

**worldwide
cancer
research**

People Plan 2024

Team Worldwide

Our success starts with you...

The keystone of our mission to bring forward breakthroughs is the people who will deliver it.

In 2024, we will continue to deliver ambitious plans for growth, which can only be achieved by a high performing Team Worldwide.

Our people focus in 2023 was on promoting Team Worldwide cultural values, good HR practice, and team development and retention.

For 2024, we will be focusing on maximising the impact of Team Worldwide, improving our diversity by attracting underrepresented groups, with a focus on disability. Alongside this, we will continue to support learning and development by implementing a Learning & Development Strategy.

The individuals who together make Team Worldwide are critical to the ambitions and success of the charity. That is why the 2024 Plan and Budget has, at its core, an inclusive, people-focused strategic aim (Aim 3) – to ensure our team is inspired, trained, equipped, and retained.



Hello from the CEO

Being a small charity of around 50 employees allows us to be open, honest and personal with our supporters. Everyone who works for this charity embodies our values and plays a significant role – without them, we wouldn't exist. If you want to speak to me, the CEO, you can. If you want to speak to the research team, you can. If you want to share your story, there will always be someone to listen.

To achieve our vision – to see a day where no life is cut short by cancer – we must be clear about not only what we will do but also how we will do it.

The Board and the Senior Management Team (SMT) are committed to ensuring all our people have the right skills, expertise and that communication is always effective and open.

We aim to treat you fairly, promote a healthy workplace, and credit you for your achievements and efforts. In return, we expect you to work collaboratively, to always treat our supporters with respect, and to spend their hard-earned donations wisely.

Finally, I believe the most rewarding jobs are those that will change people's lives. By being a part of Team Worldwide, you are helping to break new ground and uncover knowledge that could change the future of cancer research. This is the opportunity for every one of us at Worldwide Cancer Research. Everyone here has a purpose.

Together we stand for the people with cancer and their families. We stand for transformative ideas, for taking intellectual risks, and for the power of bold research to save lives.

With the support of our Curestarters, we are part of a united effort to stop cancer, and to help ensure nobody has to say goodbye to a loved one too soon. We will succeed in delivering our vision and playing a key part in saving lives – today, tomorrow, and always.

Dr Helen Rippon
CEO



Our values



Curious

We question, learn & improve



United

We collaborate, support & include



Real

We're self-aware, honest & open



Entrepreneurial

We create, pioneer & persevere



Spirited

We're driven, ambitious & optimistic

Inspire, train, equip and retain

Employees who have meaningful and rewarding jobs and who are managed well and inclusively, will not only be happier and more fulfilled, but are also more likely drive productivity, services, and innovation.

This win-win view of motivation and people management is at the heart of employee engagement.

The Survey carried out in August 2023, achieved an Employee Engagement score of 98% (up from 94% in 2022), despite embedding a hybrid model of working and the cost-of-living crisis.

We aim to keep measuring engagement at Worldwide Cancer Research and continuously improve it by acting on team feedback and reviewing the benefits the charity offers.



New for 2024

Based on the results of the 2023 Employee Engagement Survey, your feedback in the subsequent focus groups, and a trial of a 9-day fortnight we have identified three key areas of activity for 2024.

These will help ensure the team meets its collective goals and demonstrate our cultural values; maintain the health and wellbeing of individuals; work on attracting underrepresented groups; continue to develop our Employer Brand (internal and external); maintain our overall employee engagement; and develop a Learning and Development Strategy.

We will:

Improve diversity of team worldwide through the delivery of the EDI Policy. Attract underrepresented groups by:

- Continuing to focus on disability in 2024 and advertise all roles on Evenbreak (a platform for disabled candidates to job search).
- Engaging with All in Edinburgh, a service delivered by the City of Edinburgh Council, who offer employers advice, support and guidance to recruit and retain employees with disabilities.
- Reviewing government guidance on best practice for supporting disabled people and those with long-term health conditions in work.
- Continuing to promote that we are a 'Disability Confident Committed' employer and collect anonymised recruitment demographics for statistical purposes.
- Regularly reviewing our recruitment toolkit in line with the EDI Policy.

Adopt a strategic, multi-year approach to Learning and Development to:

- Help us deliver the key elements of Aim 3, by setting the workforce capabilities, skills and competencies which the organisation needs to be successful year on year.
- Identify any skills gaps and develop a succession plan.
- Provide strong learning and development opportunities.
- Be open to new ideas in line with our charity values and different perspectives.
- Identify new opportunities, process improvements and new ways of working.

Provide an inclusive and supportive working environment for everyone who works with us by:

- Making contractual changes to reflect the 9-day fortnight becoming permanent following a successful trial.
- Providing 100% of pay for 90% of time, in exchange for a commitment to deliver 100% of agreed outcomes.
- Sharing a policy and guidance document in the 2024 Employee Handbook.
- Evaluating the 9-day fortnight policy annually.
- Carrying out internal data comparison with Scottish Census 2022.

To be continued...

Recruitment

- Recruit new team members incorporating our values and commitment to equity, diversity and inclusion, considering transferrable skills.
- Continually review the HR Recruitment Toolkit to share with hiring managers, demonstrating our commitment to fairness.
- Deliver a pre- and onboarding induction programme, monitor inductions through feedback and evaluate by star rating.
- Support training to help meet specific needs of a role and opportunities for development.

Training

- Promote a self-driven, curious, learning culture to drive innovation.
- Deliver induction and probation training.
- Provide a Personal Development Plan (PDP) template for use by employees and their managers.
- Support learning and development through the Charity Learning Consortium e-learning platform and internal Lunch & Learns.
- Deliver statutory training and regular refresher training on expectations around IT, information governance & compliance, and health & safety.
- Keep Team Worldwide informed of changes to policies or guidance.
- Support specific training requirements for individual roles as identified via PDR process, suggesting recommended providers.
- Upskill employees using the Flexible Workforce Development Fund grant.

Retention

- Demonstrate fair, reasonable and inclusive treatment of employees.
- Support team and individual wellbeing.
- Offer channels for employees' voices (monthly 121s, regular engagement surveys, D&I steering group and feedback focus groups).
- Run monthly all-staff meetings at which everyone is invited to contribute.
- Maintain up to date, clear and robust HR processes and guidance, and apply consistently.
- Support line managers' soft skills training.
- Review benefits annually.
- Evidence values are embedded into organisational culture - what we say is what we do.
- Monitor exits through interviews and respond to flags.

Performance management

- Make sure the aims and ambitions of the charity are well understood across Team Worldwide.
- Provide a continuous, ongoing process to ensure employees contribute to the overall goals of their team and the charity.
- Conduct Performance Development Reviews (PDRs) at monthly 121s from day one – giving an opportunity for everyone to understand their role in the charity, professionally develop and be motivated.
- Facilitate and support good people management skills, e.g., by upskilling team members who are new to line management.

What success looks like

Our people are at the centre of everything we do – our culture, our research, our campaigns and our supporter experience.

That is why Team Worldwide is a key focus of our mission to bring forward breakthroughs. We want to inspire, train, equip and retain the team created to achieve the charity's ambitions, making Team Worldwide the critical factor in the charity's future achievements.

Put simply, success for us is an engaged, happy and healthy workforce, which is why we have identified **KPIs** to measure the effectiveness of our People Plan 2024.

Employee engagement

- 2024 Employee Engagement Survey score that exceeds the sector average.

Employer brand

- More than one appointable candidate when recruiting, for at least 75% of roles.

Equity, Diversity and Inclusion

- 2024 collective D&I Employee Engagement Survey score of 90% or greater.
- An improvement in diversity among Team Worldwide, measured by an increase in those who consider themselves to have a disability.
- 100% completion and overall positive evaluation of D&I training by line managers.

Retention

- Staff retention rate of 90% or greater.
- Less than six average sick days/per person/per annum, current and reporting year employees.

Training

- 100% completion of mandatory probation and annual training on CLC.
- 100% listening to mandatory Lunch & Learns.
- 100% attendance at other mandatory training deemed of value to Team Worldwide.

