# Table of Contents

1. Introduction ...................................................................................................................... 1  
  1.1 Overview .................................................................................................................... 1  
  1.2 About Wellcome Collection ...................................................................................... 1  
  1.3 History ....................................................................................................................... 2  
  1.4 Governance and management .................................................................................. 3  
  Wellcome Collection Leadership Team ........................................................................... 3  
  Staff ................................................................................................................................... 4  
  Diversity and inclusion .................................................................................................... 4  
  Health, safety and the environment .............................................................................. 4  
  Security ............................................................................................................................ 4  
  Workforce ....................................................................................................................... 5  
2. Our vision ......................................................................................................................... 6  
3. Reviews and analysis ....................................................................................................... 7  
  3.1 Strategic Review ......................................................................................................... 7  
  3.2 Library Transformation Project .................................................................................. 7  
  3.3 Situational analysis ..................................................................................................... 8  
  Strengths and opportunities ......................................................................................... 8  
  Risks and challenges ...................................................................................................... 8  
4. Stakeholder analysis ........................................................................................................ 9  
  4.1 Internal reviews .......................................................................................................... 9  
  4.2 Visitor feedback ......................................................................................................... 9  
  4.3 Engaging our visitors ............................................................................................... 9  
  Visitor Experience team ................................................................................................. 10  
  Library Experience & Engagement team ....................................................................... 10  
  Digital Experience team .............................................................................................. 10  
  Collections & Research team ....................................................................................... 10  
  Public Programmes team ............................................................................................. 10  
5. Our audiences ................................................................................................................ 11  
  5.1 Audience development ............................................................................................ 11  
  5.2 Access ....................................................................................................................... 11  
  Digital access and digitisation ....................................................................................... 12  
  Access to the collections .............................................................................................. 12  
6. Our focus for the next five years .................................................................................. 13  
  6.1 Audience and access ............................................................................................... 13  
  6.2 Programmes, networks and content ....................................................................... 14  
  6.3 Collections development, management and care .................................................. 15
7. Evaluation........................................................................................................................................17
8. Planning cycle and review date......................................................................................................18
Appendices .........................................................................................................................................19
Appendix 1: Wellcome Success Framework.......................................................................................19
Appendix 2: Wellcome Collection Success Framework.........................................................................21
1. Introduction

1.1 Overview

Wellcome Collection is a free museum and library that aims to challenge how we think and feel about health. Inspired by the medical and cultural objects, books and manuscripts assembled by Sir Henry Wellcome, it connects science, medicine, life and art. It is part of Wellcome, a global charitable foundation that exists to improve health for everyone by helping great ideas to thrive.

In 2016, following a significant expansion of Wellcome Collection, we undertook a Strategic Review which gathered the views of staff, users and stakeholders, considered the success of the museum, and highlighted opportunities for development. A parallel review reflected on the library’s public offer, our collections, and how we might best deliver our services.

The tenth anniversary of Wellcome Collection, in June 2017, saw a celebration of the museum’s achievements and the setting of its future direction. Our Collections, Digital, Public Programmes and Operations departments were combined under the aegis of Wellcome Collection; a structural change which allowed us to adopt a shared mission and set of priorities across all museum and library activities.

This Forward Plan covers the period from March 2018 to March 2023. It will be reviewed annually, providing a flexible framework to guide the development of Wellcome Collection, and help us capitalize on opportunities to inspire and encourage new ideas about health through our collections and programmes.

1.2 About Wellcome Collection

Wellcome Collection opened in 2007 as a cultural venue inspired by the collections of Sir Henry Wellcome: a pharmacist, entrepreneur and philanthropist, whose fascination with the “art and science of healing throughout the ages” led him to amass more than a million objects from around the world related to medical culture. It has established a reputation for innovative and original exhibitions, events, online activity and publications, which cross disciplinary boundaries of knowledge to explore our complex relationship to health.

The library first opened to the public in 1949 as the Wellcome Historical Medical Library. Sir Henry’s founding collection of books, paintings and manuscripts has been significantly augmented and the library is now one of the world’s major resources for the study of the social and cultural contexts of health. Its holdings span centuries and continents and our ambitious digitisation programme seeks to enable free online access to this material across the globe now and in the future.

Wellcome Collection opened new, expanded gallery spaces in 2015 to meet overwhelming demand for its programming. Our multi-disciplinary approach has found new avenues in the hybrid space of the Reading Room, Youth Studio and an experimental gallery with evolving year-long exhibitions. Wellcome Collection has moved from being a cultural venue to a museum, as ideas of what a museum can be have changed.

Wellcome Collection’s core activities include:

- Two permanent exhibition spaces (Medicine Man and Medicine Now).
- Temporary exhibition programme within two exhibition spaces.
- The Reading Room – a hybrid exhibition, events and library space.
- A programme of public events.
Youth Programme and informal engagement with young people.
- Schools programme.
- Engagement work with underrepresented audiences.
- A library space and services.
- Active programmes of collections development, information and research.
- Collections care and conservation programme.
- Large scale digitisation programme.
- Photography.
- Digital access and preservation.
- Original digital content.
- Touring exhibitions.
- Publishing programme.
- Interdisciplinary research space.
- National arts partnership.
- Broadcast collaborations.

1.3 History

Wellcome Collection is located in the Wellcome Building at 183 Euston Road, London, originally built in 1932 as a home for Sir Henry Wellcome’s non-commercial pursuits.

The sheer size of Sir Henry’s extraordinary collection of objects and books outpaced his vision of creating a museum that could display them all, in the Wellcome Building, or anywhere else. He staged exhibitions during his lifetime, but the majority of museum objects remained in storage, while books were housed in different locations across London.

On his death in 1936, Sir Henry’s will established a charity for “the advancement of medical and scientific research to improve mankind’s wellbeing”. The share capital of his pharmaceutical company, the Wellcome Foundation, objects and books, were left to this charity under the care of his Trustees, who formed the Wellcome Trust, now known simply as Wellcome.

Faced with the daunting task of maintaining an extensive and sometimes esoteric museum collection of objects, the Trustees set a thematic focus around medicine and initiated a programme to sort and document medical items and to identify material for disposal. Hundreds of thousands of objects were auctioned or given to other collections around the world, although many remained in the possession of the Trust, which continued to strengthen its holdings with new acquisitions. The library was opened to the public for the first time in 1949.

In the mid-1970s, Sir Henry’s remaining museum objects began to be transferred on loan to the Science Museum whose expertise in collections care and development would allow for greater access. The transfer continued until 1982.

In 2004, the Wellcome Trust moved from the Wellcome Building into new headquarters next door at 215 Euston Road. The older building reopened in 2007, with the library now sharing space with Wellcome Collection, a new £37million public venue billed as “a free destination for the incurably curious” which set out to explore the connections between medicine, life and art through intelligent, adult programming. The venue enjoyed a popular and critical success that exceeded all expectations. Its loyal and rapidly growing audience often overwhelmed the building and, in 2013-15, Wellcome Collection underwent a second major capital project (£17.5million) to accommodate them.

In 2005 our collections were awarded MLA (now ACE) Designated status. These included printed and published material, archives and manuscripts, and visual culture collections. Today the collections are made up of the Core Collections: visual and material culture, printed and published rare materials and archives and manuscripts; and the Support Collections: our auxiliary material, reserve collection, printed and published reference and digital reference collection.
The collections are managed by Wellcome Collection, with the exception of some long-term loans, the most significant of which is Sir Henry Wellcome’s Museum Collection of objects, still cared for by the Science Museum Group. A Management Agreement, currently being updated, supports the collaborative interpretation of this collection, including its use in exhibition spaces at Wellcome.

The global charitable foundation that bears Wellcome’s name is now a neighbour to Wellcome Collection, but its adjacency reinforces the connections and shared purpose between the Trust and its museum: to challenge how we think and feel about health and to help great ideas to thrive.

1.4 Governance and management

All core staff are employed by Wellcome and operational budgets are generated through its investment portfolio. Wellcome Collection is integral to Wellcome’s constitution and purpose, and its ongoing funding is secure.

The Director of Wellcome Collection is also responsible for Wellcome’s wider portfolio relating to Culture & Society (of which Wellcome Collection forms a part), and is a member of Wellcome’s Executive Leadership Team (ELT) and ELT’s Funding and Direct Activities Committee. Under the Director, Wellcome Collection’s activities are managed within four departments:

- Collections & Research.
- Digital Engagement.
- Public Programmes.
- Wellcome Collection Operations.

**Wellcome Collection Leadership Team**

Heads of our four departments form the Wellcome Collection Leadership Team. The group meets formally on a quarterly basis. The organogram above shows the governance structure from the Board of Governors through to the heads of departments. Reporting moves back up to the Board of Governors.
Over the next five years, the Wellcome Collection Leadership Team will have responsibility for monitoring progress and ensuring that our priorities and activities allow us to achieve our mission. The Chair, Simon Chaplin, Director of Wellcome Collection, has delegated authority to agree and embed all policies relating to Wellcome Collection.

The Leadership team will:

- Monitor progress against agreed objectives and achieving our mission.
- Agree and oversee a five-year action plan and KPIs.
- Review short, medium and long-term activities.
- Look forward and plan for budgets and resources.

Staff

Staff activities are spread across teams within our four departments:

- **Collections & Research** includes approximately 30 staff divided between the following teams: Collections Development, Collections Information and Research Development.
- **Public Programmes** includes approximately 30 staff divided between the following teams: Exhibitions, Publishing, Live Programme and National Programmes.
- **Wellcome Collection Operations** includes approximately 65 staff divided across the following teams: Commercial Development, Communications and Marketing, Conservation and Collection Care, Library Experience and Engagement and Visitor Experience.
- **Digital Engagement** includes approximately 25 staff divided between the following teams: Digital Editorial Content, Digital Experience, Digital Platform, Digital Production and Photography.

Diversity and inclusion

As a global charity working across different countries and cultures, Wellcome is committed to inclusion and equality. Staff are employed solely on their merits and we help them to maximise their potential and achievements. It is important to us all to create a culture that is open, which respects others and where differences are valued and celebrated.

In November 2016, we made Diversity and Inclusion a priority area for Wellcome with a dedicated and resourced work stream to analyse, challenge and change our working practice. The objective is to create a more diverse and inclusive internal culture at Wellcome and for diversity and inclusion best practice to become fully integrated into all of our work.

Health, safety and the environment

We have a robust health, safety and environmental policy, which sets out our commitments to our staff, partners, visitors, our operational buildings and associated activities.

Security

Substantial security arrangements ensure the safety and care of our collections, visitors and buildings. Wellcome provides 24-hour onsite security, seven days a week, from a central control room at its headquarters, adjoining Wellcome Collection. Our security provisions include CCTV coverage for Wellcome Collection, Wellcome and our offsite storage site.

During operating hours at Wellcome Collection, we have three static security positions which cover the main door, cloakroom and the control room. There is an additional position when patrols are carried out. Patrols take place every 30 minutes, covering public areas and the external perimeters. Overnight, the building is monitored from our central control room, and security staff conduct two full building patrols throughout the night.

Our offsite storage site, located at Waxlow Road, is covered by remote CCTV monitoring and an intruder alarm linked to our central control room. The site is staffed by one security position during working hours. DeepStore, in Cheshire, which provides off-site storage of some paper-based materials, has industry-standard security arrangements.
Security plans are regularly reviewed, tested and communicated to all staff. Our security provider carries out an annual security review. Any recommendations for improvements are acted on through our planning processes. Alongside this, we run a security risk register which is continually monitored and kept up to date.

Wellcome carries out at least one annual business continuity exercise, which tests our ability to respond appropriately during an incident. Wellcome Collection has a separate section of the business continuity plan and relevant contracts with restoration providers.

**Workforce**

We maintain a workforce appropriate to meeting our overall strategic aims, following recommendations made through recent strategic reviews of the museum and library.

Wellcome Collection adjoins Wellcome’s headquarters and operates as part of its building. Wellcome makes provision for support and services to ensure smooth and efficient operations. This includes practical expertise from colleagues in teams such as finance, audit, legal, human resources, digital and technology, media, design, facilities management and audio-visual support.

Wellcome offers paid internships, trainee and apprentice positions. Although we provide some opportunities for volunteering and work experience, these are limited and we do not rely on volunteers to deliver any aspects of our core activity. We do not offer unpaid internships. Salaries for temporary and permanent roles are benchmarked against the wider sector, usually against the upper quartile.

One of our aims over the next five years is to ensure we are a great place to work, and we are committed to providing opportunities for development and progression to all of our staff. Training and development for Wellcome Collection staff falls under the wider Wellcome Trust provision.

The Wellcome Collection Leadership Team have access to a Wellcome-wide leadership development programme, linked to a skills framework, to ensure we maintain the appropriate balance of skills and experience to deliver Wellcome Collection’s vision and Forward Plan.

We support staff attendance at conferences and training workshops, and secondment and placement opportunities are made available and encouraged, allowing team members to share their expertise and gain experience in new areas. Wider development sessions are arranged regularly for staff across Wellcome, providing them with opportunities to learn more about the collections from internal and external experts.

Internal development and training courses, known as Common Good Courses, are open to all. These courses cover a range of skills and personal development, such as communication, report writing and influencing. We also offer learning opportunities which include formal and informal study schemes and research and development opportunities.

Wellcome actively aims to provide a nourishing workplace environment, such that staff are well resourced for their work and given the facilities that help make their working lives enjoyable. From an onsite gym and bar, to organised staff social activities and volunteering schemes, Wellcome fosters and champions a strong sense of staff community.
2. Our vision

Wellcome Collection’s vision is to be a place that challenges the way we think and feel about health by connecting science, medicine, life and art. We aim to be recognised as a world-leading museum and library that provides unique inspiration and rewards for our visitors and is a cultural ambassador for Wellcome.

Wellcome believes that good health makes life better, and its aim as a foundation is to improve health for everyone by helping great ideas to thrive. Four principles: “we make it count”, “we act boldly”, “we stretch ourselves” and “we pull together”, guide our work towards this aim.

The vision for Wellcome Collection was approved by Wellcome’s Board of Governors in December 2016. In 2017 Wellcome developed a Success Framework (Appendix 1) to help measure progress towards its objectives, and Wellcome Collection’s objectives over the next five years are mapped against this framework.

To achieve our vision, our main goals are to:

- Make thought provoking content that encourages a reflection on what it means to be healthy and human.
- Create opportunities for people to think deeply about the connections between medicine, science, life and art.
- Seek out and preserve different perspectives through our collections and research.

To address these goals, we focus on three areas set out in this plan:

- Audience and Access.
- Programmes, Networks and Content.
- Collections Development, Management and Care.

We will continue to govern and manage Wellcome Collection appropriately to enable us to deliver our vision. We will care for, develop and manage our collections and associated information in a way which offers inclusive access to all our collections for a growing and diverse audience. We will maintain and develop exciting and innovative programmes and content to create opportunities for audiences to engage deeply with our collections. We will strive to be a great place to work.
3. Reviews and analysis

3.1 Strategic Review

Wellcome Collection undertook a thorough Strategic Review in 2016, comprised of both internal and external review and consultation. The Strategic Review highlighted the success of our original, adult-oriented curatorial approach to exploring health and medicine, our innovative youth programme, and our strong and growing reputation in the cultural sector in the UK and internationally.

The review also drew our attention to some areas for future development. We need to be clearer in our articulation of our target audiences. We need to prioritise our work more effectively to sustain levels of in-venue programming, and take a more strategic approach to our programmes beyond the building, such as touring, publishing and digital content.

There is a pressing need to update certain galleries, such as Medicine Now, which addresses contemporary biomedicine but is more than ten years old. The Strategic Review also strengthened our ambition to be as inclusive as possible and to take a more explicit leadership role in the cultural sector.

3.2 Library Transformation Project

In 2008 our development objectives for the library were set out in the Library Transformation Project. These goals were focused on targeted collecting, strategic digitisation and expert interpretation.

The Transformation Project emphasised the fantastic experience of our users, while pointing to significant challenges and areas of unrealised potential. The project demonstrated that a significant proportion of our collections remain undiscovered, that users were struggling to access our digital material and that only a small number visit us in order to engage deeply with our collections.

In 2016/17 we made changes to the way we work and the services we offer to become more effective and relevant to existing and future users, to reach wider and more diverse audiences, and to align ourselves with Wellcome’s strategic framework.

Modernising our working practice and reducing duplication means stopping some activity – we will no longer resource multiple websites or subsidise a commercial image library – but will free us to fully open up and make available our unique collections.

It became increasingly apparent through the Transformation Project that the library and museum shared not only a building, but different articulations of the same vision, and we could best achieve our objectives by formally bringing both teams together into a single organisational structure with shared priorities.
3.3 Situational analysis

The evolving context within which we operate presents a variety of strengths and opportunities, and risks and challenges.

Strengths and opportunities
The Strategic Review and the Library Transformation Project identified several strengths of Wellcome Collection, including:

- Unique and distinctive collections.
- The popular appeal of the venue, reflected in significant growth in visitor numbers.
- An original adult-oriented curatorial approach to exploring health and medicine and an innovative youth programme that prioritises depth of engagement.
- A distinctive visitor demographic with a high proportion of younger adults (41% aged 17-30).
- Exceptionally high media profile and critical success for exhibitions and live events.
- A strong and growing reputation in the cultural sector in the UK and internationally.
- A strong library service.
- The potential to reach and impact a wider and more diverse audience.

As a result of our independent funding, Wellcome Collection was relatively protected from the 2008 economic crisis. We were able to continue to grow, as other museums experienced funding restrictions. We are also able to take more risks with our programmes and the way we use our collections.

London’s Euston Road may not have seemed the most appealing visitor destination when we opened, but Wellcome Collection is now very well placed to take advantage of rapid cultural development locally, including the development of King’s Cross Knowledge Quarter and the opening of the Francis Crick Institute nearby.

The Strategic Review highlighted our strong national and international reputation within the cultural sector. Our distinctive, multidisciplinary approach to presenting our collections has been influential, and has helped change expectations of what a museum programme should look like. We also play a leading role in increasing access to collections through our extensive digitisation programme and our commitment to open access.

Risks and challenges
The Strategic Review and Library Transformation Project indicated several key risks to achieving our mission, from both internal and external challenges. These include:

- Continued rapid growth of visitor numbers, placing extra demand on the building and services.
- Building costs rising, leading to increased cost-per-visit.
- The development of Euston railway station and HS2, which may reduce footfall and inhibit ability to deliver exhibitions and events.

Several areas for development were highlighted:

- Links to Wellcome's wider work and science content could be increased.
- Definition of target audiences could be improved, both in terms of numbers and demographic spread.
- More could be done to strengthen our commitment to making our venue and collections as inclusive as they can be.
- Much of our collection is still under-discovered by our users, and increasing access should be a priority.
4. Stakeholder analysis

4.1 Internal reviews

In developing our priorities, we have drawn on consultations and workshops involving staff, users and key stakeholders. These consultations formed a key part of the Strategic Review and the Library Transformation Project.

The Strategic Review involved significant peer review, alongside interviews and workshops. There were in-depth studies of different elements of Wellcome Collection and an analysis of the cultural landscape. The consultation included one-to-one interviews with members of the Wellcome Collection team and senior Wellcome representatives. We also ran a series of workshops with staff, a team of external experts, and representatives from Wellcome.

A key part of the Library Transformation Project involved workshops and working parties with staff from across the library and beyond. The consultation period included feedback from individuals and teams, input from external consultants and discussions across Wellcome.

4.2 Visitor feedback

Visitor feedback is gathered from both external and internal sources. We commission two external surveys, one of which collects information through an onsite survey and provides a report three times a year, benchmarking Wellcome Collection against other institutions. The reports provide information on visitor demographics, experiences and whether visitors would recommend the museum. We also commission a regular exit survey, which is shared with us quarterly, revealing visitor demographics, which spaces are visited, engagement, experience, and visitor comments.

We gather feedback through internal methods, including an online survey which is sent to attendees of our ticketed events, onsite surveys of participants in our youth programme events, a survey of library users and through comment cards and verbal feedback given to our Visitor Experience Team.

We track digital usage and engagement with our online platforms and gather information by running weekly user research sessions, interface-testing sessions for the website, online surveys and AB tests to inform the development of our website. Analytics data and online surveys are also used to prioritise design and development on the site.

Visitor data and feedback is shared internally with staff across Wellcome Collection. Our Audience Development Strategy outlines our plans to measure feedback against our key objectives, ensuring improvements to our day to day operations, and the development of future programming is informed by our audience's experience.

4.3 Engaging our visitors

Wellcome Collection is animated by talented teams who use different methods to engage audiences with our collections. This variety of engagement creates a depth of experience that offers visitors rich and suggestive layers of interest.
**Visitor Experience team**
The Visitor Experience team is key to ensuring visitors engage with our galleries and exhibitions through a high-quality, interactive and multi-layered experience. They make the venue visitor-centric, actively listening to visitors and adapting to their needs to deliver unique, personal and authentic engagement.

**Library Experience & Engagement team**
The Library Experience and Engagement team delivers an outstanding environment that enables research to thrive. With an emphasis on providing access to information, the team creates a responsive offer which not only meets the needs of current users but evolves and improves continuously to meet the needs of new and developing audiences.

**Digital Experience team**
The Digital Experience team creates a coherent digital user experience that helps cultivate the exchange of ideas, knowledge and experience in support of an inclusive and diverse community. We aim to lead the sector in digital interface design by ensuring that our user experience supports our users’ goals and by researching and testing our design ideas before applying them consistently.

**Collections & Research team**
The Collections & Research team is responsible for providing information and access to our collections. The team facilitates access to the collections in a variety of ways, including through an extensive cataloguing and processing programme, answering enquiries, collections-based events, classes, and seminars and the provision of research support.

**Public Programmes team**
The Public Programmes team is responsible for driving the content development and delivery of temporary and permanent exhibitions, the Reading Room, events, youth programme, publishing, touring exhibitions and the loan of collection objects to external venues.
5. Our audiences

5.1 Audience development

In 2016/17 Wellcome Collection’s audience comprised 631,642 visits onsite, including 36,979 to the library and 20,759 attending public programme events. A further 76,494 visited our touring exhibitions and 6,506 visits from 14-to-19-year-olds to youth programme activities. We also sold 100,000 books. Online there were 1,128,155 users on wellcomecollection.org; 473,719 on wellcomelibrary.org; and 158,851 on wellcomeimages.org. With the bringing together of museum and library, we are currently developing a single Wellcome Collection website. Tens of thousands also engage via social media channels and millions more through third party sites such as Wikipedia, Internet Archive, and Europeana.

We have a high level of engagement with users aged under 40, and we have a majority female audience across all platforms. Half of our onsite and online museum audience are from London, and half of our online library audience accessing content are international. Our audience typically have a high level of education, with a recent snapshot survey reporting all surveyed visitors being educated to A-level equivalent or higher.

Our Audience Development Strategy has been developed with input from our users, staff and stakeholders. It is mapped against Wellcome’s Success Framework and considers how we will increase the range of audiences we are reaching and the barriers to engagement we will work to overcome. It is guided by three objectives:

- **Depth** – deeper connection with content. We will encourage people to engage more deeply, onsite and online, and broaden the profile of researchers using our collections and resources.
- **Breadth** – broader and more diverse audiences. We will explore ways to diversify audiences, understand barriers to participation and include a wider range of voices in our collections and programmes.
- **Growth** – attracting more people from more places. Sustainable audience growth is vital to provide a positive experience for visitors and staff onsite, and maximise use of resources online.

We believe that audience development is everyone’s responsibility. Depth, breadth and growth are each highly valued and we will work together to identify flexible but achievable indicators, across projects, teams and time.

5.2 Access

We consider access to mean the opportunity to engage with our public spaces, collections, content activities and expertise, onsite and online, in a range of ways. Loaning items to other museums is another important way we provide wider access to our collection.

We see access as the opportunity to engage with our buildings, collections, content activities and expertise, onsite and online. We believe that physical, sensory and intellectual access provision is owned by all members of Wellcome Collection staff and should be embedded into all roles.

Our Access Policy sets out the obstacles to access that we are determined to overcome:

- **Attitudinal** – a lack of interest in, or awareness of, the museum and library, the subjects and issues we deal with, or our programmes and services.
- **Language and Learning** – a feeling that the museum and library is too specialist in its approach to subjects and how they are presented; learning disabilities which affect the ability to engage with the museum; not be able to read or speak English.
- **Cultural** – the museum and library is not relevant and does not reflect particular cultural or social heritages or interests.
- **Economic** – Wellcome Collection is free, but not all can afford the travel and associated costs to visit the museum and library or take part in our programmes.
- **Geographic** – the museum and library are too far away to visit.
- **Physical and Sensory** – physical disabilities, limited mobility, or hearing or visual impairments prevent access to the museum and library, our website, social media channels or programmes.
- **Technological** – poor or no internet connectivity, or low digital literacy; reliant on assistive software to engage with our collections and programmes or interact with screen-based technologies.

**Digital access and digitisation**
We design and build our website to ensure it works on all devices and with assistive technologies. We provide digital access to all our audiences through digitisation, accessible user interfaces, open APIs and liberal licensing policies.

We have, to date, digitised over 220,000 items (35 million images). This programme of work continues to add approximately 250,000 images each month. We will continue to provide free global access to our unique collections and key modern printed material at a rate of up to 4 million pages per year. We will work to make born digital content, published and unpublished, readily accessible.

**Access to the collections**
We make our collections available to everyone balancing an ambition for openness with statutory protections for personal data and common law principles, including medical and business confidentiality and legal professional privilege. We plan to review our published procedures on research access to our collections during 2018, and expect to issue revised procedures, incorporating forthcoming changes to the legislative framework on access, by the end of the year.
6. Our focus for the next five years

With information gathered from our Strategic Review, Library Transformation Project and internal reviews, we have identified 13 aims to enable us to achieve our mission over the next five years. These aims cut across three areas of focus: Audience and Access; Programmes, Networks and Content; and Collections Development, Management and Care.

We will ensure that we continue to uphold museum and archival accreditation standards in the way we provide access to, care for and develop our collections and their associated information. We are working towards Museum Accreditation for the following elements of our Core Collections (as described in our Collections Development Policy):

- Visual and material culture.
- Printed and published rare materials.

In addition, we will be seeking separate Archive Accreditation for our archives and manuscripts.

6.1 Audience and access

Wellcome Collection’s audiences are integral to everything we do, and the ways in which we use the collections. We will focus on a range of areas to increase the access we provide and broaden the audiences we engage with. This will allow us to fulfil our goal to create opportunities for people to think deeply about the connections between medicine, science, life and art.

Over the next five years, our main aims to develop our audience and increase access are:

Aim 1: Improve accessibility to our programmes, content and collections (digital, audience, interpretation and physical)

We will work to reduce barriers to accessing our collections. As we implement our new Audience Development Strategy, we will focus on clear audience and outcome goals, tailoring engagement to different audience needs, motivations and engagement with content. We will also develop and pilot robust audience-focused prioritisation techniques for cataloguing and digitisation to help our audience access our programmes, content and collections. We will continue to digitise our collections and design and develop our website and API to improve discoverability and access.

Aim 2: Create outstanding user-centric experiences that increase use of our content and services

We will create experiences accessible to all, encouraging a broad and diverse audience to critically engage with health. A key focus will be to build online audiences for our digital content, which will be developed for our new digital platform. This will happen alongside the development of a library experience and engagement strategy which will enable people to understand health and its social and cultural contexts and to feel emotionally connected to our content.

Aim 3: Extend our impact and reach through digital, broadcast, publishing and touring

Extending our reach will diversify the audience exploring ideas about health through our collections, programmes and content. Building on the work of the Library Transformation Project, we are designing and building a consolidated website. We will develop and deliver an audience-focused schedule of editorial content on the Wellcome Collection website to challenge, inspire and engage
with the world about the world, to share ideas and reach both the academic and curious public with different thoughts, arguments and perspectives about health.

Through touring, lending, publishing and broadcasts, we will ensure our collections and ideas reach audiences nationally and internationally.

### 6.2 Programmes, networks and content

We will continue to use our collections and cultivate networks to allow us to develop programmes and content to achieve our vision. Research sits at the heart of Wellcome Collection, helping us to know our own collections and their contexts better, informing the key questions asked by our programmes and exhibitions, and helping people from a wide range of backgrounds and interests to create new knowledge about health. By creating more avenues for our audience to engage with our collections, we will achieve our goal to **make thought provoking content that encourages a reflection on what it means to be healthy and enables a better understanding of the social and cultural contexts of health.**

Over the next five years our aims are to:

**Aim 4:  Develop innovative spaces and experiences that encourage new ways of thinking and feeling about health**

We will continue to produce engaging content and learning experiences as a key part of our programmes. This will include producing stimulating content to encourage our audiences to think and feel differently about health. We will focus on developing and commissioning digital content for national and international audiences and explore how online users might share their knowledge and experience with others.

We will develop research programmes, forums, and platforms for dissemination, in collaboration with academic and non-academic systems, institutions and societies, to enable established, early career, and new research communities to develop innovative, potentially transformative, perspectives and ideas about health.

**Aim 5:  Strengthen connections across Wellcome**

We will continue to consult with colleagues across Wellcome; we will be working with the Science and Innovations divisions. There will be a specific focus on building connections as part of the redevelopment of our Medicine Now exhibition. We will build on our current Visitor Experience ambassadorial work with teams across Wellcome to strengthen connections across the organisation.

Through our collections development work we will draw on Wellcome’s understanding of health across the funding portfolio to identify suitable themes to guide active collecting for our Core Collections and we will experiment with different collecting methodologies to document health-related issues.

**Aim 6:  Encourage diversity of voices in our collections and programmes**

We will forge links with organisations and individuals that represent different perspectives and work with them to build on our collections and programmes. We plan to increase the diversity of voices in our collections, beyond the expert voice, including this by default in all our collections development planning. We will explore ways of capturing the patient voice/narratives of health and will use our holistic approach to collecting to consider which formats are most suitable.

Work with underrepresented groups identified through the Audience Development Strategy will be embedded across all strands of work. We will also develop and pilot a museum and library traineeship programme, with a particular emphasis on diversity and inclusion of a wide variety of participants.
**Aim 7:** Foster a creative community that spans the arts, sciences, technology and innovation

We will be reaching new audiences through exhibitions and programmes at Wellcome Collection, special events, touring programmes and through broadcast. As part of our work in our interdisciplinary space within Wellcome Collection, we will be running a pilot interactive programme bringing together professionals from a variety of backgrounds across science, medicine, culture and art. We will scope out a new national partnerships network with creative partners across the UK.

We are planning to run an annual event ‘Data Week’ bringing together technologists, academics, designers and artists to explore a focused research question or idea.

### 6.3 Collections development, management and care

Bringing together the museum and library provides us with the opportunity to take an inclusive view of our collections, guiding us towards our objective to **seek out and preserve different perspectives through our collections and research**.

Over the next five years our aims are:

**Aim 8:** Expand and increase access to and discovery of our collections to allow and enable people to explore the connections between science, medicine, life and art through our collections and associated information

We will focus on, and increase, access to our collections and associated information, enabling more of our collections to be discovered and explored. We will endeavour to maximise the reach and impact of our collections amongst current and new audiences.

We will develop and publish a research development strategy, focusing on extending the reach and impact of the collections. We will provide an outstanding physical research environment, ensuring library users can efficiently and effectively access information. We will continue to digitise and openly license our collections. We will develop a new digital platform to make all our collections more discoverable and useful.

**Aim 9:** Develop our collection to maintain its unique and distinctive identity

We value the extraordinary diversity of material under our care and recognise that this requires us to be flexible and adaptable. Our collection is, however, much more than the sum of its parts.

We will develop and apply common frameworks for assessing significance and prioritising activity and make individual decisions based on knowledge and understanding of the whole. We will continue to value the varying content, context and materiality of our collections, as set out in our Collections Development Policy.

**Aim 10:** Expand the range of voices and personal experiences represented in our collections and associated information, with diversity of voice as a core focus

We will actively seek out material which enhances the breadth and depth of our holdings, provides historical perspectives on contemporary health concerns and increases the diversity of voice represented in our collections.

We will ensure that a range of voices, experiences and perspectives feed into all our programmes, content and collections. We will research and pilot new types of collecting, with diversity and inclusion as a key driver and objective.
Aim 11: Develop a holistic understanding of our Core Collections by implementing a minimal viable level of collections information

Informed by our Collections Information Policy and Plan, we view the collection and creation of collections information in relation to both our Core and Support Collections as an iterative process, building up from an inventory record for each item or object, or collection of items or objects.

We will establish inventory level control for all new items or objects newly entering our care, and identify areas of the existing Core Collections where further work is required to ensure that we can meet and maintain minimum standards for the SPECTRUM Primary Procedures.

Aim 12: Continue to preserve our collections in the best possible condition to ensure their availability for audiences today and for future generations

We implement our Conservation and Collections Care Policy across all our collections. In the context of that policy we will implement our Conservation and Collections Care Plan, which in year one will include conservation assessments to support loans, preserve the collections for the long term, and preparation and support for the public programmes and our digitisation activities. We are committed to the physical security of our collections and we implement any recommendations from our security team arising from their annual reviews.

Aim 13: Refresh our digital collections strategy so that current and future audiences can access and discover more of our collection

We are committed to ensuring the security, integrity and long-term preservation of our digital content, both digitised and born digital. Digitised surrogates are now hosted at Amazon’s AWS data centres, and we plan to migrate our born digital archives to cloud storage during the next five years to streamline management procedures and improve access to all our digital assets.
7. Evaluation

In 2017 Wellcome Trust developed a Success Framework (Appendix 1), which sets out the overarching vision and the outcomes for the whole organisation.

Wellcome Collection has built on this framework, developing its own set of outcomes, which connect to those of the wider Wellcome Trust (Appendix 2). We will measure success in our objectives against this Success Framework. All our objectives for the next five years are mapped onto this framework, which will help guide Wellcome Collection’s development.

Our key performance indicators have been agreed upon and will be reported back to our Board of Governors:

- **Who we reach** – total visit numbers of 3.5 million over five years (with annual visits in the range 650-750,000), with increased diversity.
- **What it costs** – average in-venue cost-per-visit reduced to £13.60 (excluding library visits).
- **How they engage** – high levels of engagement, with more than 60% of visitors feeling that we challenge how they think about health.
- **How we work** – rank in top 30 of Great Place to Work survey.

Individual indicators for each objective can be found in our Delivery Plan 2017/18.
8. Planning cycle and review date

This Forward Plan will be reviewed annually and a fully updated version produced in 2023.

Detailed Delivery Plans for Wellcome Collection are produced annually and reviewed every six months. These which link the activities of teams to the Forward Plan, Success Framework and KPIs. Wellcome’s financial year runs from October to September, and the planning cycle for the next year begins in April.

Our policies and plans will be regularly reviewed and updated to maintain high standards and enable us to achieve our objectives. The Wellcome Collection Leadership Team is responsible for monitoring our progress and has oversight of our five-year plan.
Appendices

Appendix 1: Wellcome Success Framework

Our vision can be divided into three areas in which we want to make an impact:

- Maximising the potential of research to improve health.
- Delivering innovations that prevent or treat health problems.
- Engaging society to shape choices that lead to better health.

Underpinning these areas are nine high-level outcomes or “ambitions” that express our aspirations across the organisation. If we are to fully achieve our vision, Wellcome needs to be successful in all nine of these areas.

Each ambition has been broken down into “shared outcomes” that provide more detail:
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<thead>
<tr>
<th>Ambition 1: Our understanding of science and health is transformed by research</th>
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<td>1a: Wellcome funded research is influential within and across research fields.</td>
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<td>1b: Wellcome funded research contributes to significant shifts in theoretical, methodological and technological knowledge.</td>
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<th>Ambition 2: The research community is well trained, diverse and inclusive</th>
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<td>2a: The research community is diverse and inclusive.</td>
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<tr>
<td>2b: Each researcher has the necessary range of skills to deliver world class research.</td>
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<td>2c: Research capability is strengthened in areas of strategic interest to Wellcome.</td>
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<th>Ambition 3: Knowledge and discoveries are shared, accessed and used in a manner that maximises health benefit</th>
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<td>3a: Each researcher is equipped, empowered and motivated to make research outputs open.</td>
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<td>3b: Research outputs are findable, accessible, interoperable and re-usable (FAIR).</td>
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<td>3c: Institutions, publishers and funders adopt and demonstrate open research practices.</td>
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<th>Ambition 4: Research is carried out to the highest appropriate standards</th>
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<td>4a: Research partners and institutions support and enable good research practice.</td>
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<td>4b: Each researcher adopts and demonstrates good research practice.</td>
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<td>4c: Researchers have the appropriate resources, facilities and environment to enable high quality research.</td>
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<th>Ambition 5: Discoveries are translated into new health interventions</th>
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<tr>
<td>5a: Researchers are motivated and enabled to explore translation of their work.</td>
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<td>5b: Research contributes to the development of interventions that may improve health.</td>
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<td>5c: Researchers consider the social, cultural, behavioural and industry context when developing interventions.</td>
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<th>Ambition 6: Interventions improve the health of many people</th>
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<td>6a: Partnerships are established to support the application of research.</td>
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<td>6b: Interventions are shown to be scalable, sustainable and implementable.</td>
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<td>6c: Interventions improve health outcomes.</td>
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<th>Ambition 7: Health is improved through changes in policy and practice</th>
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<td>7a: Policy and practice are informed by research and researchers.</td>
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<td>7b: Decision makers take up Wellcome’s position on policy and practice.</td>
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<th>Ambition 8: People are aware of, engaged with, and understand science and health research</th>
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<td>8a: Young people have access to high-quality, inspiring science and health education.</td>
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<td>8b: People value and feel able to participate in science &amp; health research.</td>
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<td>8c: People critically engage with science &amp; health.</td>
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<th>Ambition 9: People have trust in Wellcome, and in science and health research</th>
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<tr>
<td>9a: Wellcome is recognized and trusted as a leading voice on science &amp; health.</td>
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<td>9b: People trust the role that science and health research plays in improving health.</td>
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