



Australian Government

Cancer Australia

2020-21  
CANCER AUSTRALIA  
CORPORATE PLAN

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## ***Statement of Acknowledgement***

We acknowledge the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

Cancer Australia acknowledges that there is no single Australian Aboriginal and Torres Strait Islander culture or group and that there are many diverse communities, language groups and kinships throughout Australia.





# 1.0 INTRODUCTION

## STATEMENT OF PREPARATION

I, Dorothy Keefe, as the Accountable Authority of Cancer Australia, present the 2020-21 Cancer Australia Corporate Plan, which covers the period 2020-21 to 2023-24, as required under paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Cancer Australia is a specialist agency within the Australian Government's Health portfolio, providing national leadership in cancer control across all cancers, for all Australians.

Cancer Australia is established under the *Cancer Australia Act 2006* and is a non-corporate Commonwealth entity under the PGPA Act. The agency is subject to the *Auditor-General Act 1997* and its staff are employees of the Australian Public Service under the *Public Service Act 1999*.

Cancer Australia's total appropriation in 2020-21 is estimated to be \$29.58 million. Over the four years of this plan (2020-21 to 2023-24), 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.

This Corporate Plan sets out the key activities, key cooperative relationships, performance measures and risk oversight and management strategies that Cancer Australia will pursue to achieve its purpose over the next four reporting periods from 2020-21 to 2023-24 in the context of its operating environment.

The Corporate Plan is closely aligned with the agency's Portfolio Budget Statement and other key documents that contribute to the planning and reporting of the agency.



## 2.0 PURPOSE, FUNCTION & KEY ACTIVITIES

CANCER AUSTRALIA'S PURPOSE ENCAPSULATES THE STRATEGIC OBJECTIVE THE AGENCY INTENDS TO PURSUE OVER THE PERIOD OF THE CORPORATE PLAN.

### **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.

Cancer Australia's functions are set out in the *Cancer Australia Act 2006*. These functions are listed below.

### **Our function**

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
- h) any functions that the Minister, by writing, directs Cancer Australia to perform.



Cancer Australia has four key activities that it pursues to achieve its purpose. These are detailed below.

**Our key activities**

- ▶ Provide national leadership in cancer control
- ▶ Develop and promote evidence-based best practice cancer care
- ▶ Provide consumer and health professional cancer information and resources
- ▶ Fund cancer research and strengthen national data capacity

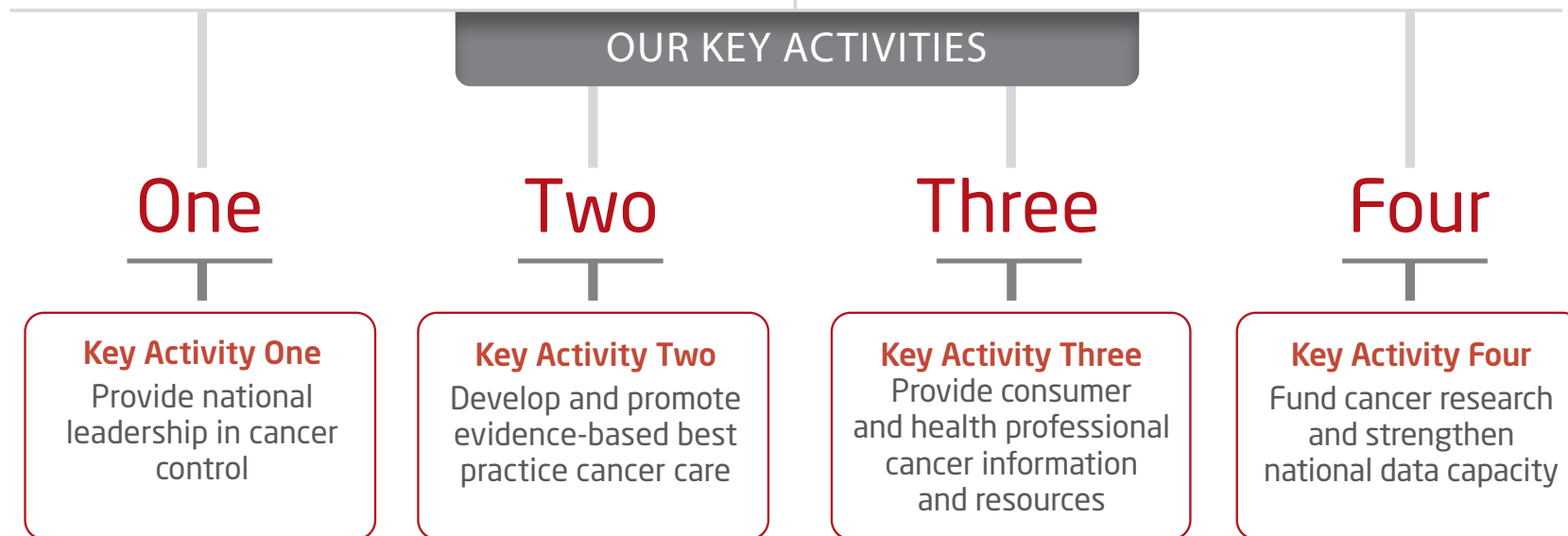
To measure the agency’s achievements against its purpose and key activities over the forward years, performance criteria and targets have been developed, the detail of which is provided on pages 16 - 18.

Figure 1: Cancer Australia’s purpose and key activities over the period of this plan (2020-21, 2021-22, 2022-23 and 2023-24)



## 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





## 3.0 OPERATING CONTEXT

THIS SECTION OF THE CORPORATE PLAN DESCRIBES HOW THE AGENCY WILL PURSUE ITS PURPOSE THROUGH ITS ENVIRONMENT, COOPERATIVE RELATIONSHIPS, KEY CAPABILITIES, AND RISK OVERSIGHT AND MANAGEMENT STRATEGIES OVER THE PERIOD 2020-21 TO 2023-24.

### 3.1 Environment

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

In 2020, it is estimated that 150,000 people will be diagnosed with cancer in Australia, and that one in two people are at risk of being diagnosed with cancer by the age of 85 years. Australia's growing and ageing population are expected to drive further increases in cancer incidence in coming years.

Australians experience among the highest cancer survival rates in the world with the five-year relative survival rate of cancer being 69.2 per cent in 2012-16.<sup>1</sup> Relative survival rates are anticipated to continue to increase due to improvements in diagnostic methods, earlier detection and advances in treatment. As survival for cancer overall continues to improve, an increasing proportion of the population will require ongoing treatments, support and long-term follow-up care.

However, despite having among the highest cancer survival rates in the world, ongoing disparities in incidence and outcomes across tumour types and population groups remain. Survival rates for brain cancer, lung cancer and pancreatic cancer remain low in Australia. Between 2012 – 2016, the five-year relative survival for brain cancer was 22.2%, the five-year relative survival for lung cancer was 18.6% and the five-year relative survival for pancreatic cancer was 10.7%, compared to 69.2% for all cancers combined.<sup>1</sup>

There has been a widening of the gap in the age-standardised cancer mortality rate for Indigenous and non-Indigenous Australians. Between 1998 and 2015 the mortality rate for all cancers combined for Aboriginal and Torres Strait Islander people increased from 195 to 246 per 100,000 whereas during the same period, the rate for non-Indigenous Australians decreased from 194 to 164 per 100,000.<sup>2</sup>

It is also noteworthy that cases of childhood cancer have risen in recent decades, with the overall incidence rate reported to have increased by 34% between 1983 and 2016.<sup>3</sup>

1. Australian Institute of Health and Welfare 2020. Cancer data in Australia. Cat. no. CAN 122. Canberra: AIHW. Accessed June 2020; <https://pp.aihw.gov.au/reports/cancer/cancer-data-in-australia>

2. Australian Institute of Health and Welfare 2018. Cancer in Aboriginal & Torres Strait Islander people of Australia. Accessed July 2020 from: [www.aihw.gov.au/reports/cancer/cancer-in-indigenous-australians/contents/](http://www.aihw.gov.au/reports/cancer/cancer-in-indigenous-australians/contents/)

3. Youlden DR. A summary of childhood cancer statistics in Australia, 1983 – 2016. Cancer Council Queensland: Brisbane, Australia; 2019.

These disparities have shaped and influenced the agency's priorities over the period of this Plan. In response to these disparities, Cancer Australia will:

- ▶ continue to prioritise leading a shared agenda to improve cancer outcomes for Aboriginal and Torres Strait Islander Australians;
- ▶ continue to administer and lead the Australian Brain Cancer Mission;
- ▶ conduct an enquiry into the prospects, process and delivery of a national lung cancer screening program in Australia;
- ▶ drive the development of a National Pancreatic Cancer Roadmap;
- ▶ continue to collaborate with key childhood cancer organisations to establish national research priorities and maximise investment in childhood cancer research;
- ▶ continue to fund and maximise investment in cancer research in areas of identified priority through the Priority-driven Collaborative Cancer Research Scheme; and
- ▶ continue to strengthen national data capacity to enhance data-driven policy and cancer control strategies.

It is imperative that Cancer Australia remains agile, strategic and collaborative in its approach. Providing national leadership; developing and promoting evidence-based best practice cancer care; providing consumer and health professional cancer information and resources; and funding cancer research and strengthening national data capacity will remain critical activities for the agency over the forward years.

## CASE STUDY 1

*The COVID-19 pandemic has had a major impact on many aspects of life, both within Australia and globally. The case study illustrates the Cancer Australia's capacity to effectively respond to emerging issues and challenges in its operating environment.*

### CANCER AUSTRALIA'S RESPONSE TO THE COVID-19 PANDEMIC

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Cancer Australia has undertaken a number of initiatives in response to the challenges to cancer care presented by the COVID-19 pandemic.

Cancer Australia developed an information hub on its website about cancer and COVID-19, to support access to evidence-based information and guidance for those affected by cancer, health professionals and researchers. The hub provides information and advice about mental wellbeing and specific information for adolescents and young adults; guidance for health professionals on cancer management during the COVID-19 pandemic; and research articles about cancer and COVID-19. The web portal also includes a dedicated section for Aboriginal and Torres Strait Islander people with cancer, entitled '*Cancer and COVID-19 – what it means for our Mob*'.

Cancer Australia released social media campaigns during the COVID-19 pandemic in response to a growing concern that fewer people were presenting to their doctors with cancer symptoms, resulting in delays in cancer diagnosis and treatment. The '*Cancer Won't Wait*' campaign encourages people to see their health professional with any new or persistent symptoms that may be due to cancer during the COVID-19 pandemic; the '*Act early for our Mob's health*' campaign encourages Aboriginal and Torres Strait Islander people to stay on top of their health and to seek medical advice if they have a change in their body that is worrying them; and a resource titled '*Investigating symptoms of lung cancer: a guide for all health professionals*' accompanied by a video, '*Not all coughs are COVID-19*' to assist health professionals in the identification and appropriate investigation and timely referral of patients with symptoms and signs that might be lung cancer.



## CASE STUDY 1 (CONT'D)

The pandemic presented challenges for Australia's health services and health professionals in the provision of care for patients with cancer during COVID-19. In response to this challenge, Cancer Australia developed a conceptual framework for optimal management of cancer which maximises patient outcomes, balancing the risk of exposure to, and harm from SARS-Cov-2 infection, against the benefits of treatment and the optimal use of health system resources - from prevention and early detection through to survivorship and end-of-life care. The '*Cancer care in the time of COVID-19; A conceptual framework for the management of cancer during a pandemic*' uses published data and guidance to explore system-wide approaches to cancer management during the COVID-19 pandemic. These approaches are in the context of various epidemiological scenarios of COVID-19 cases, across the cancer pathway, and in accordance with the principles of the *Optimal Care Pathways for people with cancer*.

As the initial acute phases of the pandemic passed and the recovery phases began, cancer care approaches which had changed during the pandemic were examined. Based on published research and in consultation with cancer control experts and consumers, Cancer Australia identified some changes to care which will be of long-term value in improving the quality and resilience of cancer care.

As the pandemic unfolded, Cancer Australia also explored opportunities to utilise data to understand the impact of COVID-19 on cancer diagnosis, management and outcomes.

### 3.2 Cooperation

Cancer Australia recognises that national cancer control requires partnership and coordination across sectors and groups to harness and leverage collaboration opportunities and reduce duplication. In providing leadership at the national level, Cancer Australia will continue to foster and maximise collaboration and coordination with stakeholders and engage nationally and internationally to deliver informed and effective cancer control, and ultimately better outcomes for people affected by cancer in Australia.

Cancer Australia has an integrated and effective model of engagement, with strategic collaboration as a key enabler to achieving the agency's outcomes. The organisational structures which contribute to the agency's successful engagement model include, but are not limited to, the Cancer Australia Advisory Council and the agency's strategic advisory groups, including: the Australian Brain Cancer Mission Strategic Advisory Group, the Research and Data Advisory Group, the Intercollegiate Advisory Group, and the Leadership Group on Aboriginal and Torres Strait Islander Cancer Control.

The agency works in close collaboration 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's collaborative approach is also evidenced in the agency's approach to funding cancer research. Through the Priority driven Collaborative Cancer Research Scheme, Cancer Australia partners with other organisations to maximise funding for priority cancer research in Australia. The Australian Brain Cancer Mission, administered by Cancer Australia on behalf of the Australian Government, also demonstrates a collaborative approach that encourages investment from funding partners and co-investors, establishing funding and co-funding arrangements to support the Mission's aim and activities.

Cancer Australia will continue to liaise with wide range of stakeholders with an interest in cancer and 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 continue to liaise and work with international agencies such as the International Agency for Research on Cancer (IARC). In 2020, Cancer Australia's CEO was invited to represent the Australian Government on IARC, a specialist agency of the World Health Organisation established to promote international collaboration in cancer research.

Cancer Australia will continue to foster engagement and collaboration across the health system to enable the agency to drive a shared agenda in cancer control. Cancer Australia will build on and develop collaborations across public, private, and community sectors as required to improve cancer outcomes and enhance the patient experience.

## CASE STUDY 2

*Cancer Australia's comprehensive and strategic model of engagement is well illustrated through its approach to conducting an enquiry into the prospects, process and delivery of a National Lung Cancer Screening Program in Australia.*

### **LUNG CANCER SCREENING ENQUIRY (LCSE)**

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In August 2019, the Minister for Health, the Hon Greg Hunt MP, invited Cancer Australia to conduct an enquiry into the prospects, process and delivery of a National Lung Cancer Screening Program in Australia.

Cancer Australia adopted an evidence-based approach to undertake the enquiry, underpinned by a multifaceted consultation and engagement process that included the facilitation of key stakeholder workshops, targeted consultations and the utilisation of an online public consultation hub.

During the initial stages of the enquiry, Cancer Australia held a Lung Cancer Screening Workshop to help inform its approach to this work. The workshop was attended by consumers, key opinion leaders, health providers, policy makers, expert advisors and representatives from peak cancer bodies and professional colleges. Workshop attendees raised considerations and provided input in relation to the approach to the prospects, process and delivery phases of the enquiry.

To facilitate broad public consultation and provide a mechanism for all sectors of the Australian community to provide input into the enquiry, a digital consultation hub was opened for the period December 2019 and February 2020. A variety of promotional strategies using a range of communications channels were utilised to promote public participation in the consultation hub. To support the engagement of Aboriginal and Torres Strait Islander Australians and Culturally and Linguistically Diverse (CALD) communities, Cancer Australia also undertook targeted communications and linguistically appropriate digital media and community engagement messaging to promote the consultation hub.

## *CASE STUDY 2 (CONT'D)*

To further support and facilitate the engagement of Aboriginal and Torres Strait Islander Australians in the enquiry, Cancer Australia consulted with the Leadership Group on Aboriginal and Torres Strait Islander Cancer Control and undertook targeted community focus groups with Aboriginal and Torres Strait Islander community members. During COVID-19, Cancer Australia utilised a combination of online consultation workshops, an online survey and telephone interviews for health professionals and interested community members to ensure that Aboriginal and Torres Strait Islander peoples and people in regional and remote areas were able to contribute their views to the enquiry.

Cancer Australia's consultative and cooperative approach also involved specialist targeted consultation to leverage the expertise of specialist individuals and organisations across all phases of the enquiry. This included consultation with clinical specialists, Cancer Australia's Lung Cancer Advisory Group (LCAG), Intercollegiate Advisory Group (ICAG) Leadership Group on Aboriginal and Torres Strait Islander Cancer Control, and Research and Data Advisory Group (RDAG).

### 3.3 Capability

Cancer Australia is a high-performing agency comprising staff with expertise in a range of areas including epidemiology, clinical practice, research, 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, Masters degrees, and Bachelor degrees across a range of disciplines, which support the agency to deliver on its purpose.

Cancer Australia builds its capability through workforce planning and investment in ICT infrastructure and technology.

#### *Workforce planning*

Cancer Australia is committed to harnessing the diverse skills, experience and qualities of its staff.

Cancer Australia will develop a workforce plan to enable the agency to proactively prepare for the workforce of the future. Strategies will be identified to support the agency to build capacity to meet changing business priorities, improve knowledge-sharing and retention, enhance management capability and enhance workforce skills and capability.

Cancer Australia will continue to identify ways of developing staff in accordance with the agency's learning and development and recruitment and attraction strategies.

Cancer Australia's values of People, Integrity, Passion, Innovation, Excellence and Courage help to guide staff in their work and promote a positive workplace environment and attitude. These values complement the Australian Public Service (APS) values of Impartial, Committed to service, Accountable, Respectful and Ethical.

#### *ICT infrastructure and technology*

Cancer Australia actively seeks and explores ways in which its ICT infrastructure and technology may be updated and improved to enhance the efficiency and capability of its operational and corporate systems. The agency's ICT strategy is aligned with the Corporate Plan, internal business plans and whole of government strategies while at the same time leveraging advances within the wider technology environment.

#### **ICT strategy**

Cancer Australia's ICT strategy is designed to support the agency in meeting its purpose over the reporting periods covered by this Plan. Cancer Australia's ICT strategy is informed by the following principles:

**Business value:** Focus on creating, building and maintaining business value for the agency by prioritising, defining and selecting technology services.

**Leverage data and information:** Making information, regardless of source, easy to discover and accessible.

**Prepare for disruption:** Selecting and designing ICT with the understanding that the functions they support could be reengineered, removed or relocated at any time.

**Deliver efficiently:** Delivering better, more innovative and intuitive technology faster and cheaper than ever before.

**Align to whole of government strategies:** Aligning to whole of government strategies that exist across a range of ICT functions and services.



### **Cancer Australia's website and digital resources**

Cancer Australia's website is a significant and trusted national source of evidence-based cancer information and resources for health professionals and the community. Cancer Australia's website includes a resource library containing resources on a wide range of topics, which are available to download free of charge, providing a central source of knowledge that facilitates access to evidence-based information, resources, data and research for a variety of audiences. 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.

Cancer Australia seeks to continuously improve the functionality and user-experience of its website to take advantage of the integral role that digital technology affords the agency in providing easily accessible information about cancer.

Cancer Australia has undertaken a transformation of the look and feel of Cancer Australia's online platform to a more contemporary, user-friendly, easily navigable and engaging design that enhances the user experience.

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 also collaborates with the Australian Institute of Health and Welfare and the Australian Bureau of Statistics to display cancer statistics on the most common cancer types by incidence on its website.

Cancer Australia will continue to update, enhance and upgrade its website to include new cancer data, evidence-based information and other cancer related information for the Australian community. Cancer Australia will also undertake a review of evidence-based website content, in conjunction with usability testing and site review analysis. This will provide actionable insights and recommendations to improve the accessibility, navigation and functionality of the Cancer Australia website.

### **3.4 Risk oversight and management**

Cancer Australia's risk management framework facilitates a culture that promotes an open and proactive approach to managing risks. The agency's system of risk oversight, management and internal controls is in accordance with section 16 of the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Policy.

Cancer Australia recognises risk management as a central element of good corporate governance and a critical element in strategic and operational planning. Managing risk is an integral part of the accountability requirements for all management levels within the agency.

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's approach to risk management is:

- ▶ structured and linked to business objectives;
- ▶ integral to strategic and operational planning, including 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 identified, and the responsibility for risk managed by those best able to do so.

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

Through business planning and review processes, our Executive Leadership Team provides support to the Chief Executive Officer in the strategic management of the agency's risks, including shared risk. Our Executive Leadership Team also monitors and reports on risk to the Audit Committee. The Audit Committee provides independent advice and assistance to the Chief Executive Officer on the agency's risk control, compliance framework and its external accountability responsibilities.

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.

During the COVID-19 pandemic, Cancer Australia implemented various internal strategies and robust mechanisms to build the agency's ICT and workforce capability to enable and support working from home arrangements for staff. Cancer Australia increased its ICT capability to include the accessibility of applications for online use, working in the cloud environment and participating in meetings via videoconferencing. Whilst compliant with the National COVID-19 Safe Workplace Principles and Work Safe Australia's guidelines, Cancer Australia showed leadership in being proactive and an early adopter of working from home arrangements for its staff.

All staff were provided with online training sessions for applications including Office 365 (including Microsoft applications), Zoom and Microsoft Teams videoconferencing. In addition, the agency arranged for staff to be provided with a range of online professional development opportunities aligned with the training needs identified in their performance development plans through accredited training providers.

### ***Key risks and mitigation strategies***

Engaging with strategic risks is fundamental to the agency's approach to achieving outcomes. Cancer Australia maintains an Enterprise Risk Register where it identifies the agency's strategic, financial and fraud risks, and risks pertinent to portfolio areas. These risks, and in particular the strategic risks, are interrelated and aligned with the agency's purpose and functions.

Regular review of the register through the application of risk matrices enables the agency to manage risks appropriately.

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 values-based culture, has developed a robust recruitment process using contemporary recruitment practices, actively manages staff performance and provides staff development opportunities.

Program delivery is another strategic risk identified by the agency. Any risk to program delivery, including program planning, management, implementation and monitoring and reporting of deliverables and outcomes, 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.

The Australian Public Service wide initiatives require that Cancer Australia continuously considers 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 which aim to safeguard Commonwealth interests, ensure the best use of its resources and aid the achievement of Cancer Australia's purpose.



# 4.0 PERFORMANCE

TO MEASURE THE AGENCY'S ACHIEVEMENTS AGAINST ITS PURPOSE AND KEY ACTIVITIES OVER THE FORWARD YEARS (2020-21 TO 2023-24), PERFORMANCE CRITERIA AND TARGETS HAVE BEEN DEVELOPED.

Cancer Australia regularly reviews and assesses its performance and employs robust internal processes to monitor progress and ensure alignment of effort with the agency's purpose.

The following tables provide performance information about Cancer Australia's performance criteria, targets and measurements for the financial years covered by this Plan. The performance information is aligned with the performance criteria and targets reported in the agency's Portfolio Budget Statements.

# KEY ACTIVITY ONE

## PROVIDE NATIONAL LEADERSHIP IN CANCER CONTROL

Performance criteria		Reporting period 2020-21	Reporting period 2021-22	Reporting period 2022-23	Reporting period 2023-24
Conduct an enquiry, as requested by the Minister for Health, into the prospects, process and delivery of a national lung cancer screening program in Australia	<b>Performance Target</b>	Complete enquiry into the prospects, process and delivery of a national lung cancer screening program in Australia by October 2020	N/A	N/A	N/A
	<b>Measurement</b>	Report on the enquiry into the prospects, process and delivery of a national lung cancer screening program in Australia provided to the Minister for Health	N/A	N/A	N/A
Drive the implementation of the Australian Brain Cancer Mission to improve outcomes for Australians diagnosed with brain cancer	<b>Performance Target</b>	Implementation of the Australian Brain Cancer Mission's national initiatives	As per 2020-21	As per 2020-21	As per 2020-21
	<b>Measurement</b>	National initiatives in brain cancer advanced or delivered under the Australian Brain Cancer Mission	As per 2020-21	As per 2020-21	As per 2020-21
Lead the development of a National Pancreatic Cancer Roadmap, as requested by the Minister for Health, to improve outcomes and survival for people with pancreatic cancer	<b>Performance Target</b>	Design and progress an approach to the development of a National Pancreatic Cancer Roadmap that leverages the efforts and expertise of the non-government sector	Complete development of National Pancreatic Cancer Roadmap	N/A	N/A
	<b>Measurement</b>	Strategies undertaken to engage and progress the development of a National Pancreatic Cancer Roadmap	National Pancreatic Cancer Roadmap provided to the Minister for Health	N/A	N/A
Lead a shared agenda to improve cancer outcomes for Aboriginal and Torres Strait Islander Australians	<b>Performance Target</b>	Progress priority initiatives in collaboration with key stakeholders	As per 2020-21	As per 2020-21	As per 2020-21
	<b>Measurement</b>	Initiatives under the <i>National Aboriginal and Torres Strait Islander Cancer Framework</i> progressed, facilitated or promoted by Cancer Australia	As per 2020-21	As per 2020-21	As per 2020-21
Administered program implemented efficiently	<b>Performance Target</b>	Administered program implemented on time and within budget (target 95%)	As per 2020-21	As per 2020-21	As per 2020-21
	<b>Measurement</b>	Proportion of total administered budget expended by 30 June	As per 2020-21	As per 2020-21	As per 2020-21



## KEY ACTIVITY TWO

### DEVELOP AND PROMOTE EVIDENCE-BASED BEST PRACTICE CANCER CARE

Performance criteria		Reporting period 2020-21	Reporting period 2021-22	Reporting period 2022-23	Reporting period 2023-24
Lead the development, dissemination and implementation of evidence-based models of cancer care to support improved patient outcomes and safe and sustainable clinical practice	<b>Performance Target</b>	Evidence-based models of shared follow-up and survivorship care promoted, disseminated and/or implemented	As per 2020-21	As per 2020-21	As per 2020-21
	<b>Measurement</b>	Initiatives undertaken to promote, disseminate and/or implement models of shared follow-up and survivorship care	As per 2020-21	As per 2020-21	As per 2020-21
Analyse, interpret and translate evidence to inform best practice cancer care	<b>Performance Target</b>	Research translated into evidence-based information, to assist and inform policy and clinical practice	As per 2020-21	As per 2020-21	As per 2020-21
	<b>Measurement</b>	New research evidence and guidance published	As per 2020-21	As per 2020-21	As per 2020-21

## KEY ACTIVITY THREE

### PROVIDE CONSUMER AND HEALTH PROFESSIONAL CANCER INFORMATION AND RESOURCES

Performance criteria		Reporting period 2020-21	Reporting period 2021-22	Reporting period 2022-23	Reporting period 2023-24
Provide evidence-based cancer information, resources and data to cancer consumers, health professionals and the community	<b>Performance Target</b>	> 350 resources available on the Cancer Australia website	> 355 resources available on the Cancer Australia website	> 360 resources available on the Cancer Australia website	> 365 resources available on the Cancer Australia website
	<b>Measurement</b>	Number of resources available on Cancer Australia's website	As per 2020-21	As per 2020-21	As per 2020-21

# KEY ACTIVITY FOUR

## FUND CANCER RESEARCH AND STRENGTHEN NATIONAL DATA CAPACITY

Performance criteria		Reporting period 2020-21	Reporting period 2021-22	Reporting period 2022-23	Reporting period 2023-24
Fund priority cancer research through the Priority-driven Collaborative Cancer Research Scheme (PdCCRS)	<b>Performance Target</b>	Award $\geq 9$ cancer research grants in areas of identified priority	As per 2020-21	As per 2020-21	As per 2020-21
	<b>Measurement</b>	Number of cancer research grants funded in priority areas	As per 2020-21	As per 2020-21	As per 2020-21
Provide funding to brain cancer clinical trials through the Australian Brain Cancer Mission in partnership with the Department of Health and Medical Research Future Fund (MRFF)	<b>Performance Target</b>	Fund up to two new and/or expanded brain cancer clinical trials	As per 2020-21	As per 2020-21	As per 2020-21
	<b>Measurement</b>	Number of brain cancer clinical trials funded	As per 2020-21	As per 2020-21	As per 2020-21
Support Australia's national Multi-site Collaborative Cancer Clinical Trials Groups (CTGs)	<b>Performance Target</b>	Fund 14 CTGs through the Supporting Cancer Clinical Trials program	N/A	N/A	N/A
	<b>Measurement</b>	Number of CTGs supported through the Supporting Cancer Clinical Trials program	N/A	N/A	N/A
Provide high quality cancer data to inform national cancer control	<b>Performance Target</b>	Publication of data analyses and insights on the National Cancer Control Indicators (NCCI) website	As per 2020-21	As per 2020-21	As per 2020-21
	<b>Measurement</b>	New data analyses published	As per 2020-21	As per 2020-21	As per 2020-21

[canceraustralia.gov.au](https://canceraustralia.gov.au)