



**The Hon Mark Butler MP**  
**Minister for Health and Ageing**  
**Minister for Disability and the National Disability Insurance Scheme**

Ref No: MS26-000173

Professor Dorothy Keefe PSM MD  
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Dear Professor Keefe

  
I write to outline my expectations of how Cancer Australia will fulfil its statutory and policy objectives during your current term as Chief Executive Officer (CEO).

#### **Statement of Expectations**

1. This Ministerial Statement of Expectations provides greater clarity about the implementation of government policies and objectives relevant to Cancer Australia carrying out its statutory functions under the *Cancer Australia Act 2006* (Cancer Australia Act). This Statement of Expectations is to be read alongside this legislation and other relevant legislation that applies to Cancer Australia.

#### **Overview**

2. Cancer Australia is a non-corporate Commonwealth entity established under the Cancer Australia Act. The roles and functions of Cancer Australia are set out under section 7 of the Cancer Australia Act. As a statutory agency within the Health, Disability and Ageing portfolio, Cancer Australia is subject to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), *Auditor-General Act 1997* and *Public Service Act 1999*.
3. Cancer Australia's CEO reports to me, as the Minister for Health and Ageing.

#### **The Government's Policy Priorities**

6. The Australian Government is focused on strengthening Medicare, protecting the Pharmaceutical Benefits Scheme, delivering generational reform to aged care, and securing the future of the National Disability Insurance Scheme.
7. It is my expectation that Cancer Australia will be aligned with these broad Government priorities.

8. For 2025-26 to 2027-28, it is my expectation that Cancer Australia will focus on the following priorities of Government specific to cancer control:
  - 8.1 Drive the implementation of the Australian Cancer Plan (ACP), continue to establish cross-sector partnerships, and monitor and evaluate progress to improve experiences and outcomes for all Australians affected by cancer. This should include working towards the implementation of the five-year goals of the ACP.
  - 8.2 Work closely with First Nations stakeholders to accelerate progress on Closing the Gap and improving First Nation's access to appropriate cancer treatment and care. This includes through effective management of the Partnerships for Cancer Research initiative to support First Nations-led research, linking academic institutions and First Nations organisations to grow the capacity of the First Nations cancer research sector.
  - 8.3 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 Cancer Clinical Trials Groups.
  - 8.4 Facilitate and continue to expand the Australian Comprehensive Cancer Network to strengthen collaboration across jurisdictions by strengthening linkages across Comprehensive Cancer Centres and with cancer and health services to deliver optimal cancer care to all regions.
  - 8.5 Provide advice to Government and the Department of Health, Disability and Ageing on new and emerging cancer issues and technologies, including but not limited to rising incidence of early onset cancers; prostate and liver cancer screening; Chimeric Antigen Receptor T-cell (CAR-T) and proton beam therapy.
  - 8.6 Drive implementation of the National Framework for Genomics in Cancer Control, including through the Cancer Genomics Clinical Trials Fund.
  - 8.7 Embed consistent, high-quality and evidence-based care for people with cancer by implementing the National Optimal Care Pathways (OCP) Framework through developing, updating, improving awareness and driving uptake of OCPs, to successfully integrate OCPs into routine cancer care.
  - 8.8 Set the direction for collecting, managing and using cancer data across Australia by implementing the National Cancer Data Framework.
  - 8.9 Lead Australia's technical 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 for the Health portfolio.

### **Relationship with Minister and Portfolio**

9. Cancer Australia plays an essential role in ensuring that the Government and I, as Minister for Health and Ageing, are well-placed to respond to any policy challenges and opportunities arising regarding cancer control in Australia. I expect timely information about any emerging trends, issues or risks that may impact on Government policies and programs.
10. I expect Cancer Australia to continue to work with stakeholders and represent their views to Government. This includes continuing to work with state and territory governments to inform key pieces of Cancer Australia's work, garnering an understanding of health system implementation issues for consideration when developing cancer control options to Government.
11. I expect Cancer Australia to work collaboratively with the department and my other portfolio agencies on issues relating to strengthening cancer control in Australia. This will include, but is not limited to:
  - 11.1 the Chronic Conditions and Screening Division to progress issues relating to cancer control in Australia, in line with the ACP. This may include cancer screening programs and screening policy, infrastructure investments and equitable access to supportive care, treatment and survivorship.
  - 11.2 Other relevant areas of the department, such as
    - 11.2.1 the Health and Medical Research Office to ensure the relevant Medical Research Future Fund programs and funds are informed by the work, and inform the work, of Cancer Australia
    - 11.2.2 Genomics Australia to advance shared objectives for the effective integration of health genomics within cancer care pathways
    - 11.2.3 International Strategies to ensure a consistent and coordinated Government approach to international matters, including direction on International Agency for Research on Cancer governance matters.
    - 11.2.4 the National Health and Medical Research Council (NHMRC) to ensure alignment with the work of the NHMRC
    - 11.2.5 the Australian Institute of Health and Welfare to provide national leadership and support to improve the national collection, analysis, linkage, use and benchmarking of cancer data through implementation of the National Cancer Data Framework

### **Organisation Matters**

12. Cancer Australia operates as part of the Government and is accountable to the Parliament of Australia, and the public, through me as the Minister for Health and Ageing, the Parliamentary Committee process, and the tabling of Cancer Australia's Annual Report.

13. In accordance with the PGPA Act and the Cancer Australia Act, I expect Cancer Australia will continue to integrate performance measures into Cancer Australia's Corporate Plan and subsequently report on outcomes against each measure in the Cancer Australia Annual Report. As the Minister for Health and Ageing, I will assess Cancer Australia's performance against these measures in determining whether the agency is successfully achieving its objectives.

#### **Financial Management**

14. It is important Cancer Australia continue to meet the requirements of the PGPA Act, including the *Commonwealth Procurement Rules, Commonwealth Grant Rules and Principles, Commonwealth Resource Management Framework* and standards expected of a non-corporate Commonwealth entity.

#### **Transparency and Accountability**

15. Cancer Australia is accountable to the Minister for Health and Ageing and the Parliament. In accordance with the PGPA Act, Cancer Australia must submit an Annual Report and Corporate Plan to me. A copy of the Corporate Plan should also be provided to the Minister for Finance before it appears on the agency's website.
16. Please respond with a Statement of Intent within four weeks of the date of this letter, outlining how Cancer Australia will meet these expectations and align its strategies with Government priorities.
17. For transparency, both this Statement of Expectations and your response will be published publicly. I look forward to our continued collaboration.

Yours sincerely



Mark Butler

02/03 / 2026