21 (annual performance targets) |
|--|--|---|--|
| <p>Fund priority research and strengthen national data capacity</p> | <p>Partner with non-government organisations to maximise Government investment in cancer research through the PdCCRS.</p> | <p>Priority cancer research is funded.</p> | <p>Minimum number of cancer research grants funded through the Priority-driven Collaborative Research Scheme: 20</p> |
| | <p>Establish a contestable grant program to fund brain cancer research under the Australian Brain Cancer Mission.</p> | <p>New and expanded clinical trials and international collaborations are funded to improve outcomes and/or quality of life for Australians diagnosed with brain cancer.</p> | <p>Up to 2 new and/or expanded clinical trials are funded.</p> |
| | <p>Fast-track international collaborations for paediatric brain cancer research.</p> | <p>Funding to international collaborative clinical trials in paediatric brain cancer in Australia.</p> | <p>Up to 2 international collaborative clinical trials in paediatric brain cancer in Australia are funded.</p> |
| | <p>Collaborate with international, Australian government and state/territory partners to develop an approach for the collection of cancer recurrence for select cancers.</p> | <p>Validation of a methodology for standardised cancer recurrence for up to two cancer types.</p> | <p>Methodology for standardised cancer recurrence developed.</p> |

Outlook for 2020-21 contd.



| | How we will do it in 2020-21 | What we will achieve in 2020-21 (intended results) | How we will measure our achievement in 2020-21 (annual performance targets) |
|---|---|--|---|
| <p>Promote cancer awareness and provide information about cancer to the community</p> | <p>Promote evidence-based cancer information on the Cancer Australia websites, including the Children's Cancer website, and social media platforms.</p> | <p>Evidence-based cancer information, resources and data is available and accessible to consumers, health professionals and the community on the Cancer Australia websites and social media platforms.</p> | <p>Total number of Cancer Australia resources available to inform the community: 290</p> <p>Regularly review and update the Cancer Australia websites and social media platforms to ensure up-to-date, evidence informed cancer information, resources and data is available.</p> <p>Increase number of visits to the Cancer Australia online platform by 5%.</p> |
| | <p>Continue to involve and engage consumers in advisory groups and project activities to inform Cancer Australia's work.</p> | <p>Involvement and engagement of consumers in Cancer Australia advisory groups and project activities to inform our work and be responsive to consumer need.</p> | <p>Number of consumers involved in Cancer Australia advisory and project activities: 80</p> |

Outlook for 2021-22



| | How we will do it in 2021-22 | What we will achieve in 2021-22 (intended results) | How we will measure our achievement in 2021-22 (annual performance targets) |
|--|---|--|---|
| <p>Provide leadership in national cancer control and promote appropriate cancer care</p> | <p>Develop evidence-based advice on cancer control.</p> | <p>Research is translated into evidence-based information, policy and clinical practice to support policy makers and health professionals.</p> | <p>Through the publication of research evidence and guidance inform policy and clinical best practice.</p> |
| | <p>Lead a shared agenda for improvements in cancer outcomes for Aboriginal and Torres Strait Islander peoples as outlined in the National Aboriginal and Torres Strait Islander Cancer Framework.</p> | <p>Identify and leverage opportunities to improve cancer outcomes for Aboriginal and Torres Strait Islander peoples.</p> | <p>Reporting on indicators to monitor the progress in agreed priority areas of the National Aboriginal and Torres Strait Islander Cancer Framework.</p> |
| | <p>Report and monitor trends in national cancer control indicators (NCCI).</p> | <p>National data on cancer control is available to inform health professionals, researchers, health policy and decision makers, and the community.</p> | <p>Report on annual usage of the NCCI website.</p> |

Outlook for 2021-22 contd.



| Fund priority research and strengthen national data capacity | How we will do it in 2021-22 | What we will achieve in 2021-22 (intended results) | How we will measure our achievement in 2021-22 (annual performance targets) |
|--|--|--|---|
| | Partner with non-government organisations to maximise Government investment in cancer research through the PdCCRS. | Priority cancer research is funded. | Minimum number of cancer research grants funded through the Priority-driven Collaborative Research Scheme: 20 |
| | Establish a contestable grant program to fund brain cancer research under the Australian Brain Cancer Mission. | New and expanded clinical trials and international collaborations are funded to improve outcomes and/or quality of life for Australians diagnosed with brain cancer. | Up to 2 new and/or expanded clinical trials are funded. |
| | Fast-track international collaborations for paediatric brain cancer research. | Funding to international collaborative clinical trials in paediatric brain cancer in Australia. | Up to 2 international collaborative clinical trials in paediatric brain cancer in Australia are funded. |
| | Collaborate with Australian government and state/territory partners to facilitate linkage of cancer data. | Strengthened national data capacity through the collection of national data on cancer stage and treatment for selected cancers. | High quality data informs directions of national cancer control through ongoing linkage in collaboration with stakeholders. |

Outlook for 2021-22 contd.



| | How we will do it in 2021-22 | What we will achieve in 2021-22 (intended results) | How we will measure our achievement in 2021-22 (annual performance targets) |
|---|---|--|---|
| <p>Promote cancer awareness and provide information about cancer to the community</p> | <p>Promote evidence-based cancer information on the Cancer Australia websites, including the Children's Cancer website, and social media platforms.</p> | <p>Evidence-based cancer information, resources and data is available and accessible to consumers, health professionals and the community on the Cancer Australia websites and social media platforms.</p> | <p>Total number of Cancer Australia resources available to inform the community: 290</p> <p>Regularly review and update the Cancer Australia websites and social media platforms to ensure up-to-date, evidence informed cancer information, resources and data is available.</p> <p>Increase number of visits to the Cancer Australia online platform by 5%.</p> |
| | <p>Continue to involve and engage consumers in advisory groups and project activities to inform Cancer Australia's work.</p> | <p>Involvement and engagement of consumers in Cancer Australia advisory groups and project activities to inform our work and be responsive to consumer need.</p> | <p>Number of consumers involved in Cancer Australia advisory and project activities: 80</p> |

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 2018-19, 2019-20, 2020-21 and 2021-22) by providing leadership in national cancer control and promoting appropriate cancer care; funding priority research and strengthening national data capacity; and 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. Additionally, a significant number of Cancer Australia staff hold Doctorates, Master degrees, and Bachelor degrees across a range of disciplines, which supports 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 its Values; its recruitment and retention strategy; provide support for ongoing learning and performance development; and maintain a positive workplace culture.

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 (the financial years 2018-19, 2019-20, 2020-21 and 2021-22) 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 improved 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, for example, enabling greater user capability and shared services environments.

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 National Cancer Control Indicators (NCCI) website illustrates the role of ICT capability in providing accessible information and raising community awareness about cancer.

National Cancer Control Indicators

In November 2017, Cancer Australia launched the National Cancer Control Indicators (NCCI) website. The NCCI comprises a set of cancer control indicators for reporting and monitoring national trends in key aspects of cancer control.

- ▶ A dynamic national resource, the NCCI is a unique, interactive cancer data website that enables regular reporting and monitoring of cancer control indicators on an ongoing basis.
- ▶ With data from 15 authoritative sources, including the Australian Institute of Health and Welfare and the Australian Bureau of Statistics, NCCI initially establishes 7 domains, 31 indicators and more than 160 different data charts. These can be filtered to provide users with more than 500 different findings, delivering a population based picture of cancer control in Australia.
- ▶ The website is designed for policymakers, governments, cancer organisations, researchers, health professionals and consumers and can be used to inform policy, clinical practice and health promotion initiatives.
- ▶ Users can choose the type and depth of information of interest to them, and to see visual representations of data on each indicator through interactive charts. Data can also be filtered by tumour type and by category, such as population group, gender, age, and socio economic status.

Cancer Australia explores opportunities to integrate new digital services and technology into the agency's program of work in order to monitor web content usage and better answer the varied and changing needs of our stakeholders.

Cancer Australia has introduced 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.

Additionally, Cancer Australia commissioned the development of customised analytical software to streamline web metrics across all its websites. These metrics are used to assess and report on interest in and usage of content on the Cancer Australia platform.

The agency works 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 continues to partner with HealthDirect, which provides partner links to Cancer Australia's content on its website for consumers and health professionals. Cancer Australia is working with HealthDirect 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; embedded in its culture and practices; and tailored to Cancer Australia's business processes.

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 for managers and staff, raising awareness of relevant policies and conducting induction processes.

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. Risk management is embedded into all business processes so that risk is managed across the agency at the enterprise, portfolio and project/functional levels.

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.

Cancer Australia over the reporting periods covered by this Plan (the financial years 2018-19, 2019-20, 2020-21, and 2021-22) faces a variety of risks, as mentioned above, from program risks to fraud and compliance risks.

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.
- ▶ Transparent with those accountable for the risks and the responsibility for risk managed by those best able to do so.

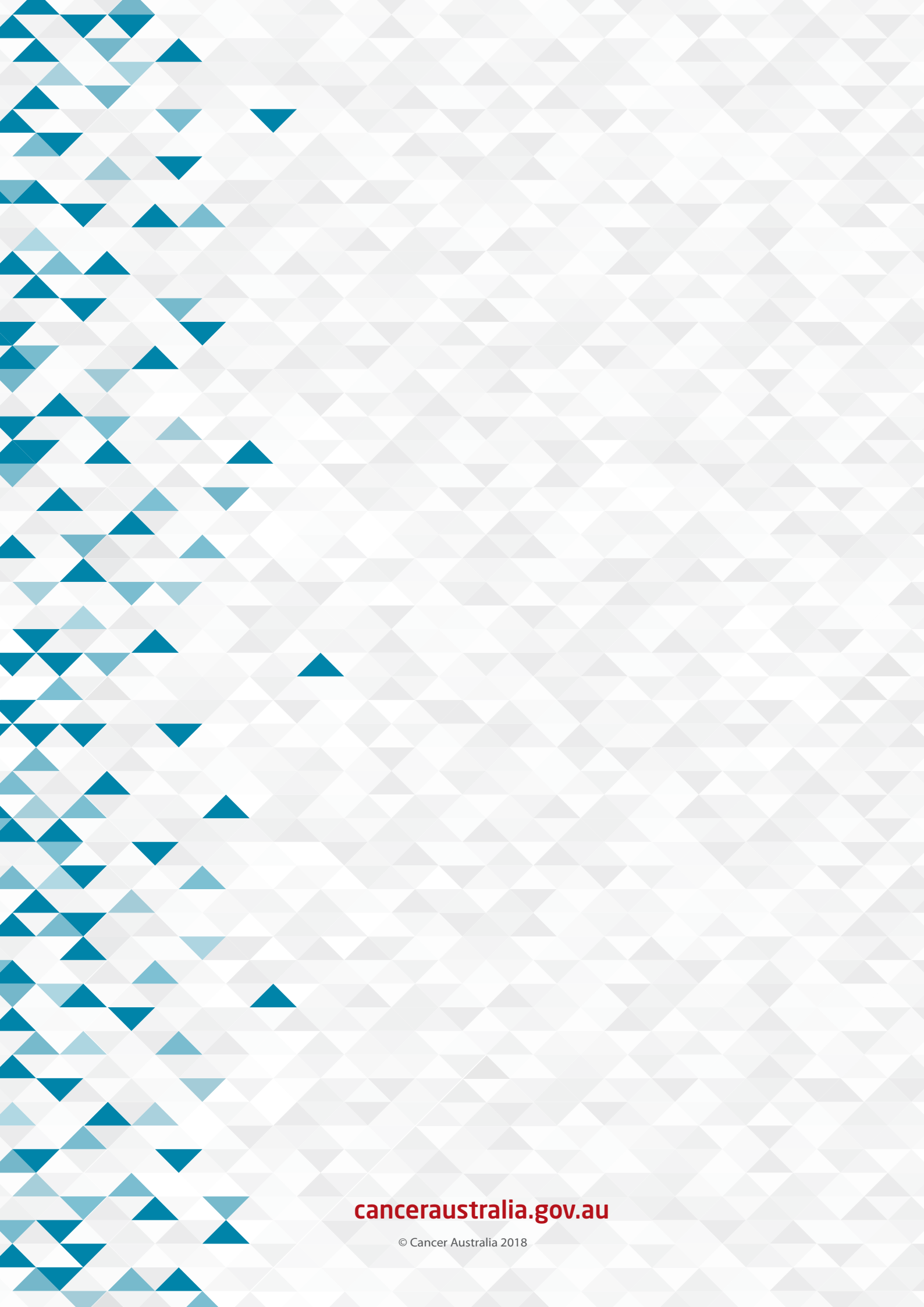
Cancer Australia's Risk Management Framework and Plan is a living document that is reviewed and updated regularly to adapt to changes within Cancer Australia and its environment.

Cancer Australia's Risk Management Framework has three key categories:

- ▶ Fraud and corruption control
- ▶ Workplace health and safety
- ▶ Business continuity and disaster recovery.

Cancer Australia develops and promulgates policies to support the Risk Management Framework in the above key areas.

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.



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