



Australian Government
Cancer Australia

2025-26 Cancer Australia Corporate Plan

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Statement of Acknowledgement



Cancer Australia acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of Country throughout Australia. We pay our respects to Elders, past and present.

We celebrate the ongoing connections of Aboriginal and Torres Strait Islander peoples to Country, culture, community, family and tradition and recognise these as integral to health, healing and wellbeing.

Cancer Australia acknowledges great diversity among Aboriginal and Torres Strait Islander peoples, and the contribution of the many voices, knowledge systems and experiences that guide all efforts to create a culturally safe and responsive cancer system that is equitable to all.





1. Introduction

Statement of preparation

I, Dorothy Keefe, as the Accountable Authority of Cancer Australia, present the 2025-26 Cancer Australia Corporate Plan, which covers the period 2025-26 to 2028-29 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, Disability and Ageing 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 2025-26 is estimated to be \$46.51 million, excluding retained revenue receipts. Over the four years of this Corporate Plan (2025-26 to 2028-29), it is anticipated the core appropriation for Cancer Australia will remain relatively stable.

This Corporate Plan sets out the key activities, cooperative relationships, performance measures and risk management strategies Cancer Australia will pursue to achieve its purpose over the next four reporting periods from 2025-26 to 2028-29.

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. 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





Implementation of the Australian Cancer Plan

Cancer Australia's overarching strategic priority from 2025-26 to 2028-29 is implementation of the Australian Cancer Plan.

The Australian Cancer Plan is a ten-year national strategic framework to accelerate world-class cancer outcomes and sets a bold agenda to improve the lives of all Australians affected by cancer. It is the culmination of extensive evidence-based consultation across the cancer sector. Implementation of the Plan is a shared responsibility and requires joint efforts from the entire cancer control sector.

The Plan is designed to improve cancer outcomes for all Australians, and particularly for those groups whose health outcomes are poorer. Achieving equity in cancer outcomes and experiences will be a fundamental measure of success for the Plan and will align Australia with global calls to improve cancer outcomes for all people.

The Plan identifies six strategic objectives requiring national leadership and concerted effort to deliver the Plan's vision. Each strategic objective has an associated 10-year ambition, 2- and 5- year goals, and supporting actions.

Following the Plan's launch in November 2023, Cancer Australia has made significant progress towards the 2-year goals, including the development and delivery of key frameworks and networks which will improve cancer outcomes and experiences for all Australians.

Learn more: australiancancerplan.gov.au

Our key activities

1

Provide national leadership in cancer control

2

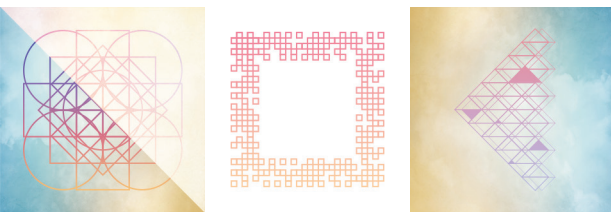
Develop and promote evidence-based best practice cancer care

3

Fund cancer research and drive efforts to strength national data capacity in consultation with relevant agencies

4

Provide consumer and health professional cancer information and resources



3. Operating context

This section describes how the agency will pursue its purpose through its environment, cooperative relationships, key capabilities, risk management and strategies over the period 2025–26 to 2028–29.

3.1 Environment

Cancer is one of the leading causes of death and burden of disease in Australia^{1,2}, with two in five people being diagnosed by the age of 85.³ In 2024, an estimated 169,478 new cases of cancer will be diagnosed in Australia, excluding basal and squamous cell carcinomas of the skin.³ Australians diagnosed with cancer experience some of the best survival rates in the world, with the five-year relative survival rate for cancer increasing from 54.5% in 1991–95 to 71.2% in 2016–20.^{3,4} 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.

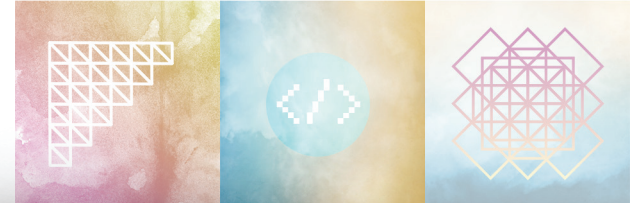
1 Australian Bureau of Statistics 2024. Causes of Death, Australia. Canberra: ABS; Accessed June 2025; [Causes of Death, Australia, 2023 | Australian Bureau of Statistics](#)

2 Australian Institute of Health and Welfare 2024. Australian Burden of Disease Study 2024. Cat. no. BOD 40. Canberra: AIHW. Accessed June 2024; [Australian Burden of Disease Study 2024, Interactive data on disease burden - Australian Institute of Health and Welfare](#)

3 Australian Institute of Health and Welfare 2024. Cancer data in Australia. Cat. no. CAN 122. Canberra: AIHW. Accessed June 2025; <https://www.aihw.gov.au/reports/cancer/cancer-data-in-australia/data>

4 Allemani C, Matsuda T, Di Carlo V, et al. Global surveillance of trends in cancer survival 2000–14 (CONCORD-3): analysis of individual records for 37 513 025 patients diagnosed with one of 18 cancers from 322 population-based registries in 71 countries. *Lancet*. 2018;391(10125):1023–1075. doi:10.1016/S0140-6736(17)33326-3





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. Between 2016 and 2020, the five-year relative survival for brain cancer was 23.4%, lung cancer was 25.6% and pancreatic cancer was 13.0%, compared to 71.2% for all cancers combined.³

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:

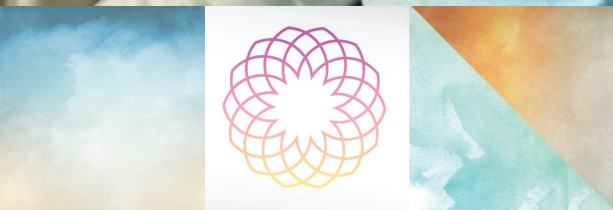
- Aboriginal and Torres Strait Islander people have a higher rate of cancer diagnosis and are approximately 36% (1.4 times) more likely to die from cancer than non-Indigenous Australians. The gap in cancer incidence and mortality rates between Indigenous and non-Indigenous Australians is widening.⁵
- Cancer mortality rates tend to increase with increasing geographical remoteness.⁶
- Australians living in socioeconomically disadvantaged areas experience higher cancer incidence and mortality rates than those residing in more socioeconomically advantaged areas.⁶

In view of these disparities and the evolving cancer control landscape, the agency will:

- Drive the implementation of the Australian Cancer Plan, establish cross-sector partnerships, and monitor and evaluate progress to improve experiences and outcomes for all Australians affected by cancer.
- Facilitate and build the Australian Comprehensive Cancer Network to strengthen collaboration between Comprehensive Cancer Centres and other health services to enhance optimal cancer care throughout Australia.

⁵ Australian Institute of Health and Welfare & National Indigenous Australians Agency 2023. Measure 1.08 Cancer, Aboriginal and Torres Strait Islander Health Performance Framework website. Canberra: AIHW. Accessed June 2025; <https://www.indigenoushpf.gov.au/measures/1-08-cancer>

⁶ Australian Institute of Health and Welfare 2021. Cancer in Australia 2021. Cancer series no. 133. Cat. no. CAN 144. Canberra: AIHW.

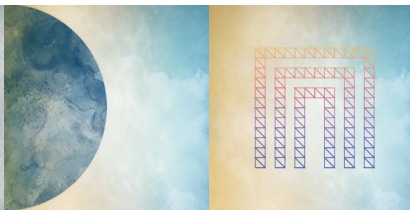




- Provide advice to Government on new and emerging cancer issues and technologies, including rising incidence of early-onset cancers, CAR-T and proton beam therapy, and on population screening including new targeted screening programs for lung cancer and melanoma.
- In partnership with governments and philanthropic investors, invest in cancer research priorities to support world leading cancer control in Australia. This includes advancing Australia's capacity to develop world-class cancer clinical trials by supporting the national Collaborative Cancer Clinical Trials Groups.
- Drive implementation of the National Framework for Genomics in Cancer Control, including through the Cancer Genomics Clinical Trials Fund, to stimulate advancements in genomic medicine and ensure equitable access to cancer clinical trials incorporating genomics.
- Embed consistent, high quality and evidence-based care for people with cancer by implementing the National Optimal Care Pathways (OCPs) Framework through developing, updating, improving awareness and driving uptake of OCPs.
- Provide national leadership and support to improve the national collection, analysis, linkage, use and benchmarking of cancer data through the implementation of the National Cancer Data Framework.
- Co-design and partner with Aboriginal and Torres Strait Islander communities and organisations to deliver improved cancer outcomes and experiences for Aboriginal and Torres Strait Islander people.
- Lead Australia's engagement with global cancer control partners, particularly in the Asia-Pacific region, and utilise that international expertise and information to inform priority areas of work.



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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 and trusted collaborator in the sector, both nationally and internationally, and is uniquely positioned to provide robust, world-leading advice to the Australian Government on cancer control priorities.

The Australian Cancer Plan's implementation is a shared responsibility for the sector. In order to achieve its objectives, Cancer Australia is engaging with stakeholders across the sector to ensure buy-in and successful implementation.

Cancer Australia works closely with Aboriginal and Torres Strait Islander people to integrate First Nations' perspectives to deliver improved cancer outcomes for Aboriginal and Torres Strait Islander people.

Cancer Australia fulfills its statutory obligations to oversee a dedicated budget for cancer research through investing in research capability and addressing emerging priorities for cancer research and data. From 2025-26, Cancer Australia is partnering with the NHMRC to deliver targeted research investment into areas of unmet and emerging need through the Cancer Australia Research Initiative. Cancer Australia also lends its expertise to inform international cancer control activity.

Cancer Australia leverages its stakeholder relationships to cost-effectively harness the most accurate, reliable and up-to-date advice on any cancer issue at short notice.

3.3 Capability

Cancer Australia comprises staff with expertise in a range of areas including public health, public policy, epidemiology, clinical practice, research, data and systems analysis, health communication, accounting, and financial and project management. A high proportion of Cancer Australia staff hold doctorates, masters, and bachelor degrees across a range of disciplines, which supports the agency to deliver on its purpose.

Cancer Australia continues to give priority to creating a more productive and inclusive workplace. The agency supports a flexible work environment in line with the 2024-27 Enterprise Agreement and with continued investment in ICT systems and technology to support staff.

Workforce planning

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

APS Strategic Commissioning Framework

Cancer Australia operates in line with the Strategic Commissioning Framework. Core work is done in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.





Information Communication Technology

Cancer Australia actively updates and improves its ICT infrastructure and technology to enhance the efficiency, capability and security of the agency. The agency continues to monitor changes in cyber security and is committed to implementing updates to enhance cyber security.

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 use secure cloud services to support agile working, improve user experience, and develop reliable services.

Cancer Australia's websites and digital resources

Cancer Australia has a strong digital presence and is a trusted national source of evidence-based cancer information and resources for health professionals and the community. Cancer Australia's digital presence includes information on cancer types, key statistics, clinical best practice and cancer prevention. The National Cancer Control Indicators website provides high quality data, enabling monitoring and reporting of national trends over time, and to provide the knowledge to guide national cancer control in Australia.

It also includes targeted support for priority populations, including First Nations people through Our Mob and Cancer and Yarn for Life, and key cancer control policies, such as the Australian Cancer Plan

Cancer Australia seeks to continuously improve the functionality and user-experience of its digital information to ensure it is easily accessible by health professionals, consumers, and the community. In 2025-26, Cancer Australia will continue work to enhance the user experience.





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 and the Commonwealth Risk Management Policy.

The agency's approach to risk management is documented in Cancer Australia's Enterprise Risk Register. Cancer Australia develops and promotes 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 Senior Executive 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.

Risk management is embedded in all business processes, so 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, fraud 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 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 identified 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 small agency with limited staff, the ability to respond to technical changes in cancer control while delivering on agency functions poses an inherent 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, Disability and Ageing and affiliate technical agencies, for example the Australian Institute of Health and Welfare and Australian Digital Health Agency.

4. Performance

To measure the agency's achievements against its purpose and key activities over the forward years (2025-26 to 2028-29), 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.

Key Activity One:

Provide leadership in cancer control

The following tables provide performance information 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.

Measure	Methodology/Data source	Target	2025-26 Target	2026-27 Target	2027-28 Target	2028-29 Target
Evaluation of the sector's progress towards the Australian Cancer Plan's 2-year actions.						
Evaluation of the sector's progress towards the Australian Cancer Plan's 2-year actions.	Stakeholder consultation and review of administrative records (project documentation, partnership agreements).	Undertake evaluation of the sector's progress including the Commonwealth, States and Territories and other cancer control stakeholders of delivering on the Plan's 2-year actions (2025–26).	✓	N/A	N/A	N/A
Progress activities to achieve priority 5-year actions in the Plan (2026–28).	Review of administrative records (project documentation).	Review and progress activities to achieve priority 5-year actions in the Plan.	✓	✓	✓	✓
		Complete and Publish the National Cancer Data Framework.	✓	N/A	N/A	N/A
		Assessment of potential gaps and required responses in implementation of the Plan as needed.	✓	✓	✓	✓
Monitoring and evaluation of the sector's progress towards the Australian Cancer Plan's 5-year actions.		Evaluate progress towards 5-year actions and update as needed. Define to deliver 10-year ambitions.	N/A	N/A	✓	✓

Measure	Methodology/Data source	Target	2025-26 Target	2026-27 Target	2027-28 Target	2028-29 Target
Drive the implementation of the Australian Brain Cancer Mission to improve outcomes for Australians diagnosed with brain cancer						
Initiatives in brain cancer advanced or delivered under the Australian Brain Cancer Mission.	Review of administrative records (project documentation).	Implementation of the Australian Brain Cancer Mission.	✓	✓	N/A	N/A
Support the implementation of the National Lung Cancer Screening Program (NLCSP)						
Support the Department of Health, Disability and Ageing in ongoing implementation activities for the NLCSP.	Review of administrative records (project documentation).	Deliver program-specific research activities.	✓	✓	✓	✓
Partner with Aboriginal and Torres Strait Islander people to co-design and deliver improved cancer care for Aboriginal and Torres Strait Islander people						
Work with First Nations leaders to co-design and deliver improved cancer care for First Nations people aligned with the priorities of the Australian Cancer Plan	Review of administrative records (project documentation and Leadership Group on Aboriginal and Torres Strait Islander Cancer Control meeting notes).	First Nations cancer control initiatives led and co-designed by First Nations partners that align with the priorities of the Australian Cancer Plan and complement the strategic objectives of the Aboriginal and Torres Strait Islander Cancer Plan	✓	✓	✓	✓

Measure	Methodology/Data source	Target	2025-26 Target	2026-27 Target	2027-28 Target	2028-29 Target
Improving First Nations Cancer Outcomes: Lead delivery of activities to ensure mainstream health services are culturally safe and accessible: <ul style="list-style-type: none"> Partnerships for Culturally Safe Cancer Care grant program to improve cultural safety in cancer services First Nations Cancer Scholarships to increase Aboriginal and Torres Strait Islander participation in research, health and public policy Partnerships for Cancer Research grants program to build the capacity of the Indigenous cancer research sector 	Review of administrative records (project documentation and Leadership Group on Aboriginal and Torres Strait Islander Cancer Control meeting notes).	Deliver and commence ongoing evaluation for each initiative: <ul style="list-style-type: none"> Partnerships for Culturally Safe Cancer Care grants First Nations Cancer Scholarships Partnerships for Cancer Research grants 	✓	✓	✓	✓
Provide leadership internationally in cancer control.						
Engage internationally to ensure Australia continues to deliver world class cancer care.	Review of administrative records (project documentation).	Engage collaboratively with international counterparts, including through the World Health Organisation's International Agency for Research on Cancer and G7 Cancer.	✓	✓	✓	✓

Key Activity Two:

Develop and promote evidence-based best practice cancer care

Measure	Methodology/Data source	Target	2025-26 Target	2026-27 Target	2027-28 Target	2028-29 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						
Initiatives undertaken to develop, promote, disseminate and/or implement models of cancer care.	Review of administrative records (project documentation).	Digitise the Optimal Care Pathway’s to improve accessibility and functionality, and explore integration into other platforms, including My Health Record and My Health App.	✓	✓	✓	✓
		Implement the National Optimal Care Pathways Framework, including engaging and supporting the cancer sector in implementation activities.				
Translate evidence to inform best practice cancer care						
Analyse, interpret and translate evidence to inform best practice cancer care.	Review of administrative records (project documentation) and content published on Cancer Australia website.	Translate research into evidence-based information to assist and inform policy and cancer care.	✓	✓	✓	✓
		Review the evidence and implications of increasing incidence of early-onset cancers.				
		Expand the Australian Comprehensive Cancer Network to bring together cancer services, and existing networks and alliances within and across states and territories to enable collaboration, sharing of expertise, and access to comprehensive cancer care.				
Invest in community engagement to support evidence-based information and support for people affected by cancer through the Supporting People with Cancer Grant initiative						
Community organisations and Aboriginal and Torres Strait Islander organisations funded to support improvements in outcomes for people from priority populations or whose cancer outcomes are inequitable.	Review of administrative records (project documentation).	Award at least 4 grants (targeting 2 community organisations and 2 Aboriginal and Torres Strait Islander organisations) per annum to improve outcomes and support for people affected by cancer from priority populations or whose cancer outcomes are inequitable.	✓	✓	✓	✓

Key Activity Three:

Fund cancer research and drive efforts to strengthen national data capacity in consultation with relevant agencies

Measure	Methodology/Data source	Target	2025-26 Target	2026-27 Target	2027-28 Target	2028-29 Target
Oversee a dedicated budget for research into cancer						
Implement future priority-driven research investment.	Review of administrative records (project documentation).	Deliver at least one annual grant round to fund priority-driven research investment.	✓	✓	✓	✓
Implement and administer priority-driven research investment annually.						
Support Australia's national Multi-site Collaborative Cancer Clinical Trials Groups (CTGs)						
CTGs supported as per published grant guidelines.	Review of administrative records (project documentation).	Fund 14 CTGs as per published grant guideline timeframes.	✓	✓	✓	✓
		Providers of national technical services engaged.				
Provide high quality cancer data to inform national cancer control						
Maintain currency of data published on the National Cancer Control Indicators (NCCI) website.	Review of administrative records (project documentation and monitoring and reporting NCCI website activities).	Maintain published data analyses and insights on the National Cancer Control Indicators 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.	✓	✓	✓	✓

Key Activity Four:

Provide consumer and health professional cancer information and resources

Measure	Methodology/Data source	Target	2025-26 Target	2026-27 Target	2027-28 Target	2028-29 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. >5 cancer information topics reviewed and updated.	✓	✓	✓	✓



Australian Government
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Cancer Australia's Corporate Plan design

The visual concept for this year's Corporate Plan was developed by the Cancer Australia team. It embodies motifs from major initiatives developed within the first two years of the Australian Cancer Plan. The design also represents the interconnected roles of consultation, collaboration, health systems and innovation supported by meaningful stakeholder engagement with First Nations communities, clinicians, researchers, people affected by cancer and support organisations, all of which underpin Australia's cancer control efforts.

