

2022-23

CANCER AUSTRALIA CORPORATE PLAN



Australian Government

Cancer Australia

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Statement of Acknowledgement

Cancer Australia acknowledges the traditional owners and custodians of country throughout Australia, and their continuing connection to land, waters and community. We pay our respects to them, their cultures, and the elders past and present, and to emerging leaders.

We recognise the continuous living culture of Aboriginal and Torres Strait Islander peoples—their diverse languages, customs and traditions, knowledge and systems—and the deep relationship and responsibility to country as integral to their identity and culture.





1.0 INTRODUCTION

STATEMENT OF PREPARATION

I, Dorothy Keefe, as the Accountable Authority of Cancer Australia, present the **2022-23 Cancer Australia Corporate Plan**, which covers the period 2022-23 to 2025-26, 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 and Aged Care portfolio, providing national leadership in cancer control across all cancers, for all Australians.

Cancer Australia was 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 2022-23 is estimated to be \$29.948 million, excluding retained revenue receipts. Over the four years of this Corporate Plan (2022-23 to 2025-26), it is anticipated that the core 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 2022–23 to 2025–26 in the context of its operating environment.

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



2.0 PURPOSE, FUNCTION & KEY ACTIVITIES

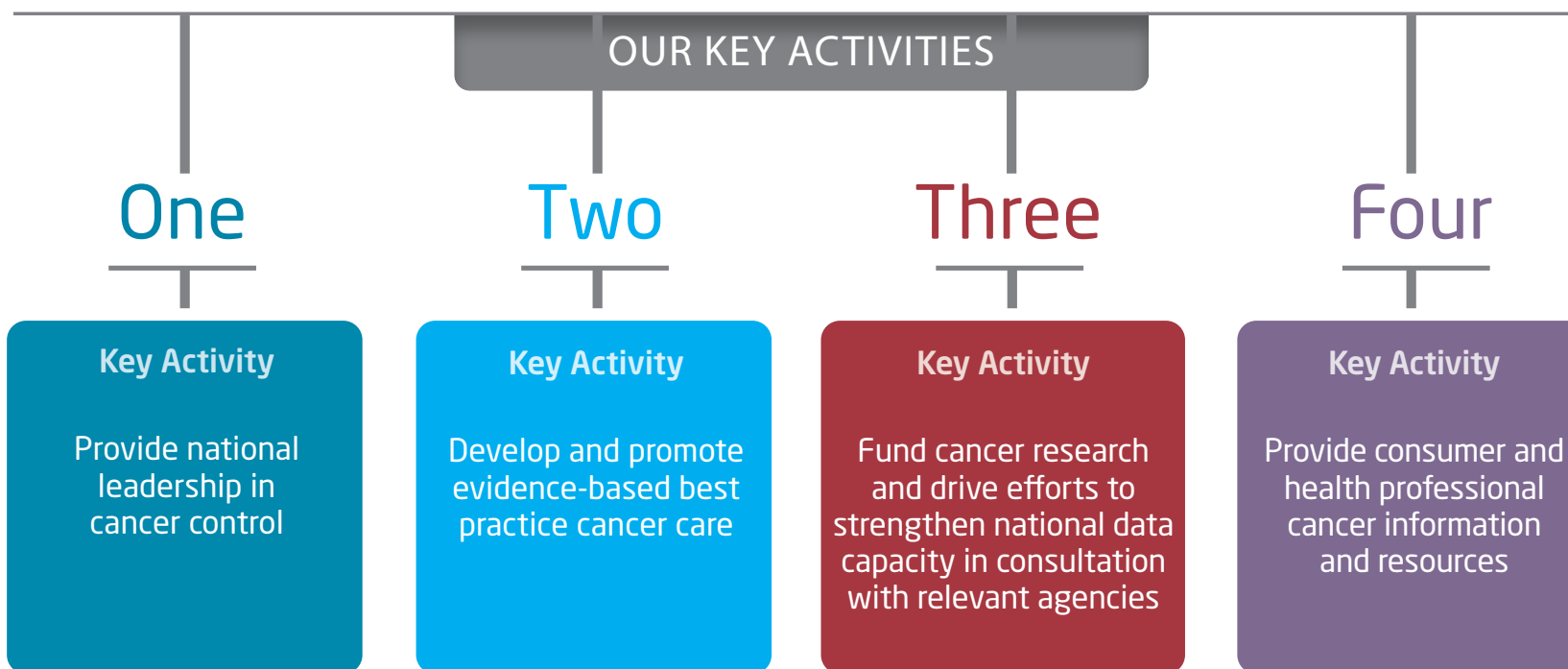
OUR PURPOSE

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





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 MANAGEMENT AND STRATEGIES OVER THE PERIOD 2022-23 TO 2025-26

3.1 Environment

Cancer has a significant impact on the lives of many Australians, their families and communities with cancer being the leading cause of death and largest contributor to disease burden in Australia.^{1,2}

In 2022, it is estimated that 162,163 people will be diagnosed with cancer in Australia.³

Australians diagnosed with cancer experience some of the highest cancer survival rates in the world with the five-year relative survival rate for cancer being 70.1 per cent in 2014-18.³ 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 treatment, support and long-term follow-up care.

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 2014 and 2018, the five-year relative survival for brain cancer was 22.8%, lung cancer was 21.6% and pancreatic cancer was 12.2%, compared to 70.1% for all cancers combined.³

1 Australian Bureau of Statistics 2021. Causes of death, Australia. Accessed 29 June 2022

2 Australian Institute of Health and Welfare 2022. Australian Burden of Disease Study 2018: Interactive data on disease burden. AIHW, Australian Government. Accessed 29 June 2022

3 Australian Institute of Health and Welfare 2022. Cancer data in Australia. Cat. no. CAN 122. Canberra: AIHW. Accessed: July 2022; <https://www.aihw.gov.au/reports/cancer/cancer-data-in-australia/contents/summary>

Aboriginal and Torres Strait Islander people, people in socioeconomically disadvantaged areas, and people living in regional and remote Australia continue to experience poorer cancer outcomes. For example:

- ▶ Aboriginal and Torres Strait Islander people have a higher rate of cancer diagnosis and are approximately 40% (1.4 times) more likely to die from cancer than non-Indigenous Australians. The gap in cancer incidence and mortality rates between Indigenous and non-Indigenous Australians is widening.^{4,5}
- ▶ Cancer mortality rates tend to increase with increasing geographical remoteness.⁴
- ▶ Australians living in socioeconomically disadvantaged areas experience higher cancer incidence and mortality rates than those residing in more socioeconomically advantaged areas.⁴

In view of these disparities and the evolving cancer control landscape in which Cancer Australia operates, the agency will:

- ▶ lead development of an Australian Cancer Plan
- ▶ lead a shared agenda to improve cancer outcomes for Aboriginal and Torres Strait Islander people
- ▶ interpret evidence to inform development and implementation of policies and programs in cancer control
- ▶ fund cancer research in areas of identified priority
- ▶ support industry independent cancer clinical trials groups
- ▶ drive efforts to strengthen national data capacity
- ▶ provide evidence-based information and resources for consumers, health professionals and the community.

It is critically important 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.

3.2 Cooperation

Cancer Australia works collaboratively across the entire cancer control ecosystem, with Australians affected by cancer, health professionals, researchers, policy makers and service providers. The agency is a respected thought leader in the sector and is uniquely positioned to provide robust, world-leading advice to the Australian Government on cancer policy priorities.

Cancer Australia works closely with Aboriginal and Torres Strait Islander people to co-design improved cancer outcomes for Aboriginal and Torres Strait Islander people. It fulfills its statutory obligations to fund cancer research by building research capability and addressing emerging priorities for cancer research and data. Cancer Australia lends its expertise to inform international cancer control activity.

Cancer Australia uses its position as a trusted collaborator to facilitate a unity of purpose across the sector in setting priorities for action for cancer control in Australia.

Cancer Australia leverages its stakeholder relationships to cost-effectively harness the most eminent advice on any cancer issue at short notice.

⁴ Australian Institute of Health and Welfare 2021. Cancer in Australia 2021. Cancer series no. 133. Cat. no. CAN 144. Canberra: AIHW.
⁵ Australian Institute of Health and Welfare 2018. Cancer in Aboriginal & Torres Strait Islander people of Australia. Cat. no. CAN 109. Canberra: AIHW. Accessed: July 2022; <https://www.aihw.gov.au/reports/cancer/cancer-in-indigenous-australians/contents/summary>

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 continues to place great value in creating a more productive and inclusive workplace. The agency supports a flexible work environment, with continued investment in ICT systems and technology to support staff.

Workforce planning

Cancer Australia is committed to harnessing the diverse skills, experience and expertise of its staff. The agency's values of People, Integrity, Passion, Innovation, Excellence and Courage guide staff in their work and promote a positive workplace environment. These values complement the Australian Public Service (APS) values of Impartial, Committed to service, Accountable, Respectful and Ethical.

Cancer Australia will continue to strengthen its workforce capacity by providing targeted learning and development programs and enhancing performance feedback.

Cancer Australia has appropriate working arrangements for staff in response to COVID-19 safe working practices.

Information Communication Technology

Cancer Australia actively updates and improves its ICT infrastructure and technology to enhance the efficiency and capability of the agency.

The agency's ICT strategy is aligned with the Corporate Plan, internal business plans and whole of government strategies. It also leverages advances within the wider technology environment.

Cancer Australia continues to utilise secure cloud services to support agile working, improve user experience, and develop reliable services.

Cancer Australia's website and digital resources

Cancer Australia's website is a trusted national source of evidence-based cancer information and resources for health professionals and the community. Cancer Australia's website hosts a wide range of information, including cancer types, statistics, where to find support, research and data, clinical best practice, cancer prevention and a dedicated section about COVID-19 for people affected by cancer. The 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.

Cancer Australia hosts the National Pancreatic Cancer Roadmap to improve outcomes and survival for Australians affected by pancreatic cancer. The online and interactive Roadmap, developed collaboratively, including broad and targeted stakeholder engagement and an expert steering group, identifies 33 key priority areas and 60 strategies for collective action over the next five years to 2027, across the continuum of pancreatic cancer care, and sets a shared agenda to drive improvements in pancreatic care, experience and outcomes.

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. 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 works closely with key stakeholders, including the Department of Health and Aged Care 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 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.

In 2022-2023 Cancer Australia will release Our Mob and Cancer, a dedicated website about cancer for Aboriginal and Torres Strait people. The website, co-designed and co-developed from commencement to completion in collaboration with Indigenous advisors and stakeholders, will provide a central hub of evidence-based, culturally appropriate and culturally safe information, resources, awareness messaging, videos and guidance about cancer for Aboriginal and Torres Strait Islander people and the health professionals who care for them.

3.4 Risk management

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 risk management system aligns with section 16 of the PGPA Act 2013 and the Commonwealth Risk Management Policy.

The agency's approach to risk management is documented in Cancer Australia's Risk Management Framework and Plan. 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.

Our Executive Leadership Team provides support to the Chief Executive Officer in the strategic management of the agency's risks, through business planning and review processes. The Audit and Risk 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. Cancer Australia's risk management framework facilitates a culture that promotes an open and proactive approach to managing risks to all aspects of Cancer Australia's operations.

Key risks and mitigation strategies

Cancer Australia maintains an Enterprise Risk Register where it identifies the agency's strategic, financial and fraud risks, and other risks.

Some of the key risks for the agency include:

- ▶ **Non-compliance with the Commonwealth legislative framework, PGPA Act and Public Service Act** - Cancer Australia is required to comply with a wide range of legislation and reporting requirements. However, the volume and timing of reporting requirements can pose non-compliance risks for a very small agency with limited staff. Non-compliance risks are mitigated through a variety of controls including, but not limited to:
 - compliance reviews scheduled to align with reporting obligations;

- rotating internal audits of compliance;
- staff inductions and structured and regular staff training in compliance;
- ownership of compliance processes and procedures clearly located in the management structure; and
- ongoing incorporation of PGPA Act requirements into the agency's standard operating practices and procedures.

► **Technical inability to respond to external changes in cancer control –**

The Cancer Australia staff is comprised of individuals with deep and significant expertise including cancer control; health care delivery; public health; research and data; and communications and policy. However, as a very small agency with limited staff, the ability to technically respond to external changes in cancer control while delivering on agency functions poses a risk. To mitigate this risk the agency will:

- draw on expert advisors, establish an advisory structure with expert memberships, and have regular engagement with a range of technical experts;
- build and maintain internal technical knowledge; and
- continue to build strong relationships with the Department of Health and Aged Care and affiliate technical agencies e.g. the Australian Institute of Health and Welfare and the Australian Commission on Safety and Quality in Health Care.



4.0 PERFORMANCE

TO MEASURE THE AGENCY'S ACHIEVEMENTS AGAINST ITS PURPOSE AND KEY ACTIVITIES OVER THE FORWARD YEARS (2022-23 TO 2025-26), 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 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.

Note: Performance criteria and respective targets, measurement and source shaded in grey are included in Cancer Australia's 2022-23 Portfolio Budget Statement.

KEY ACTIVITY ONE

PROVIDE NATIONAL LEADERSHIP IN CANCER CONTROL

Measure	Methodology/Data source	Target	2022-23 Target	2023-24 Target	2024-25 Target	2025-26 Target
Lead the development of an Australian Cancer Plan (ACP) which sets out key national priorities and action areas over the next 10 years to improve outcomes for Australia's affected by cancer						
<p>Planned activities undertaken to engage and progress the development of an ACP.</p> <p>Stakeholder satisfaction survey.</p> <p>Self-assessment against International Standards of International Cancer Control plans.</p> <p>ACP provided to the Minister for Health and Aged Care.</p>	<p>Review of administrative records (project documentation and stakeholder survey).</p> <p>Measuring satisfaction with Cancer Australia's consultation process for the development of the ACP.</p> <p>Self-assessment of the draft ACP against the International Standards using internally-agreed methodology.</p>	<p>Engagement and consultation with stakeholders across the cancer control continuum in the development of an ACP, with positive stakeholder feedback.</p> <p>Approaches in ACP to address disparities in outcomes for all Australians affected by cancer.</p> <p>Delivered the ACP to the Minister for Health and Aged Care on time.</p>	✓	N/A	N/A	N/A
Drive the implementation of the Australian Brain Cancer Mission to improve outcomes for Australians diagnosed with brain cancer						
<p>Initiatives in brain cancer advanced or delivered under the Australian Brain Cancer Mission.</p>	<p>Review of administrative records (project documentation).</p>	<p>Implementation of the Australian Brain Cancer Mission's initiatives.</p>	✓	✓	✓	✓
Lead a shared agenda to improve cancer outcomes for Aboriginal and Torres Strait Islander people						
<p>Planned initiatives under the National Aboriginal and Torres Strait Islander Cancer Framework progressed, facilitated or promoted by Cancer Australia.</p>	<p>Review of administrative records (project documentation and Leadership Group on Aboriginal and Torres Strait Islander Cancer Control Summary of meeting notes).</p>	<p>In alignment with the National Aboriginal and Torres Strait Islander Cancer Framework, progress priority initiatives for Aboriginal and Torres Strait Islander people with cancer in collaboration with key stakeholders, with positive feedback from Australia's Leadership Group on Aboriginal and Torres Strait Islander Cancer Control.</p>	✓	✓	✓	✓

KEY ACTIVITY ONE

PROVIDE NATIONAL LEADERSHIP IN CANCER CONTROL

Lead delivery of five early implementation National Pancreatic Roadmap priorities to improve the timely detection, management and care of people affected by pancreatic cancer.

Planned initiatives for five early implementation Roadmap priorities.	Review of administrative records (project documentation).	Collaborative engagement with key stakeholders in indigenous led in culturally responsive models of pancreatic cancer care. Delivery of five early implementation Roadmap priorities.	✓	✓	✓	✓
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KEY ACTIVITY TWO

DEVELOP AND PROMOTE EVIDENCE-BASED BEST PRACTICE CANCER CARE

Measure	Methodology/Data source	Target	2022-23 Target	2023-24 Target	2024-25 Target	2025-26 Target
Lead the development, dissemination and implementation of evidence-based models of cancer care to support improved patient outcomes and safe and sustainable clinical practice						
<p>Initiatives undertaken to develop, promote, disseminate and/or implement models of cancer care.</p> <p>Develop initiatives for improving access to palliative care support and services.</p>	<p>Review of administrative records (project documentation).</p>	<p>Evidence-based models of cancer care, developed, promoted, disseminated or implemented.</p> <p>Initiatives developed for improving access to palliative care support and services.</p>	✓	✓	✓	✓
Analyse, interpret and translate evidence to inform best practice cancer care						
<p>New and/or updated research evidence and/or guidance developed.</p> <p>Develop initiatives for genomics focused- cancer care and research.</p> <p>Planned activities undertaken to consider a national lung cancer screening program for people at high-risk of lung cancer in Australia.</p>	<p>Review of administrative records (project documentation) and content published on Cancer Australia website.</p>	<p>Research is translated into evidence-based information to assist and inform policy and cancer care.</p> <p>Development of a cancer-specific genomics policy framework.</p> <p>Scoping and feasibility work undertaken to inform key design elements of a lung cancer screening program.</p>	✓	✓	✓	✓

KEY ACTIVITY THREE

FUND CANCER RESEARCH AND DRIVE EFFORTS TO STRENGTHEN NATIONAL DATA CAPACITY IN CONSULTATION WITH RELEVANT AGENCIES

Measure	Methodology/Data source	Target	2022-23 Target	2023-24 Target	2024-25 Target	2025-26 Target
Fund priority cancer research through the Priority-driven Collaborative Cancer Research Scheme (PdCCRS)						
Number of cancer research grants funded in priority areas as per published grant guideline timeframes.	Review of administrative records (project documentation and grant management summary data spreadsheets).	Award ≥9 cancer research grants in areas of identified priority as per published grant guideline timeframes. MOUs in place with a minimum of 4 national funding partners.	✓	✓	✓	✓
Grant program fit for purpose and supports ACP in funding priority research.	Review of administrative records, program outcomes and associated data (project documentation).	Review completed and future national cancer research priorities identified.	N/A	✓	✓	N/A
Support Australia's national Multi-site Collaborative Cancer Clinical Trials Groups (CTGs)						
Number of CTGs supported as per published grant guideline timeframes.	Review of administrative records (project documentation and grant management summary data spreadsheets).	Fund 14 CTGs as per published grant guideline timeframes. Providers of 3 national technical services engaged.	✓	✓	✓	✓



KEY ACTIVITY THREE

FUND CANCER RESEARCH AND DRIVE EFFORTS TO STRENGTHEN NATIONAL DATA CAPACITY IN CONSULTATION WITH RELEVANT AGENCIES

Provide high quality cancer data to inform national cancer control

Maintain currency of data analyses published on National Cancer Control Indicators (NCCI) website.	Review of administrative records (project documentation and monitoring and reporting NCCI website activities).	Up to date published data analyses and insights on the NCCI website.	✓	✓	✓	✓
Planned initiatives to improve the collection, access, analysis and reporting of national cancer data.	Review of administrative records (project documentation).	Progress initiatives to improve the collection, access, analysis and reporting of national cancer data.	✓	✓	✓	✓

Invest in community engagement to support evidence-based information and support for people affected by cancer through the Supporting people with cancer Grant initiative

Number of community organisations and Aboriginal and Torres Strait Islander organisations funded to provide information and support for people affected by cancer.	Review of administrative records (project documentation).	Award at least four grants (two community organisation and two Aboriginal and Torres Strait Islander organisation) per annum to improve outcomes and support for people affected by cancer.	✓	✓	✓	✓
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KEY ACTIVITY FOUR

PROVIDE CONSUMER AND HEALTH PROFESSIONAL CANCER INFORMATION AND RESOURCES

Measure	Methodology/Data source	Target	2022-23 Target	2023-24 Target	2024-25 Target	2025-26 Target
Provide evidence-based cancer information, to cancer consumers, health professionals and the community						
Maintain currency of statistical and tumour-specific information on Cancer Australia's website: www.canceraustralia.gov.au	Review of administrative records (project documentation and online resources list).	Up-to-date evidence-based cancer information available on the Cancer Australia website .	✓	✓	✓	✓



canceraustralia.gov.au