

**worldwide
cancer
research**

People Plan 2023

Team Worldwide

Our success starts with you...

The keystone of the bringing forward breakthroughs strategy is the people who will deliver it.

In 2023 we will continue to deliver ambitious plans for growth, which can only be achieved by a high performing Team Worldwide.

Our people focus in 2022 was on prioritising team wellbeing and development alongside investing in strengthening the charity's infrastructure and operational efficiency.

For 2023, we will be focusing on further refining new working patterns. We aim to enhance team collaboration, productivity and wellbeing by trialling a 9-day fortnight. Alongside this, we will continue delivering a range of Employer Brand activities to support Team Worldwide retention and recruitment.

Our people are important to us – and are critical to the success of the charity. That's why the 2023 Plan and Budget has, at its core, a people-focused strategic aim – to ensure that our team is inspired, trained, equipped, and retained.



Hello from the CEO

Being a small charity with a team of around 50 employees allows us to be open, honest and personal with our supporters. Everyone who works for this charity 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 enable the successful roll-out of our ambitious organisational strategy 10 years 100 new discoveries every year by 2031, 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 that the most rewarding jobs are those that will change people's lives. Worldwide Cancer Research funded science carries with it the optimism and potential to change the way the world sees cancer. This is the opportunity for every one of us at Worldwide Cancer Research. Everyone here has a purpose.

Together we stand for people with cancer, for starting change, for new innovative research, for keeping cancer in the news, for transparency, for the global cancer community and the future of cancer research.

By working together – and only together – will we 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, will not only be happier and more fulfilled, but are also more likely to drive productivity, services, and innovation.

This mutual-gain view of motivation and people management lies at the heart of employee engagement.

The survey carried out in July 2022 achieved an Employee Engagement score of 94% (up from 91% in 2021), despite the challenges of returning to the office and a new hybrid model of working.

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



New for 2023

Based on the results of the employee engagement survey, your feedback in the subsequent focus groups, and a trial of a hybrid working model, we have identified two key areas of activity for 2023.

These will help ensure we support the team meet its collective goal; maintain the health and wellbeing of individuals; continue diversity and inclusion monitoring; develop our Employer Brand; maintain our overall employee engagement; and develop the charity’s infrastructure and operational efficiency.

We will:

Promote Team Worldwide cultural values and good HR practice

- evolve the hybrid working model with a new Hybrid Working Policy in place and contractual changes complete
- trial a 9-day fortnight for six months from April 2023.
- embed our values within performance management
- establish a baseline and target in demographic data collection and continually monitor
- scope and, if appropriate, implement a new HR system

We will:

Focus on team retention and development

- review and refresh employee benefits with key preparatory work in Q3/4 2023
- deliver the Employee Value Proposition - through a joint HR/Brand programme of internal and external Employer Brand activity around the year to support both recruitment and retention
- continue with range of retention support activities
- as part of an organisation-wide focus on development, every Head and Manager will consider succession and development within their team during annual planning and interim PDR activities

Recruitment

- Recruit new team members incorporating our values and commitment to diversity and equity
- Deliver a pre- and onboarding programme for new hires, including induction and probation support, with opportunities for development
- Demonstrate our commitment to fairness and equity

Retention

- Run monthly all-staff meetings and quarterly all-staff days (virtual if necessary)
- Monitor exit interviews and respond to flags
- Maintain robust, clear processes and procedures
- Evidence values embedded into organisational culture - what we say is what we do
- Demonstrate fair treatment of employees and support for wellbeing
- Offer channels for employee voice (anonymised annual and pulse surveys) and respond to flags
- Run focus groups, facilitated by HR, to ensure positive or negative feedback from the team is heard

Performance management

- Conduct Performance Development Reviews (PDRs) and monthly 121s from probation onwards - an opportunity for all team members 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

Training

- Promote a self-driven learning culture
- Deliver a programme of pre-boarding and induction training
- Support training and development through the Charity Learning Consortium e-learning platform and internal learning labs
- Support specific training requirements for individual roles as identified via PDR process
- Upskill our employees with the Flexible Workforce Development Fund grant of £5k

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's why Team Worldwide is a key focus of our bringing forward breakthroughs strategy. 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 2023.

Employee engagement

- 2023 Employee engagement score that exceeds the sector average

Employer brand

- More than one appointable candidate when recruiting, for at least 50% of roles

Retention

- Staff retention rate of 90% or greater
- <6 average sick days/per person/per annum, current and reporting year employees

