



STRATEGIC PLAN

# 2005–2010

MAKING A DIFFERENCE

**wellcome**trust



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Since the Wellcome Trust's formation in 1936 we have continuously supported excellent research, with the aim of improving human and animal health. We recognised then, as we do now, the need to provide long-term support, since most biomedical research is incremental, building on past achievements.

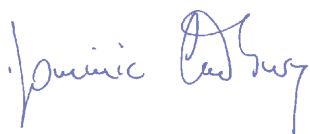
During the period of our first five-year Plan, *Planning for the Future*, published in 2000, we achieved a great deal. Through our support for the Wellcome Trust Sanger Institute, we made a key contribution to the completion of the Human Genome Project. We worked in partnership with the UK Government to help revitalise university infrastructure and enhance clinical research. Our long-term support for our major overseas programmes has helped to improve understanding of diseases that have a devastating impact in developing countries. We also restructured our scientific programmes, refocused and enhanced our technology transfer activities, and took forward a broad range of imaginative activities to engage the public in biomedical science. Highlights of some of the exciting outcomes that came to fruition during the period of our last Plan are featured on the following pages.

Our aims and objectives for 2005–2010 will ensure that we continue to make a difference in the areas we support. In particular, we will retain the flexibility to respond rapidly to the best ideas from our communities, and provide the most appropriate form of support to take these ideas forward. We will build on the success of our international funding, continue to engage public audiences, and develop new initiatives to facilitate and accelerate the take-up of research outcomes by clinicians, industry and policy makers.

The success of this Plan will depend critically on the wide range of people and organisations with whom we work. The most important are the researchers and institutions who carry out the research that we support. Additionally, our staff, and the experts from around the world who review applications and serve on our advisory committees, will play a crucial role in taking forward this Plan.

Many of the challenges we are seeking to address will not be realised by one organisation working alone. In implementing this Plan, we will actively seek to work in partnership with other organisations where added benefit can be gained, building on the wide range of innovative funding partnerships we have brokered over recent years.

This Plan will be used as a basis upon which we will identify and develop strategic priorities, informed by ideas from our communities. We will also use this Plan to set in place improved systems to assess our progress, so that we can ensure that we really are making a difference.



Sir Dominic Cadbury  
CHAIRMAN



Mark Walport  
DIRECTOR



# The Wellcome Trust is the most diverse biomedical research charity in the world, supporting a spectrum of activity from basic science to history of medicine

**RIGHT**

The Wellcome Trust Sanger Institute at Hinxton.

**FAR RIGHT**

The Wellcome Trust's founder, Sir Henry Wellcome.

**BELOW**

A three-day-old human embryo.  
*Y Nikas*

Our independence and size enable us to act responsively and flexibly, seizing new opportunities and acting as a catalyst for innovation. We are able to take a long-term view and to take funding risks, acting for the public good.

We are a major funder of research in the UK, with a strong international presence as well. For many of our activities we work with a wide range of partners.

We fund excellence and encourage innovation by endeavouring to support the best researchers, the best teams and the best ideas.

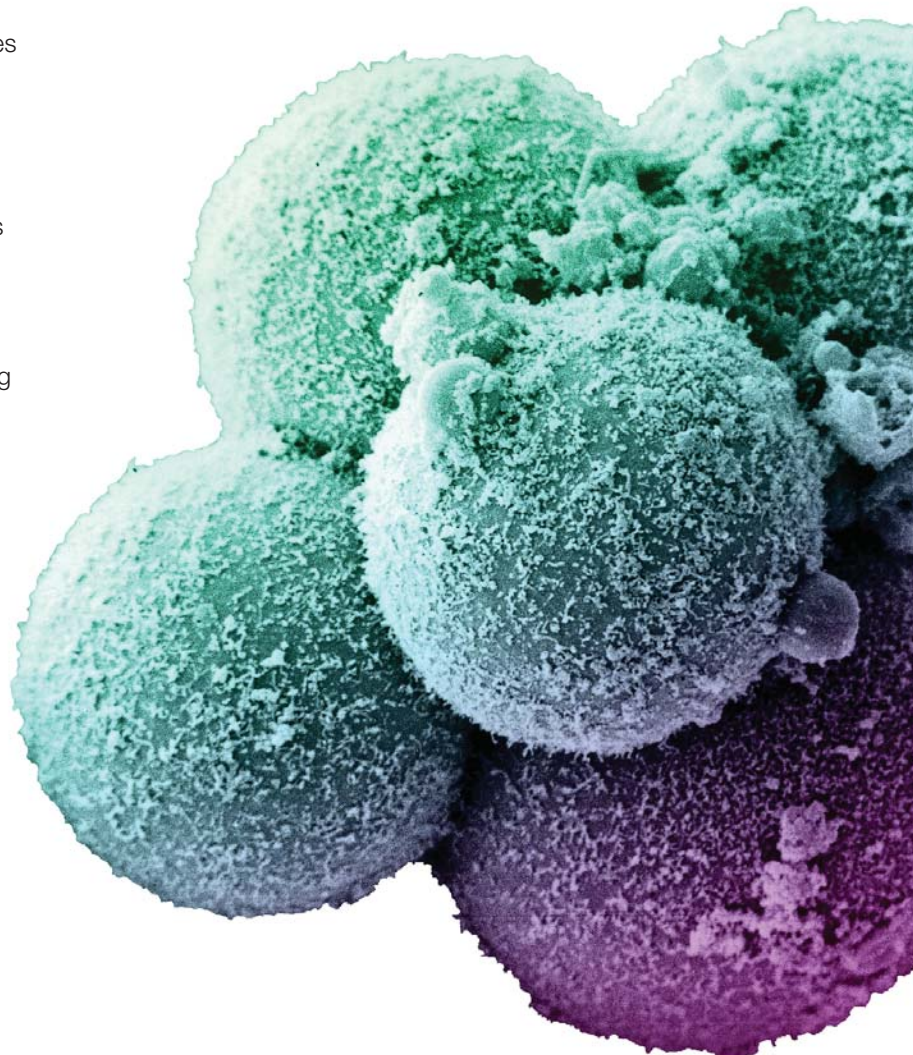
We support the Wellcome Trust Sanger Institute – a world-leading centre exploring the role of genomes in health and disease.

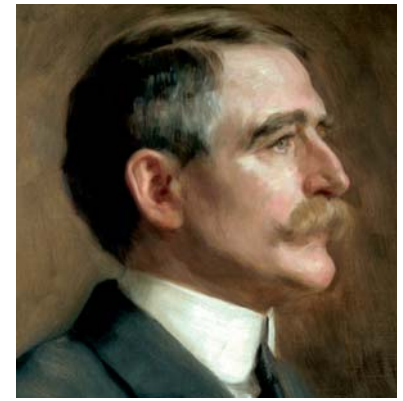
In November 2000 we published our first five-year Plan, *Planning for the Future*. In the last five years, we have spent £2.4 billion in delivering our mission. At any one time, we support over 3000 researchers in more than 40 countries.

Over the past five years, about 90 per cent of our funding has been in the UK. Most of the remaining 10 per cent supports research and capacity building in developing and restructuring countries.

Our Strategic Plan for 2005–2010, *Making a Difference*, provides the context and direction for the Wellcome Trust during this period.

We will update the Plan, periodically, at [www.wellcome.ac.uk](http://www.wellcome.ac.uk).





## WELLCOME TRUST SANGER INSTITUTE

Forming part of the Wellcome Trust Genome Campus at Hinxton in Cambridgeshire, UK, the Wellcome Trust Sanger Institute is one of the world's foremost centres for genomics and bioinformatics research. Established in 1993, the Sanger Institute played a leading role in the international Human Genome Project – delivering one-third of the human genome sequence (the largest single contribution). It has also sequenced the genomes of many medically important pathogenic organisms – including the agents that cause malaria, tuberculosis and typhoid fever.

During the period of the Wellcome Trust's last Plan, we funded a £300 million five-year programme of research at the Institute. Under the leadership of Allan Bradley, the current Director, the focus of the Institute has shifted from sequencing genomes to using sequence data to answer important biological questions on the role of genes in health and disease.

To accommodate the expanded research programme at the Sanger Institute, the £95 million South Field Project was completed in 2005 – providing new laboratories, a data centre, research support facilities and offices.

In addition to the Sanger Institute, the Genome Campus houses the European Bioinformatics Institute (EBI). The Wellcome Trust has committed to work with the UK Research Councils to create space for an expansion to this vital research institute.

The Genome Campus is also home to the Wellcome Trust Conference Centre – a high-quality venue for major international scientific meetings and conferences. Through its Advanced Courses programme, the Wellcome Trust has utilised the unique facilities available on the Genome Campus to provide hands-on training in the latest research techniques for hundreds of scientists from around the world.

## WELLCOME TRUST

The Wellcome Trust was created on the death of Sir Henry Wellcome in 1936. In 1880, Henry Wellcome and his partner Silas Mainville Burroughs established a pharmaceutical company, Burroughs Wellcome & Co. In 1895, Silas Burroughs died, leaving the company in the hands of his partner. The firm flourished under Henry Wellcome's leadership. In his will, Wellcome vested the entire share capital of the drug company, The Wellcome Foundation Limited, in a charitable trust – the Wellcome Trust.

In the 1980s and 1990s, we diversified our asset base, selling shares in the Wellcome drug company and investing the proceeds. The diversified portfolio of investment assets is around £11 billion (as of June 2005).

Our mission is to foster and promote research with the aim of improving human and animal health

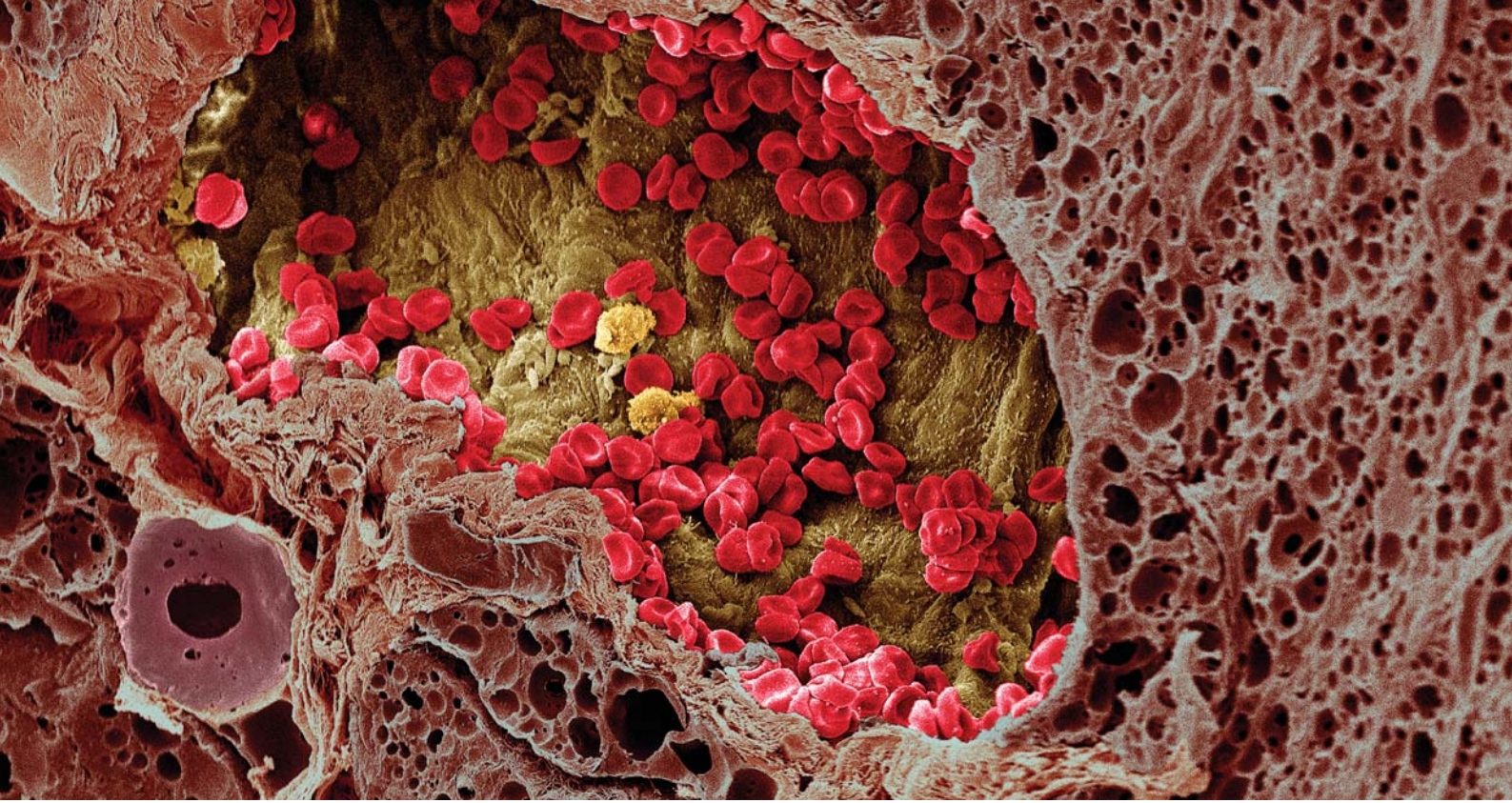
**RIGHT**  
Electron micrograph of a blood vessel that has grown into a melanoma.  
*K Hodivala-Dilke and M Stone*

**Over the next five years, our aims will be:**

- 1 Advancing knowledge:** To support research to increase understanding of health and disease, and its societal context
- 2 Using knowledge:** To support the development and use of knowledge to create health benefit
- 3 Engaging society:** To engage with society to foster an informed climate within which biomedical research can flourish.
- 4 Developing people:** To foster a research community and individual researchers who can contribute to the advancement and use of knowledge
- 5 Facilitating research:** To promote the best conditions for research and the use of knowledge
- 6 Developing our organisation:** To use our resources efficiently and effectively.

The UK will remain the principal base for our research activity. Assuming that the current investment climate remains unchanged, we aim to commit £1.5 billion in the UK over the next five years. We will also continue to fund internationally, and expect that this element of our funding will increase.





Our strategic aims.

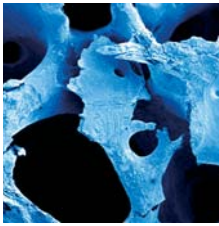


This Plan sets the direction we aim to follow and outlines how we will identify and develop priorities across our activities

**RIGHT**  
Colony of *Gloeotrichia*, a cyanobacterium.  
*M I Walker*

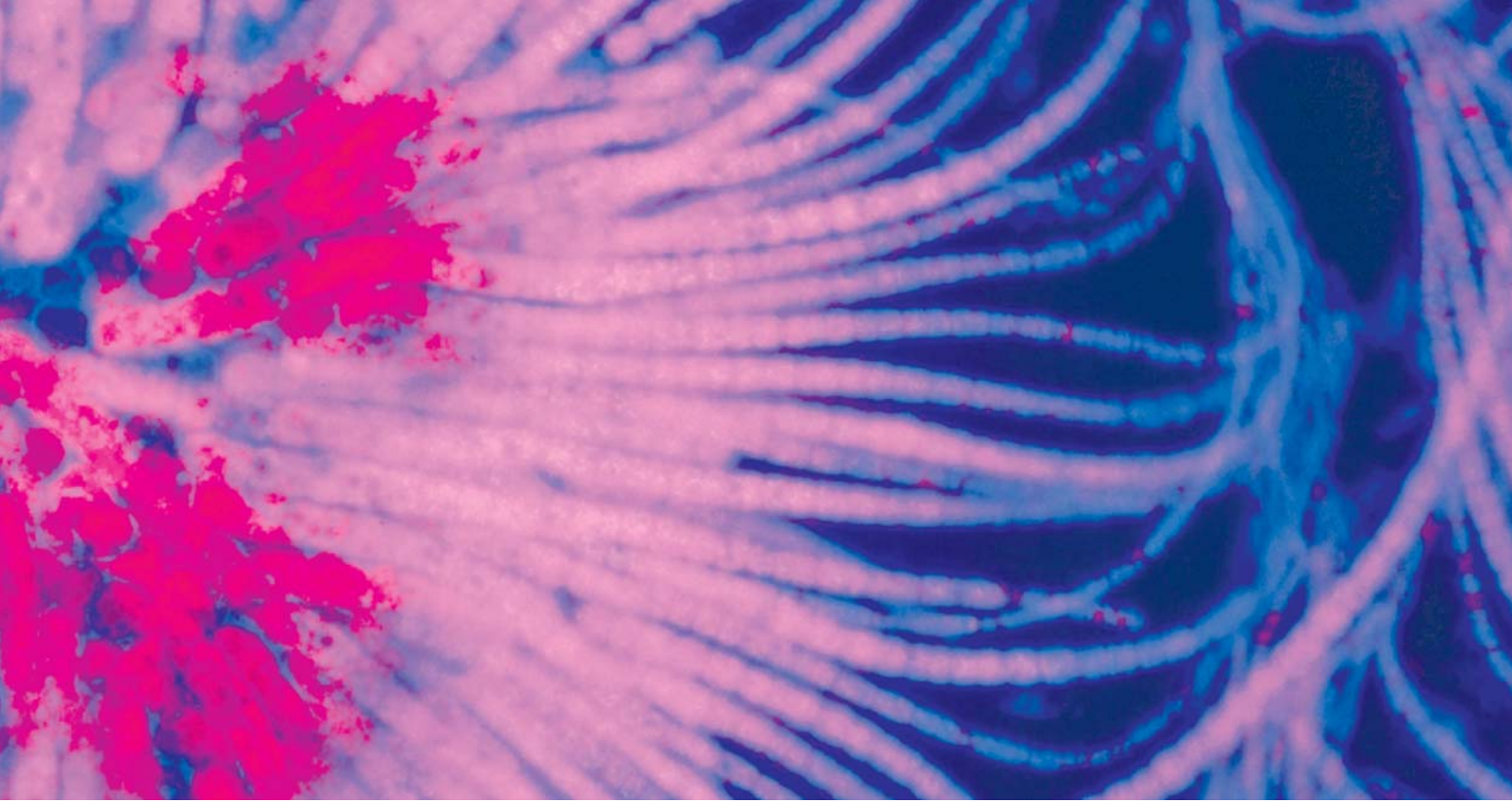
**LEFT (FROM TOP)**  
Osteoporotic bone.  
*D Gregory and D Marshall*  
A premature baby.  
Child from Kilifi, where part of our Kenyan research programme is based.  
*C Penn*

A scene from *Love Science*, a play by Villiers High School, London.



**Over the next five years, we will build on our first Plan by:**

- ensuring that the single biggest element of our total funding is used to support basic, curiosity-driven, investigator-led research and career initiatives – recognising that this underpins future discovery and application
- using around 10 per cent of our spend each year to enable us to respond flexibly to new, unanticipated opportunities
- increasing support for clinical research and training to ensure that the research we support benefits human health
- increasing support for the use of knowledge that arises from biomedical research for health benefit
- expanding activities to engage with the public about biomedical science and the issues it raises for society.



## FUNDING AND GOVERNANCE

In 2004, our funding activities were restructured around six thematic streams (five biomedical science streams and one in the medical humanities). Each of these streams has a Strategy Committee made up of leaders in their fields who advise on the best ways to develop that area of research and training. In addition, Strategy Committees advise on two cross-cutting activities: technology transfer and public engagement.

Each stream has at least one funding committee associated with it. Funding committees are responsible for awarding grants within each stream.

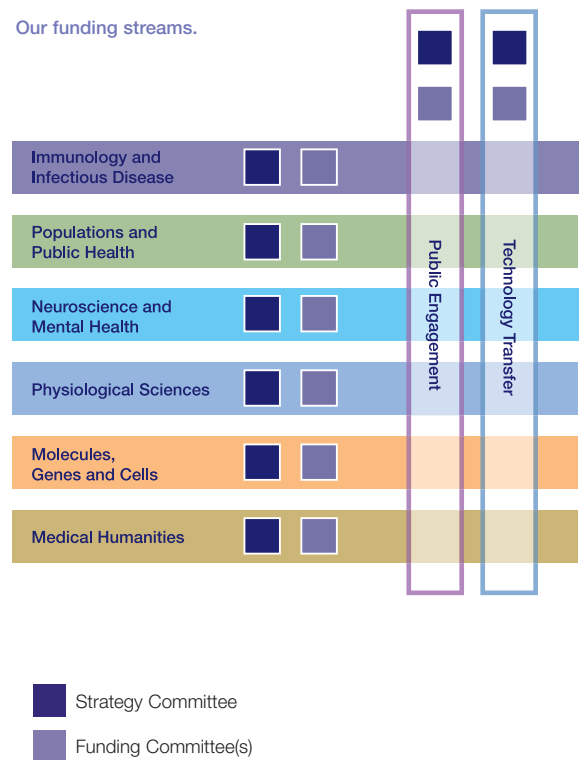
We will use the advice of our Strategy Committees to help us to develop the portfolio of our activities in each of our funding streams, ensuring that the streams

are focused effectively and are using the most appropriate means of funding. We will ensure that opportunities for cross-stream working are maximised.

To help us capture the outputs and outcomes from the work we support, we will set in place a more systematic approach for monitoring progress in achieving the aims and objectives set out in this Plan.

The Board of Governors, working with the Executive Board and the rest of our staff, has responsibility for balancing priorities across and between streams and ensuring that funding is allocated in a way that advances our mission and strategy most effectively. We aim to be open and transparent in our work.

Our funding streams.



## Advancing knowledge: To support research to increase understanding of health and disease, and its societal context

Through support of a broad portfolio of biomedical research, we aim to make a significant difference by advancing understanding of the processes that underpin health and disease. Our continuing support for excellent basic research has provided a platform from which to develop clinical research as a key priority. We also support research that addresses the wider societal and historical context of the biomedical sciences, to help us to understand the present and learn from the past.

### Objective 1.1

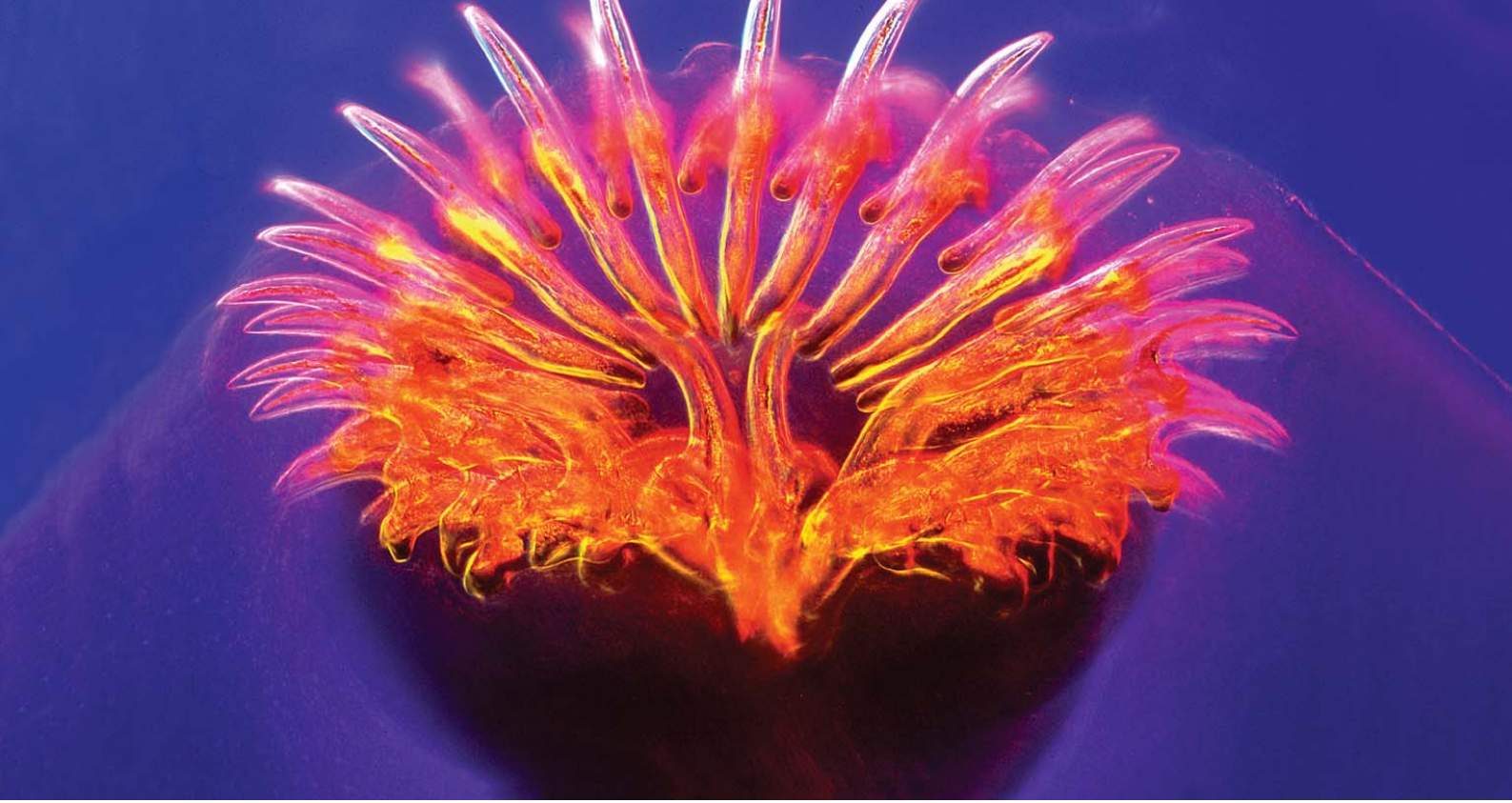
#### To provide funding support across the continuum of biomedical research:

- **basic** – to encourage an experimental and exploratory approach to increase understanding of the biological basis of health and disease in humans and animals
- **clinical** – to increase our support for clinical research designed to answer questions about health and disease
- **population health** – to support research to improve understanding of the determinants of disease and quality of life in populations, and generate a sound evidence base to inform decisions in public health and healthcare delivery
- **medical humanities** – to improve our understanding of the historical, ethical, social and cultural context in which biomedical research and its application take place.

We provide a range of grant mechanisms to support basic and clinical research proposals that address important questions of relevance to our mission. We also support major research activity within the fields of the history of medicine and biomedical ethics. Through our support of the Wellcome Trust Sanger Institute, and our funding of functional genomics research, we are making a major contribution to advancing understanding of the role of genomes in health and disease.

#### Over the next five years, we intend to:

- increase support for clinical and public health research, both overseas and in the UK
- facilitate the support of interdisciplinary research to help accelerate advances in biomedical science, particularly at the interfaces between biology, chemistry, physics, mathematics and engineering
- increase the amount of research we fund that will ultimately lead to health benefits for those in the developing world
- identify key scientific priorities, through a range of mechanisms, including discussions with our five science Strategy Committees
- continue our support for medical humanities and consider whether there are new areas in which to focus support, through discussions with the Medical Humanities Strategy Committee.

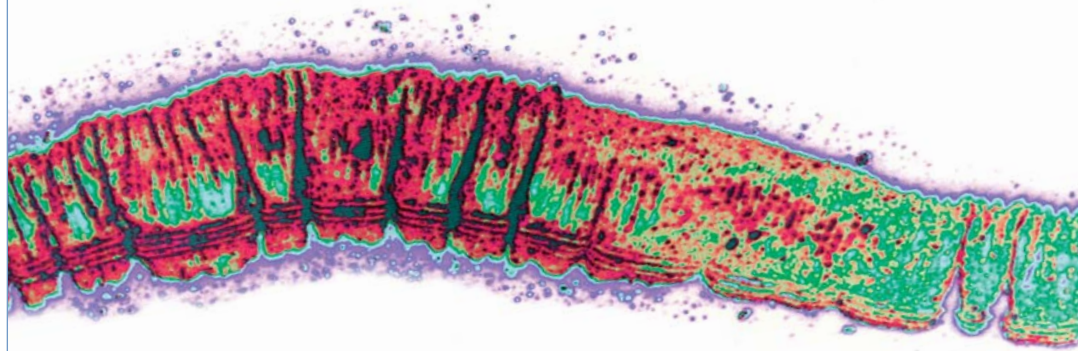


**ABOVE**

The head of a tapeworm showing the vicious ring of hooks with which the parasite anchors itself to the intestine of its host.

*M I Walker*

## HIGHLIGHTS 2000–2005



### New discoveries

- Research at the University of Manchester showing that the strength of tendons is linked to previously unidentified extensions of the cell surface membrane – designated ‘fibropositors’ – which cause collagen fibres to be deposited in a parallel arrangement.
- Pioneering use of a revolutionary new tool, RNA interference (RNAi), to study the function of genes, by scientists working on the nematode worm *Caenorhabditis elegans* at the University of Cambridge.
- Discovery by a group at the University of Oxford that that the DNA of active genes in budding yeast is not linear, but looped, with control proteins shared between the start and end points of the gene.

## Using knowledge: To support the development and use of knowledge to create health benefit

We are committed to the principle of putting research into practice.  
We aim to encourage the application of research knowledge for health benefit.

Over the next five years, in order to ensure that the enormous potential provided by rapid advances in biomedical research is realised, we aim to increase our annual spend in this area.

### Objective 2.1

**To increase the opportunities for the development of products, devices and enabling technologies for health benefit**

We provide Translation Awards to researchers from across a broad spectrum of science and technology to enable them to advance promising innovations to a stage at which they become attractive to the commercial sector for further development. We also work with inventors, and their institutions or early-stage companies, to maximise the opportunities for public health benefit arising from the application of intellectual property derived from biomedical research. We provide support for the Wellcome Trust Sanger Institute in the translation of its research for health benefit, and the use of its intellectual property rights for the public benefit.

#### Over the next five years, we intend to:

- seed the broadening of drug discovery research with new major awards for projects that complement industry and have the potential for clinical application
- support translational research in neglected diseases in order to create new opportunities for product development by public-private partnerships in global health or other interested parties
- work with the independent advisers of our Technology Transfer Strategy Panel and Challenge Committee to identify further priorities and strategies for optimising the impact of translational research funding.

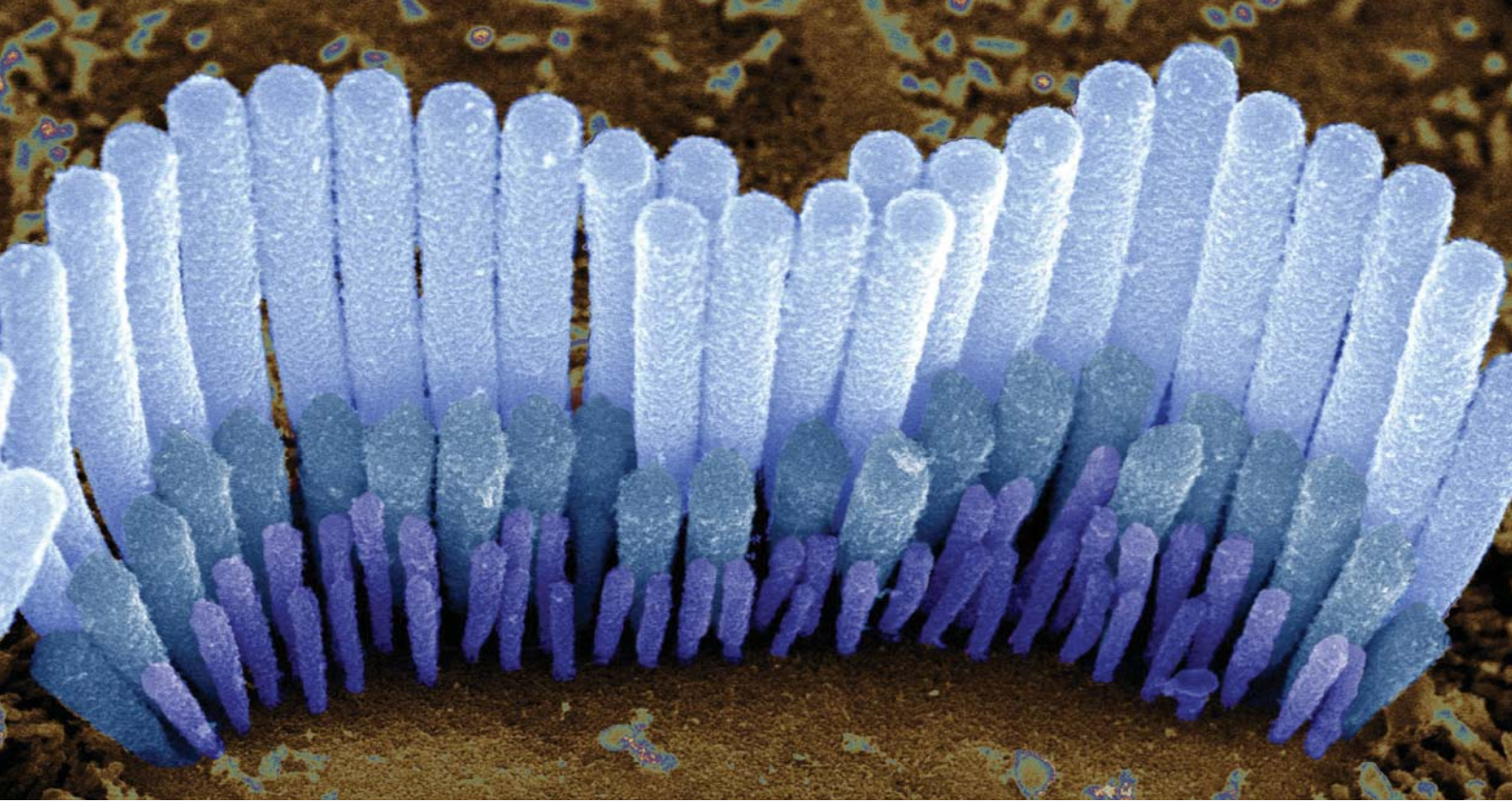
### Objective 2.2

**To work with relevant partners to ensure that the outcomes of research are considered in changes to clinical practice, healthcare and public policy**

We work with governments in the UK and developing countries to facilitate the use of research outputs to inform health policy and implementation. In partnership with the UK NHS and the Scottish Executive, we have also funded five Clinical Research Facilities. These major sites for patient-oriented research aim to ensure that advances in biomedical research feed into improvements in healthcare and good clinical practice.

#### Over the next five years, we intend to:

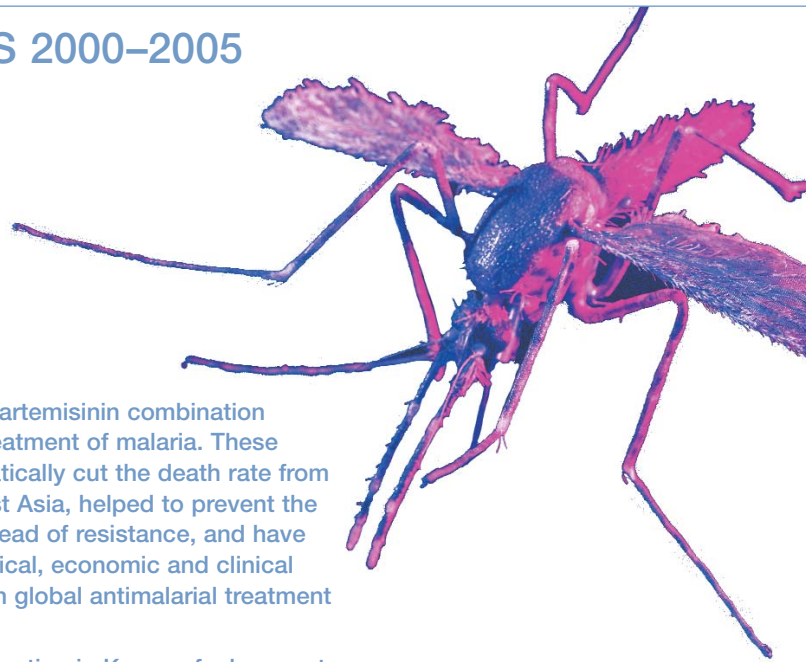
- work in partnership with key organisations to capitalise on the initial successes of the Clinical Research Facilities, ensuring that this area of work has the greatest impact on good clinical practice and healthcare
- increase the potential for the outcomes of research to inform policy development and healthcare practice. Ways in which we might achieve this include:
  - developing more effective means to engage policy makers and other user groups with scientific advances and related ethical issues
  - supporting researchers to promote the clinical, healthcare and public policy take-up of their own research
  - reviewing and strengthening our work to translate the latest outcomes from research into training materials for healthcare professionals in developing countries.



**ABOVE**

A scanning electron microscope image of the sensory hair bundle of an inner hair cell from a guinea-pig's hearing organ in the inner ear.  
*Dr David Furness*

## HIGHLIGHTS 2000–2005



### Antimalarials

- Pioneering trials of artemisinin combination therapies for the treatment of malaria. These studies have dramatically cut the death rate from malaria in Southeast Asia, helped to prevent the emergence and spread of resistance, and have provided the biological, economic and clinical basis for changes in global antimalarial treatment recommendations.
- Creation and early testing in Kenya of a low-cost and effective antimalarial treatment, 'Lapdap'. This new drug is now being trialled as a combination with an artemisinin derivative (artesunate) to enhance and safeguard its efficacy.

## Engaging society: To engage with society to foster an informed climate within which biomedical research can flourish

We seek to engage society with the science we fund and its potential achievements, applications and impacts on people's lives. In our last Plan, public engagement was identified as a priority, and over the last five years we have substantially increased our funding, making us a leading player in the UK. We will further increase our support for public engagement during the lifetime of this Plan. Our approach to engaging the public with biomedical sciences draws on our unique resources, history and expertise to place biomedical science within a societal, historical and cultural context.

### Objective 3.1

#### To fund public engagement activities and research to:

- **promote interest, learning and excitement** about biomedical science and its past, present and future impacts on society
- **stimulate an informed debate** to raise awareness and understanding of biomedical science, its achievements, applications and implications
- **inform our own – and wider national – debates, research plans and policies,** in relation to public interests and concerns, to balance the needs of the research endeavour with those of society.

We provide a range of grant-funding mechanisms (from small, responsive to larger, strategic awards) to inform, inspire or involve people of all ages and from all walks of life. We seek to respond to new and innovative ways to involve public audiences with biomedical science and its ethical and social implications, and work with other organisations to achieve this.

#### Over the next five years, we intend to:

- complete the refurbishment of the Wellcome Building in London, which includes the Wellcome Library, to become an innovative venue to provide the public, scientists, historians, the arts community, health professionals and opinion formers with a forum for exploration and exchange about health, wellbeing and biomedical science
- increase the numbers of biomedical scientists and medical humanities researchers engaging effectively with the public
- develop further our work with young people to stimulate interest in biomedical science, to sustain the number and increase the quality of young people entering biomedical-related careers, and to enhance scientific literacy
- work with an increased number and range of organisations that have different public audiences (such as the media, think-tanks, cultural institutions) to bring biomedical science into their remits
- target specific adult audiences by producing relevant information and events about the latest directions in biomedical science and explore new ways of working with media outlets to bring biomedical science directions to mass public audiences
- listen to issues raised by the public and track attitudes and knowledge about specific biomedical research issues to help develop our thinking and use it to influence public funding and policy making
- use our Strategy Committees to advise us on priorities and new areas of activity.





**ABOVE**  
Scene from *Yerma's Eggs*, a Wellcome-funded play that explored infertility and assisted reproduction technologies.

## HIGHLIGHTS 2000–2005

### Avian flu

- Demonstration that the clinical syndrome associated with avian influenza is broader than previously thought, suggesting that the number of cases of the disease in South-east Asia has been underestimated.



*Mark Henley/Panos*

## In our first five-year Plan, we highlighted four areas of growth:

- clinical, patient-oriented research
- public engagement
- translation of basic research findings into commercial applications that lead to health benefits
- international research.

We have made significant progress on all these fronts.



### Clinical, patient-oriented research

- Building on the success of the five UK Clinical Research Facilities we set up in partnership with the Department of Health and the Scottish Executive. We are establishing a new initiative to assist in translating basic scientific knowledge into clinical practice.

### Public engagement

- Committing £25 million to a £51 million initiative with the Department for Education and Skills, to establish a national network of Science Learning Centres. These will help teachers to gain support and expertise in delivering science education, and to inspire young people about science.
- Introducing a new £3 million per year programme for public engagement, Engaging Science, which supports both large national activities as well as small events across the UK. These will build bridges between science and the public.
- Funding 20 projects in partnership to update science exhibitions and museums for families and children, including new developments at the Centre for Life in Newcastle, @Bristol, ThinkTank in Birmingham, and the Hunterian Museum, London. We also funded the redisplay of the Foundling Museum, which tells the story of the Foundling Hospital – London's first home for abandoned children, which also housed the first public art gallery in London.

**FROM LEFT TO RIGHT**

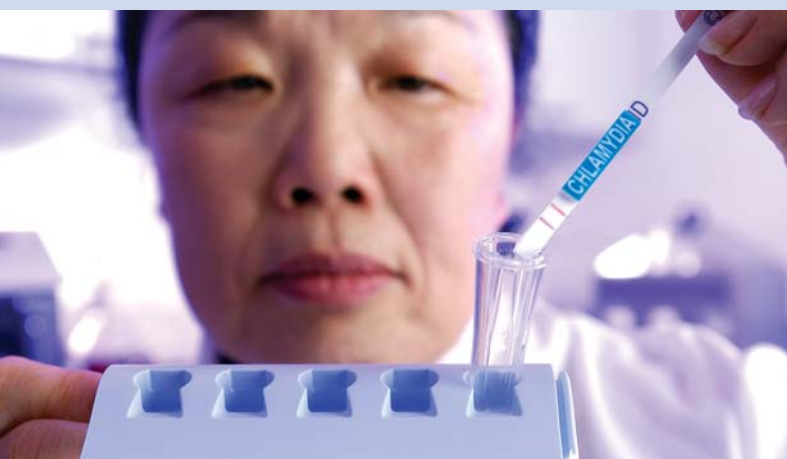
The Wellcome Trust Edinburgh Clinical Research Facility building at the Western General Hospital.

University of Edinburgh

Scene from a play funded through the Engaging Science scheme.

Helen Lee and her team have developed a rapid test to detect *Chlamydia*.

Alexis Nzila, a researcher who works at the Nairobi site of our research programme in Kenya.  
C Penn



**Translation**

- Supporting development of a new rapid test for the detection of *Chlamydia* infection, one of the most common sexually transmitted diseases in developed and developing countries.
- Funding development and launch of the 'MySkin' bandage for difficult wound healing, such as treatment of burns and non-healing ulcers (e.g. diabetic foot ulcers).
- Funding the largest ever study of steroid use in treatment of tuberculous meningitis, which led to a significant reduction in mortality. The research results have fed into changes in the Vietnamese national guidelines for treatment.

**International**

- Establishing a £25 million research programme, Animal Health in the Developing World, aimed at studying livestock diseases in the developing world and their impact on human health and wellbeing.
- Providing £65 million for research and training into Health Consequences of Population Change, which is examining the health impact of shifts in population structure and dynamics.
- Launching, in partnership with the governments of Australia and New Zealand, the South and South-east Asia and the Pacific health programme: a £12 million scheme focusing on major health issues of various countries in this region, promoting collaborative research and training.

## Developing people: To foster a research community and individual researchers who can contribute to the advancement and use of knowledge

**RIGHT**  
Young researchers  
at the University  
of Exeter.

The advancement and use of knowledge is driven forward by talented researchers and their teams. For us to deliver our mission, the development and maintenance of a vibrant research community is critical – wherever we fund.

### Objective 4.1

**To provide training and career support schemes to attract and retain the highest quality individuals in biomedical research**

We provide a range of prestigious fellowship awards for basic and clinical scientists, and provide training and career support schemes for historians of medicine. We have also developed dedicated initiatives to build capacity and enhance career prospects in research areas we identify as strategic priorities.

#### **Over the next five years, we intend to:**

- review our portfolio of career support to ensure our schemes are focused most effectively, maintain their prestigious reputation and provide long-term support arrangements for fellowship awards
- foster interdisciplinary training through our career schemes
- encourage specific training and continued professional development of researchers funded on Wellcome Trust grants.

### Objective 4.2

**To stimulate research capacity building to address priority areas of science, or career gaps, by developing tailored training and career initiatives**

We have developed initiatives to build capacity through training in strategically important areas, including population health, animal health in the developing world, integrative physiology and bioinformatics. The provision of high-class postgraduate training is also a key priority, which we support through a portfolio of four-year PhD programmes, each focused around a scientific theme. We also have a major long-term commitment to supporting training and capacity building in developing and restructuring countries.

#### **Over the next five years, we intend to:**

- work in partnership with the UK Clinical Research Collaboration to help create both a new dedicated clinical academic training programme and new research and training initiatives in public health sciences
- expand our four-year PhD programmes in key strategic areas
- provide capacity building for research in sub-Saharan Africa (in partnership with the UK Department for International Development)
- review how we can best expand our overseas programmes to support training and capacity building over the long term.



#### Objective 4.3

To work with others on key issues related to research careers

We actively work with other funding bodies to address career issues facing basic and clinical researchers.

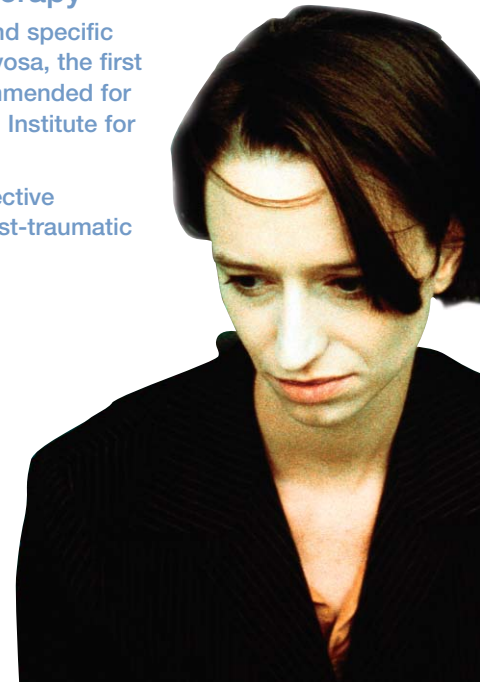
#### Over the next five years, we intend to:

- work innovatively with funding partners to enhance the attractiveness and security of a career in biomedical research
- improve recognition of the need to sustain the careers of researchers who form part of a successful research team.

## HIGHLIGHTS 2000–2005

### Cognitive behavioural therapy

- Development of an effective and specific psychotherapy for bulimia nervosa, the first psychological treatment recommended for use in the NHS by the National Institute for Clinical Excellence.
- Development of a new and effective psychological treatment for post-traumatic stress disorder.



## Facilitating research: To promote the best conditions for research and the use of knowledge

To be successful in delivering our mission, we work to ensure that we provide our funded researchers with the surroundings, resources and tools they need to take forward their work.

### Objective 5.1 To support the development of research resources

We make a major contribution to the development of key research resources for the biomedical research community. In 2000–2005, we provided £24 million for the development of biomedical resources, collections and databases through the Functional Genomics Development Initiative, and established the UK Biobank in partnership with the Medical Research Council, the Department of Health and the Scottish Executive. We have provided over £20 million funding for the Ensembl genome annotation database – a joint project between the European Bioinformatics Institute (EBI) and the Wellcome Trust Sanger Institute – and have supported the Avon Longitudinal Study of Parents and Children (ALSPAC) in partnership with the Medical Research Council. We also maintain the Wellcome Library for the history and understanding of medicine.

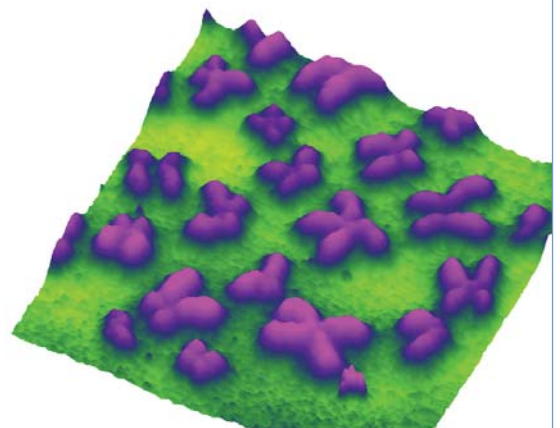
### Over the next five years, we intend to:

- deliver on our commitment to provide additional space for the European Bioinformatics Institute at the Wellcome Trust Genome Campus, in partnership with the UK Research Councils
- work to increase the availability of mouse research resources through partnership with the National Institutes of Health in the USA, and through the Wellcome Trust Sanger Institute
- work with our partners in the UK Biobank to complete the recruitment of 500 000 participants
- continue to develop data release policies to facilitate the dissemination of data and biological resources to the research community
- continue to develop the Wellcome Library as a major international resource for research on the history of medicine
- deliver on our commitment to support open access publishing, including the development of a UK site for PubMed Central.

## HIGHLIGHTS 2000–2005

### Genomes

- ‘Gold standard’ human genome sequence published by the Wellcome Trust Sanger Institute and the other members of the international Human Genome Project consortium.
- Sequencing of more than 50 pathogen genomes completed, including the tuberculosis (TB) bacterium, methicillin-resistant *Staphylococcus aureus* (MRSA) and the most deadly malaria parasite (*Plasmodium falciparum*).





#### Objective 5.2

##### To support the development of state-of-the-art laboratories, facilities and buildings

In 2000–2005, we made a significant investment in research infrastructure in the UK. We also support the Wellcome Trust Genome Campus – a world-leading centre for genomics and bioinformatics research and training, and an internationally regarded scientific conference venue.

##### Over the next five years, we intend to:

- build on the success of the five UK Clinical Research Facilities, which were set up to allow teams of doctors, nurses and biomedical researchers to study the causes of diseases and try out new treatments and procedures; we will establish, in conjunction with the UK Clinical Research Collaboration, a major new initiative to further expand clinical research infrastructure in the UK
- provide access to state-of-the-art synchrotron beam-lines at the new Diamond Light Source, which will begin operations in 2007.

#### Objective 5.3

##### To work with science and innovation policy makers and others in order to provide a sustainable environment for biomedical research

The Wellcome Trust contributes to policy developments, both in the UK and internationally. We do this where it helps us to deliver our mission and where we can provide the best available evidence and information to ensure that there is a good balance between the needs of research and those of society.

We also work with other funders in the UK to ensure that arrangements between the charitable sector and the Government remain favourable for the environments in which we fund, and participate in the UK Research Base Funders' Forum and other policy fora in order to coordinate activities and explore opportunities for partnership.

##### Over the next five years, we intend to:

- continue to work with others in the UK to ensure that the needs of researchers working in the biomedical sciences are considered adequately in the development of regulation and policy
- build on our existing major overseas programmes, by strengthening our long-term strategy for international funding activities.

#### ABOVE

Professor Mike Ferguson of the Wellcome-funded Post-genomics and Molecular Interactions Centre at the University of Dundee.

## Developing our organisation: To use our resources efficiently and effectively

**RIGHT**  
Meeting in the atrium  
of our headquarters  
building on Euston  
Road, London.

To achieve our aims we are committed to improving our organisation and operations. We will strive to become more flexible, responsive, outward-looking and open in our ways of working, building on our progress in these areas in recent years. We will do this while maintaining the intellectual rigour and integrity that are essential to the identification and support of excellent research.

### Objective 6.1

To adopt investment and finance strategies to maximise the funding available to support our mission, maintaining a balance between the long-term and short-term, and providing flexibility to respond to new opportunities

#### Over the next five years, we will continue to:

- develop and implement an investment strategy designed to realise the Wellcome Trust's financial and investment objectives
- plan financially to provide stability and enable us to be flexible in supporting new opportunities
- collaborate with our partner institutions and researchers to ensure good management of, and to obtain maximum benefit from, the funding awards we make.

### Objective 6.2

To ensure that the Wellcome Trust's staff and processes best support the delivery of all our aims and activities

We are continually striving to develop our staff and processes to ensure that we work efficiently in delivering our aims, and achieve excellence in serving the communities we support.

#### Over the next five years, we will continue to:

- develop our human resources strategy to support effective recruitment, retention, training and career development of our staff
- apply firm control to our internal operating support costs
- develop and implement an upgraded grants administration system and other management information systems
- develop our website to enable more transactions with our communities and partners to be undertaken electronically
- improve our operational planning, risk management and financial planning processes
- develop a systematic approach to understanding, assessing and evaluating the outputs and outcomes of all the activities we support.





### Objective 6.3

To increase awareness of the work supported by the Wellcome Trust

In order to enhance our ability to deliver our mission, we seek to promote the importance and outcomes of the work we do to key audiences within the communities in which we operate.

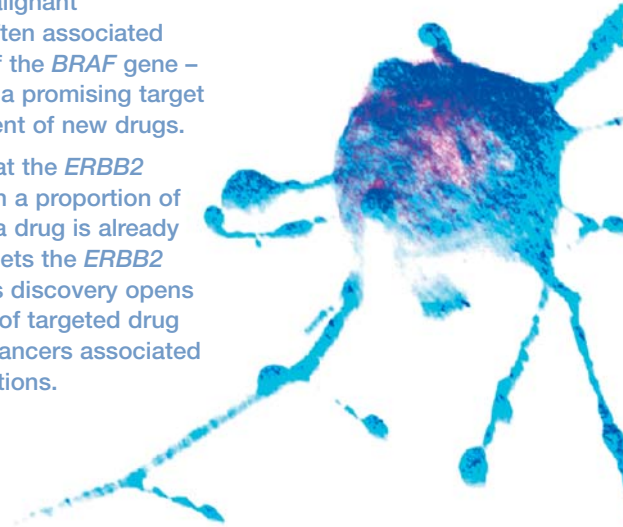
#### Over the next five years, we will continue to:

- promote our position as an independent, major, global charity that funds research for health
- work to ensure that information we provide about biomedical science and its achievements and applications is reliable and evidence-based
- develop our use of web technologies as a provider of information about the Wellcome Trust and the activities it supports
- develop our communications strategy so that we continue to enhance our reputation as a trusted and reliable organisation, both in the information that we provide to others and in the ways in which we work
- target key publications for specific audiences to reflect our achievements and strategy.

## HIGHLIGHTS 2000–2005

### Cancer gene mutations

- Discovery that malignant melanomas are often associated with a mutation of the *BRAF* gene – which could form a promising target for the development of new drugs.
- Understanding that the *ERBB2* gene is mutated in a proportion of lung cancers. As a drug is already available that targets the *ERBB2* gene product, this discovery opens up the possibility of targeted drug therapy for lung cancers associated with *ERBB2* mutations.



## We plan to sustain funding for a broad range of activities to deliver our mission, responding rapidly to new opportunities

### In 2000–2005, we provided:

- grants totalling over £1.4 billion to support biomedical research at UK universities
- support to train around 700 individuals (through PhD and Masters programmes), and support to help advance the research careers of around 1000 outstanding scientists through our prestigious Fellowship programmes
- grant funding of over £110 million to research centres overseas, which helped to address disease problems affecting developing countries
- support for the Wellcome Trust Sanger Institute, which led the UK contribution to the Human Genome Project – ensuring sequence data were made freely available to scientists throughout the world to maximise the public benefit of this fundamental information
- major funding (over £420 million), in partnership with the UK Government, for the Joint Infrastructure Fund and the Science Research Investment Fund, to help provide new research facilities in UK universities
- a major contribution (£54 million) to the total construction costs (£383 million) of a new synchrotron – Diamond – for the UK research community, also in partnership with the UK Government.

We need to make sure that our spending makes the maximum impact it can in the areas in which we choose to fund. While needing to ensure that our long-term financial position is secure and that the spending levels will be sustainable over time, our strong financial foundation also gives us the capability to support new, emerging or high-risk opportunities in a flexible way whenever they arise.

Going forward, we set an annual expenditure target of 4 per cent of the value of our investment portfolio, using a three-year weighted average. We adopt this averaging approach to smooth the effect of short-term volatility in investment values on expenditure levels and on our scientific communities. However, in any one year we may flex this target in order to ensure we are funding the best science over the long term.

Our assets are invested across a range of asset types with the objective of producing a 6 per cent average annual return, above inflation, over the long term.

Based on recent values of the investment portfolio, we expect to spend, on average, around £450 million each year during the next five years. This will be reviewed annually and adjusted to reflect actual investment performance.



**ABOVE**  
Conservation work on the Francis Crick archive, which is housed in the Wellcome Library.

## HIGHLIGHTS 2000–2005

### Living and dying

- Support for the acclaimed *Living and Dying* exhibition in the Wellcome Trust Gallery at the British Museum, which won a prestigious Museums and Heritage Show 2004 Award for Excellence for best permanent exhibition. *Living and Dying* draws together objects from all over the globe, shedding light on how different cultures perceive and protect their health and wellbeing.



## To help us identify progress in delivering this Plan, we are working to develop our systems for capturing the outputs and outcomes of the activities we support

Progress in delivering the new five-year Plan will be assessed, in part, against our intentions outlined throughout this document. But more than this, we want to know how we are making a difference. Success for the Wellcome Trust, in the broadest sense and over the long term, is that the work we support has led to new discoveries and, ultimately, contributed to improvements in human and animal health.

However, the research process is incremental, and the road to discovery and application can be long and complex. Like other organisations committed to supporting research, we recognise that the impacts of our funding are likely to be seen some time after our spending – and the direct link to human and animal health outcomes may be difficult to track. Nevertheless, incremental findings of research underpin further research and provide the foundations for future improvements in human and animal health.

As a key priority over the next five years, we will work to develop our systems for capturing and assessing the outputs and outcomes of the activities we support. As a first step, we have identified some key indicators of progress that reflect, at the highest level, what we are striving to achieve through taking forward the aims and objectives detailed in this Plan (see right).

The assessment processes under development will enable us to report against these indicators, to monitor our progress, and will help inform future strategic thinking. Furthermore, in the fourth year of this Plan, we will commission an overall review of our organisation and achievements in delivering on this Plan.



### Key indicators of progress

By working with our communities, we expect to:

- achieve significant advances in the generation of new knowledge
- develop a cadre of high-quality researchers
- contribute to discoveries with tangible impacts on health
- contribute to the development of enabling technologies, products and devices
- make key contributions to the creation, development and maintenance of major research resources
- enhance capacity development in priority areas
- have a discernable impact on wider policy development and practice
- increase awareness and enhance the level of informed debate in biomedical science issues
- nurture an organisational culture, supported by our staff and processes, that maximises our ability to deliver our mission
- deliver an investment strategy that meets our long-term return objective.

### ABOVE

The Shoklo Malaria Research Unit, part of our research programme in South-east Asia, is in the Mae La refugee camp on the Thai-Myanmar border.

*M Chew*

# The Wellcome Trust's Board of Governors and Executive Board

(as at September 2005)

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