



LSTM Strategic Plan 2017 - 2023

Welcome

Table of contents

- 03 Vision, mission, values**
- 04 Chairman's foreword**
- 05 Director's foreword**
- 06 Our strategic vision 2017-23**
- 08 Goal 1**
 - Strengthen the translational impact of LSTM's activities
- 11 Goal 2**
 - Expand our teaching portfolio
- 13 Goal 3**
 - Plan for growth
- 17 Enabling strategy 1**
 - Financial sustainability
- 19 Enabling strategy 2**
 - Strengthen human resourcing
- 21 Enabling strategy 3**
 - Improved estates
- 24 Enabling strategy 4**
 - Establishing LSTM as a 'partner-to-turn-to'
- 26 Enabling strategy 5**
 - Knowledge exchange and innovation
- 29 Enabling strategy 6**
 - Professional services and business transformation
- 31 Public benefit statement**



Vision:

To save lives in resource poor countries through research, education and capacity strengthening.

Mission:

To reduce the burden of sickness and mortality in disease endemic countries through the delivery of effective interventions which improve human health and are relevant to the poorest communities.

Values:

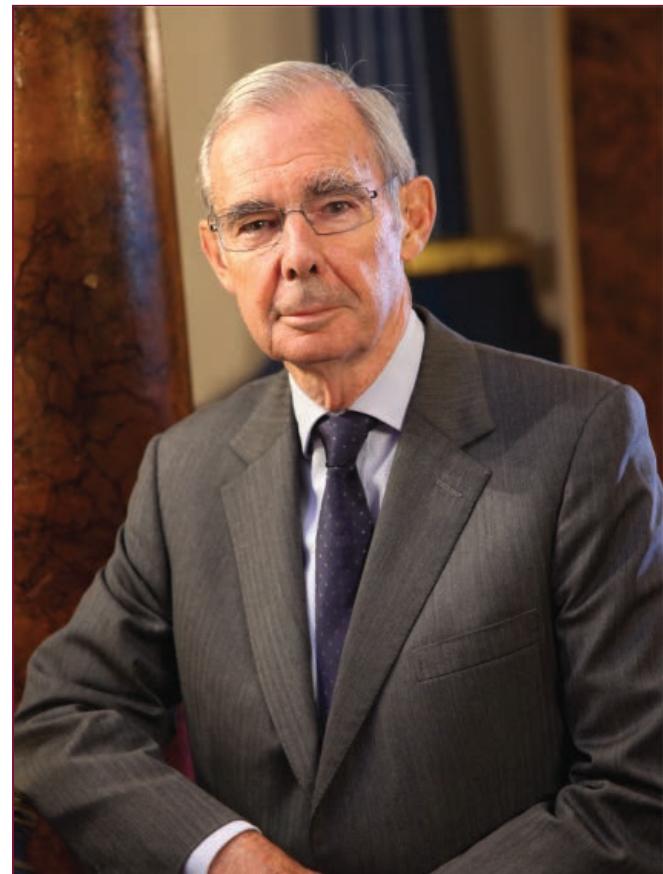
- Making a difference to health and wellbeing
- Excellence in innovation, leadership and science
- Achieving and delivering through partnership
- An ethical ethos founded on respect, accountability and honesty
- Creating a great place to work and study

Chairman's foreword

I am very pleased to introduce LSTM's new organisational strategy 2017-23. Approved by the Board of Trustees, this strategy builds on the exceptional legacy of the School and will culminate in LSTM's 125th anniversary in 2023.

As the first institution of its kind in the world, LSTM has been outward facing, forward thinking and partnership driven ever since its foundation in 1898. Throughout its existence LSTM has gone through major changes, most notably its recent designation as an Higher Education Institution and grant of Degree Awarding Powers. These powers provide LSTM with new opportunities to cement its world leading position as a research and teaching institution.

The three strategic goals and supporting enabling strategies are there to further strengthen and expand LSTM's translational research approach and its teaching. Over the years ahead the Board of Trustees will monitor progress against the multiple key performance indicators and targets that have been set. We do this at a challenging time with many external uncertainties affecting the UK's science and HEI sector; but I am confident that we can face and overcome any obstacles, with continuing scientific and teaching excellence by our staff and students making LSTM the unique institution it is and will continue to be.



James Ross OBE
Chair of the Board of Trustees

A handwritten signature in black ink, appearing to read "James Ross".

Director's introduction

Close to 60 percent of the world's children are expected to reside in the tropics by 2050. Health challenges, together with the wider impact of conflict, environmental degradation, climate change and the frequency of natural disasters put the progress made against many diseases and public health issues under significant threat.

Controlling and eliminating these can make a proportional greater contribution than many investments. For example, it is estimated that over one billion people from the world's most disadvantaged and poorest communities suffer from at least one neglected tropical disease, which can significantly impact upon their physical and mental health. These diseases are markers, agents and drivers of poverty.

In global health, impressive progress has been made over the past decade in reducing malaria transmission and maternal and child mortality rates. However, numerous outbreaks of zoonotic diseases such as Zika and Ebola presented new constraints on public health systems already under significant pressure due to lack of resources.

As the Sustainable Development Goals have now recognised: poverty and inequality, responsible economic growth, environmental preservation and improving global health are all interlinked, opening the way for cross-cutting approaches, partnerships and collaborations. LSTM has been at the forefront of such approaches from its very first days in 1898 and will continue to translate research into products, policies and practices to ensure global impact and break this perpetual cycle of poor health and poverty. This strategic plan highlights how we will make this happen.



Professor Janet Hemingway CBE
FRS DSc PhD BSc FMedSci FRCP FRES (Hon) FAAM



Our strategic vision 2017–23

LSTM has enjoyed an exceptional period of transformation and growth over the past 20 years. It has focused on its mission of improving health in the tropics, concentrating primarily on its strengths to reduce the incidence of major infectious diseases and supporting the Millennium Development Goals for malaria, TB, HIV, neglected tropical diseases (NTDs) and maternal and neonatal health.

This mission, and the values to which LSTM aspires, remain unchanged. LSTM, and its subsidiary companies, have a turnover in excess of £100 million in 2017, making it an increasingly visible part of the local economy around which new initiatives can be seeded, benefitting both LSTM and the region in which it is embedded.

LSTM is distinctive in the higher education institution (HEI) sector, with a research portfolio accounting for a disproportionately high percentage of its turnover. Following the granting of teaching and research degree awarding powers (DAPs) to LSTM in 2017, the main focus throughout this strategic cycle will be on expanding our learning and teaching offering. While we aim to grow our research activities, new growth through adding faculty positions will primarily be aligned with, and supportive of, the need to rebalance our activity profile by increasing our learning and teaching offering in those areas of greatest global demand.

Our staff is our greatest asset. We aim to attract and retain the most talented individuals and to provide innovative pathways to ensure that all those on the academic career track can progress. Our administrative and support systems grow in line with increased activity and we will aim to provide improved training and career track options for all staff, making us a more attractive employer. Our ability to drive continued growth will be underpinned through increased leverage of external funding through both the research and teaching streams.

This strategic plan utilises a different format to that of the previous planning cycles. The three major strategic goals for LSTM were discussed in detail and agreed at the Management Committee and Board of Trustees Away Day late 2016 and are underpinned by six enabling strategies that highlight the facilitating role of LSTM's professional services departments. These ensure the achievement of the strategic plan at all levels within the organisation and in the multiple overseas settings where LSTM operates, providing a platform to achieve the academic excellence we continuously aim for.

Our major strategic goals:

- **Strengthen the translational impact of our activities**
- **Expand our teaching portfolio**
- **Plan for growth**

These major goals are cascaded down into the operational planning throughout this strategic cycle. It culminates in a significant milestone: LSTM's 125th anniversary in 2023, when we will be showcasing our past achievements and signalling our ambitious plans to increase our beneficial impact on global health indicators. This also provides a significant opportunity to broaden and deepen our donor base.

These three goals are expanded into 10 actions throughout this strategic cycle. We will:

- 1 Expand significantly our teaching portfolio in line with market demand
- 2 Identify, attract, retain and develop internationally competitive leaders in translational research
- 3 Align our research portfolio with global infection priorities
- 4 Ensure that our research focus covers the T1-T4 translational continuum
- 5 Ensure that our learning and teaching developments and research activities are aligned and integrated
- 6 Accelerate transition of research outputs into health impact
- 7 Enable genuine interdisciplinary activity
- 8 Enable effective global partnerships with multiple stakeholders in teaching and research
- 9 Consolidate and enhance our relationships with major funders
- 10 Provide the environment that supports the above



Goal 1 - Strengthen the translational impact of LSTM's activities



LSTM has always had a strong translational element to its activities. For many years this was deeply unfashionable, but there is now an increased emphasis on impact of research in higher education. For example: HEFCE issued the first call for collaborative translational proposals in 2017 involving two or more Higher Education Institutions (HEIs), the Liverpool City Region (LCR) Strategic Investment Audit has infectious diseases research as one of the three pillars of growth for the LCR with the potential for significant central and local government investment and impact assessment remains a major element of the Research Excellence Framework (REF) exercise in 2021.

Translational research is well embedded in many parts of LSTM. It ensures our activities are relevant and have an increased beneficial impact on global health. There is, however, more to be done: we have to ensure academic staff understand that the translational pathway to impact covers all areas of our activity and that we make best use of our research strengths to bring new products, policies and practices to bear. Students and staff need immersing in this culture at an earlier stage and LSTM's management and administrative systems need to support the relevant processes.

An HEI alone cannot undertake all elements of translation in isolation. Multi-sectoral partnerships are already a major part of our activity and these will be strengthened and increased. The new Accelerator building, completed in 2017, and the Centre of Excellence in Infectious Disease Research (CEIDR) initiative with dedicated ex-industry leadership will facilitate and increase our collaborative working with industrial partners.

This period will be the first in which LSTM will submit independently to REF. We aim to benchmark ourselves at the higher end of the Russell Group of Universities. We are looking to maintain or improve our impact rating at the next REF assessment, scheduled for 2021, highlighting nationally and internationally the beneficial impact that our research output has on health. The goal here is a top 5 ranking.

As a medium sized research-led institution, LSTM needs to continue to build on its strengths, periodically assessing whether new areas should be added to our portfolio, or whether there are non-competitive areas that should be dropped. The table below shows the matrix of current strengths, the direction of travel and areas in which a change of activity is projected. These are heavily weighted to the T3 and T4 areas covering epidemiology, randomised controlled trials, public health, health systems and health services research. This focus is well aligned with the projected growth in new teaching, and staff in these areas will be supported to undertake a balance of research and teaching activities as this area within LSTM expands.

There are obviously several areas of overlap within and between these cells, with resistance intersecting across both infection and NTDs but recognising the need to ensure that our footprint in anti-microbial resistance (AMR) specifically is externally visible. We will include non-communicable diseases (NCDs) within our portfolio where they interact with infection and carefully monitor funding trends and opportunities in this area, assessing over time whether NCDs should be developed as a stand-alone portfolio of activity.

The financial target for our research activity over the planning period is a 30% increase over the 2016 baseline. We anticipate that this will be reached by a combination of increased activity as the portfolios of more junior staff mature and additional activity from new staff joining LSTM as we expand our academic base.

Current Strength & Projected Strength	Maternal & newborn health	Infectious diseases	NTDs	Resistance
Discover & Develop (T1) Laboratory		Yellow	Green	Green
		Green	Green	Green
Deliver (T2) Epidemiology / Clinical studies		Yellow	Red	Yellow
	Yellow	Yellow	Yellow	Green
Evaluate (T3) Implementation research	Green	Yellow	Yellow	Yellow
	Green	Green	Green	Green
Deploy (T4) Health systems	Yellow	Red	Red	Red
	Green	Yellow	Yellow	Red

Matrix of research activity showing current strength (upper section of each cell) and projected strength (lower section of each cell) using the traffic light system of red (low), amber (intermediate) and green (high).

Goal 1 - key performance indicators & targets:

- KPI: REF Impact assessment ranking
 - A top 5 impact ranking in the REF2021
- KPI: Total research grant and contract income
 - A 30% increase in research grant and contract income over the 2016 baseline



Integrated translational pathways to impact

Goal 2 - Expand our teaching portfolio



This is the key area of expansion of LSTM's activity over this planning period. Our commitment to this is demonstrated by the creation of the new post of Dean of Education, who will operate at the same level as the two faculty Deans.

The granting of Degree Awarding Powers for both teaching and research in 2017 gives us the freedom to change our teaching model substantively, increase the content and volume of what we teach and allow us to reassess where and how we teach. It will also allow us to survive the unexpected financial downgrading by HEFCE of our clinical teaching (band A) to a 60:40 band A: band B model, unless and until this is resolved with the new Office of Students.

Our teaching efforts going forward will be:

- More aligned to market need
- Less reliant on face to face didactic teaching based in Liverpool
- Cater for a broader spectrum of students
- Expand the portfolio of non-credit and credit bearing courses

From 2015 – 2017 we have assessed the potential of using online platforms to develop a blended learning approach that can be used flexibly for a full range of learning and teaching initiatives, from short courses to Master programmes. We have undertaken a market assessment that has looked at demand both by content and geography. Based on this market intelligence and feasibility pilots, we plan to re-launch our education and training portfolio to operate under a 'Global Health' banner. This will allow us to refresh our current Master teaching, increase flexibility and degree choice and extend the modules offered where this is dictated by market demand.

Our flagship product will be an innovative MSc in Global Health, delivered through a blended approach that combines online learning and face to face delivery in-country. We will also provide a platform for a stepped entry into our programmes through conversion and pre-Master courses. Increasingly, delivering our teaching in a blended format will enhance our ability to offer our courses not only in Liverpool, but also in partnership in Africa, Asia and the Middle East. This model ensures that we generate an offering that is distinct from competitor products, while remaining closely aligned with demand. Underpinning our delivery of teaching will be an institutional commitment to quality enhancement, a culture of excellence in the quality of the student journey and a structured programme of staff continuing professional development that is informed by the expectations of the UK Professional Standards Framework and other external benchmarks.

Goal 2 - key performance indicators & targets:

- **KPI: Teaching contribution to LSTM's income**
 - Deliver £3.0 million contribution by 2023
- **KPI: Overall student FTEs**
 - Exceed 700 overall student FTEs by 2023 (1000 FTE target by 2026)

Goal 3 - Plan for growth



LSTM's future success is dependent on the quality, commitment and ability of its staff as well as a continued favourable research climate for global health issues. Despite the numerous political uncertainties nationally and internationally, it is unlikely that the international agenda in our areas of major interest will change materially. Whilst there is still a substantial risk, the national agenda in post-Brexit UK has the potential to be more favourable, with the UK looking to position itself globally rather than regionally.

It is predictable, given the global failure to meet the reduced maternal and child mortality targets as laid down in the MDGs, and the carry through of these targets into the Sustainable Development Goals (SDGs), that this will remain a major area of donor funding in the T3 and T4 areas.

The periodic outbreaks of new and re-emergent infectious diseases, the impact of NTDs on morbidity and reduced economic development recognised in the SDGs and global commitments to eradication agendas, will also keep funding relatively buoyant in these areas across the full T1-T4 spectrum. LSTM needs to be ready to respond in a timely and effective manner to research calls and opportunities as they arise, and ensure that senior staff are increasingly able to influence research agendas both nationally and globally in these areas.

LSTM will respond to the challenge of attracting, retaining and developing high calibre staff by being increasingly innovative in establishing, promoting and supporting strategic career initiatives, which support individuals at all stages of their careers.

Academic Positions	Initiatives for Academic Staff	Initiatives to attract new staff	Initiatives for Professional Staff	Professional Services Positions
Deans Heads of Departments Professors Readers	Mentorship Managerial training Confidence in Concept SEDA Professional Cert. in supporting learning	Strategic appointments World-class facilities Opportunities for overseas partnerships Strong links to major funders	Coaching and mentorship Professional development Management development Online training	Directors Heads of Departments
Senior Lecturers / Senior Research Fellows	Confidence in Concept ISSF CEIDR catalyst funding SEDA Professional Cert. in supporting learning	Strategic appointments Confidence in Concept call Accelerated Career track	Mentorship Professional development Management development Line managers forum Online training	Managers / Programme Managers
Lecturers / Research Fellows	Career track programme Confidence in Concept ISSF CEIDR catalyst funding SEDA Professional Cert. in supporting learning	Strategic appointments Confidence in Concept call Career track	Mentorship Professional development Online training	Supervisory / Professional Administration
Post-Doctoral Researchers	Career track programme Director catalyst funding for Post-Docs Jean Clayton fund SEDA Professional Cert. in supporting learning Post-Docs Research Association	World-class facilities Opportunities for overseas partnership working Strong links to major funders	Mentorship Professional development Online training	Senior Administrator / Senior Technical
PhD Students	Skills training Engagement with major global programmes Overseas field programmes Jean Clayton fund	MRC Doctoral Training Programme & Industrial PhDs Wellcome Clinical PhD programme	Vocational development Mentorship Online training	Administrator / Officer / Technical

Career track initiatives for staff

Over the last decade, we have successfully trialled the Career Track system for academic staff looking to move on to open ended contracts, with transparent criteria for entry into and successful exit from the scheme. This scheme will continue, but will be used more proactively to attract Research Fellows from other organisations.

At the top end of the scale (as seen in the table above), we will continue to promote on merit, without the quota constraints that acts as a cap on promotions in many HEIs. This system remains viable if the research grant and contract income expectations for promotion remain transparent but high.

The Confidence in Concept programme has allowed staff from Professorial to lecturer level to apply for small scale proof of concept funding. The original scheme, funded by the MRC, was limited largely to the T1 – T2 areas of research. We are now looking to greatly expand this scheme with funding from multiple sources including Wellcome ISSF, the Directors Discretionary Fund and CEIDR SIF, ensuring that the combined schemes cover the full T1 – T4 translational range.

The academic strength of LSTM can only deliver on its mission with the right infrastructure and support systems as laid out in the additional enabling strategies. In an increasingly complex environment, with LSTM operating across multiple continents, against a backdrop of increasing student and donor expectations, and changing legislative and government support environments, we need to ensure our HR, finance, IT, estates, communications and fundraising and other administrative systems operate effectively and efficiently. As LSTM's systems expand and develop, we will, where possible, aim to provide training and career track opportunities for our support staff. Our goal is to have an attractive, supportive and stimulating environment for all staff, making us an employer of choice: locally, nationally and internationally.

During this strategic plan cycle LSTM will see a generational change of senior management. LSTM has had an exceptional productive and stable cohort of senior academic and administrative staff leading the sustainable growth of the organisation over the last two decades. Many of these individuals will reach their natural retirement age during this cycle. To ensure the orderly transition to a new cohort of staff with the appropriate drive and skills to lead and manage LSTM's increasingly complex portfolio we need to begin an orderly and transparent succession planning process.

This will require a careful mixture of internal promotion and external appointments to ensure that the organisation has a balanced team with the vision, leadership skills, management expertise and financial acumen to ensure the long-term sustainability of LSTM.

Goal 3 - key performance indicators & targets:

- **KPI: Research Grant Application Success**
 - Sustainable pilot funding for new initiatives
 - Leverage of funding from pilot schemes into major programmes





Enabling Strategy 1 - Financial sustainability

Given the increasing global competitive environment for research funding and uncertainties around Brexit, it is critical that LSTM continues to diversify its research funding streams by reaching out to new donors whilst solidifying and building upon existing partnerships. Expanding our teaching and learning provision will help to provide additional funds and a stable platform on which to grow the organisation.

Managing the cost base will become increasingly important as margins are squeezed, central government funding potentially reduces and competition increases. LSTM will need to provide and demonstrate value for money to all its stakeholders for it to become sustainable in the longer term.

Working in a complex international environment means our systems and processes need to match 21st century expectations and deliver the right information to the right person at the right time. Once these are in place, effective business partnering will be crucial to support and empower decision makers with the necessary tools to grow the business further. The strategic objectives will need to be met behind a framework of risk mitigation and accountability that does not stifle innovation and entrepreneurship.

Our key objectives are:

- **Grow and diversify income streams**

Growing and diversifying sources of income is vital for the future sustainability of LSTM. Expanding LSTM's core research business through a wider variety of funders is an essential part of this. In particular, increasing the number and breadth of industry partners through links with CEIDR and the Knowledge Quarter Liverpool will be vital. Maximising indirect cost recovery will help to support the ambitious growth in learning and teaching and give LSTM a stable platform from which to grow. This will be supplemented through a growth in HEFCE funding, with a focus on Charity Support, Business and Knowledge Exchange income. A concerted fundraising campaign will provide additional funding to help LSTM's ambitious expansion plans.

- **Maintain long term financial sustainability**

Significant growth will allow LSTM to become a more sustainable organisation by creating economies of scale and a critical mass on which it can rely. Responsible growth will be achieved by being mindful of HEFCE's sustainability metrics on reserves, liquidity, borrowing, cashflow, staff and estates costs. LSTM will seek to match or better these over the strategic plan period whilst ensuring innovation is not impeded. Additional focus will be placed on a sound treasury function aimed at maximising returns whilst minimising risk. This will underpin investment in LSTM's capital and strategic development projects.

- **Achieve value for money in all activities**

Embedding value for money is core to our activities as we grow and evolve. Whether through continuous improvement of processes, or cost reduction, striving for efficiency is critical for organisational success and prosperity. This will be achieved through robust tender processes, through enhanced collaboration, good contract management and a high level of supplier engagement. This will incorporate responsible procurement practices that promote local partnerships. To support this, we aim to deliver a fully operational e-procurement system to all staff. We will review our cost base and streamline where possible. Best practice will be shared across LSTM, minimising duplication of effort and optimising the skills and expertise of central and devolved buyers.

- **Support for financial planning and business development**

Good financial planning should be at the heart of any business. We will continue to build upon recent improvements to the budgeting and planning process. A new business partnering model will be introduced that is fit for the 21st century. Introducing sensitivity analysis and scenario planning will reduce risk and improve the quality and rigor around the submission of business plans. Additional financial training will be given to all staff to underpin this. The recently restructured Research Management Services is in a good position to support LSTM's overall research agenda as the funding environment becomes more competitive, demanding and complex. The team aims to be at the leading edge of research management.

- **Ensure compliance, risk mitigation and accountability**

Assessing and managing risk is as important as ever in an environment subject to increasing compliance and accountability. LSTM aims to focus on risk mitigation measures, especially in our overseas operations to limit the number of non-compliant events and potential damage to our worldwide reputation in research excellence. We will seek a reduction in the number of audit recommendations from both internal and external reviews ensuring best practice is followed. Where possible, standard processes and reconciliations will be automated, removing the potential for human error and increasing compliance. Staff training will be given to enhance the skills and ability of the team to deliver on this core objective.

- **Deliver fit for purpose information reporting systems**

A growing organisation with an evolving business strategy is heavily reliant on flexible information systems. This is twinned with an increasing demand for real-time accurate financial information that is flexible to business needs. A new finance system, integrated with project management processes and linked to other business critical operations will increase transparency, help to improve decision making and deliver efficiency savings across the organisation. KPIs and benchmarking analysis will be enhanced through the flow of real-time, self-service flow of information.

Target:

- **Financial sustainability**

- Increase indirect cost recovery by 20% over the period of the Strategic Plan 2017-23



Enabling Strategy 2 - Strengthen human resourcing

We recognise that our staff, both in the UK and internationally based, are the key factors in our success. To achieve our strategic ambitions, we need to build their capacity and capability and commitment to LSTM's goals. We aim to continue to develop a performance oriented culture as a priority over this strategy cycle at both individual and team level. We need to continue to develop a culture that seeks and embraces change and continuous improvement.

We need to develop the right environment in which people grow their expertise and specialism whilst becoming robust corporate professional managers. It should be one that allows creativity, discovery and academic scholarship in which managers are not afraid to make and follow through with difficult decisions. All our staff should feel this is a fulfilling place to work and that they are empowered to be creative, challenge constructively, put forward new ideas and make decisions under a resilient leadership framework. Equality of opportunity and caring responsibility management will be key.

Encouraging, nurturing and rewarding development progression contribution are vital to engage and motivate our existing workforce and to attract people who will become our future staff. Our policies and procedures need to enable and support the delivery of our strategic and operational objectives while being accessible, user friendly and at the leading edge of best practice.

Our key objectives are:

- **Attracting high performing and committed staff**

As we move into a new era in the global health arena and in order to achieve our strategic ambitions, it is essential that we are able to recruit the right people for our work, both nationally and internationally, as well as developing and rewarding our existing high performing staff. We are already the employer of choice for many, we need to expand the LSTM brand as we move into new areas of both staff and student attraction. Our need for highly specialised and innovative expertise creates a complexity and challenge in this area. High performing recruitment specialisms will be key.

- **Improving the quality of leadership and management**

Managers at all levels must have the ability to manage in and across structures and be able to embrace and undertake complex transformational change. Attracting and creating the leadership abilities to realise the potential of individuals and teams will be a key component of the new strategy.

- **Developing responsible, adaptable and capable staff**

There are many challenges ahead and in order to deliver our strategic goals we must develop staff to be confident and responsive to those changing demands and empower them to find solutions. We will do so by aligning the achievement of staff to our strategic goals and grow and develop the capability of our high-quality staff. Our international staff will be embraced in the strategic framework within the bounds of any local regulatory requirements, furthering LSTM's global reputation.

- **Developing an embedded performance management culture**

High performing individuals and teams will need to understand the standard of performance that is required. We have introduced an effective staff performance and development review process and this will be developed and will significantly contribute to achieving this objective. Alongside this recognising and rewarding real performance contribution will be key. Emphasis will be placed on developing coaching and mentoring capabilities of our leaders and managers supported by learning programmes to encourage both individual and team development.

- **Improving management information reporting and information sharing methods**

Policy and procedural development in user friendly and accessible systems to ensure clarity of requirements will be a priority. Engaging with our staff and what matters to them is important in being able to motivate. Providing the right information at the right time to the appropriate audience will also help to provide the competitive advantage we require to grow our portfolio of academic excellence in research teaching and international acclaim.

Target:

- **Attract, retain and develop high-calibre staff**
 - Streamline and strengthen the national and international recruitment process
 - Increase the rate of retention of key staff
 - Increase the number of development initiatives for key staff



Enabling Strategy 3 - Improved estates

The estates strategy defines the principles and parameters for the development and maintenance of the estate, so that it is appropriate for the current and anticipated needs of LSTM. Estates will work with education and research groups to facilitate responses to new opportunities for interdisciplinary research and education and to identify where space may be used more efficiently.

The strategy, for both UK and overseas campuses and facilities will be sensitive to the local setting and reflect the international community which works and studies at LSTM. The estate will also reflect the vision and aspirations of LSTM, by providing an environment which fully, and in a sustainable way, support its research, academic and business needs and enhances the experience of those who work, study or visit. Adjacencies and access to key individuals, departments and teams has proven to be a major contributor to both the staff and student experience and defines the location, type and quality of accommodation.

In developing the estate, every effort will be made to have a positive impact on the environment or to mitigate any negative effects. The expectations of students of their learning experience is increasingly demanding therefore we are continually committed to improve the space and facilities they use. Located within an inner-city site, LSTM purposely do not provide student accommodation, due to the scale and variety of such accommodation available in Liverpool. We aspire to provide staff with a purpose-built facilities within a pleasant working environment thus supporting the attraction and retention of the most talented staff.

Our key objectives are:

- **Facilitate growth through fit for purpose teaching and learning facilities**

The estates strategy enables LSTM to provide an ongoing capital refurbishment and development programme that meets the needs of the learning and teaching expansion. Fit for purpose facilities are integral to the success and development of LSTM during the 2017-23 strategic planning cycle. Emphasis will be on expanding the blended and online teaching capabilities of LSTM over the period of this strategic plan and growth in recruitment across the Post Graduate programmes. This mixed model of growth will place requirements upon estates to partner deliver fully integrated IT infrastructure solutions in buildings with flexible adaptive environments. In delivering these improvements, there is a core of experienced staff who provide outstanding project and estates management, IT innovation design, space design and utilisation and value for money engineering at the heart of its operations.

- **Meet demand for research growth, updating facilities and better partnership integration both in Liverpool and overseas**

LSTM will open the £27M Liverpool Life Sciences Accelerator in the first year of this strategic planning period. This five-story laboratory based development will provide additional laboratory facilities, including access to Category III laboratories, insectaries, free flight filming rooms, Peet-Grady chambers and offices, as well as ultrafast internet connectivity and a direct link to a grid computing facility. Enhancing collaborative research opportunities, the building will bring together LSTM and a host of SMEs and larger companies. The opportunities to engage deeper with collaborative partners will be realised with the Centre of Excellence in Infectious Diseases Research (CEIDR). This Centre, set up in partnership with the University of Liverpool in 2016 has been created to develop innovative healthcare and medical technologies with industrial partners to improve healthcare at local and global levels. CEIDR will look to develop its presence within the Knowledge Quarter Liverpool and LSTM will support and contribute to this development cycle.

LSTM has set a 30% target increase in research Income across the period of the strategic plan. This will invariably dictate the requirements from key research teams as demand for new facilities and additional space fluctuates across research and delivery teams both in the UK and overseas. The estate team will support the Space Management Group to forward plan requirements from key teams as emerging grants are awarded and others are concluded and in the development of the LSTM "landbank". The estates team will work closely with teams working overseas to ensure that international sites are feasible, appropriate and fit-for-purpose, engaging with delivery partners and being mindful of local needs and statutory compliance.

- **Provide estate planning and development to support partnership initiatives**

LSTM has continued its estate strategy of acquiring inner-city brownfield sites, co-located in close proximity to its main campus, within the locality identified for the £2billion Liverpool Knowledge quarter development. Our close partnerships with the University of Liverpool, John Moores University, The Royal Liverpool and Broadgreen University Hospitals Trust and Liverpool Health Partners will see the transformation of plans to support this development objective. LSTM plays an important role in securing the future of the partnerships and will contribute fully to bids, development plans and capital projects over the period of the strategic plan 2017-23.

- **Global Connectivity**

To invest in information technologies that enhance the capacity of the LSTM global community to collaborate with each other and with partners, and that support the student experience. Estates will work with IT Services to develop flexible, technology-enhanced teaching spaces ensuring the seamless delivery of digital knowledge resources. IT Services will enhance the computing facilities available to support research, by provision of infrastructure for effective data management, and by developing and deploying tools for collaborative working.

- **Implement a continuous improvement model**

In setting ambitious targets LSTM can deliver an outstanding and responsive continuous improvement model. Some areas that LSTM are committed to improving over the period of the strategic plan include:

Continue to improve the condition and functional suitability within the constraints of LSTM buildings

Less than 3% of LSTM's total estate (excluding Pembroke House) requires investment to bring it in line with the outstanding condition and functional suitability assessments. The estates strategy sets out clear objectives to address the current issues.

Work towards carbon reduction targets

LSTM will continue to address energy and sustainability targets, and waste recycling, to ensure that we meet our own targets and priorities and the challenging local and national requirements. LSTM is committed to working towards reducing Scope 1, 2 and 3 emissions. The estates strategy recognised the distance travelled by LSTM staff and sets further commitments to provide ongoing reductions in the value chain footprint of operations globally.

Demonstrate best value for money through managing the estate and resources

LSTM must be efficient and represent value for money in all aspects of its operations. The estates strategy works as part of an LSTM wide initiative in support of this key objective. The use of appropriate metrics within the estates strategy sets realistic targets to deliver efficiency and best value.

Targets:

- To achieve 100% proportion of space with functional suitability grades 1 and 2 by 2023
- To achieve 65% recycled waste by 2023
- To achieve a 15% reduction in Scope 1 and 2 CO₂e emissions per m² by 2023



Enabling Strategy 4 - Establishing LSTM as a 'partner-to-turn-to'

As the first institution in the world dedicated to tropical diseases, LSTM has been leading the field in innovative research and teaching excellence since its foundation in 1898. LSTM's multi-disciplinary approach to translate research and scientific innovation from its laboratories to the people who will benefit from it the most, aims to break the perpetual cycle of poor health and poverty.

LSTM's identity is mainly based on this translational and partnership approach, which has been championed from the very first day. Our communications, public engagement, fundraising and business development initiatives will highlight and market this approach and its achievements amongst a wide range of audiences. It will ensure that the image our multiple audiences have of LSTM remains in line with our identity.

As a result, LSTM's reputation is dependent on successful communicating its translational research achievements and teaching excellence. Our communications, public engagement, business development, fundraising and marketing messages will be instrumental in safeguarding both identity and reputation. We will do so by ensuring consistent and proper brand usage; expand LSTM's visibility by highlighting research & teaching success in the media, both off and online, and connect with relevant individuals, businesses, networks and alumni, working towards LSTM's 125th anniversary in 2023. We do so by creating compelling narratives, events, designs and audiovisual outputs.

Our key objectives are:

- **Strengthen LSTM's identity with a clear and focused narrative**

LSTM's approach to research and teaching, with subsequent outcomes, has resulted in a distinctive identity, underpinned by coherent corporate branding. To safeguard its identity, LSTM's communications will be clear and relevant, with specific emphasis on the global impact of its translational research and teaching.

- **Provide clear, relevant and visually attractive communications**

A communications & marketing strategy, underpinned by supportive policies, will guide LSTM in its efforts to widen its audience base by creating relevant and visually attractive, mainly digital, corporate messages which will provide a framework to delegate responsibilities to individual (research) centres, affiliates and partnerships. Clear objectives will be measured throughout the strategic plan period. Where possible, productions will be done in-house to reduce costs and dependency on commercial suppliers.

- **Engage alumni and mobilise interested stakeholders**

LSTM's alumni community has the potential to be influential, resourceful and supportive in achieving our objectives by acting as ambassadors, influencers, networkers and funding partners. A substantive engagement programme to unlock this potential will be implemented throughout the strategic cycle, supported by a marketing push and clear communications.

- **Develop and widen stakeholder network**

Ensure LSTM is, and remains, a 'partner-to-turn-to' by participating in and organising events; visits; conferences and networking initiatives to engage with the key decision makers; opinion makers; business representatives and policy influencers, all supported by relevant communications and marketing material.

- **Increase philanthropic support and engagement**

Through the engagement of donors and their networks, we will create powerful ambassadors for our work and generate additional income streams to support our growth and key strategic priorities. As the charity 'partner-to-turn-to', our investors will look to us to support the achievement of a shared vision in breaking the cycle of poor health and poverty.

Targets:

- Substantial quantitative growth in online presence (i.e. social media: 10% growth year on year; website: 20% growth year on year); media coverage; audiences participating in public engagement initiatives and alumni events
- Growing STEM network; science festivals and business event participation with resulting inquiries to collaborate with LSTM
- Qualitative growth via improved league table positions; survey results; positive audience feedback and evaluation outcomes
- Philanthropic income via Fundraising reaches £25million cumulative by the end of the strategic cycle



Enabling Strategy 5 - Knowledge exchange and innovation

Knowledge Quarter Liverpool is home to the largest cluster of science, health, education, digital and cultural minds in the region. During the strategic planning period 2017-23, LSTM aims to deliver clear knowledge management, innovation and exchange strategies, enabling and supporting our aspirations to build upon our strengths, drive innovation, enable successful commercialisation and extend excellence into the future. This will meet the regional, national and global agendas and capitalise on UK research and development investment fostering strong European and international links through collaborations and inward investment. Ultimately, increasing LSTM's and partners competitive economic advantage attracting further inward investment from core government, European and international agencies, alongside partner investment, growth and innovation.

LSTM engages successfully with the largest number of funders and industrial partners in its current portfolio of activity which represents an R&D investment in excess of £220M. There are wider stakeholder partnerships with The Royal Liverpool and Broadgreen University Hospitals Trust, Liverpool Health Partners, Liverpool City Region Local Enterprise Partnership (LEP) and numerous education partners.

Engagement will further expand with the opening of the £27M Liverpool Life Sciences Accelerator, co-located in the grounds of the Royal Liverpool University Hospital in September 2017. It will provide enhanced collaborative research opportunities, from simple basic relationships to complex multi-partner research, available over two floors of commercially rented laboratories. Office facilities for SMEs involved in developing products that will improve patient care and treatment outcomes are also available.

This is strengthened within the Centre of Excellence in Infectious Diseases Research (CEIDR). This Centre, set up in partnership with the University of Liverpool in 2016, has been created to develop innovative healthcare and medical technologies with industrial partners to improve healthcare at local and global levels. CEIDR brings together expertise and a range of highly specialised facilities from two world-leading institutions. LSTM is involved in the development of antimicrobials to tackle emerging resistance in superbugs, improved diagnostics to initiate appropriate therapy; vaccines and immunotherapy for prevention and treatment; enhanced infection control; improved control of vector-borne diseases; evaluation of interventions and evidenced-based policies that underpin health services. LSTM's anti-microbial resistance (AMR) mitigation portfolio, which is playing a leading role in the global fight against the growing threat of antibiotic resistance, is also based in the Liverpool Life Sciences Accelerator building.

LSTM continues its commitment during this strategic planning period 2017-23 to engage, inspire and inform the public about its world-class research, both nationally and internationally. This approach fosters an interest in global health issues, builds capacity; has impact on policy and supports collaborative engagement with members of the public.

Our key objectives are:

- The development and manufacture of products for infectious diseases with appropriate partners**

We will continue to develop partnerships, from SMEs to large global companies, connecting experts from all over the world, enabling and supporting a translational research led implementation network. Utilising the unique facilities at LSTM, taking products through field and laboratory testing facilities, has enabled successful engagement with products to market that combat the burden of disease.

- Development of a broad, policy-relevant evidence base knowledge-exchange interventions**

Because of its focus on the whole translational research trajectory, LSTM is ideally placed to work with partners to support the implementation of effective knowledge-exchange interventions across a broad range of disease areas. We excel in a co-ordinated and multi-disciplinary approach to strengthen capacity for delivering large scale operational and translational research and operate as a centre of excellence in research synthesis for evidence-informed policy and practice.

- Synthesis of evidence that will underpin the development of policy and practice by national governments and international normative agencies**

LSTM interfaces directly with a number of policy and funding bodies in key areas to ensure that we can help shape and deliver priority areas in health. At a regional level this includes influencing the LEP through membership of the Knowledge Economy Leadership Group. At a national level several staff sit on various Research Council, Wellcome Trust, Royal Society, Academy of Medical Sciences and DFID panels and advisory groups. At an International level we have the greatest visibility sitting on numerous WHO expert committees, USAID, PMI, Global Fund, Roll Back Malaria and other boards and advisory groups. During this planning period, LSTM aims to expand our participation and influence in national and global boards and advisory groups.

- Effective knowledge exchange at multiple levels, many outside the standard academic degree systems, to ensure that uptake of products, policies and practices is optimised to maximise impact**

Undertaking high-quality research and translating its findings into policy and practice requires effective development of the capacity of people, institutions and systems. LSTM aids the design and evaluation of such initiatives by generating evidence-based processes and indicators which can indicate that capacity building is likely to be sustainable, and can be adapted to suit a variety of health and non-health contexts. The knowledge management, innovation and exchange strategy further enables our contribution to collaborations between UK and international partners to enhance and support the growth of capacity strengthening across the globe.

- **Engage wider public with LSTM's research and its impact**

During this strategic cycle our public engagement approach will focus on three main outputs: Support the LSTM submission for REF2021, including the strengthening of LSTM's ranking of institutions on impact by aiming for a top 5 ranking, present the underpinning research in a variety of appealing ways to a wider audience; expand the LSTM STEM ambassadors' network and activities and provide relevant internal trainings to interested staff and ensure LSTM is present on UK's major science festivals.

Target:

- LSTM aims to be in the top 10 HEIs nationally, in growth of knowledge exchange, innovation and exchange income during the 2017-23 strategic plan



Enabling Strategy 6 - Professional services and business transformation

LSTM is a large and complex organisation, with a range of activities and operations comprising and enabling complex IT systems, risk management, research management, research governance and ethics, legal and statutory compliance, business transformation and knowledge management culture. It is essential that we meet our statutory and legal requirements, and the ever-changing demands of the external environment. Processes and structures must be agile, fit-for-purpose, value-for-money driven, responsive to customer need and new challenges and able to manage and deploy resources in alignment with the 2017-23 strategic priorities.

Our key objectives are:

- Provide an effective, clear and consistent approach to research governance, ethics and sponsorship

The overarching strategy of the Research Governance and Ethics Office (RGEO) is to provide an effective, clear and consistent approach to sponsorship oversight and quality compliance across LSTM. This involves developing processes that are published and discoverable, ensuring that training and guidance is available and that RGEO responds to emerging compliance issues with effective management tools. The strategy takes into consideration the breadth of research conducted at LSTM and provides management solutions that will be effective across a variety of research themes. RGEO recognises that access to research management metrics is key to being able to mitigate and report on many of the risks faced by research teams across the organisation.

- Deliver a business transformation programme

Historically, LSTM systems have been designed to serve a centralised campus, with students arriving annually and following a term structure. Much of our activities involve complex international programmes run to multiyear time tables. Since our designation as an independent Higher Education Institution (HEI), we have improved the systems used by those involved in complex overseas programmes but have some way to go before we have appropriate management information to be able to fully exploit opportunities and derive efficiencies across our programmes.

During the 2017-23 planning period, our objective is to review how LSTM supports its programmes and gain insights to improve performance and maximise outcomes. This will be a cross organisational transformation programme that will see improvement in a wide range of processes across LSTM. These changes will be supported by new technologies and applications that provide better information management for those involved in programme delivery, programme oversight and general management of LSTM.

- **Ensure legal and statutory compliance**

LSTM makes a commitment from the Board of Trustees and senior managers to effective compliance that permeates the whole organisation. Good, responsible corporate governance does not only mean adherence to laws, regulations and complex arrangements with funders, grant providers, partners and stakeholders. It leads and supports the organisation in providing a compliance system for our professional services that discharge the organisation from legal responsibilities without onerous burden.

- **Develop a knowledge management culture**

We aim to develop a knowledge management culture within LSTM which promotes information and data as a key assets and information skills as fundamental for its workforce. We will do this through our information strategy, supported by policies, processes and technologies, which have value for money at their heart. Our activities support the communication and promotion of LSTM externally, enabling the effective use of information and resources to better connect with the community of knowledge.

Target:

- By the end of the strategic planning period, LSTM will undertake a “Review and Improve” transformation of twenty business processes



Public benefit statement

The charity trustees of the Liverpool School of Tropical Medicine are its Board of Trustees who have had 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.

This statement has been included in compliance with the formal reporting requirement introduced by HEFCE as the principal regulator of English Higher Education Institutions. 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.



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