



The Association
of UK Dietitians

20,000 Satisfied Members by 2034

DRAFT

BDA Strategic Plan

A ten-year vision for the BDA and a plan for the first three years.

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Introduction

The current BDA strategic plan (2021 – 2024) has served us well in establishing an excellent platform from which to develop our membership and support the profession to thrive. The past few years have seen further development in the governance of the organisation, with the bedding in of the new Board structure including lay members, the introduction of the inaugural Trade Union National Executive Committee (TUNEC), the Equity, Diversity and Inclusion committee (EDI Committee) and the new Professional Committee. Significant work has been done in the education space to ensure the standard of qualification is fit for purpose for today's profession, and to support changes and growth in roles and practice scopes.

As a trade union we have come close to industrial action for the first time in many years and the journey to better pay and conditions for our members continues to be a significant focus for activities supported by our network of elected trade union (TU) representatives.

We have developed our services behind the scenes to deliver a greater presence in the online world, to deliver more member value through online education events and services. Recent investment in technology platforms will enable us to progress in this space at pace.

We have benefited from the growth of BDA groups and branches and the quality and volume of our members' voluntary contribution to developments in the profession, the evidence-base, tools and resources and ultimately patient care. We are working to build our personal connection with members, to be more available, more responsive, more transparent and better engaged with the realities of delivering dietetic services in today's world. This has resulted in a growth to over 11,100 members.

So, what next?

Our BDA Strategic Plan 2024-2027 presents the long- term (10 year) strategic direction for BDA and provides a detailed picture of how we are going to get there starting with the next three years (2024 – 2027). This builds on the achievements made in the delivery of the previous strategic plan, and continues the themes of: workforce support and development, growing our community of members, ensuring we are visible and using our member expertise to have a positive influence, and continuously improving our services behind the scenes.

Our Goal

We have developed an audacious and ambitious goal to guide us in our delivery.

'20,000 Satisfied Members by 2034'

20,000 is a big number and reflects the significant growth needed in the dietetic workforce. This is not just growth in Registered Dietitians but includes the support workforce and growth in all categories of BDA membership, across each of the four nations. This is not growth for growth's sake. It reflects growth in the variety of roles and new career pathways, the ambitions of our existing members and the promotion of dietetics as a career choice to future members. It also reflects the growing need for services in the communities our members are working in.

The words 'satisfied members' refer not only to the stated satisfaction levels in our regular member surveys, but demonstrates our need to be actively responding to what our members are asking for. Our response includes: increasing the diversity of the profession and supporting our members to deliver in a variety of settings to a diverse population, ensuring we are responding to global issues such as climate change and being a socially responsible organisation, effectively supporting our members individually and collectively, delivering services that are of value to our members and creating a sense of community where all are welcome.

A satisfied membership community will demonstrate a BDA that values our volunteers and supports a sustainable network of groups and branches, acknowledges the expertise of our members and supports their active participation. We also want to ensure members feel connected to their profession locally as well as at a national and at a UK wide level.

Delivering this by 2034 is a big ask. However, we are an ambitious membership association, and we are blessed with members who have the energy, enthusiasm, passion and expertise to achieve this.

What do we have here?

This Draft Strategic Plan reflects our vision, values, core purpose and commitment.

What is presented here is a draft ten-year direction and a set of high-level three-year activities towards achieving this direction. This document, accompanying videos and the Executive Summary present the plan 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

Vision and Values

The BDA's vision and values have not changed.

Our vision is to:

'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.'

Our stated values are:

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

An action in our previous strategic plan was the development of a core purpose statement. This will help us to remain focused in our activities and be clear on what our role is in an increasingly complex world.

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.'

Consultation on this draft - What do we need from you?

We need our members and stakeholders to review these and provide feedback. Feedback can be provided here: <https://www.bda.uk.com/about-us/strategic-plan/join-us-on-our-journey-to-20-000-satisfied-members.html>

Pillar 1 - Developing a Sustainable Workforce

Current Position

This area of the strategy focuses on developing a workforce that is fit for purpose and able to deliver on the needs of the population in each of the four nations of the UK. For those working within the dietetic workforce, including the support workforce, we focus on widening access and supporting development within roles. We include: the development of routes in the profession, support for newly qualified staff to thrive, and, the development of newer areas of clinical practice such as First Contact Practitioner (FCP) and Advanced Clinical Practice (ACP). We will also support all of our members to be digitally competent.

There are national policy drivers across all four nations to increase dietetic services particularly in mental health and learning disabilities, paediatrics, including neonatal, and primary care amongst others. From our intelligence, previous workforce surveys and our members' feedback we are aware of the pressures dietetic departments and higher education institutions are facing in terms of vacancies recruitment and retention. We also recognise that there is growth and expansion of the dietetic workforce outside traditional NHS and clinical facing roles - these include freelance, sports, industry and private practice. This has resulted in greater opportunities to develop our workforce. We are mindful that without retaining our current workforce, growing our overall numbers, and developing and advancing roles and skills, there will continue to be pressures on the system, and ability to deliver for service users.

The BDA is engaged in national work to embed The Health and Care Professions Council (HCPC) principles of preceptorship into practice, so that all recent graduates from our accredited programmes have access to personalised support and development in their first two years of practice. We are engaged with Higher Education Institutes and dietetic departments to ensure profession-specific input in the development of apprenticeship programmes from entry level to consultant level practice.

We are supporting our members to push the boundaries of dietetic practice through representation at nation level on the development of advanced practice roles and continue to lobby for prescribing rights.

We remain committed to developing our support workforce through both career development and by providing a route into pre-registration dietetic courses. There is some progress in the area of digital transformation, however there is much work still to do in supporting our members with embracing technology in everyday practice, coding for record keeping and measuring outcomes. We also need to consider the impact artificial intelligence will have on the delivery of dietetic services, the opportunities and risks this will present.

By 2034

By 2034 the profession will be able to demonstrate strong growth in registered and non-registered workforce numbers overall, with opportunities available at every level to support lifelong careers in dietetics. We will see a support workforce which is valued, thriving and ambitious. Dietitians whose services are in demand across all settings, will be recognised as confident, competent, and highly skilled leaders in the science of nutrition and dietetics.

By 2034, BDA members will have:

- Access to guidance and tools to promote a digitally competent workforce.
- Resources to help you navigate a lifelong career in dietetics.
- A diverse workforce that has the confidence to lead in matters of equality, diversity and inclusion.

Associate members will have a greater number of career progression opportunities available to them, and BDA members will continue to be provided with support for the development of dietetic apprenticeships at all levels to enable an individual to progress their career through this route.

By 2027, we will deliver:

- A BDA digital strategy.
- BDA education and practice webpages with case studies covering key areas of practice (clinical, academic, research, freelance, industry) from support workforce to consultant level.
- Progress of the dietetic apprenticeship agenda in each of the four nations with the aim of having programmes for the support workforce up to consultant level practice across the UK.
- A BDA Support Workforce Professional Development Framework available for all members with supporting resources.
- Embed Equity, Diversity and Inclusion messages into existing and new events, continuous professional development (CPD) and programmes.
- A benchmark and ongoing monitoring of the diversity of the dietetic profession.

Pillar 2 - Education and Research

Current Position

We recognise that our workforce is experiencing challenging times both in terms of capacity, accessing training opportunities, recruitment, and retention for existing and developing roles. The rate of change is unprecedented and stress is being placed on both dietetic services and the professional body to deliver at pace. We remain committed to listening and collaborating with our members and stakeholders to understand their training and research needs and where possible developing processes and resources, and expanding our offering to respond to these needs.

To futureproof the dietetic profession, there needs to be a continued focus on growing education and training opportunities, for both the current and future workforce, which are underpinned by sound research and evidence-based practice. This area of the strategy will concentrate on the availability of key resources to guide career development and offer continual professional development opportunities at all levels which reflect the principles of equity, diversity and inclusion.

We are currently implementing processes and systems in response to the demand for growth in dietetic education and training opportunities. These include accreditation of Higher Education Institute education programmes, degree level apprenticeships and endorsement of learning activities, all of which have grown significantly in recent times. The education, practice and research pages on the BDA website host an abundance of resources and events to support members to deliver high-quality service provision while developing personally.

We are committed to developing our workforce across the spectrum of dietetic careers by illustrating the different roles and associated levels of training expected. There is a dedicated EDI webpage for pre-registration education and training, highlighting the importance of this area. We are actively promoting the evidence-based practice and research pillar and responding to increased demand for conference places, mentors and Practice-based Evidence in Nutrition (PEN) usage.

For education, the focus will be on the continued growth of the dietetic workforce at all levels. A revised career framework will facilitate the futureproofing of the workforce from support worker to consultant level. Alongside our robust accreditation process for dietetic training (based on the BDA curriculum framework for pre-registration training, refreshed every 5 years), we will build on the success of our existing Centre for Education and Development, to further extend and expand continual professional development opportunities for the dietetic workforce nationally and internationally.

We remain fully committed to strengthening our emphasis on evidence-based practice and research. We will focus on providing further tools, resources and opportunities for our members to utilise and generate research and produce data outcomes to underpin practice and advance the science of nutrition and dietetics. We will continue to build on the impact of the Journal of Nutrition and Dietetics and support and promote high quality research content.

Our job is to horizon scan, engage with a variety of stakeholders and actively listen to what is needed to ensure effective delivery of services and a motivated workforce. This will require flexibility in our approach. Investing in people at an individual and group level supports improved delivery of services to others. Where it is within our capability/faculty to develop mechanisms and resources to enable this, we will do so.

By 2034, BDA members will have:

- A suite of resources across four pillars of practice which support national frameworks across the UK.
- Training and CPD for the entire workforce reflecting the four pillars of practice.
- A suite of resources dedicated to supporting the translation of research into practice.
- A greater number of dietitians who will actively participate in the BDA's Research Symposium.
- Access to a research mentor.
- 25% of BDA specialist groups will have developed a curriculum framework for Master's level education.

By 2027, we will deliver:

- Key resources that clearly articulate the enhanced practice role including website pages, guidance documents, CPD courses.
- 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 our support workforce.
- Improved member awareness in using Practice-based Evidence in Nutrition within their practice, to increase our active PEN users and contributors by 25%.
- Engagement with specialist groups to ensure that they each have a research officer.
- A research mentorship scheme.
- A conceptual model for Master's level education with supporting governance structures, piloted with one specialism for accreditation.

Pillar 3 - Supporting our Members Individually and Collectively

Current Position

The BDA Trade Union has made significant progress in recent years in all areas of our work. Our Trade Union National Executive Committee (TUNEC) has become embedded in our structure and culture providing robust and accountable leadership. The creation of seats on TUNEC representing specific protected characteristics has given us the ability to improve and promote our equality and diversity work with more authority. The BDA is a leading voice in the equalities work of the TUC participating in the various conferences and chairing the Women's Committee and leading work on sexual harassment and intersectional issues that affect our members at work and in society. We are also represented on the NHS Staff Council Equality, Diversity and Inclusion Group.

A core purpose of a trade union is to protect and improve the interests of members by collective bargaining and agreement, and to provide active support and representation to members in relation to employment matters. We achieve this by working in partnership with members, employers, legislators and other policy makers to negotiate and campaign for excellent terms and conditions of employment, fair and equitable treatment and safe working environments. We are focused on: good employment relations locally and nationally, collective bargaining to achieve improvements for our members, and providing expert representation to our members via our local rep network or the staff team.

Equality and diversity are high priority areas for the BDA Trade Union and the wider movement running through all of the work that we do. We will continue to improve in this area and take a leading role both within the BDA, workplaces and in our collaborative work with employers and other unions.

We will continue to provide bespoke legal and professional support for every dietitian who is subject to Health and Care Professions Council (HCPC) Fitness to Practice concerns.

Our areas of focus include taking a leading position across health trade union structures in the UK. We will be fully engaged in all of the relevant collective bargaining structures along with regional and national social partnership fora. By increasing our network of trained trade union (TU) representatives, we will have all workplaces covered to provide local expert support, advice and representation. Our TU reps will represent the profession and will comprise of equality, health and safety, and learning reps.

We will put in place structures and processes to enable full member engagement and participation in the BDA Trade Union. TUNEC, along with regional networks will provide democratic accountability with critical decision making coming from the members at a local, regional and country level. We will have regular conferences for all TU representatives supporting policy decision making thus ensuring a high level of trained representation for members.

Over the next ten years, changes to the political landscape will bring challenges, for which we will be ready to both shape and respond to, requiring us to be organised and agile with an educated and well-trained network of leaders, activists and officials.

By 2034

Achieving our goal of '20,000 satisfied members by 2034' will provide us with opportunities to grow our representation, the influence of our trade union and ultimately a better and sustainable future for the profession. An expanded workforce will give members the opportunity to achieve safe staffing levels, which in turn will allow protected time for CPD including non-clinical learning and development.

By 2034, BDA members will have:

- A network of trained and competent trade union, health and safety, union learning and equality representatives across all relevant employers.
- Opportunities to participate in trade union organising and campaigns.
- Non-clinical learning and development time protected in NHS contracts.
- Recognition agreements with employers outside of the NHS.
- Full engagement with collective bargaining structures in all four nations of the UK.
- Meaningful participation in national and regional social partnership forums.

By 2027 we will deliver:

- A trade union representative in at least 80% of relevant workplaces across the UK with a clear process for ensuring vacancies are subject to speedy elections.
- A network of equality representatives will be in place to cover each of the four nations of the UK.
- 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.
- Progress on engagement with the NHS Social Partnership Forum and Staff Council participation in the implementation of the NHS England Long-Term Workforce Strategy and inclusion in annual pay submissions in each of the nations.
- Identification of the most significant and influential employers in industry, and the not-for-profit sector will have recognition agreement applications in progress.
- Improved engagement in Northern Ireland and stronger influence in each of the nations of the UK.
- 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.

Pillar 4 – Increasing our Voice and Visibility

Current Position

Working with BDA specialist groups, allied health profession colleagues, national bodies, trade unions, the media, charities and commercial partners, the BDA can be a driving force for policy change. We can shape the conversation around workforce issues, food and health. To achieve this, we need to combine our expert, trusted and independent voice with visibility in the fields that matter to our members.

We already have some presence in the political, business, industry and NHS environments; taking a leadership role on areas of influence such as pay negotiations, NHS workforce, medical product supply issues, the Greener NHS agenda, food skills education and workplace nutrition. We are also active in influential networks such as all-party parliamentary groups (APPGs) and sector alliance groups.

We are visible at key national events where we can engage with stakeholders and share our latest projects and campaigns. We have live projects to provide a platform for our members to have a voice in all media channels. We have developed an agreed set of five priority public affairs campaigns giving us the opportunity to focus our work with a more inclusive and targeted approach.

Members have shared that they value BDA and partner campaigns to promote the profession and specific messages, but that they would like to see us broaden the association's influence.

Members would like to see us achieve more visibility for the whole profession, being proactive in key priority areas aligned to this strategy and member priorities. Through our partnerships, programmes and resources, the BDA will increase our capacity to influence public awareness of what dietitians do and how they can support behaviour changes towards a healthy diet for people and the planet.

By 2034

By 2034 members will have a closer relationship with the BDA, providing a collective voice on the issues that matter most to them, including workload, workforce and retention in key roles. Our staff and volunteer resources will be targeted to increase their effectiveness, by taking a strategic campaigning approach.

Members will be able to access resources to share with the public and policy makers, and be confident that the BDA is co-ordinating responses to calls for evidence, consultations and other policy requests. Through our policy and engagement work, we will be supporting the profession to become leaders in nutrition and dietetic evidence-based practice at a national and international level. By continually developing our media and social media outreach, providing evidence-based information, promoting a healthy diet for people and the planet and holding misinformation to account, we will further promote the expertise of the profession.

We will use the BDA brand and reach, to positively influence stakeholders and policy makers within each of the four nations, exerting influence on behalf of and with our members.

By 2034 the BDA will be recognised as the authoritative, go-to voice for dietetics and will have a strong influence where it matters, across the UK and within each of the four nations. We want to have people, agile systems and processes and connections in place to support growth, to give voice to our diverse workforce and in order to make a healthy diet accessible to all.

By 2034 members will have:

- A driving force for policy change within health and food across UK Government, Parliament and their devolved equivalents.
- A robust network of stakeholder relationships within all national legislatures across the UK.
- A comprehensive public affairs campaign plan that engages members, legislatures and the general public on our key issues.
- Influence and information to shape the debate around issues of workforce, food and health.

- A dietetic workforce that reflects and is connected with the wider public and decision makers to make a healthy diet accessible to all.
- A greater profile at dedicated conferences and events promoting the dietetic workforce and their role.

By 2027 we will deliver:

- 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.
- 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.
- An established voice in the wider food arena regarding the importance of cooking skills within communities to support the general public in effecting changes towards a healthier diet.
- 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.
- 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.
- A process which members understand as a route for influencing.
- Updated guidelines for 'Working with breast milk substitute manufacturers' to support members working in baby-friendly initiative (BFI) accredited settings.
- 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 a hundred active Work Ready dietitians supporting workplaces across the four nations.
- An updated external event strategy which identifies the key activities to attend, and with clear aims for our attendance at each event or activity.

Pillar 5 - Growing our Membership Community

Current Position

Along with professional indemnity insurance, trade union support and CPD, BDA members say they most value membership for the community it brings, especially specialist group access, networking and branches. In an increasingly digital world, these connections are increasing in importance.

Over the last three years our membership has grown to over 11,000 and over 55% of our members belong to at least one specialist group. The number of specialist groups and sub groups has expanded and by 2024 we will have forty groups.

We have responded to this trend by increasing the support available to our volunteers in groups and branches and re-invigorating some of our less-active branches. To provide access for those who were missing out we have launched four new membership categories - 'Return to Practice', 'Associate Student', 'Student' and 'International Student'. We have also invested in the development of the Sports, Exercise and Nutrition Register (SENR).

In our last membership survey reported on in 2023, our members cited the need for us to build a fully inclusive, professional association, with 'community' and 'belonging' sentiments being highly rated. It is therefore important that we create a home for all involved within the profession regardless of their role. We will need to consider how we communicate with our different members, using knowledge management better to segment and personalise our support wherever appropriate.

The value of the BDA is not within our own membership alone. BDA is connected with, and will continue to be connected with like-minded organisations both nationally and internationally. We participate actively in the Allied Health Professions Federation (AHPF) across the UK, European Federation of Associations of Dietitians (EFAD) and the International Confederation of Dietetic Associations (ICDA). We contribute to shared work, which furthers collective aims for AHPs, and maintain positive relationships with appropriate agencies and bodies. We also have close working relationships with individual dietetic associations around the world which we will continue to foster.

By 2034

To achieve our aspirational growth target of '20,000 satisfied members by 2034' we will need to continue to listen to members and respond nimbly to their feedback. By understanding what is important to and for members we can grow the membership base in a way that increases value to all. We also need to acknowledge and celebrate our history and the work of those who came before in the development of the dietetic profession.

By 2034 BDA members will have:

- A thriving, dynamic, diverse and inclusive community that:
 - Supports, promotes and advances the dietetic profession.
 - Is actively engaged in volunteering and advancing our expert specialist group networks.
 - Benefits from BDA partnerships that will add value for members.
 - Is comprised of expert communities leading and delivering education, training, advice, resources and expertise to support and develop the dietetic body of knowledge.
 - Is the go-to authority for business, public sector, the media and the public to access nutritional/dietetic expertise, and is the leading trusted body of expert nutrition and dietetic professionals worldwide.

By 2027, we will deliver:

- A membership base of 13,000 with reporting to the Board on membership diversity.
- New accessible online service offerings to all members which support the wider work programme.
- Growth in SENR with a 20 % increase of Practitioner and Academic Registrants and a 15 % increase of Endorsed and Accredited programmes
- 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.
- Recruitment of new members through promotion of the value of BDA membership and retention.
- An increase to 60% of members belonging to at least one specialist group.
- A volunteer support plan, having conducted a listening exercise with at least 10% of our members represented.
- Updated service offerings to groups and branches in consultation with them.
- A partnership income increase of 15% to support the wider business and deliver member benefits.
- A plan for each of our commercial partners to amplify the voice of the BDA generally and specialist groups specifically.
- A mechanism for better understanding member interests, priorities and expertise areas to create meaningful connections to influence at all levels.

- An increased number of core BDA annual events and all will be accessible for our diverse membership.
- 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.

Cornerstone 1 – A Diverse and Inclusive Profession

Achieving our goal of '20,000 satisfied members by 2034' reflects not only growth in actual numbers but also growth in the diversity and make up of our membership. Our members are telling us they want the profession to be more diverse, they want our services to be accessible and they all want to feel included. We need to be proactively addressing inequality in access to education, training, events and opportunities. By being responsive to the diversity and inclusion our members are looking for we will deliver greater satisfaction to our membership. Progress against the actions highlighted below will be shared with members at least annually.

BDA's EDI Statement:

"The BDA will seek to ensure fair and equal outcomes for all members, including fair representation and equity of access to services and participation.

We will seek to protect the rights of all to be treated with dignity and respect regardless of personal characteristics.

We will promote equity of opportunity for the dietetic profession and work to remove barriers to career progression."

BDA's role in equality, diversity and inclusion is multifaceted:

As a Trade Union

We are committed to ensuring equal treatment of our members in representation, collective bargaining and participation within the trade union, at work and in the community.

We are here to represent and support our members when things are not fair or equal and to campaign to protect and enhance legal protections for all workers.

By 2034 members will not feel marginalised due to their protected characteristics at work or within their union and will have equality of opportunity in all activities. We will provide appropriate support to ensure members working in all areas, specialities and roles feel included.

By 2027 we will have:

- Played a leading role in the work of the health unions and the TUC to end discrimination and harassment in both the workplace and wider society through continued membership of the TUC Women's Committee and the Equality Officers Network along with representing the BDA on the Equality, Diversity and Inclusion Group of the NHS Staff Council.
- Sent delegations to the Black, Disabled, LGBT+ and Women's Conferences in order to contribute to policy development.
- Trained our trade union representatives on EDI and recruited a network of trade union equality reps.
- Filled all reserved equality seats on TUNEC.
- TU networks for Black, Disabled, LGBT+ and Women members.

As a Membership Organisation

We have a responsibility to ensure our services are accessible to all and there is equality of opportunity for participation in the BDA, in governance, volunteering, learning and all aspects of our work.

We will support members to deliver inclusive practice, to be equipped to not only deliver services that are inclusive, but to have the skills and tools to call out inequality when they see it and the courage to champion causes that matter.

By 2034 all of our members will feel the BDA is their organisation, and that they belong.

By 2027 we will:

- Benchmark and measure the increase in the diversity of our membership and access to our services, identifying issues and addressing inappropriate trends.
- Report event and service access trends to the BDA Board via the EDI Committee.
- Have completed the EDI Committee's work on student placements and will be implementing recommendations to support each student to have a positive, inclusive experience.
- Be producing material in accessible formats as standard.
- Review our current volunteering offer to identify how we can make it more accessible.

As a Professional Body

As a professional Body the BDA needs to ensure the workforce of the future reflects and is equipped to deliver dietetic services competently and confidently to our diverse population. We need to ensure our leaders and leadership opportunities reflect diversity and inclusion.

We must actively promote the profession to people from diverse backgrounds and work to achieve more diverse representation within the profession and improve access to higher education and pre-registration training for people from all backgrounds.

Beyond tertiary education, we have a responsibility to ensure equality of opportunity for each and every member (and future members) of the dietetic workforce. This includes ensuring our policies and funding decisions at the governance level are transparent, robust and inclusive.

By 2034 we want to be a profession of choice for people from all backgrounds and be a welcoming, inclusive profession to belong to.

By 2027 we will:

- Include EDI impact assessments for all Board recommendations from 2024.
- Have included positive action to attract a further three to five members each year with Black, Asian and minority ethnic backgrounds or who identify with other protected characteristics through our Future Leaders programme, to develop our directors of the future.
- Have an active EDI Committee with strong links to all aspects of BDA governance and include an EDI committee representative on the BDA Board.
- Include EDI committee representatives on each of the BDA Honours, Selection, and Professional committees and the General Education Trust (GET).
- Have a policy in place to ensure research conducted under the BDA's GET grant schemes gives appropriate consideration to increasing diversity within clinical trials and promoting diversity in the researcher population.
- Have tools in place to support our specialist groups to reflect our EDI approach in their work.
- Have implemented policies and procedures to tackle and prevent racism and sexual harassment in relation to our members and staff.

As a socially responsible organisation:

We have a duty to use our voice and influence to promote fair and equal treatment of all, to celebrate diversity and encourage our community to celebrate.

We must have the courage, and encourage our staff and members, to speak up and declare when things are not fair and equitable and when we see discrimination.

We will proactively work with and influence partners including government agencies, universities, other AHPs and commercial partners to share lessons learned, align policies and implement best practice.

By 2034 the BDA will be actively championing and celebrating diversity and challenging inequality and inequity.

By 2027 we will:

- Include EDI training for all staff within three months of joining the organisation and provide a compulsory annual refresher for all staff.
- Assess values aligning with EDI within the recruitment process.
- Establish links between the BDA EDI Committee and those of other allied health profession associations and trade unions.
- Will have grown our active campaigns to champion underrepresented people within the profession.
- Include visual imagery that reflects a broad and inclusive profession.
- Ensure those partners we work with have EDI statements and plans to deliver on them.
- Be publicly accountable by publishing EDI specific data and achievements in our Annual Report including an annual equal pay audit across gender, race and disability.
- Follow recruitment and retention approaches to prioritise equality and diversity.

As individuals:

We must work on understanding and challenging our own assumptions, biases and prejudices.

By 2034 we want all staff and directors to be aware of our assumptions, biases and prejudices and be confident that we can challenge ourselves, our colleagues and stakeholders in an open manner to do better. We will be active in our support for people of all backgrounds and cultures.

By 2027 we will:

- Review the Code of Conduct to ensure it captures the behaviours expected of all members.
- Review the internal BDA appraisal system to proactively ask staff to reflect on their inclusivity and provide additional training for those who feel they need it.

Cornerstone 2 – Having a Positive Impact on the Planet

Summary

The UK Government has committed to achieving net zero by 2050, which means reducing our greenhouse gas emissions by 100% from 1990 levels by 2050. The interim step is a reduction of CO₂ emissions of 45% by 2030. The BDA is committed to playing its part in achieving this. Our members are playing a key role in achieving net zero, not only in the NHS and with individual service users, but also in industry and research, as well as in their own communities and in the national curriculum for dietetics.

We need to understand more about what this means for our business and we need to know more about what help and support our members want in this space.

As with Cornerstone 1, our role here is multifaceted:

As a Trade Union:

We have a responsibility to embed environmental sustainability into mainstream bargaining and trade union organising.

We are here to ensure that our members have decent jobs and safe workplaces that contribute to achieving sustainability.

By 2034 we will have made a demonstrable contribution to changing the working lives of our members as part of the transition to greener jobs and a more sustainable NHS. We will be leaders in the trade union movement in campaigning for an end to food poverty and the implementation of sustainable food production and distribution.

By 2027 we will:

- Have a network of reps who are trained and aware of the environmental impact of green skills at work.
- Have contributed to the TUC work on a transition to a net zero economy by participating in policy development and campaigns.

As a Membership Organisation:

We have a responsibility to ensure our members are supported in delivering services that make a positive difference to the climate and health, based on high quality evidence, best practice and public health advice. This means we need to be providing the right tools and resources, education and expertise to support service delivery.

By 2034 all of our members will have a solid understanding of the impact of food and drink recommendations on the climate. They will know where to go to access tools to help them tailor their services to limit the impact on the climate and they will feel safe in raising questions about the climate, service delivery and membership and know where to go to get answers.

By 2034 BDA members will feel proud of how their association listens to their views in this space and responds with action. They will know what progress the association is making.

By 2027 we will:

- Have asked our members what help and support they need to deliver services that reduce the impact of dietary advice on the climate, and will have some factsheets and other tools to support this.
- Have asked our members specifically if they want BDA to declare a Climate Emergency and will have acted upon their response with an appropriate evidence-led, food-system-relevant statement and plan.
- We will regularly report to our members our achievements in this space through our Annual Report and ask what support they need when we run member surveys.
- Have measured the climate impact of individual BDA membership and have made changes regarding hard copy communications, use of plastic etc. in membership materials. We will have updated our member preferences in this area.

As a Professional Body:

We need to play a leading role in influencing positive change in the food system, in the NHS and in the lives of individuals. Because of the vastness of the topic, we need to be clear on the scope of what and who we are trying to influence and ensure we are carrying the verified voice of our members. This requires regular consultation with members. It requires our messages to be evidence-based and aligned to other key topics in clinical and public health nutrition. We need to be working in collaboration with other international dietetic associations, with other allied health professions and with other like-minded organisations.

By 2034 BDA members will be recognised for their expertise in food and climate change. Within our agreed scope we will be supporting our members to influence for climate action in their roles and in their local communities. We will have regularly updated resources for individuals and community groups on our website including 'One Blue Dot' and food waste guidance.

By 2027 we will:

- Have agreed a scope of influence to support our activities on this topic and ensure maximum value for our resources.
- Have set up a survey mechanism for regularly engaging with members on what resources they require to support climate action and will have a framework for prioritising subsequent actions.
- Be identifying and collaborating with other like-minded organisations to share ideas and amplify our collective impact.

- Have updated 'One Blue Dot' resources and provide this and other tools on our website for the public.
- Will have delivered additional food waste reduction programmes to additional local councils and other community organisations.
- Will have delivered our 'Eating healthily for the planet' educational workshop to employees across the NHS and other public and private sector organisations.
- Have a policy in place to ensure research conducted under the BDA's GET grant schemes gives appropriate consideration to climate impact.
- Have tools to support specialist groups to consider their specialism's impact on the climate and support them to advocate for positive climate action.

As a socially responsible organisation:

The BDA pledges to review our impact against each of the UN Sustainability Goals and plans to address those against which we can have the most impact, through a continuous improvement approach. We will achieve the goal of net zero by 2050 (or sooner).

By 2034 the BDA will have achieved a 45% reduction in our CO2 emissions (by 2030) in line with the Government's targets and will be making further progress towards net zero by 2050.

By 2027 we will:

- Have measured our impact in the areas of the UN Sustainability Goals and identified priority areas for action.
- Have a benchmark for our CO2 emissions, and our benchmark against the Climate and Health Scorecard.
- Have regular Board reporting and a standing agenda item on BDA activities to address climate change.
- Have a plan to reduce our CO2 emissions by 45% by 2030, and to improve our score on the Climate and Health Scorecard year on year and will be actively working towards this.
- Have a plan to influence the BDA's priority areas in line with the UN Sustainability Goals.
- Include climate impact assessment in decision making.
- Be engaging with members on our baselines and seeking their support for our action plans.
- Regularly evaluate progress and communicate our achievements and failures. We will do this openly with a spirit of collaboration.
- Have built links with other allied health profession bodies, international dietetic associations and other like-minded organisations to share ideas, resources and collaborate.
- Have grown our active campaigns each year to champion climate sustainability including Greener AHP Week and our existing Sustainable September.
- Ensure those partners with which we work and suppliers we commission have commitments to address climate change and plans to deliver on them.
- Be publicly accountable by publishing our measured progress and achievements in our Annual Report.

As individuals:

By 2034 we want all staff and those working with the BDA to be aware of the positive impact the dietetic profession can have on climate change, and be cohesive in the desire to support this. We want individuals who work for and with the BDA to be considering the environment in their day-to-day activities.

By 2027 we will:

- Ensure our internal policies and accepted norms reflect and acknowledge our impact on the climate.
- Ensure that the impact of our office environment on the planet is reduced through good waste and recycling management, efficient food ordering and energy usage.
- Provide more advice to staff regarding working from home efficiently.

Cornerstone 3 – Excellence Behind the Scenes

Achieving our goal of '20,000 satisfied members by 2034' requires us to identify and act upon the diverse needs, aspirations and behaviours of our members. We aspire to provide outstanding business services that make good and effective use of our members' financial investment in the association. To do this we recognise, value and invest in our core governance and business infrastructure, in our staff team and our digital platforms. This will also be achieved by engaging effectively with our members, making best use of their individual and collective expertise and being responsive to them in our service provision.

Over the past five years, the BDA has been on a journey to improve our governance model and build our core capabilities. These include our knowledge and people skills, process improvement and staff development supported by an integrated, reliable and progressive technology platform, and a clear digital roadmap. We will continue to invest in this improvement journey aiming to exceed our members' expectations, to support growth and to ensure we are delivering excellence behind the scenes.

Since 2018 the BDA has been on a journey to develop its governance model and grow transparency and engagement between the Board and members. Most recently, we have introduced the Professional Committee to increase the voice of the profession in the organisation. This improvement journey will continue, with a focus on the development of the connection between BDA governance and membership.

We have also recently made improvements to how our administrative support function is delivered within the office. Next steps in this work are to develop our standard operating procedures and improve our staff induction programme.

By the time this strategy is finalised we will have completed one of the most significant digital infrastructure programmes with our new CRM system, integrated with an upgraded website and other data platforms. This investment will enable us to support members more dynamically with fewer account related errors and will provide increased opportunities for personalised and flexible service offerings.

We currently use over 50 different IT systems with more being incorporated as we swiftly moved our business services online during the Covid-19 pandemic. The implementation of this strategy will see rationalisation of these systems and a greater focus on tools that work well for members; reducing the complexity and operational cost of our technology.

By 2034

By 2034 we want to be delivering excellence behind the scenes which means operating in a manner that is affordable and financially sustainable with seamless and standardised policies, processes and systems and a high level of responsiveness for members, demonstrating good practice. We will have a solid digital platform that is stable, fit for purpose, automated activities where possible and personalisation where appropriate. There will be a sustainable technology framework which sets out our digital future, focused on the needs of members and maximising investment.

Our governance framework, supporting the delivery of this and future strategies, will be transparent to members and have clear engagement mechanisms. The BDA will have a greater presence in Northern Ireland, Wales and Scotland evidenced by proactive recruitment, employment and support for member activity in each of the devolved nations. Internally, the BDA staff team will feel supported to deliver, will be diverse and succession planning will be in place for key roles.

By 2027

By 2027, with support from our new CRM system, we will be reviewing the data we capture and looking at increasing the effective reporting to the Board. This will include reporting the major elements of this strategy. We will specifically begin a programme of reporting to include the diversity of our BDA membership and a project to look at how we might use data more smartly to inform our decision making.

By 2027 the Professional Committee and EDI Committee will both be embedded and they will be making recommendations to the Board that reflect the needs of an evidence-based, diverse and inclusive profession.

We will run a series of regular governance webinars to introduce members to how BDA governance works and promote interest in being engaged with the organisation.

By 2027 the BDA will be operating sustainably against in-year income and will have developed a clear investment plan focused on sustaining the services enjoyed by members for the long-term. We will have effective IT Infrastructure based on the newly implemented CRM, MS Teams and an effective web environment. The investments made in this space will be maximised and the BDA will have a digital roadmap for future digital-sustainability.

The BDA will be utilising the resources available to deliver higher levels of personalisation and automation for member interactions and communications. We will have new accessible online offerings for all members, which support the wider work programme.

By 2027 the BDA will have implemented a staff wellbeing strategy and will have achieved Thrive at Work programme accreditation.

Cornerstone 4 – Delivering in Each Nation

Current Position

The BDA is a UK wide organisation that has to date been inclusive of all four nations in our work. There has been some success in this and now is the time to develop our approach further.

We have representation of each nation on the BDA Board and the Professional, EDI, Honours and Selection committees. We have branches in all four nations, with Scotland and North Wales thriving and Northern Ireland recently re-launched. Specialist groups are encouraged to recruit national representation in their committees and make their resources and projects applicable across all four nations.

We currently operate trade union employment relations committees in all four nations. The Scotland and Northern Ireland committees are well established with Wales having re-launched two years ago and England re-launching in September 2023. We are active participants in all collective bargaining structures across the UK as part of the respective national staff side groups. Each nation is represented on the TU National Executive Committee with a dedicated seat which provides for democratic accountability and intelligence through regular reporting. We have a small office team of national employment relations officers to provide high level individual representation, lead and coordinate collective bargaining and negotiations across the UK. We have been successful in our participation in pay negotiations in Scotland, Wales and England.

Currently, our BDA Education and Professional Practice projects all have input from four nations. We have a link and representation into three out of four National Strategic Education and Workforce Development Forums. All Higher Education Institutes (HEI) across the UK that deliver Dietetic pre-registration programmes are represented on the BDA HEI Committee. Our biennial Education and Workforce Event is headlined with strategic level presentations from each country and our Research Symposium encourages submissions from across the four nations by promoting attendance grants from our BDA General Education Trust and fostering strong relationships with HEI institutions across the four nations.

We also support the Allied Health Professions Forums in Scotland and Northern Ireland and engage with the Policy Officers Group in Wales. We have connected with the Dietetic Service Manager groups in Wales, Northern Ireland and Scotland. We provide a presence at national events such as the various NHS confederation and political conferences and events.

We are improving our political presence and influence through participation in All Party Parliamentary Groups (APPGs) in Westminster and relevant committees in Scotland and Wales. We

produce expert briefings on country specific issues for boards and branches to use in influencing work and policy development, for example, SafeFood in Northern Ireland. Much of our campaigning is tailored appropriately to the requirements of each nation, for example, our independent prescribing campaign.

It is important that all of the work mentioned above continues. In addition, this strategy presents an updated approach which will see the BDA deliver more specifically and individually for each nation as well as inclusively of all four nations. This will require us to engage more proactively with members, increasing our voice and be more visible, producing more country-specific resources and having greater engagement in the political and policy environment, in each nation.

By 2034

By 2034 BDA members will have:

- Additional growth in membership in each of the four nations of forty percent or more.
- Significant progress in engaging with members to achieve the aims of the five public affairs campaigns in each nation.
- A stronger voice in each of the collective bargaining structures.
- 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.
- Improved democratic accountability between each country Employment Relations Committee and TUNEC with good communications and dedicated campaign plans.
- Our aim is to achieve parity of pay, terms and conditions across the four nations.
- An apprenticeship programme at all levels from the support workforce to consultant level, available in each country.
- A set of case studies illustrating the scope of advanced practice roles within each country.
- At least one engagement event annually in each country to share progress on BDA education, practice, workforce and research projects, and input from our members.
- Representation on every specialist group committee from each of the four nations and active local branches.

By 2027 BDA will deliver:

- Policy support for each nation, engaging with the country boards on priorities and to support political relationship development.
- Specific case studies that celebrate and promote excellence within each nation.
- Country specific, targeted communications following a review of what is currently working well.
- Progress towards 80% of workplaces being covered by dedicated BDA Trade Union reps, with dedicated employment relations support.
- A renewed joint membership agreement with the University College Union to ensure employees in HEIs are included in matters relating to pay, terms and conditions and equality, diversity and inclusion across the UK institutions.
- Continued lobbying for access to apprenticeship schemes at all levels from support work to consultant level practice - including pre-registration.
- Careers resources which include case studies and examples from each country.
- An event in each country to share outputs and assets from the recent HEE funded projects, and gain insight from members into how these can be tailored to suit the workforce agenda for each country.
- A network of key external stakeholders, politicians and policy makers in each nation.
- Support for thriving branches in Northern Ireland and South Wales.