

125
YEARS
1898 - 2023

LSTM
LIVERPOOL SCHOOL
OF TROPICAL MEDICINE



Our Strategy

2023-2028

Introduction

When it was established in 1898, Liverpool School of Tropical Medicine was the *first institution in the world dedicated to research and teaching in tropical medicine*.

Since then, our mission has been to *positively impact the health and wellbeing of the most disadvantaged populations across the globe*; working in partnership to build capacity and deliver resilient health systems.

As we enter our 125th anniversary year, our new Strategic Plan will remain *true to our core mission* and will build on our existing strengths and excellence in translational research across the complete research spectrum, education and capacity strengthening.

Undertaking cutting-edge translational research

We are recognised as a world leader in health-related scientific research – ranked 2nd in the UK for the impact of our research in the latest Research Excellence Framework (REF 2021).

Working in partnership, our researchers operate across the globe; embedded in communities in the UK and internationally, undertaking cutting-edge research and translating findings into clinical practice and global policy.

Developing global health leaders of the future

We are also highly regarded as a leader in developing scientific capacity through our educational programmes and are recognised as a world-leading specialist provider of education by the UK's Office for Students, with partnerships that help educate the next generation of scientific leaders and health personnel.

Our work in Low- and Middle-Income Countries (LMICs) is widely recognised as improving health systems, health policy and health outcomes around the world. Our internationally renowned laboratory research and experimental medicine, often in partnership with industry, delivers the next generation of products to address diseases in endemic communities. We are equally proud of our work in the UK, and in our City Region, where we conduct complementary research towards more effective health outcomes for disadvantaged populations.

Investing in the future for LSTM

Our new Strategy marks a step-change in our ambitions and activities. As we emerge from the shadow of COVID-19, with the expanding and overlapping challenges of climate change, political and economic instability and global conflict, our plan focuses on collaborative partnerships, cutting-edge translational research and the development of the health leaders of the future. These are key to achieving global health security and improving the health of people around the world.

Our ambition

By 2028, Liverpool School of Tropical Medicine will be widely recognised as a global organisation, headquartered in Liverpool, delivering excellent research and education with equitable partnerships at the heart of our work.

Throughout this period, we will focus our efforts on those activities which contribute to our mission. We will actively seek out partners with common agendas and we will prioritise actions which help tackle the biggest global health challenges, address the UN Sustainable Development Goals and contribute to realising our vision.

We will remain agile and responsive to the changing global health environment and will strive to shift the power balance between North and South to recognise the knowledge, expertise and impact of health practitioners and leaders across the globe. Working in partnership we will work to strengthen capacity at all levels. Our researchers will continue to deliver research at the highest level to improve health outcomes. They will be in demand as scientific and clinical advisors, contributing to the translation of research into clinical practice and policy development with key partners around the world.

We will expand the impact of our research by increasing the number of *senior scientists* employed by LSTM by **25%** over this period.

By 2028, we will have firmly established our Global Development and Leadership Programme, which will nurture and develop exceptional leaders in their field and deliver an international network across key hubs in Africa that will help to expand scientific capability among the global community that we partner with.

In Liverpool, investment in a new inpatient Human Challenge unit and cutting-edge laboratory facilities will catalyse expansion of experimental medicine and laboratory research to enhance our understanding of disease and resistance mechanisms and develop new products and tools. We will create a new virtual Institute in Resilient Health Systems that will underpin our work on improving equitable access to high quality care for all.

We have an ambitious programme for expansion of student numbers by over 50% over the strategy period. We will fund increased numbers of Master's and PhD students who will study in Liverpool and at sites around the world, or through our innovative and immersive digital education approaches. We will invest in educational facilities in both the UK and internationally to ensure the best environment for students and we will be regularly ranked as an institution of choice for postgraduate education in the fields of tropical medicine

and global health, as well as wider health-related education and training.

Collaboration, partnership and equality

Working with people, communities, the global research community and other UK and international partners will remain core to our work and critical to how we operate in the future. We will continue to be a trusted partner for Governments, public-, private- and third-sector organisations and charitable foundations and research bodies, to expand our influence in setting the Global Health agenda. Industrial partnerships will be further developed as a key driver to help us develop affordable tools and products for use in LMICs.

Our people will feel valued and we will build life-long connections with our students, alumni, staff, partners and advocates.

We are committed to realising our vision as an actively anti-racist organisation. We will embrace our collective differences and seek to ensure fairness, openness and equity in our decision making. We will continue to embed continuous improvement, transparency, collaborative working and effective Environmental, Social and Governance principles in all our activities, whether they be in the UK or international.

As an organisation which aims to tackle inequalities for the poorest communities, we recognise that they are disproportionately affected by the impact

of climate change. We will be more ambitious in our targets to protect the environment from the impact of our own operations and seek equitable means of mitigating our carbon footprint by supporting restorative and preventative environmental projects within the communities with which we work.

As we seek to deliver our ambitious strategy, we acknowledge our origins in the city of Liverpool, whose history and location have shaped our growth and development over the last 125 years. We already recognise, and will continue to challenge, the impact of our colonial history. Clear-eyed reflection on our past will inform our continued transformation into a truly international organisation and a world leader in global health.

LSTM will be a place where *staff are proud to work* and an institution which *partners want to collaborate and connect with*.

Vision

Mission

Values

Inclusivity | Integrity
Partnership | Impact

Vision

Healthy lives across the world.

Mission

Improving health outcomes in disadvantaged populations globally, through partnership in research and education.

Values

Our values will guide how we work – they are the essence of our community.

They have been developed in collaboration and consultation with our staff and will underpin the delivery of our Strategy.

Demonstrating our values

Inclusivity

Our community is a place where everyone is trusted, respected, appreciated and empowered.

We embrace diversity and welcome different views – we encourage honest, courageous conversations and always treat each other with kindness and dignity.

Integrity

We act with integrity, fairness, and transparency and hold ourselves, and our partners, to the highest ethical standards.

We deliver on our commitments and foster a culture of continuous improvement and learning.

Partnership

We work with those who share our values and ambitions and take pride in our collective achievements.

We support each other and will use our influence to develop and sustain equitable partnerships – together we will deliver better outcomes.

Impact

We are ambitious and strive to make a positive difference in everything that we do, working with staff, students, alumni and partners who are at the cutting edge of their fields of expertise.

We will approach our work with curiosity and learning and focus our efforts and resources where they will have the greatest impact.

Our strategic objectives

This strategy sets out our priorities towards achieving our vision and is built around four thematic areas.

Research

To undertake world-class translational research to improve health outcomes for disadvantaged populations across the world

Education

To deliver a flexible, accessible and innovative educational portfolio which will transform global health practice and leadership

Partnerships

To expand and develop local and international equitable partnerships that underpin our impact

Investing in our future

To invest in our internal capabilities and resources to ensure organisational sustainability and resilience

Research

Our core research activities will focus on enhancing our knowledge and understanding of cross-cutting global issues that pose a threat to human health and development, and on responding to the existing and emerging global health challenges faced by disadvantaged people in society. We will generate and share knowledge that will improve the health, wellbeing and quality of life of these populations.

Building on our existing areas of expertise, we will continue to undertake research across all aspects of the translational spectrum; understanding the mechanisms of resistance and disease, developing new drugs and diagnostics, evaluating the effectiveness of preventative and therapeutic interventions and understanding how best to integrate solutions into health systems.

These research activities will be enhanced by expansion of the numbers of senior scientists (increasing the number of those employed by LSTM by 25% over this period), strengthening and expanding our partnerships and collaborations and the development of a new Global Development and Leadership Programme. Infrastructure investment in experimental medicine and laboratory research in Liverpool and Malawi and investment in other global research hubs will underpin this. Engagement with communities and working in equitable partnerships will ensure the ongoing relevance of our research and deliver the greatest impact and benefit in improving health outcomes

Priorities

Generate high quality, impactful multi-disciplinary research that is relevant and of benefit to global society, both now and in the future

Focus our innovation portfolio on the discovery, development and deployment of new solutions to improve global population health and wellbeing

Communicate and share the findings of our research locally, nationally and internationally, with a focus on high-impact knowledge exchange

Create an environment that attracts and supports the brightest and best minds in multi-disciplinary global health research.

Education

Our offer will undergo a transformation in the next strategic phase, building on the rapid progression of digital and distance learning and our multi-million-pound investment in immersive technology.

Our focus for the next five-year period is to significantly grow our offer, by over 50% over the strategy period. We will do this by better understanding the market demand for global health programmes and widening our reach in health-related education. We will develop a competitive portfolio with new types of provision and awards that realise the work-based and research ambitions of our learners. Design of these programmes will have the development of our students as potential leaders at its core and recognise that learning will need to occur flexibly – over time, crossing the virtual and physical worlds.

Content will be research-informed and enhancement activities will be determined by close links with partners, alumni and aspirational employers, in a variety of settings which maximise our expertise and resources in digital education.

We will develop and nurture the global health leaders of the future; graduates who understand the sensitivities of working and undertaking research in resource-constrained environments. LSTM graduates will be known as innovators; curious and outstanding professionals who will be highly sought after for the impact they will have in health and health-related sectors.

Priorities

Develop a competitive portfolio of market-informed professional development, PGT and PGR awards that meet the needs of future generations in global health

Embed flexibility and accessibility in learning, teaching, assessment and student support, ensuring parity of experience across modes of study

Create a culture of organisational pride and ambition for teaching excellence

Maximise our equitable partnerships to provide opportunities for our students to research, practice and develop as global leaders

Develop digitised and automated systems capable of supporting growth while ensuring an enviable reputation for student experience.

Partnerships

Our regional and global partnerships, connections and networks are a defining feature of LSTM. These collaborative relationships, built over many years, between academic and development partners, multilaterals, businesses, governments, civil society, communities and the public, provide strong, inclusive partnerships to find solutions for urgent health challenges.

We will continue to nurture, develop and expand our equitable partnerships, working with those who share our ambition, vision and passion for sustainable development and health equity. We understand our role in shifting the power balance between North and South to recognise the knowledge, expertise and impact of health practitioners and leaders across the globe.

We will prioritise support for Partnership Hubs in Africa, jointly learning from our shared experience of transnational and transboundary research collaboration to deliver research-informed education and impact. Partnerships with industry will enable the rapid translation of scientific discoveries into the development of tools and products.

We will actively seek out and embed equity within our partnerships, collaborating with those who can help realise our ambitions and amplify the potential of our research for the communities who most need it.

Priorities

Grow and develop strategic partnerships that strengthen our collective ability to have the greatest impact through research and education

Deliver a network of Partnership Hubs in Africa to expand scientific capability and capacity among the global community that we partner with

Embed co-developed principles of equitable partnership in all our activities to actively address and minimise power imbalances to strengthen existing partnerships, and develop new strategic and impactful collaborations

Increase partner representation, diversity and voice in shaping and implementing LSTM strategy and decision making.

Investing in Our Future

We recognise the importance of effective governance, focused investment and the ability to be agile and responsive in our activities - all underpinned by effective infrastructure, systems, processes and organisational structures.

We will continue to evolve and develop our organisational resources and capabilities and focus our strategic investment to achieve our mission and guarantee the future sustainability of LSTM. We will become more agile in adapting and responding to external opportunities and challenges and build resilience so that we can deploy our resources for maximum impact.

We also recognise the role we play in driving positive action through education and research which will contribute to climate justice. We will continue to drive forward sustainability initiatives to minimise the impact of our own activities at all LSTM sites. We will

seek to minimise our carbon footprint and embed sustainable working practices, biodiversity, green waste management and responsible transport and commit to offsetting our residual carbon footprint via schemes that directly support the communities with which we work.

Equity, diversity and inclusion will remain a core priority and we are committed to realising our vision as an actively anti-racist organisation. We will continue to recognise and challenge the impact of our colonial history as we seek to drive change across the institution. We will create an environment and culture in which all LSTM staff feel valued and their achievements are recognised as we seek to recruit, retain and develop the most talented staff in their fields.

We will continue the transformation of Professional Services based on principles of collaboration, expert advice and delivering value and we will ensure the organisation culture supports, and is aligned with, our strategic goals and values.

Our academic peers, future partners, Government, funders, alumni and students will recognise LSTM as impactful in its field and we will seek out collaborations for mutual benefit.

Priorities

Create and foster a unifying culture of excellence, equity and inclusion built around an anti-racist one global LSTM community

Advance LSTM's position as a global employer of choice to attract and retain the most talented people

Transform our infrastructure, resources and governance for greatest impact, supported by clear, stretching and measurable KPIs and regular risk management

Build our financial sustainability to maintain resilience and generate resources to invest in LSTM for the longer term

Build and enhance our reputation for excellence and impact - nurturing our relationships with advocates and supporters, for maximum effect.

Public benefit statement

The charity trustees of Liverpool School of Tropical Medicine are its Board of Trustees who have due regard to the Charity Commission's guidance on public benefit, and particularly to its supplementary public benefit guidance on purpose, which primarily for LSTM, is the advancement of education and research, and advancing health/saving lives.

Although primarily concerned with teaching, learning, research, knowledge transfer, and the development of the potential of its students, both for their own sake and to serve the needs of society and the economy, LSTM also plays a major role in shaping a democratic, sustainable, and inclusive society by striving for its research to impact policies and implementing practices. These distinct purposes inevitably impact on its governance structures and practices, including in the need to engage both staff and students in the governance of their institution and a clear recognition of the importance of public benefit.

Public benefit reporting is also an increasingly important aspect of LSTM's transparency and accountability, and this helps the staff, students, and the wider public appreciate what activities LSTM delivers in return for both public funding and tax exemptions. A representative record of those activities is published throughout this Annual Report and Financial Statements.

Alternative formats:

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