



**The Jenner
Trust
Forward Plan
2021-2025**

Approved on 15 January 2021
Review due before 31 December 2024

Contents

Our purpose	3
Introduction	4
Review of achievements	6
Our strategic goals	8
1. To foster beneficial collective enquiry	9
2. To celebrate vaccination from the place where it began.....	10
3. To inspire current and future scientists	11
Our governance	12

Our purpose

We preserve The Chantry for the world and as a base from which we celebrate the ongoing legacy of the pioneering scientist Edward Jenner and encourage others to follow in his footsteps.



We do this by:

Fostering curiosity and experimentation.
Enabling conversations which can change the world.
Celebrating vaccination from the place where it began.
Inspiring current and future scientists.
Ensuring Edward Jenner's story is told beyond the walls of the building.

Inspired by Edward Jenner's own values, we are:

Curious – we love to question the world around us.
Collaborative – we work with others to do more than we could achieve alone.
Informed – everything we do is based on rigorous research.
Inclusive – our story is for everyone.
Determined – we keep going in the face of adversity.

Our vision is of a world where people work together in pursuit of knowledge.

Introduction

In 2019, as we marked the fifth anniversary of our transition to become a Charitable Incorporated Organisation, we also celebrated welcoming 7,600 visitors to Dr Jenner's House, a number not seen since 1989. At the same time, with support from National Lottery Heritage Fund, we commissioned a review of our options for meeting our charitable objectives in the long-term, resulting in the creation of a new strategic plan for The Jenner Trust. However, as we prepared to put our plans into place in 2020, the world changed.

The *Dr Jenner's House Outline Business Plan 2020-2025* due for implementation from 2020 was based on significant research and stakeholder engagement and concluded that a business model which relies on physical visitors to the site will never provide the funds we need to truly fulfil our charitable purpose. It recommended instead that the future development of the museum must be based around becoming:

- A compelling Gloucestershire museum.
- A place of secular pilgrimage.
- A community of collective enquiry.

The ongoing global COVID-19 pandemic and an enforced closure for much of 2020 has shone further light on the weakness of our existing funding model, and it is only through public fundraising that we were able to continue operation and set about adapting this new strategy for a different future to that imagined in 2019. At the same time the work of Edward Jenner took on a new relevance, and Dr Jenner's House a new prominence, as researchers around the world sought a vaccine for this new disease.

Whilst this Forward Plan is based on the *Dr Jenner's House Outline Business Plan 2020-2025*, it also recognises that the strategic planning work was a recommendation and was completed before the 2020 global health emergency. The Jenner Trust has had to respond and adapt to the ongoing pandemic and the likely continued impact on our work. Our recent fundraising attracted donations from around the world and has reminded us anew of the way in which Jenner's story continues to resonate. In many ways it provided us with a truly unique form of stakeholder engagement to supplement our existing research and this document also incorporates that feedback. We will continue to monitor and review our success and the deliverability of these actions on an ongoing basis.

Against a backdrop of work to develop and rollout new vaccines for SARS-CoV-2, the ongoing question of vaccine hesitancy, and the challenges posed by

nationalistic health policies, we want to remind the world of what can be achieved when we all work together. We know that Jenner's life, the story of the eradication of smallpox, and the continued impact of vaccines around the world provides overwhelming evidence for continuing and expanding immunisation programmes. Therefore, rather than just relying on people coming to us, we now believe that the most appropriate future for The Chantry is not just as a museum, but as the base and embodiment of an organisation with global ambitions.

As we approach the bicentenary of Jenner's death in 2023 and the fortieth anniversary of opening The Chantry to the public in 2025, we plan:

- to broaden our public engagement, reaching new audiences using a range of innovative methods,
- to create new partnerships to address contemporary scientific challenges and collaborate to advance knowledge across Jenner's broad range of interests, based around a shared commitment to an interdisciplinary and scientific approach,
- to expand and balance our workforce, with paid professional staff working alongside volunteers, to achieve the human resource and skill set that meeting our objectives will require,
- to enhance our facilities to meet the ongoing needs of the organisation.

It is our intention that this work will ensure that The Chantry will always be open to those who want to experience this story and its implications in the place where it happened but will be just as accessible to those who are unable to come to Berkeley.

This is an ambitious plan, and The Chantry will require significant and sustained investment to achieve it. But we truly believe that it will be worthwhile. If we can inspire and encourage people to acquire knowledge and make discoveries as Jenner did then, like the pioneering country doctor himself, we can start the conversations that might just change the world.



Review of achievements

The preparation of our previous Forward Plan coincided with a period of significant change and renewal within the organisation. Whilst our previous Forward Plan was dated 2015-18, this review will also consider achievements across 2019 and 2020.

Aim 1: to develop an organisation that can secure a sustainable future for the museum and wider activities of The Jenner Trust.

- We have recruited new board members to complement and enhance the skills of the Trustees of The Jenner Trust.
- We have guided the organisation through its immediate financial difficulties, achieving a balanced budget in 2016/17 and 2018/19.
- We have grown our volunteer team from 11 to nearly 40, increasing the range of opportunities available and enhancing and expanding volunteer involvement within all areas of the organisation. Our volunteer team were South West regional winners of the Marsh Volunteers for Museum Learning Award in 2016.
- Our core staffing was supported through additional project funding from Arts Council England, the European Commission, and the National Lottery Heritage Fund.

Aim 2: to enhance levels of self-generated income and explore opportunities to generate new sources of funding.

- We were able to increase shop, conference, and event income through new merchandise, an enhanced offer to groups and conference guests, and changes to our events programme.
- In 2020, we realised our ambition for an online shop which has proved very successful in its first year of operation.
- We obtained funding from the South West Museum Development Programme to commission a feasibility study regarding commercial and corporate partnerships.

Aim 3: to develop new audiences supported by effective marketing.

- With support from the European Commission, we took part in a project to create a commercial videogame on the PlayStation VR platform, which is now available to download throughout Europe.
- We made significant changes to our external branding and presentation, including new website and marketing materials.

- Our volunteers have revitalised our education programme for schools and universities, receiving good feedback and return visits.
- In 2019, we achieved the highest visitor numbers in a single year since 1989.
- Our external communications have been reviewed and are now targeted specifically to support our core objectives, with the result that engagement has measurably increased.

Aim 4: to enhance the visitor experience to the house and garden.

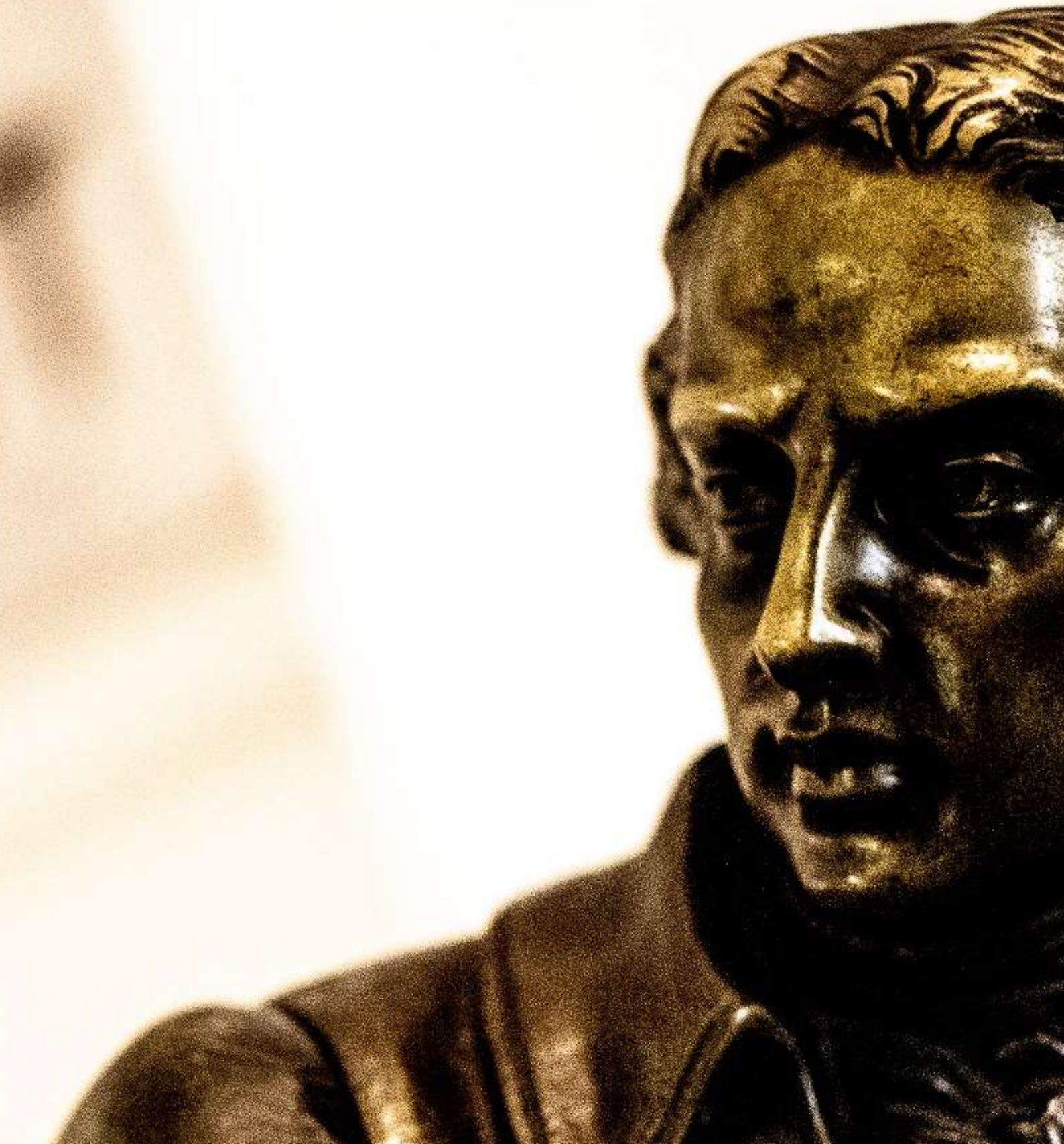
- Key improvements to visitor experience include the volunteer-led redisplay of the Eradication Room in 2018, and the completion of the Physic Garden by volunteers in 2016.
- Our onsite events programme has been streamlined with a particular focus on one core event during public opening hours: our Discovery Day science festival, which has grown over two years (and was delivered successfully online in 2020).
- We have consistently retained our VAQAS accreditation and the TripAdvisor Certificate of Excellence, and in 2019 featured in the LonelyPlanet guide to Great Britain.

Aim 5: to preserve and develop our collections relating to Edward Jenner and the history of immunology and vaccination.

- We have made continual improvements to our collections care and documentation throughout this period.
- We have also undertaken rigorous research and engaged with key academic and museum partners to increase our knowledge of the museum's collection and story, resulting in significant outreach and media opportunities during the 2020 global health emergency as a need for trusted information arose.

Our strategic goals

1. To foster beneficial collective enquiry.
2. To celebrate vaccination from the place where it began.
3. To inspire current and future scientists.



1. To foster beneficial collective enquiry.

Edward Jenner's work was based on a lifelong desire to observe and seek solutions in the world around him. He was an early adopter of a scientific approach which has transformed our world. But Jenner did not operate alone; he embraced interdisciplinary thinking and developed his work in collaboration with others. We hope that, using Jenner as inspiration, we can encourage and utilise collective enquiry to make a genuine difference to our society.

In meeting this goal, we have set the following objectives:

- a. Define a scheme of 'Think Like Jenner' principles which will not only be embedded at the heart of our displays, visitor experience, events, and learning, but will be widely recognised and form a core part of our outreach work.
- b. Establish an international community of collective enquiry, facilitating and supporting members' curiosity and desire to work together to find solutions by providing opportunities, events, and resources.
- c. Refresh and reimagine the presentation of displays and physical spaces at Dr Jenner's House to create an environment that celebrates and encourages curiosity and experimentation, and partner with appropriate organisations to take our exhibitions outside of the walls of the museum.



2. To celebrate vaccination from the place where it began.

Central to our core purpose is the preservation of The Chantry, where Edward Jenner lived and told the world about his remarkable discovery. We want the house to be a living hub at the heart of the global health community, but in order to do that we need to ensure that the building is maintained to the highest standards and that its facilities are fit for our current and future needs.

In meeting this goal, we have set the following objectives:

- a. Complete a fully costed plan of works for the whole site, completing works to bring all aspects of the building and grounds to a standard that fits our current and future needs.
- b. As our income grows, increase the amount and proportion of expenditure devoted to planned and preventative maintenance of our buildings, facilities, and grounds.
- c. Encourage curatorial excellence and broaden our collecting remit to cover a wider range of the cultural and social history of vaccination, giving voice to vaccinators, vaccinologists, and vaccinated communities around the world.



3. To inspire current and future scientists.

Edward Jenner, and the whole story of the development of vaccination, serves as an example of the power of ordinary people to do things that change the world, often overcoming adversity to do so. Conscious that we all must play a role in creating the world of the future, we commit to ensuring our own actions make a positive contribution.

In meeting this goal, we have set the following objectives:

- a. Develop new partnerships with like-minded organisations locally, nationally, and globally.
- b. Recruit prominent figures from science and other relevant fields to act as ambassadors, assisting in the promotion of our work and core messages at an international level.
- c. Work with partners to create inspirational programmes which support and encourage young people from our local communities to follow careers in science, removing barriers and contributing to equity of opportunity for learning wherever we can.
- d. Increase diversity (across all characteristics) of our workforce and partnerships, using our standing to encourage more diverse participation and role models.



Our governance

The Jenner Trust is registered with the Charity Commission for England and Wales as a Charitable Incorporated Organisation, number 1158316.

The principal object of The Jenner Trust is to preserve the property known as The Chantry at Berkeley in the county of Gloucestershire being the property wherein the late Dr Edward Jenner (1749-1823) ("Edward Jenner") lived and died:

- as a permanent memorial to Edward Jenner his life and his work (both in local community affairs and in immunology) and his memory;
- and also as a centre for the advancement of education with particular reference to the study of immunology and including the eradication of disease by immunological means;
- and for charitable other purposes beneficial to the local community of Berkeley and the community at large.

The further objects of The Jenner Trust are:

- the maintenance improvement and endowment of The Chantry or other suitable property for the housing for the public benefit of a museum library historical documents papers objects and memorabilia associated with the life of Edward Jenner and as a centre for the further charitable objects detailed here as the charity trustees see fit;
- and to maintain and manage and co-operate with other persons or body of persons in the maintenance and management of The Chantry or such other property so purchased for such purposes here and as a centre for education with particular reference to immunology and also for other charitable purposes beneficial to the inhabitants of the town of Berkeley (without reference to age sex religion or political persuasion) and the community at large.