

Powering our research

Our operational strategy
2017-21





The greatest asset we have is our people.

Working together as **One ICR** it is our highly skilled and committed workforce of scientists, corporate staff and students who power everything we do.

Together we will make the discoveries that defeat cancer.



Paul Workman

Professor Paul Workman
Chief Executive



Powering research, together



At the ICR, we are united in our mission to make the discoveries that defeat cancer. Together, we strive for excellence in our research and aim to translate our findings as rapidly as possible into advances that benefit cancer patients. We also train the best of the next generation of cancer researchers and clinicians.

Research has been pivotal in improving survival rates from cancer, but the disease can still be extremely difficult to treat, especially when it has begun to spread around the body and stopped responding to treatment. So we have developed an ambitious research strategy with The Royal Marsden designed to overcome the challenges of cancer's evolution and drug resistance, and create a new generation of cancer treatments.

Delivering this research strategy, and our vital work in learning and teaching, relies on excellence within our corporate services. Our operational teams work tirelessly to generate the income and to deliver the infrastructure and support services that we need to power discovery and education.

In 2016 we reviewed our operations, and listened to hundreds of scientists and corporate staff from across the ICR. It was clear that we remain a strong organisation, with a proud international workforce that is deeply committed to our mission.

I'm in no doubt that our future success will rely on us all working together even more effectively as One ICR, as we tackle the financial and political challenges facing academic research.

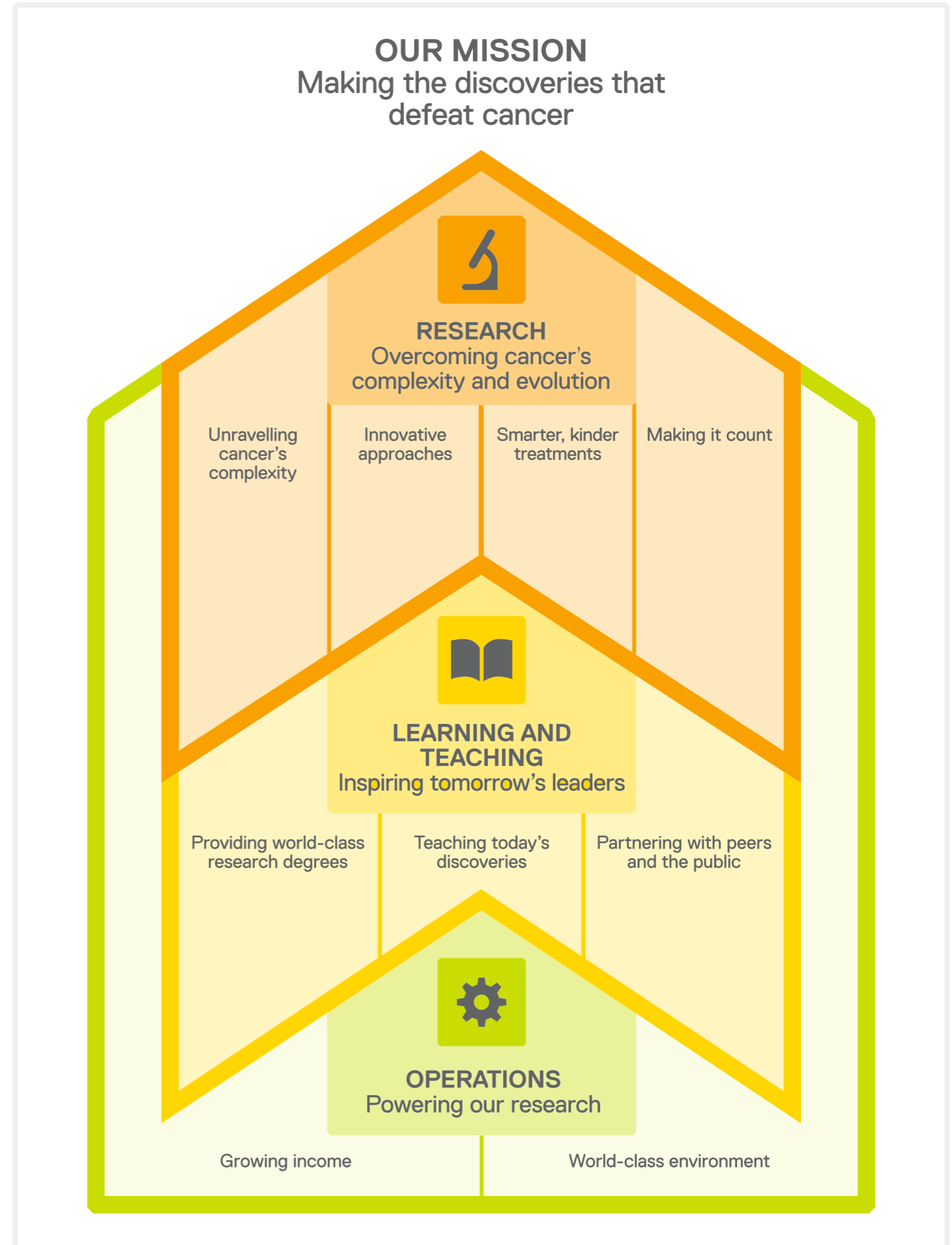
The ICR's new operational strategy to 2021 is informed by insights from staff and analysis of the research sector. It takes a clear view of the opportunities and challenges ahead, and will help drive organisational development – creating the capability and capacity we need to power our research.

The strategy is structured around two major pillars: **Growing income** to provide vital funds, and delivering a **World-class environment** that provides excellent services, infrastructure and support. Our work in operations is a vital part of delivering our goals in research and education. It underpins all that we do.

The ICR's exceptional people are at the heart of our current success and will be central to meeting our future ambitions. This strategy sets a path for us to work together as One ICR, and for each of us to play our part in powering our research to make the discoveries that defeat cancer.

Dr Charmaine Griffiths
Chief Operating Officer

Read more about the ICR's research strategy at icr.ac.uk/strategy





Pillar 1 Growing income



Aim

We will increase the resources available to power research by growing commercial and fundraising activities, building partnerships and maximising value for money.

Introduction



Our research strategy is bold and ambitious. We will only meet its aims if we can successfully grow our income.

We have a 100-year track record at the ICR of successful discovery, and of delivering real benefits for patients. We're also the UK's most successful academic organisation at commercialising our research so that our discoveries benefit patients more quickly. The ICR's discovery of the prostate cancer drug abiraterone

has generated significant revenues to plough back into our research, but as these tail off – and our ambitions grow – we need we need to look to new ways of growing our income.

We now need to build a sustainable financial model capable of growing our existing funding and diversifying our income streams. We aim to maximise and diversify our grant funding, optimise recovery of costs, and increase our fundraising with a focus on philanthropy. We will also grow

our work in commercial partnerships so we can be increasingly innovative and entrepreneurial in finding new opportunities to generate income from our assets.

Alongside this, we are committed to ensuring that the resources we generate are dedicated to our life-saving research. We will streamline processes and control our costs to ensure we operate as efficiently as possible.



We will be innovative and entrepreneurial in finding new opportunities to generate income



Lara Jukes
Director of Development



"Our team in the Development Office is responsible for raising funds for ICR research. We use a wide range of fundraising techniques, including nurturing close relationships with wealthy philanthropists, running sponsored sporting challenges, writing applications to charitable trusts, and encouraging people to leave a legacy to the ICR in their Will.

"All the funds we raise are invested directly in our research. For example, in 2016 we secured a donation of more than £3.5m from a single donor to fund our scientists in a brand new programme of research into hormone-sensitive breast cancer. What makes me proud is that our team, working closely with our researchers, nurtured this relationship with the individual over a number of years. When the donor had the funds at his disposal, he knew that his money would have greatest impact at the ICR.

"The key to our continued success is to have excellent systems behind the scenes that can support the team's hard work, as well as the interpersonal skills to engage and persuade donors. I call it the three Ps: Process, Personalisation and Persistence.

"The ICR's fundraising income has been on a healthy upward curve, and now we want to see it achieve a further, significant step change. My vision is that armed with the ambition and clarity of our research strategy we'll be able to excite and inspire more donors, and philanthropy will contribute substantially to making the discoveries that defeat cancer."



Dr Toby Richardson
Associate Director, Business Development, ICR Enterprise Unit

“The Enterprise Unit acts as the technology and knowledge transfer hub for the ICR. We provide the expertise to put in place a wide range of agreements between our scientists and industry that maximise patient benefit and hopefully generate funds to be ploughed back into cancer research.

“Our work enables our research teams to conduct research that might otherwise not be possible – for example by accessing information or materials generated by companies or through industrial research collaborations.

“We also seek partners to translate our research results into products. We’ve been particularly pleased to see our Chk1 inhibitor reach the clinic and be partnered with the company Sierra Oncology. We believe it has the chance to be a first- and

best-in-class drug that can bring a great deal of benefit to patients.

“I believe that the ICR’s combination of high-quality research and efficient corporate services gives us the perfect foundation for making significant progress in cancer research in the coming years. In our case, the ICR is the partner of choice for many companies because our experienced team understand their needs and are able to unlock deals much more efficiently than elsewhere.

“My team will continue to work with our colleagues to play a central role in the ICR’s success, so we see more patients benefiting from the excellent research that we do here.”



Programmes



We will continue to grow the resources available to power ICR research in a wide variety of ways, including through four priority programmes of work.

Grant funding

The ICR currently relies heavily on our central pool of resources – known as general funds – to subsidise our research. We need to relieve pressure on these funds, by identifying new opportunities for grant funding and increasing the level of cost recovery on grants and contracts.

We will:

- identify new grant funding opportunities and aim to grow our grant funding from research councils
- improve our processes to optimise cost recovery on grants and increase support for our scientific services.

- work in close partnership with our Trustees, other senior volunteers and scientists to engage those new individuals, families and institutions while diligently supporting our colleagues to become ‘fundraising ambassadors’
- explore opportunities to raise funds in partnership with The Royal Marsden Cancer Charity and other key partners and supporters, such as Cancer Research UK.

Commercialisation

We need to build our success at generating income through commercialisation by broadening our activities beyond the exploitation of intellectual property.

We will:

- begin new commercial activities that leverage the ICR’s assets and partnerships, including development of The London Cancer Hub
- work in close partnership with scientists to maximise income while maintaining patient benefit and the freedom to do, and publish, our research
- ensure we are sufficiently resourced to allow us to exploit new commercial opportunities
- explore options to generate commercial income from ICR properties where possible.

Service improvement and efficiency

We aim to improve effectiveness across all of our operations, by streamlining processes and using resources more efficiently.

We will:

- streamline our internal processes, and increase use of automated and integrated technologies
- maximise our use of all our resources, including our estate
- initiate an organisation-wide programme of continuous improvement.

Philanthropy and reputation

We believe the ICR can further grow fundraising by continuing to raise our profile, joining forces internally, and focusing on major donors and philanthropy.

We will:

- focus particularly on major donors and high-value philanthropy
- build the ICR’s profile, including through targeted communications activity to enhance our reputation among our fundraising audiences
- expand our capacity and take an ambitious and structured approach to identifying prospective donor groups

Join in and support the ICR. See icr.ac.uk/fundraiser



Pillar 2

World-class environment



Aim

We will deliver excellent support, services and infrastructure that enable us to achieve our research and education goals.

Introduction



The ICR needs world-class operational support, services and infrastructure that are capable of powering our exceptional research and teaching programmes.

We already have a highly skilled workforce, and our corporate teams deliver a range of services that are valued by our researchers.

We are proud of our many state-of-the-art facilities across the ICR's 380,000 sq ft estate. We have exciting plans to develop a new Centre for Cancer Drug Discovery in the next

five years. And longer term we aim to develop our Sutton site to create The London Cancer Hub – a world-leading life-science campus specialising in cancer research, treatment, education and enterprise.

But we know we can do more to deliver an environment that is world-class in every respect. There is a strong appetite for change among corporate staff. We strive for excellence and have identified opportunities to further enhance the way we operate. The aim is to provide fully integrated and efficient services

that are perfectly tailored to the needs of our research.

We will work together to remove structural, procedural and bureaucratic barriers and to nurture a culture that is open, equal and collaborative. It is essential that all researchers, corporate staff and students feel united in our efforts to defeat cancer, working together as One ICR.



The aim is to provide fully integrated and efficient services that are perfectly tailored to the needs of our research



Dr Laura Pickles
Site Manager (Chelsea)

"The Site Management team is responsible for the smooth running of the site, ensuring services are in place for the building to run as a world-leading scientific research institute. We make sure laboratory space is used optimally and that equipment is maintained, and we assist scientists in helping the site perform to meet their requirements.

"We also provide soft services to ensure buildings are clean, ordered and secure. Facilities such as catering enable staff to recuperate and spend time together in a shared common room. Provision of changing and shower facilities help staff who exercise regularly maintain a healthy work-life balance.

"In addition to our day-to-day activities we proudly support high-profile and prestigious events that often take place at our site. We had three on a single day in 2016, and

were able to provide individual support to each of the hosts to ensure their event ran smoothly while minimising disruption to the work of the scientists within the building.

"The greatest strength of my team is our collaborative working – we have a strong desire to support the scientific work done at the ICR, of which we are all very proud. My team have all been keen to cross train and support other colleagues within Facilities Services when the need arises."



Programmes



Five programmes of work will help drive our ambitions to deliver a truly world-class environment for ICR research.

Organisation alignment

We need to ensure the ICR is equipped to deliver on its strategic goals.

We will:

- make sure the ICR's operations fully support the delivery of our goals in research and education
- ensure key teams for the delivery of the operational strategy are properly resourced to meet their goals
- provide support for all members of staff to develop in their roles and meet their career goals.

Support for researchers

We plan to implement a consistent and cost-effective model for supporting researchers across all divisions.

We will:

- develop and spread best practice in providing operational support for research across all divisions
- deliver excellent and cost-effective central scientific services
- deliver integrated support services for researchers at every stage of their working lives – from recruitment and getting started, to career development and staying in touch after they have left.

Project management

- update the ICR's pay and reward structure and review how we develop staff skills.

Performance and planning

We want to support high-quality planning and decision making at the ICR by improving analysis of performance, information flow and central project management.

We will:

- ensure central oversight of all ICR activities to better plan and allocate resourcing
- work to improve and integrate the data and information we have so we can more effectively and cohesively monitor the organisation's performance
- establish strategically aligned KPIs that improve management and decision making.

Governance

The ICR needs a more streamlined governance model that is better able to engage staff, provides stronger support for decision making, and promotes collaboration.

We will:

- develop a new governance model that is less time-consuming and bureaucratic, and ensures active engagement of research and operational leaders
- improve our processes for taking decisions and managing risk
- develop new models for decision making with key external partners, and effectively managing our relationships with them.

People, reward and culture

We aim to further develop a culture in which all staff and students feel that together, they are One ICR.

We will:

- drive an inclusive programme of culture change that ensures all staff work effectively together in a way that reflects our values
- establish programmes to develop leadership and that focus on the needs of individual members of staff, including maximising opportunities for female staff as part of our application for an Athena SWAN Gold Award
- develop corporate skills in our staff, including researchers, in key areas such as business analysis and

Aldridge Fortuin
Human Resources Manager



"Talented people are at the heart of the ICR's work and the job of our team is to ensure we attract that talent and enable them to contribute their best while they are here.

"Our highly experienced team provides an advisory and operational HR support service on all aspects of people management and the employee life cycle. This includes supporting recruitment into our research and corporate teams, helping get new recruits off to a flying start, and creating employment practices and training and development programmes that contribute to an environment in which great people want to work.

"We have a truly international workforce, with more than 50 countries represented among us. That global diversity and all the talent that comes along with it is absolutely crucial to the ICR's ability

to remain at the forefront of cancer research. Our team's expertise in visa sponsorship management is vital to allow us to continue to recruit from all over the world as we see the implications of Brexit unfolding.

"It's great to be part of the ICR at such an exciting time, with the prospect of our new ambitious strategies shaping the coming years. Attracting and retaining the right people, and creating a culture where our people have the opportunities to contribute their best, will be absolutely vital to the delivery of our strategic aims, and our team will be working hard to do just that."



For an overview of our organisational strategy, go to icr.ac.uk/icr-strategy

Together we are One ICR



Our talented and committed people are the ICR's most valuable asset, and the reason we remain one of the world's most successful cancer research organisations.

By working together as One ICR, we will make the discoveries that defeat cancer.



"I lost my father to cancer when I was 23, so the cause of cancer research is close to my heart. Trekking to Machu Picchu has always been top of my bucket list, so when I saw that I could do it and support our amazing research, I thought why not? I raised around £1,600 and had one of the most rewarding and spiritual adventures of my life so far. Now I'm on my next mission to raise another £2,000 by doing the Virgin London Marathon."

Jennifer Herbert
PA to the Director of Enterprise and Enterprise Office Manager



"I enjoy having the opportunity to interact with ICR researchers on a day-to-day basis to help them achieve their research goals. No matter what role you undertake at the ICR – whether you're directly involved in research or support its delivery – you can take immense satisfaction out of the fact that you are in some way contributing to the scientific discoveries that are having a real impact on the lives of cancer patients."

Dr Ben Onwuegbusi
Research Strategy Coordinator



"I really enjoy the collaborative nature of my working life here – it's very collegiate and rewarding. It doesn't matter whether you're in corporate services or at the bench, we're all working towards the same goal, and I think the most inspiring thing for all of us is seeing discoveries made at the ICR go on to benefit patients."

Dr Rachael Natrajan
Team Leader, Functional Genomics, Division of Breast Cancer Research



"I'm incredibly proud to be part of this machine that produces such excellent research, but I also love the rich culture and diversity contained here. The overwhelming support the ICR provides for women in science is very empowering and has helped my dream of a research career become reality."

Dr Jumi Popoola
Higher Scientific Officer, Signal Transduction and Molecular Pharmacology Team, Cancer Therapeutics



"The ICR is an exceptional place to work. The research is internationally renowned and the working environment is supportive and enjoyable. I've been surrounded by passionate and talented people, both scientists and support staff, and the collaboration between different areas of expertise makes the culture a very open, team approach."

Ashley d'Aquino
Radiotherapy PhD Fellow and Student Nominee on the ICR Board of Trustees



"I joined because the ICR has a good reputation and I saw it as a great opportunity to make a difference in cancer research and uphold the highest standards of animal welfare."

"The research we do here inspires me. It is innovative and impactful – improving the lives of so many patients and their families. I feel lucky to work in such a rewarding and friendly environment, where we're recognised as individuals, rather than just staff."

Allan Thornhill
Head of Biological Services



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