



Request for Proposal (RFP) for

A review of Wellcome Photography Prize and Wellcome's use of photography to advance our brand and strategy

1. RFP Background & Objectives

Hello. We're the Wellcome Trust. We are a charitable foundation that supports science to solve the urgent health challenges facing everyone.

This decade, we're rebooting how we work and who we work with. Our [new strategy](#) aims to make a radical contribution to improving mental health, protecting from infectious disease and mitigating the health effects of climate change. These are the urgent **health challenges** of the 21st century and science is essential to solving them.

We also support a broad programme of [discovery research](#) across any field with the potential to change the way we understand life, health and wellbeing – both to help us tackle these great challenges, and to inspire further improvements in human health.

[Diversity and inclusion](#) are central to our strategy and are embedded into all the work we fund and do.

We are a politically and financially independent charitable foundation. We fund health and science research, about £1bn each year to give you a sense of the scale. Some of our recent work includes funding the development of a Covid vaccine, playing a key role in limiting the spread of Ebola and developing new treatments for mental health. We're not a traditional charity like Oxfam or Cancer Research because we don't fundraise for donations; all our work is funded from our £38bn investment portfolio, which has tripled in value over the last decade, enabling us to spend £16 billion on our mission over the next ten years.

Wellcome Photography Prize

Between 1997 - 2017, the Wellcome Image Awards celebrated the best in science image making, attracting entries from across the world. Following an internal review, we relaunched the awards as the Wellcome Photography Prize (WPP) in 2019, with a greater focus on building brand equity for Wellcome and bringing stories of health, medicine and science to life.

WPP is an international free to enter competition with a mission to 'tell provocative visual stories about the health challenges of our time' and the following objectives:

- Demonstrate Wellcome's commitment to improving health
- Support Wellcome's advocacy agenda

We've iterated and improved the prize over three annual cycles, and in 2021 we restructured the prize and introduced three categories linked to the health challenges:



- Managing Mental Health
- Fighting Infections
- Health in a Heating World

We also introduced three annual Wellcome Photography Prize commissions that seek to share the perspectives and stories of the people most affected by the health challenges and make a powerful case to take them seriously (see Annex A for a full timeline).

Visual storytelling

Wellcome uses photography to tell captivating stories of life, health and wellbeing via our owned channels (social, website, reports etc) and through the work of our media team. Beyond WPP, we source photography for our channels from image libraries, our stakeholders, or special commissions. We have an inhouse creative team who curate our visual brand and are looking to evolve this in line with our new strategy.

Objectives

We're looking to appoint a bold and creative agency/ consultant to determine how we can best use photography to advance our brand and strategy. As well as reviewing the effectiveness of Wellcome Photography Prize as a vehicle for our brand, we need to better understand how our audiences respond to photography, and how to ensure the imagery we use reflects our commitment to diversity and inclusion.

Over the next few months, we're developing strategies for the health challenges and discovery research and to fit with this process we've split the review into two phases of work (exact timings tbc), with the following objectives:

Phase 1: reviewing past performance

- Assess how well WPP has delivered against its objectives and engaged its target audience
- Identify where WPP has created additional value (e.g. providing assets for visual storytelling, generating press coverage, talking points for events), and barriers that prevent WPP content being used for visual storytelling
- Assess how well WPP captures people's lived experience of health and fits with our anti-racist and anti-ableism commitments. Research how we can effectively use photography/ visual storytelling to inspire our audiences to act



Phase 2: advancing our brand and strategy

- Determine if running a competitive prize is the best way to reach our target audience and advance our strategy and brand, and if so, how can we better use it to achieve these goals?
- Identify alternative approaches to using photography / visual storytelling that better advance our brand and strategies for the health challenges and discovery research
- Recommend how we can ensure our use of photography demonstrates our commitment to diversity and inclusion

The final recommendations should be presented to Wellcome in the week commencing 25 July.

2. RFP Specification

Audiences (who Wellcome wants to influence)

Policy influencers and activists who actively work in areas relating to one of the health challenges and or discovery research (in science and beyond) or in an organisation with a complementary mission, such as a BCorp, Government/Multilateral Department or a public sector body.

Researchers and practitioners who actively work on one of the health challenges and or discovery research, particularly those outside the life-science field e.g. data scientists, climate scientists.

WPP has largely engaged photographers interested in entering the prize and arts media through the 'winners' announcement.

We need to do more to engage a global audience of policy influencers, activists, researchers, and practitioners working in areas relating to the health challenges and/or discovery research. Our goal is to build recognition and trust with these audiences, improve their understanding of the role of science in tackling the health challenges, and make them aware of our mission and how we can support them to deliver change. We want to inspire action and become the 'partner of choice' for key organisations who can help us deliver our strategy.

Geographic focus

Wellcome has a reasonably strong reputation in the UK where we have operated for the longest, but we're not well known outside of it. A key aim of our brand strategy is to establish Wellcome with new global audiences (our specific geographic focus will be confirmed May/June 2022).



Goods and services we need

We need an agency/ consultant to provide the following services:

- Running workshops and face-to-face interviews with internal and external stakeholders
- Market research – how do other organisations use prizes to build their brand and/or create advocates for their mission?
- Quantitative and qualitative audience research – how do our audiences respond to photography? What does existing WPP imagery convey about Wellcome’s brand to our audiences and key intermediaries (e.g. photo editors)? Which are the best channels to reach them with it?
- Evaluation of WPP’s past performance
- Assessment how WPP adds value across the organisation
- Presentation of draft findings to Brand team and Corporate Affairs Leadership Team for feedback
- A final report identifying how we can best use photography / visual storytelling to advance our brand and strategy, and how we can ensure our use of photography demonstrates our commitment to diversity and inclusion

Budget

Please outline the budget required to deliver the goods and services we need in your presentation.

As a charitable foundation, value is very important to us. Agencies who share our values and can provide demonstrably exceptional value for money will be at an advantage.

Resources and people to support your work with us

Your main point of contact would be the Public Initiatives Lead, who will work with our in-house team to ensure that you have the information and access to stakeholders you need to successfully deliver the review.

Pre-existing insights include:

- WPP strategy and evaluation documents covering the past three years of the prize
- Notes from a recent internal workshop to identify opportunities for greater strategic alignment
- Existing audience insights and personas
- Existing user research
- Brand baseline research
- Stakeholder mapping
- Analytics data



3. RFP Timetable

#	Activity	Responsibility	Date
1	RFP issue to Suppliers	WT	28 Mar
2	Submission of expression of interest to RFP	Supplier	04 Apr, 5 pm
3	Submission of Supplier Q&A to Wellcome Contact (via Email)	Supplier	04 Apr, 5 pm
4	Return of Supplier Q&A to Suppliers	WT	11 Apr
6	Supplier Presentations	Supplier	w/c 02 May
7	Notification of Contract Award	WT	w/c 09 May
8	Contract Negotiation	WT & Supplier	w/c 09 May
9	Contract Start Date	WT & Supplier	w/c 30 May

4. Response Format

Expression of Interest

Suppliers are asked to submit a short expression of interest by e-mail to the Wellcome Contact in accordance with the RFP timetable.

Supplier Q&A

Prior to the submission of your RFP response, Suppliers are provided the opportunity to submit any questions they have about the exercise. All questions are to be submitted to the Wellcome Contact by e-mail in accordance with the RFP timetable. All supplier questions will be collated, anonymised, answered and shared with all suppliers within the process to ensure they are all operating with the same level of project information.

Supplier Presentations

Presentations will last one hour, with up to 40 mins for presentations and 20 mins Q&A/discussion. Where possible we want to meet the team that we would be working with on a day to day basis.

Contract Feedback

This section allows Suppliers to provide specific feedback to the contractual agreement which will be used should their proposal be successful. Contract feedback is to be incorporated into your proposal as an annex and in the following format;

Clause #	Issue	Proposed Solution/Comment



5. Information Governance, Non-Disclosure and Confidentiality

Prospective Suppliers should be aware that inappropriate publicity could have a serious effect upon Wellcome's business. The information contained within this document or subsequently made available to prospective suppliers is deemed confidential and must not be disclosed without the prior written consent of Wellcome unless required by law.

Suppliers submitting proposals as a registered company should review this [document](#). Individuals submitting proposals as a sole trader (not registered) should review this [document](#).

Individuals submitting proposals through their own personal services company please highlight this to the Wellcome contact immediately (see point 7 below).

We assume no personal information will be processed as part of this contract. If this changes, we will need to inform Wellcome's Data Protection Officer and vet your data protection governance.

6. Prospective Suppliers Personnel - IR35 and Off Payroll Working Rules

Before the RFP response deadline, Prospective Suppliers must make the Wellcome Contact aware if they are intending to submit a proposal where the services will be provided by any individuals who are engaged by the Prospective Supplier via an intermediary i.e.

- Where the Prospective Supplier is an individual contracting through their own personal services company; or
- The Prospective Supplier is providing individuals engaged through intermediaries, for the purposes of the IR35 off-payroll working rules.

7. Independent Proposal

By submission of a proposal, prospective Suppliers warrant that the prices in the proposal have been arrived at independently, without consultation, communication, agreement or understanding for the purpose of restricting competition, as to any matter relating to such prices, with any other potential supplier or with any competitor.

8. Funding

For the avoidance of doubt, the output of this RFP exercise will be funded as a **Contract** and not as a Grant.

9. Costs Incurred by Prospective Suppliers

It should be noted that this document relates to a Request for Proposal only and not a firm commitment from Wellcome to enter into a contractual agreement. In addition, Wellcome will



not be held responsible for any costs associated with the production of a response to this Request for Proposal.

10. Sustainability

Wellcome is committed to procuring sustainable, ethical and responsibly sourced materials, goods and services. This means Wellcome seeks to purchase goods and services that minimise negative and enhance positive impacts on the environment and society locally, regionally and globally. To ensure Wellcome's business is conducted ethically and sustainably, we expect our suppliers, and their supply chains, to adhere to these principles in a responsible manner.

11. Disability Confident

The Wellcome Trust is proud to be a Disability Confident Employer (DC Level 2) and we encourage all our partners and suppliers to do the same. More information about this can be found on the government website [Disability Confident employer scheme and guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/disability-confident-employer-scheme). Disability Confident is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.

12. Accessibility

Wellcome is committed to ensuring that our RFP exercises are accessible to everyone. If you have a disability or a chronic health condition, we can offer adjustments to the response format e.g. submitting your response in an alternate format. For support during the RFP exercise, contact the Wellcome Contact.

If, within the proposed outputs of this RFP exercise, specific adjustments are required by you or your team which incur additional cost then outline them clearly within your commercial response. Wellcome is committed to evaluating all proposals fairly and will ensure any proposed adjustment costs sit outside the commercial evaluation.

13. Diversity & Inclusion

Embracing [diversity and inclusion](#) is fundamental to delivering our mission to improve health, and we are committed to cultivating a fair and healthy environment for the people who work here and those we work with. As we learn more about barriers that disadvantage certain groups from progressing in our workplace, we will remove them.

Wellcome takes diversity and inclusion seriously, and we want to partner with suppliers who share our commitment. We may ask you questions related to D&I as part of our RFP processes.



14. Wellcome Contact Details

The single point of contact within this RFP exercise for all communications is as indicated below;

Name: Andrew Thompson
Role: Public Initiatives Lead
Email: a.thompson@wellcome.org



ANNEX

Annex A

Wellcome Photography Prize - background

1997-2018 | Wellcome Image Awards

The Wellcome Image Awards, originally launched as the Wellcome Biomedical Image Awards, were established in 1997 to reward contributors to the Wellcome Images collection, one of Wellcome's major picture libraries. The winning images, selected from all images submitted to the Wellcome Images collection in the previous year, were judged by a panel and displayed in galleries and science centres across the UK and around the world. All winning images were then accepted into Wellcome Images' collections, which is available to the public.

From 2011-2017, the WIA partnered with the Koch Institute for Integrative Cancer Research, at Massachusetts Institute of Technology. Each organisation contributed an image to the other's awards and provided a judge for the other's panel. The 2016 Awards saw the launch of the Julie Dorrington Award [see Annex B] for photography in a clinical environment. The award honoured Julie's contribution to Wellcome, the clinical photography profession and the service clinical photography provides to medicine and medical education.

The prize money (as of 2017) was £15,000 for the winning image, £2,000 for the Julie Dorrington Award winner, and £500 for all other shortlisted images.

Mission

The overall aim of the WIA was to build up the Wellcome Images collection, and to increase Wellcome's name recognition and reputation in the science and health communities. The collection, which is intended as a resource for the public (especially scientific researchers), covers all artistic media and imaging techniques, from hand-drawn illustrations to super-resolution microscopy and functional MRI scans. The aim of the prize was to encourage submissions of high-quality imagery that featured biomedical science and contemporary healthcare.

Example Judging Panel (2017)

- James Cutmore, Picture Editor of *BBC Focus*
- Anne Deconinck, Executive Director of the Koch Institute for Integrative Cancer Research at MIT
- Catherine Draycott, Head of Wellcome Images
- Eric Hilaire, Science, Environment and Global Development Online Picture Editor at the *Guardian*
- Rob Kessler, visual artist, Professor at Central Saint Martins and Chair in Arts, Design and Science at the University of the Arts London
- Robin Lovell-Badge, Head of Stem Cell Biology and Developmental Genetics at the Francis Crick Institute
- Dirk Pilat, Medical Director for e-Learning at the Royal College of General Practitioners and a GP on the Essex coast

- Alice Roberts, Professor of Public Engagement in Science at the University of Birmingham and a clinical anatomist, author and broadcaster
- Fergus Walsh, BBC Medical Correspondent

Example Image



This image, captured from a Victorian microscope slide using polarised light microscopy shows cat skin and its blood supply. Credit: David Linstead / 2017 Wellcome Image Awards

2019 | Wellcome Image Awards becomes Wellcome Photography Prize

After 20 years, the WIA underwent a major change in 2018 (for launch in 2019), rebranding as the Wellcome Photography Prize. Rather than targeting solely clinical and imaging experts, the new prize was intended to be open to anyone, whether a photographer, photojournalist, artist, researcher or clinical photographer.

Speaking in 2018, Director of Wellcome Jeremy Farrar said, “We’ve changed, the world has changed and the way health and research works has changed.” He said he hoped the new prize, as part of Wellcome’s mission to improve health, would encourage “a more diverse view of what research and health means.”

The images were exhibited at the Lethaby Gallery in London in the summer of 2019. The prize money was £15,000 for the winning image, £1,250 for each category winner.

Categories

The four categories for the 2019 prize were:

- **Social Perspectives:** Images in this category had to explore how health and illness affect the way we live.
- **Hidden Worlds:** Images in this category had to reveal details hidden to the naked eye.

- **Medicine in Focus:** Images in this category had to show health and healthcare up close and personal.
- **Outbreaks**

An overall theme of Outbreaks, which then became one of the categories, was chosen in relation to Wellcome's work on epidemics, and its work towards a better prepared and safer world.

Example Image



I feel relaxed when I play with string

The winning image of 2019 was in the Social Perspectives category, taken by Erin Lefevre of her brother Liam, who has autism. *I feel relaxed when I play with string*. Credit: Erin Lefevre / Wellcome Photography Prize 2019.

Commission

Select photographers were asked to submit pitches for a commission on the 2019 theme of outbreaks. An internal team then reviewed the pitches, and the winning photographer was awarded £25,000 to create a project on dengue fever. Adrienne Surprenant, a Canadian photojournalist, was awarded the 2019 commission: [*Dengue Fever – Falling Between the Cracks*](#).

Judging Panel

- Emma Bowkett, Director of Photography at FT Weekend Magazine, UK
- Dan M. Davis, Professor of Immunology at the University of Manchester, UK
- Dr Heidi Larson, Director of The Vaccine Confidence Project at the London School of Hygiene & Tropical Medicine, UK
- Joanne Liu, International President of Médecins Sans Frontières, Switzerland
- Pete Muller, National Geographic Photographer and Fellow, Kenya



- Azu Nwagbogu, Curator at Large for Photography at the Zeitz Museum of Contemporary Art Africa, South Africa
- **Chair:** Jeremy Farrar, Director, Wellcome, UK.

2020 | A focus on Mental Health

In the second year of the newly launched Wellcome Photography Prize, much stayed the same, including most of the categories. The major change was the introduction of a series category for 2020's theme of mental health. Photographers could submit either a single image or a series for this category: it was thought that a series option would encourage more imagery that could be used to highlight lived experience of mental health, one of the core elements of Wellcome's priority area.

Given the Covid-19 outbreak, the awards ceremony was held online and there was no physical exhibition.

Categories

The five categories for the 2020 prize were:

- **Social Perspectives:** Images in this category had to explore how health and illness affect the way we live.
- **Hidden Worlds:** Images in this category had to reveal details hidden to the naked eye.
- **Medicine in Focus:** Images in this category had to show health and healthcare up close and personal.
- **Mental Health (single image)**
- **Mental Health (series)** - up to five images

The main aim of the Mental Health categories was to highlight images that avoided clichés and stereotypes of mental health and give Wellcome imagery to use in relation to this priority area.

Example Image



The winning entry of 2020 was in the Mental Health series category, taken by Arseniy Neskhodimov. Entitled *Prozac*, the series is a set of staged self-portraits which use a mix of reality and the absurd to explore his experience with depression. Credit: Arseniy Neskhodimov / Wellcome Photography Prize 2020.

Commission

Select photographers were asked to submit pitches for a commission on the 2020 theme of mental health. An internal team then reviewed the pitches, and the winning photographer was awarded £25,000 to create a project on the impact of poverty on mental health, loneliness and community ties. Siân Davey, a British photographer and one of the 2020 judges, was awarded the commission.

Given the outbreak of Covid-19 in March 2020, Siân's commission, [Testament](#), was delayed, and she completed the project in the latter half of 2020. A separate commission, the [Covid Anxiety Project](#), was created in 2020 as a response to the pandemic and to explore the connection between the pandemic and mental health. For this, Wellcome commissioned five photographers from five different countries to tell their stories, answering the question: How are you, your family and your friends coping with anxiety related to Covid-19?

Judging Panel

- Chair, Dr Jeremy Farrar, Director of Wellcome, UK
- Siân Davey, photographer, UK
- MaryAnne Golon, Director of Photography, The Washington Post, USA
- Dr Aiysha Malik, World Health Organization, Europe
- John Moe, The Hilarious World of Depression podcast, USA
- Dr David Nott, David Nott Foundation, UK
- Azu Nwagbogu, African Artists' Foundation and Lagos Photo Festival, Nigeria

2021 | A new structure

For the third year of the prize, it was decided to directly align the categories with Wellcome's three health challenges: climate and health, mental health, and infectious disease. The images awarded in previous years did not always support our strategy or communications priorities, and the new categories gave photographers flexibility when international travel was restricted due to the pandemic.

For 2021, there was an overall series winner and overall single image winner, building on the experience gained from 2020, which was that series are more likely to be favoured by the judges. With the continuing pandemic, the awards ceremony was held online, and a selection of the images were exhibited on billboards throughout the UK.

Each overall winner received £10,000, and each category winner received £1,000.

Categories

The three categories for the 2021 prize were:

- Managing Mental Health; single and series
- Fighting Infections (infectious disease); single and series
- Health in a Heating World (climate); single and series

Example Image



Category winner for Fighting Infections, Aly Song's image shows volunteers disinfecting the Qintai Grand Theatre in Wuhan, China – the epicentre of the outbreak. Aly Song / Wellcome Photography Prize 2021.



Commission

Three photographers from different countries were selected to produce a body of work that related to climate and health, to be shown in a collective called Global Heating and Human Health: What's the Damage?

- *If the River dies* – Isabella Moore Mardoowarra, (Fitzroy) River, Australia
- *Cuidantsiqmi* – Florence Goupil Huaraz, Peru
- *The Kingdom of Winter* – Nanna Heitmann, Yakutia, Russia

Judging Panel

- Azu Nwagbogu, Founder and Director of African Artists' Foundation and LagosPhoto Festival
- Brett Rogers OBE, Director of The Photographers' Gallery
- Dr Charles Ogilvie, Strategy Director of COP26 and multimedia artist
- Dr Dixon Chibanda, Associate Professor at the University of Zimbabwe Clinical Research Centre, and Director of the African Mental Health Research Initiative
- Johannah Churchill RGN, Photographer and Primary Care Nurse
- Dr John Nkengasong, Director of the Africa Centres for Disease Control and Prevention
- Joycelyn Longdon, MRes and PhD at the University of Cambridge (on applications of AI to climate change), and Founder of ClimateInColour
- Dr Kateřina Šrahůlková, Psychologist and Mental Health Specialist with Médecins sans Frontières.
- Chair: Dr Jeremy Farrar, Director of Wellcome

Annex B

Julie Dorrington Award

Julie Dorrington, a former employee of Wellcome and a clinical photographer, bequeathed a sum of money to be used annually alongside the Wellcome Image Awards (now the Wellcome Photography Prize). The 'Julie Dorrington Award' has not been awarded since 2019, when £5000 was given to the category winner of the Medicine in Focus category. The original intention of the award was to honour Julie's individual contribution to Wellcome, and the service the clinical photography profession provides to medicine and medical education. There is a remaining £50,500 in the bequeathment which must be used.



Annex C

Wellcome Photography Prize – internal feedback

An initial review session of the photography prize was conducted on 24 January 2022, fifteen attendees from different departments across Wellcome, including Public Engagement and Campaigns, Planning and Insight, Government Relations and Strategic Partnerships, and Communications. The five questions asked and answered by participants are summarised here:

1. How could the prize better support your work, in your department?

Department	Suggestion
Planning and Insight	Could link it to partnership work. We've currently got a partnership with UNICEF where we train young people up in LMICs (lower-middle-income countries) from marginalised communities to be young reporters.
	Feeds into insight. It strikes me that people could potentially be uncovering needs, culture, context, that we could commission more research into.
Public Engagement and Campaigns	Stronger sense of how 'science' is involved in solving health challenges.
	Document work that Wellcome is involved in to aid our storytelling.
	Clear permissions that allow stories to be used across Wellcome content.
	Images stored in one place so we can search and access them.
	Make more of the story = what happens before, during and after the photo is taken. e.g. impact on society or invitation for further studies in the area; lived experience angle. Focus on locations for the stories, to aid the international perspective we want to show across our content.
	Help brand storytelling (e.g. images that make an emotional connection not just rationale).
	Access to photography subjects as well as photographers.
Communications	Engage policy audiences more (currently more interest coming from creative industries).
	More international contributors & subjects (this seems to have increased over years anyway).
	Images/stories that show benefit/role of science/research. Show the impact of the new and improved interventions which we will be generating through our science (and through other's science).
	Spokespeople - how can we bring more Wellcome spokespeople (or external advocates/researchers) into prize comms.
	Cross-over of key spokespeople and content from WPP to Wellcome Collection and vice versa.
Content for Wellcome Collection Digital Stories.	
Opportunity for Wellcome Collection to grow audiences and global reach through closer alignment with WPP.	



	We should check whether photography is a good channel to reach our core audiences (researchers, Policy Makers, politicians, business leaders and those with lived experience).
Government Relations and Strategic Partnerships	Linking more closely/strategically with Policy/Government Relations and Strategic Partnerships e.g. defining topics more clearly or spotting opportunities where photos speak to current priorities early on.
	More international venues/collaborations.

2. What steps should we take to better align the prize with the health challenges?

Department	Suggestion
Planning and Insight	Have prize money available for communities to win, not just a commission. Free cameras/equip/phones to young reporters, to healthcare workers in epicenters of 3 health challenge areas. Our research shows that these 3 areas are very interconnected to people. A photographic approach could illustrate this very well - helps us to stop thinking of HCAs (Health Challenge Areas) as 3 separate areas. Fund an area of research in HCA because of photos - have that as a sub-category. Consider the format so also fits with bringing intelligence into HCA areas.
Public Engagement and Campaigns	Consider whether an open contest is the right way to achieve alignment in the first place – e.g. the prize could be 9 commissions on very specific stories.
	Re-assess if 'science' should be more represented in the categories but understand the consequences that will have on 'fit' for image makers.
	Have some photographs that are more obvious/commercial.
	Once audiences are clarified - finding really great channels for the prize content (e.g. partnerships/events, etc.)
	Integrate with our campaigns - e.g. have an amateur and pro section and work with a mobilisation partner which can get people to use their photography as a form of protest/advocacy.
	Explore how showing solutions alongside the challenge can engage audiences.
Communications	Tell Wellcome stories. Could we have a separate arm - even for internal comms between W orgs/grant holders where they take candid camera snaps of their environment? (Needs a bit of GDPR work - and research to know if they'd be interested in opportunity)
	Spotlight on target countries, e.g. commission in India for Mental Health. Bring in that research/medical/progress angle more.
	Work with partners - through judges, or specific prizes, or partnerships (to provide free camera/equip/phones to young reporters or health care workers in epicenters of 3 HCAs). More



	defined subjects - could be commissions - that are part of challenge areas – e.g. depression or climate and food.
	WPP PR campaign aligning more closely with wider WT (Wellcome Trust) press activity, opportunities to link media targets and Wellcome news agenda.
	Encourage competitors (or commissioned partners) to capture a story which tells the story of some particular scientific insight/process/impact.
Government Relations and Strategic Partnerships	More co-development with HCAs and other relevant internal stakeholders.
	Get HCAs, Cultural Partnerships, etc. To do targeted outreach through their networks to motivate relevant prize submissions.

3. How can we make the prize more inclusive?

Department	Suggestion
Planning and Insight	No-artist categories, community as a category, young reporter, schools. Themes in which people can recognise themselves. Build affiliations and local partnerships on the ground. Perhaps take one geographic area – e.g. townships in South Africa. Partner NGOs and grassroots orgs.
Public Engagement and Campaigns	Consider “own voices” category where people with LE (lived experience) tell their stories. Perhaps an “emerging talent” category as well; actively encourage submissions from people who aren’t professional photographers. Reduce the (perceived) barrier around what it means to create a prize-winning image - perhaps a category that’s only shot on mobile?
	Continue to have diverse judging panel.
	Create region specific mini contests – enabling targeted marketing, more chance of representation in overlooked areas.
	Define our position on where and how subjects appear in photography – e.g. a child in a particular setting, what is their right here and how do we protect subjects?
	Have past winners or those who feature in images take part in the promo of the prize, e.g. hosting an event or Q&A.
Communications	Paying subjects for their time (e.g. when storygathering).
	Paid partnerships and media placement in different parts of the world.
	Partner with relevant organisations in LMICs/target markets.
Government Relations and Strategic Partnerships	Exhibit more widely to ensure there is proper recognition regardless of where the entry comes from. Keep the awards ceremony open to all (e.g. virtual, flying in winners, etc.)



4. Who should we be speaking to outside of the organisation?

Department	Suggestion
Planning and Insight	Grass roots organisations and NGOs - think about what approach would allow people to tell their stories, where people could see and enter, and what would hold people back from entering and what would enable them to enter. Make sure it is global and are talking to grass roots orgs who are connected to marginalised and 'most affected' communities. Zoom in on a handful of diverse geographic areas in which our HCAs are particularly prominent or health conditions in which discovery research is critical. Junior researchers in Africa and Asia Programmes (AAPs). Our insight team - on what stories/ images/ messengers will motivate engagement from our target audiences with us/ the issues which the prize is prompting engagement with.
Public Engagement and Campaigns	Those campaigning for change in HCs/DR (drug resistance) to increase their engagement (our reach).
	Ministers and committee members, to help showcase the challenges they're working to overcome.
	Picture editors (what would get them or their editors to use our content?), photo prizes, organisations working in the same area as Wellcome. Non-photographers who are taking images of science and health (e.g. in field/lab/hospital, etc.)
	Partners working on similar issues, we have money that people like UNICEF don't what challenge can we help them with and what can we get in return?
	Other foundations that have created a successful alignment to their strategy with a brand initiative.
Communications	Our audience - what are the images/ stories which stay with them and become part of their genesis? (e.g. politicians with interest in global health - this is often direct experience of/seeing the global health issue).
	Social media platforms (e.g. Instagram, TikTok).
	Photography groups/unions in target countries or LMICs to understand barriers & key issues .

5. What questions would you like the review to answer?

Department	Suggestion
Planning and Insight	Think more deeply about brand, e.g. not just brand recognition, but building brand from how we behave from them – e.g. we saw an image and as a result funded new science research. How do we think about this as a vehicle for how people bring stories on the things they care about. Think through the options - in what way could this contribute to brand. The competition itself, or the images and what we do with them. Who is the audience for this.

	<p>Are we about photography - or the image that tells a story? If the latter think carefully about whether it is photographers that we need to be known amongst. Or whether it is them and other groups as well. How do we help people illuminate health contexts and learn something new. Especially if we had an intense focus on an area. What can the photographic form do for Wellcome that other forms cannot?</p>
<p>Public Engagement and Campaigns</p>	<p>Do we need dedicated comms channels for the photography prize (e.g. Instagram, Facebook)?</p>
	<p>Who is the prize for?</p>
	<p>What images are most likely to strike a chord with our audience?</p>
	<p>Can you run a successful photo prize that focuses on just 3/4 areas? Are there enough photographers taking suitable images?</p>
	<p>How can we strike a balance between promoting submissions and promoting the images and stories?</p>
	<p>How can the prize be economically inclusive?</p>
	<p>Is WPP about connecting Wellcome's name with health or is it about advertising Wellcome's specific input to better health?</p>
	<p>Is artistic photography a bit elitist? Would a different medium (or presentation) reach a more 'popular' audience, thus potentially having an impact on widespread audiences? What is the best [artistic] medium to reach our target audience? (e.g. paint/prose/poetry/ journalism...)</p>
<p>Last year we had some challenges because the winner of the Photography Prize was based in Iran, and sanctions laws made transferring the prize money very difficult. It would be handy if it contemplate things like whether there are any challenges with it being a global prize and whether there should be any limitations.</p>	
<p>Communications</p>	<p>How do photographers feel about the prize? And how does our success and reach compare to similar prizes? What do people remember about the prize? How can we better support photographers who enter the prize?</p>
	<p>How can we make the prize even more global, and how linked is it to Wellcome's objectives and audience? Does science and research need to be reflected in the prize?</p>
	<p>Cross-over of key spokespeople and content from WPP to Wellcome Collection and vice versa.</p>
	<p>Could WPP provide content for Wellcome Collection Digital Stories?</p>
	<p>If we were to develop an initiative from scratch to fulfil its refocused aims, would WPP be the model we chose?</p>
	<p>Opportunity for Wellcome Collection to grow audiences and global reach through closer alignment with WPP.</p>
	<p>We should check whether photography is a good channel to reach our core audiences (researchers, Policy Makers, politicians, business leaders and those with lived experience).</p>

