

BDA Strategy and Plan – Executive Summary

Introduction

The BDA Strategic Plan 2024-2027 presents the long-term strategic direction over the next 10 years and provides a more detailed picture of how we are going to get there, starting with the next three years. This Strategic Plan reflects our vision, our values, our commitment and core purpose.

This document provides an executive summary of the plan which is presented on the BDA website in the following sections:

1. Developing a Sustainable Workforce
2. Education and Research
3. Supporting our Members Individually and Collectively
4. Increasing our Voice and Visibility
5. Growing our Membership Community

Founded on the following cornerstones

- Cornerstone 1 – A Diverse and Inclusive Profession
- Cornerstone 2 – Having a Positive Impact on the Planet
- Cornerstone 3 – Excellence Behind the Scenes
- Cornerstone 4 – Delivering in Each Nation

Overarching Goal

The BDA has a single overarching goal to achieve **‘20,000 Satisfied Members by 2034’**

Vision:

Improve the health of the UK population by protecting and improving health and care services, developing health and social care nutrition policy, improving the impact of dietetics and promoting positive discussion on food, nutrition, wellbeing and health.

Values:

We are a credible and trusted organisation
We are dynamic, professional and innovative
We are agile, responsive, transparent and accessible in delivery
We take a four nations approach

Our Core Purpose

The BDA's Core Purpose is to be:

‘The trusted, collective voice of dietetics, dedicated to protecting, serving and advancing the interests of the BDA community, through our expert leadership in food and nutrition.’

1. Developing a Sustainable Workforce

Apprenticeships, career development, digital enablement, support workforce

	By 2034 BDA members will have...	Between now and 2027 the BDA will deliver...
1	Access to guidance and tools to promote a digitally competent workforce.	A BDA digital strategy by the end of 2024.
2	Resources to help navigate a lifelong career in dietetics.	BDA education and practice webpages with case studies covering key areas of practice (clinical, academic, research, freelance, industry) from support workforce to consultant level.
3	Continued support for the development of dietetic apprenticeships at all levels to enable an individual to progress their career through this route.	Progress of the dietetic apprenticeship agenda in each of the four nations with the aim of having programmes for support workforce up to consultant level practice across the UK.
4	A greater number of career progression opportunities available to Associate members.	A BDA Support Workforce Professional Development Framework available for all members with supporting resources.
5	A diverse workforce that has the confidence to lead in matters of equality, diversity and inclusion (EDI).	Embed EDI messages into existing and new events, continuous professional development (CPD) and programmes. A benchmark and ongoing monitoring of the diversity of the dietetic profession.

2. Education and Research

Higher education and workforce training, continuous professional development (CPD), evidence-based practice

	By 2034 BDA members will have...	Between now and 2027 the BDA will deliver...
1	A suite of resources across four pillars of practice, which supports national frameworks across the UK.	Key resources that clearly articulate the enhanced practice role (website, guidance documents, CPD courses).
2	Training and CPD for the entire workforce reflecting the four pillars of practice.	An updated BDA Post Registration Framework to reflect four pillars of practice (practice, evidence-based practice and research, facilitated learning, and, leadership) at all levels including support workforce.
3	A suite of resources dedicated to supporting the translation of research into practice.	Improved member awareness in using Practice Based Evidence in Nutrition (PEN) within their practice, to increase our active PEN users and contributors by 25%.
4	A greater number of dietitians who will actively participate in the BDA's Research Symposium.	Engagement with specialist groups to ensure that they each have a research officer.
5	Access to a research mentor.	A research mentorship scheme.
6	25% of BDA specialist groups will have developed a curriculum framework for Master's level education.	A conceptual model for Master's level education with supporting governance structures, piloted with one specialism for accreditation.

3. Supporting our Members Individually and Collectively

Employment relations, collective bargaining, industrial relations, diversity and equity, collaborating with the trade union movement

	By 2034 BDA members will have...	Between now and 2027 the BDA will deliver...
1	A network of trained and competent trade union, health and safety, union learning and equality representatives across all relevant employers.	A trade union representative in at least 80% of relevant employers across the UK with a clear process for ensuring vacancies subject to speedy elections. A network of equality representatives to cover each of the four nations of the UK.
2	Opportunities to participate in trade union organising and campaigns.	Communication systems operating at UK, national and local level to ensure wide member engagement in BDA and wider union movement campaigns with effective calls to action.
3	Non-clinical and learning and development time protected in NHS contracts.	Progress on engagement with the NHS Social Partnership Forum and Staff Council participation in the implementation of the NHSE Long-Term Workforce Strategy and inclusion in annual pay submissions in each of the nations.
4	Recognition agreements with employers outside of the NHS.	Identification of the most significant and influential employers in industry and the not-for-profit sector will have recognition agreement applications in progress.
5	Full engagement with collective bargaining structures in all four nations of the UK.	Improved engagement in Northern Ireland and strengthened influence in each of the nations of the UK.
6	Meaningful participation in national and regional social partnership forums.	A secured seat on the NHS Social Partnership Forum (SPF) national executive and workforce issues group. Regional SPFs will be prioritised according to capacity and influence.

4. Increasing our Voice and Visibility

Driving national policy, voice and visibility, influence and leadership, respond to policy, understand the political environment

	By 2034 BDA members will have...	Between now and 2027 the BDA will deliver...
1	A driving force for policy change within health and food across UK Government, Parliament and their devolved equivalents.	A clear policy and position statement development process that engages with member expertise. A clear process for endorsement of policies, position statements and resources that are presented to the Government.
2	A robust network of stakeholder relationships within all national legislatures across the UK.	Strong relationships with legislatures and key stakeholders in UK Government, Westminster and the devolved equivalents. A Parliamentary reception focused on at least one of the BDA's public affairs campaigns.
3	A comprehensive public affairs campaign plan that engages members, legislatures and the general public on our key issues.	A clear public engagement plan that sets out how and why we will work with the public. Progress on each of the five public affairs campaigns: free school meals, workforce strategy, national food strategy, NHS Pay, and right to rehab. Members will be actively engaged in campaign activity.
4	Influence and information to shape the debate around issues of workforce, food and health.	A clear process for responding to calls for evidence, consultations and other policy requests. A clear process to connect our members with key stakeholders, influencers and other organisations aligned to our strategy. An approved insights process which members understand as a route for influence. Updated guidelines for working with breastmilk substitute manufacturers to support members working in Baby-Friendly Initiative (BFI) accredited settings.
5	A dietetic workforce that reflects and is connected with the wider public and decision makers to make a healthy diet accessible to all.	Clarity in how specialist groups engage with the public affairs and policy functions and a list of members to draw from for parliamentary evidence sessions. Tools and support to engage with the general public to share positive messages around food and nutrition. A strong evidence-based voice in the media, with greater specialist group support. A thriving community of one hundred active 'Work Ready dietitians' supporting workplaces across the four nations. An established voice in the wider food arena regarding the importance of cooking skills within communities to support the general public make changes towards a healthier diet.
6	A greater profile at dedicated conferences and events promoting dietitians and their role.	An updated external event strategy and identified the key activities to attend with clear aims for our attendance at each.

5. Growing our Membership Community

Building connections across dietetics and nutrition, supporting specialist groups, promoting the sharing of expertise and knowledge, connections with other professions

	By 2034 BDA members will have...	Between now and 2027 the BDA will deliver...
1	A thriving, dynamic, diverse and inclusive community.	<p>A membership base of 13,000 with reporting to the Board on membership diversity.</p> <p>New accessible online service offerings to all members which support the wider work programme.</p> <p>Growth in Sports, Exercise and Nutrition Register with a 20 % increase of Practitioner and Academic Registrants and a 15 % increase of Endorsed and Accredited programmes</p>
2	A community that supports, promotes and advances the dietetic profession.	<p>Targeted action to grow interest in joining the profession at all levels and age groups through career adviser awareness, supported by career tools on the website.</p> <p>Recruitment of new members through the promotion of the value of BDA membership and retention.</p>
3	A membership which is actively engaged in volunteering and advancing our expert specialist group networks.	<p>An increase to 60% of members belonging to at least one specialist group.</p> <p>A volunteer support plan, having conducted a listening exercise with at least 10% of our members represented.</p> <p>Updated service offerings to groups and branches through a consultation process.</p>
4	Benefits from BDA partnerships that will add value for members.	<p>A partnership income increase of 15% to support the wider business and deliver member benefits.</p> <p>A plan for each of our commercial partners to amplify the voice of the BDA generally and relevant specialist groups specifically.</p>
5	A community which is comprised of experts leading and delivering education, training, advice, resources and expertise to support and develop the dietetic body of knowledge.	<p>A mechanism for better understanding member interests, priorities and expertise to create meaningful connections to influence at all levels.</p> <p>An increased number of core BDA annual events and all will be accessible for our diverse membership.</p>
6	A go-to authority for business, public sector, the media and the public to access nutritional/dietetic expertise and the leading trusted body of expert nutrition and dietetic professionals worldwide.	An established profile of dietetic clinical experts as recognised leaders in the science of nutrition and dietetic practice, research and innovation focussed on improving the health and wellbeing of the UK population.

Underpinning the Strategy Through Four Cornerstones

By 2034 the organisation will demonstrate continuous improvement in areas of: operational excellence, EDI, climate impact and we will be delivering more effectively in each of the four nations.

By 2034 BDA members will have...

<p>Excellence behind the scenes</p>	<p>Seamless and standardised policies, processes and systems</p> <p>A stable, effective, responsive and affordable operational infrastructure</p> <p>Digital platforms that are fit for purpose, automated where possible and personalised where appropriate</p> <p>A governance framework which supports the delivery of the strategy and governance mechanisms and is clear, planned, proportionate and transparent</p> <p>A greater presence in Northern Ireland, Wales and Scotland through proactive recruitment, employment and support for member activity</p> <p>A BDA team that feels supported to deliver, is diverse and succession planning for key roles is in place</p>
<p>A Diverse and Inclusive Profession</p>	<p>A profession growing in diversity that better reflects the population accessing services</p> <p>A profession that is confident and has the tools to work with people from different backgrounds and demonstrate leadership in matters of EDI</p> <p>Confidence that they are safe and included in their workplace and other professional environments</p>
<p>Having a positive impact on the planet</p>	<p>A professional association that has 45% reduction in our CO2 emissions and is making further progress towards Net Zero by 2050</p> <p>Changed working lives as part of the transition to greener jobs and a more sustainable NHS</p> <p>A solid understanding of the impact of food and drink recommendations on the climate</p> <p>Recognition for their expertise on food and climate change</p>
<p>Delivering in Each Nation</p>	<p>Additional growth in membership in each of the four nations of 40% or more</p> <p>Tools to engage and support the aims of the five public affairs campaigns in each nation</p> <p>A stronger voice in each of the collective bargaining structures</p> <p>Full coverage of dedicated reps along with dedicated employment relations support to ensure maximum cover in each employer and full participation in national structures and campaigns</p> <p>Improved democratic accountability between each country Employment Relations Committee and TUNEC with good communications and dedicated campaign plans</p> <p>Parity of pay, terms and conditions across the four nations</p> <p>An apprenticeship programme at all levels from the support workforce to consultant level available in each country</p> <p>A set of case studies illustrating the scope of advanced practice roles within each country</p> <p>At least one engagement event annually in each country to share progress on BDA education, practice, workforce and research projects, and invite input from our members</p> <p>Representation on every specialist group committee from each of the four nations and active local branches</p>