



Australian Government
Cancer Australia

Corporate Plan



2017-18

Cancer Australia Corporate Plan 2017-18 was prepared and produced by:

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1.0 Introduction

I, Helen Zorbas, as the accountable authority of Cancer Australia, present the *2017-18 Cancer Australia Corporate Plan*, which covers the period of 2017-18 to 2020-21, as required under paragraph 35 (1) (b) of the *Public Governance, Performance and Accountability Act 2013*.

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. This work helps to enable consistent and appropriate care for all Australians with cancer to reduce the impact of cancer.

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. The agency works to strengthen national data capacity by driving nationally consistent cancer data collection and monitoring across the cancer control continuum, which aims to provide information to improve our understanding of cancer, which will further support efforts to minimise the impact of cancer and address disparities.

Cancer Australia also 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 by facilitating early detection.

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

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

Cancer Australia works with the Department of Health which has policy responsibility for improving early detection, treatment and survival outcomes for people with cancer. The Department has oversight of cancer screening programs, such as BreastScreen Australia, 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 2-3.

3.0 Environment

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 *Public Governance, Performance and Accountability Act 2013 (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*.

Cancer Australia is registered under the *Charitable Fundraising Act 1991 (NSW)* to conduct fundraising activities. Donations received through fundraising appeals such as Pink Ribbon Breakfast in Sydney are used to improve outcomes for Australians affected by breast cancer.

Cancer Australia is funded by the Australian Government to deliver on-going work in breast, gynaecological, and lung cancers; priority cancer research; clinical trial protocol development; cancer data improvements; and a grant initiative to support people with cancer. Cancer Australia's total appropriation in 2017-18 is \$29.789 million. Over the four years (2017-2018 to 2020-2021) 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.

Strategic outlook over the forward years

In Australia, cancer is a national health priority, it is now estimated that one in two people will be diagnosed with cancer by the age of 85 years.

Cancer Australia's Corporate Plan 2017-18 has been developed in the context of a range of current and future trends and challenges in cancer control in Australia over the reporting periods covered by this Plan (the financial years 2017-18, 2018-19, 2019-20 and 2020-21) and beyond, including:

- ▶ More people being diagnosed with cancer. It is estimated that, in 2017, there will be 134,174 new cases of cancer diagnosed in Australia. By 2020, the incidence is projected to increase by 12.0% to approximately 150,000.
- ▶ More people 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 significantly over time, from 48.3% in 1984-1988 to 68.0% in 2009-2013.
- ▶ Continuing disparities in the distribution of cancer, its impact, and variations in outcomes across population groups and tumour types.
- ▶ Increasingly complex and costly cancer treatments and care with the development and availability of new treatments and technologies.
- ▶ 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:

- ▶ Utilise the latest scientific research and data to inform national cancer control, health service policy and clinical practice.
- ▶ Drive nationally consistent cancer data collection and monitoring across the cancer control continuum.
- ▶ Focus on populations which experience poorer health outcomes, particularly Aboriginal and Torres Strait Islander peoples and people living in rural and remote Australia.
- ▶ Facilitate the development of sustainable and effective approaches to cancer care through identifying key appropriate and inappropriate oncology practices across the cancer continuum.
- ▶ Fund research in priority areas of cancer, including research in paediatric cancers of low survival.

- ▶ Support cancer clinical trials.
- ▶ Provide information for people affected by cancer about their diagnosis and treatment.
- ▶ Promote cancer awareness to the community.

Strategic investment in cancer control is critical to the optimal use of resources to enable the health system to be responsive to current and future challenges and improve cancer outcomes across Australia.

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 Research and Data Advisory Group, and the Intercollegiate Advisory Group,
- ▶ 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. 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.

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 boxes below highlight some of Cancer Australia's national and international collaborations over the four years (2017-2018 to 2020-2021) of this plan:

Priority-driven Collaborative Cancer Research Scheme (PdCCRS)

- ▶ The Priority-driven Collaborative Cancer Research Scheme (PdCCRS) is designed to fund collaborative cancer research projects consistent with evidence-based research priorities.
- ▶ Through the PdCCRS, Cancer Australia partners with organisations to coordinate and maximise funding of cancer research at a national level.
- ▶ The PdCCRS has helped to expand the available pool of funding for cancer research in Australia by attracting funding partners who may not have previously funded cancer research.
- ▶ The funding partners for the 2017 round are: Cancer Council Australia, Cancer Council NSW, Cure Cancer Australia and the National Breast Cancer Foundation.

Investing in medical research – Fighting Childhood Cancer

- ▶ Strengthen collaborative national funding of research in paediatric cancers of low survival through a specific funding stream under PdCCRS.
- ▶ Improve data and raise awareness of childhood cancers through Cancer Australia's Children's Cancer website.
- ▶ Fast-track international research collaborations in paediatric brain cancer.

4.0 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 2017-18, 2018-19, 2019-20 and 2020-21.

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 2017-18



	How we will do it in 2017-18	What we will achieve in 2017-18 (intended results)	How we will measure our achievement in 2017-18 (annual performance targets)
<p>Provide leadership in national cancer control and promote appropriate cancer care</p>	Develop evidence-based advice on cancer control.	Research is translated into evidence-based information, policy and clinical practice through the publication of research and guidance in specific cancers.	Evidence is advanced about the most appropriate interventions across the continuum of cancer care through the publication of research and guidance in specific cancers.
	Promote evidence-based practice for identified cancers and population groups.	Position Statement on genetic testing for women diagnosed with ovarian cancer.	Release of the National Cancer Control Indicators on the Cancer Australia website.
	Monitor and report national trends in cancer control.	Knowledge is advanced about national cancer control through the collection, analysis and reporting on national cancer control data.	Advancement of a national platform for monitoring and reporting on progress of the seven priorities identified by the National Aboriginal and Torres Strait Islander Cancer Framework.
	Lead a shared agenda for improvements in cancer outcomes for Aboriginal and Torres Strait Islander peoples in agreed priority areas across the cancer continuum.	National Leadership Group on Aboriginal and Torres Strait Islander Cancer Control to identify and leverage opportunities to improve cancer outcomes for Aboriginal and Torres Strait Islander people at system, service and community levels.	

Outlook for 2017-18 contd.



	How we will do it in 2017-18	What we will achieve in 2017-18 (intended results)	How we will measure our achievement in 2017-18 (annual performance targets)
<p>Fund priority research and strengthen national data capacity</p>	<p>Support collaborative cancer research, including research in paediatric cancers of low survival, through the Priority-driven Collaborative Cancer Research Scheme by partnering with non-government organisations to maximise Government investment in priority areas.</p>	<p>Priority research is funded, including research in paediatric cancers of low survival.</p>	<p>Minimum number of cancer research grants funded by Cancer Australia through the Priority-driven Collaborative Cancer Research Scheme: 7</p> <p>Percentage of funding for applied research through the Priority-driven Collaborative Cancer Research Scheme: $\geq 70\%$</p>
	<p>Fast-track international collaborations for paediatric brain cancers research.</p>	<p>A new international trial in paediatric brain cancer is established in Australia.</p>	<p>Funding provided to accelerate international research collaborations in paediatric brain cancers.</p>
	<p>Provide funding to support the development of industry independent cancer clinical trial protocols.</p>	<p>Industry independent cancer clinical trial protocols developed through the 13 Collaborative Cancer Clinical Trials Groups to generate the evidence for best-practice cancer care.</p>	<p>Funding provided to the 13 Collaborative Cancer Clinical Trials Groups.</p>
	<p>Report on cancer stage and treatments for selected cancers.</p>	<p>Strengthened national data capacity through the collection of national data on cancer stage and cancer treatments for selected cancers.</p>	<p>Reported national data on cancer stage and cancer treatments for selected cancers.</p>

Outlook for 2017-18 contd.



	How we will do it in 2017-18	What we will achieve in 2017-18 (intended results)	How we will measure our achievement in 2017-18 (annual performance targets)
Promote cancer awareness and provide information about cancer to the community	Provide evidence-based cancer information, resources and data for consumers, health professionals and the community on the Cancer Australia websites, including the Children's Cancer website, and social media platforms.	Evidence-based cancer information, resources and data is available and accessible to consumers, health professionals and the community on the Cancer Australia website.	Total number of Cancer Australia resources available to inform the community: 285
	Continue to involve and engage consumers in advisory groups and project activities to inform Cancer Australia's work.	Involvement and engagement of consumers in Cancer Australia advisory groups and project activities.	Number of consumers involved in Cancer Australia advisory and project activities: 70
	Promote cancer awareness and provide health promotion messages to the community.	Community awareness about cancer and prevention of cancer.	Cancer awareness messages about cancer prevention and health promotion are disseminated through the Cancer Australia websites, and traditional and social media platforms.
	Support the non-government sector to raise awareness for childhood cancer		Grant awarded to the non-government sector to raise awareness for childhood cancer.

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 through the publication of research and guidance in specific cancers.</p>	<p>Evidence is advanced about the most appropriate interventions across the continuum of cancer care through the publication of research and guidance in specific cancers.</p>
	<p>Monitor and report on trends in national cancer control indicators.</p>	<p>National data on cancer control trends to inform policy decision making in national cancer control.</p>	<p>A national data resource on cancer control trends is available for health professionals, researchers, policy makers and decision makers.</p>
	<p>Lead a shared agenda for improvements in cancer outcomes for Aboriginal and Torres Strait Islander peoples in agreed priority areas across the cancer continuum.</p>	<p>Continue to identify and leverage opportunities to improve cancer outcomes for Aboriginal and Torres Strait Islander people at system, service and community levels.</p>	<p>Advancement of a national platform for monitoring and reporting on progress of the seven priorities identified by the National Aboriginal and Torres Strait Islander Cancer Framework.</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)
	<p>Support collaborative cancer research, including research in paediatric cancers of low survival, through the Priority-driven Collaborative Cancer Research Scheme by partnering with non-government organisations to maximise Government investment in priority areas.</p>	<p>Priority research is funded, including research in paediatric cancers of low survival and brain cancers.</p>	<p>Minimum number of cancer research grants funded by Cancer Australia through the Priority-driven Collaborative Cancer Research Scheme: 7</p> <p>Percentage of funding for applied research through the Priority-driven Collaborative Cancer Research Scheme: $\geq 70\%$</p>
	<p>Fast-track international collaborations for paediatric brain cancers research.</p>		
	<p>Support the development of industry independent cancer clinical trial protocols.</p>	<p>Industry independent cancer clinical trial protocols developed through the 13 Collaborative Cancer Clinical Trials Groups to generate the evidence for best-practice cancer care.</p>	<p>Funding provided to the 13 Collaborative Cancer Clinical Trials Groups.</p>
	<p>Report on cancer stage, treatments and recurrence for selected cancers.</p>	<p>Strengthened national data capacity through the collection of national data on cancer stage, treatments and recurrence for selected cancers.</p>	<p>Reported national data on cancer stage, treatments and recurrence for selected cancers.</p>

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>Provide evidence-based cancer information, resources and data for consumers, health professionals and the community 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 website.</p>	<p>Total number of Cancer Australia resources available to inform the community: 290</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.</p>	<p>Number of consumers involved in Cancer Australia advisory and project activities: 70</p>
	<p>Promote cancer awareness and health promotion messages to the community.</p>	<p>Community awareness about cancer and prevention of cancer.</p>	<p>Cancer awareness messages about cancer prevention and health promotion are disseminated through the Cancer Australia websites, and traditional and social media platforms.</p>
	<p>Support the non-government sector to raise awareness for childhood cancer</p>		<p>Award of a grant to the non-government sector to raise awareness for childhood cancer.</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 through the publication of research and guidance in specific cancers.</p>	<p>Evidence is advanced about the most appropriate interventions across the continuum of cancer care through the publication of research and guidance in specific cancers.</p>
	<p>Monitor and report on trends in national cancer control indicators.</p>	<p>National data on cancer control trends to inform policy decision making in national cancer control.</p>	<p>A national data resource on cancer control trends is available for health professionals, researchers, policy makers and decision makers.</p>
	<p>Lead a shared agenda for improvements in cancer outcomes for Aboriginal and Torres Strait Islander peoples in agreed priority areas across the cancer continuum.</p>	<p>Continue to identify and leverage opportunities to improve cancer outcomes for Aboriginal and Torres Strait Islander people at system, service and community levels.</p>	<p>Advancement of a national platform for monitoring and reporting on progress of the seven priorities identified by the National Aboriginal and Torres Strait Islander Cancer Framework.</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)
	<p>Support collaborative cancer research, including research in paediatric cancers of low survival, through the Priority-driven Collaborative Cancer Research Scheme by partnering with non-government organisations to maximise Government investment in priority areas.</p>	<p>Priority research is funded, including research in paediatric cancers of low survival and brain cancers.</p>	<p>Minimum number of cancer research grants funded by Cancer Australia through the Priority-driven Collaborative Cancer Research Scheme: 7</p> <p>Percentage of funding for applied research through the Priority-driven Collaborative Cancer Research Scheme: $\geq 70\%$</p>
	<p>Fast-track international collaborations for paediatric brain cancers research.</p>		
	<p>Support the development of industry independent cancer clinical trial protocols.</p>	<p>Industry independent cancer clinical trial protocols developed through the 13 Collaborative Cancer Clinical Trials Groups to generate the evidence for best-practice cancer care.</p>	<p>Funding provided to the 13 Collaborative Cancer Clinical Trials Groups.</p>
	<p>Report on cancer stage, treatments and recurrence for selected cancers.</p>	<p>Strengthened national data capacity through the collection of national data on cancer stage, treatments and recurrence for selected cancers.</p>	<p>Reported national data on cancer stage, treatments and recurrence for selected cancers.</p>

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>Provide evidence-based cancer information, resources and data for consumers, health professionals and the community 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 website.</p>	<p>Total number of Cancer Australia resources available to inform the community: 290</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.</p>	<p>Number of consumers involved in Cancer Australia advisory and project activities: 80</p>
	<p>Promote cancer awareness and health promotion messages to the community.</p>	<p>Community awareness about cancer and prevention of cancer.</p>	<p>Cancer awareness messages about cancer prevention and health promotion are disseminated through the Cancer Australia websites, and traditional and social media platforms.</p>
	<p>Support the non-government sector to raise awareness for childhood cancer.</p>		<p>Award of a grant to the non-government sector to raise awareness for childhood cancer.</p>

Outlook for 2020-21



	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>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 through the publication of research and guidance in specific cancers.</p>	<p>Evidence is advanced about the most appropriate interventions across the continuum of cancer care through the publication of research and guidance in specific cancers.</p>
	<p>Monitor and report on trends in national cancer control indicators.</p>	<p>National data on cancer control trends to inform policy decision making in national cancer control.</p>	<p>A national data resource on cancer control trends is available for health professionals, researchers, policy makers and decision makers.</p>
	<p>Lead a shared agenda for improvements in cancer outcomes for Aboriginal and Torres Strait Islander peoples in agreed priority areas across the cancer continuum.</p>	<p>Demonstrated improvements in relation to priority areas for Aboriginal and Torres Strait Islander people.</p>	<p>Demonstrated improvements, evidenced through data available, regarding the priorities identified in the National and Aboriginal and Torres Strait Islander Cancer Framework.</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>Fund priority research and strengthen national data capacity</p>	<p>Support collaborative cancer research through the Priority-driven Collaborative Cancer Research Scheme.</p>	<p>Priority research is funded, including research paediatric cancers of low survival and brain cancers.</p>	<p>Minimum number of cancer research grants funded by Cancer Australia through the Priority-driven Collaborative Cancer Research Scheme: 7</p>
	<p>Fast-track international collaborations for paediatric brain cancers research.</p>		<p>Percentage of funding for applied research through the Priority-driven Collaborative Cancer Research Scheme: $\geq 70\%$</p>
	<p>Support the development of industry independent cancer clinical trial protocols.</p>	<p>Industry independent cancer clinical trial protocols developed through the 13 Collaborative Cancer Clinical Trials Groups to generate the evidence for best-practice cancer care.</p>	<p>Funding provided to the 13 Collaborative Cancer Clinical Trials Groups.</p>
	<p>Report on cancer stage, treatments and recurrence for selected cancers.</p>	<p>Strengthened national data capacity through the collection of national data on cancer stage, treatments and recurrence for selected cancers.</p>	<p>Reported national data on cancer stage, treatments and recurrence for selected cancers.</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>Provide evidence-based cancer information, resources and data for consumers, health professionals and the community 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 website.</p>	<p>Total number of Cancer Australia resources available to inform the community: 290</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.</p>	<p>Number of consumers involved in Cancer Australia advisory and project activities: 80</p>
	<p>Promote cancer awareness and health promotion messages to the community.</p>	<p>Community awareness about cancer and prevention of cancer.</p>	<p>Cancer awareness messages about cancer prevention and health promotion are disseminated through the Cancer Australia websites, and traditional and social media platforms.</p>

5.0 Capability

5.1 Workforce planning

Cancer Australia aims to deliver on its purpose over the reporting periods covered by this Plan (the financial years 2017-18, 2018-19, 2019-20 and 2020-21) 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 provide 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 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. 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.

5.2 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 2017-18, 2018-19, 2019-20 and 2020-21) 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 be "ICT ready" to support new areas of work in the future which take advantage of innovative technologies and new ways of working, for example wireless technologies 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 to health professionals and the community.

Cancer Australia uses its digital and social media platforms to engage directly with users and stakeholders, increase the reach of health promotion and prevention campaigns, disseminate new evidence-based information, increase website visits and grow brand recognition. Cancer Australia will continue to utilise a wide range of digital services such as Twitter, YouTube, LinkedIn, Facebook, and the Cancer Australia Connect newsletter to promote cancer awareness and broaden the reach of information about cancer to the community.

Cancer Australia explores opportunities to integrate new digital services and technology into the agency's program of work to meet the varied and changing needs of our stakeholders. Cancer Australia 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 (AIHW) to display cancer statistics on the most common cancer types by incidence on its websites. Cancer Australia continues its effective partnership with HealthDirect, who provides partner links to Cancer Australia's content on their website for consumers and health professionals.

Release and Promotion of Cancer Australia Statement

- ▶ In October 2016, Cancer Australia released the *Cancer Australia Statement – Influencing best practice in breast cancer* on its website.
- ▶ The Statement is a summary of twelve practices that have been identified as appropriate or inappropriate for the provision of breast cancer care in Australia. It highlights what 'ought to be done' in breast cancer care to maximise clinical benefit, minimise harm and deliver patient-centred care.
- ▶ The website features dedicated pages and videos explaining each practice in accessible language in a user-friendly format.
- ▶ The Statement was also disseminated through digital and e-communication strategies, thereby promoting cancer awareness and providing information about cancer to the community. An overall social media reach of approximately 2 million views was achieved.
- ▶ Cancer Australia engaged with key clinical colleges in promoting and disseminating the Statement through their digital communication platforms, thereby encouraging the support of its adoption into clinical practice to health professionals.
- ▶ In June 2017, Royal Australian College of General Practitioners included an editorial article on the Statement in their monthly publication, *Good Practice*, which was sent to approximately 33,000 general practitioners across Australia.

6.0 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.

Cancer Australia over the reporting periods covered by this Plan (the financial years 2017-18, 2018-19, 2019-20, and 2020-21) faces a variety of risks from program risks to fraud and compliance risks.

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

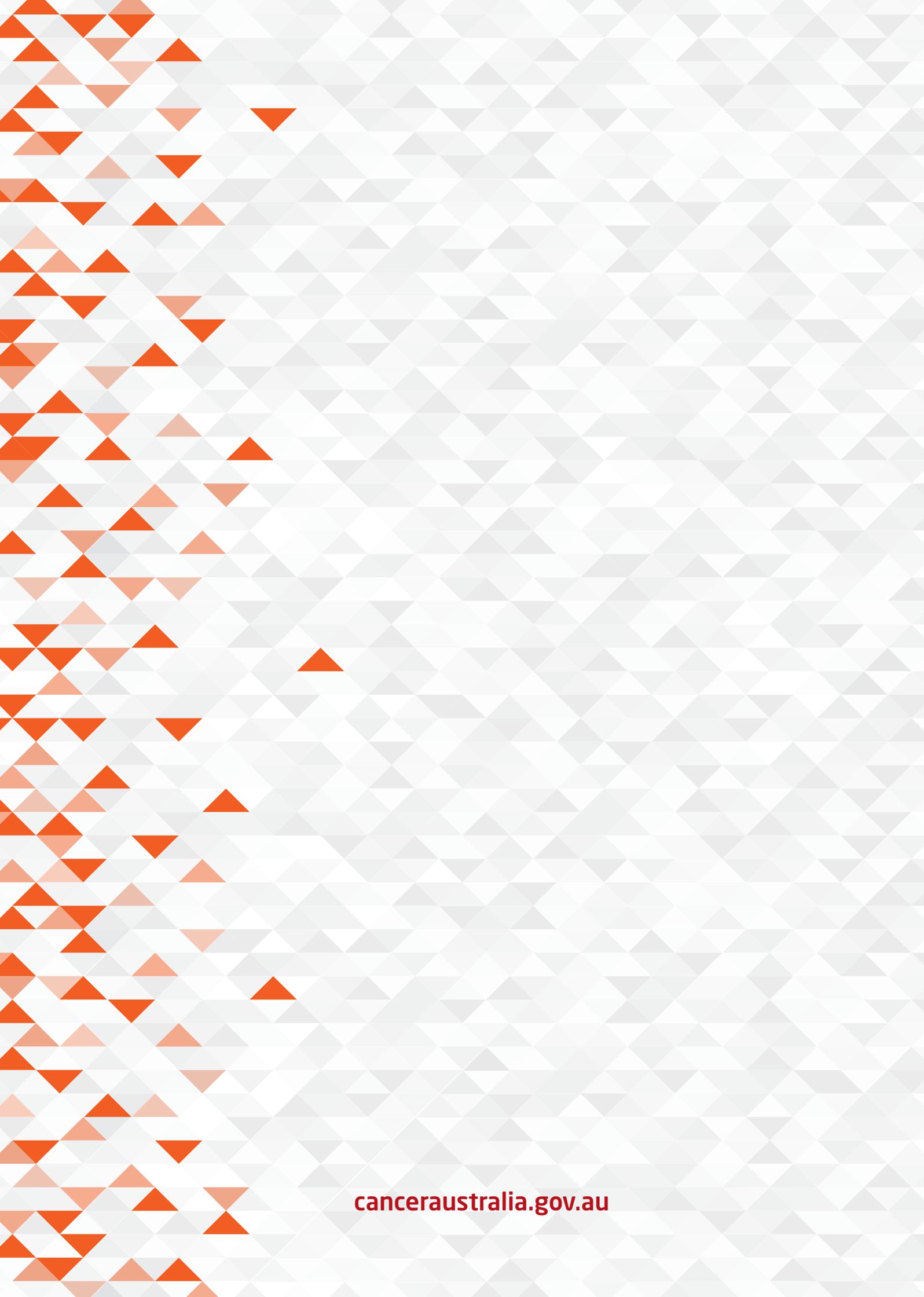
- ▶ Structured and linked to business objectives
- ▶ Integral to overarching governance, financial, assurance and compliance frameworks
- ▶ Tailored to the needs of the entity and proportionate to its risk appetite and tolerance
- ▶ Dynamic with a focus on continual improvement and maintaining better 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

Risk management is embedded into all business processes. Cancer Australia manages the risk across the agency at the Enterprise, Portfolio and Project/Functional levels.

The development of the Cancer Australia Risk Management Framework has been completed with reference to, and in compliance with, AS/NZ 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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