



The Nutrition Society Strategic Plan Report

End of Year 2 Update:

April 2016 to April 2018

Introduction

This report is designed to provide an update on the Society's progress, between the launch of the plan in April 2016 to April 2018, towards achieving its five strategic priorities. The report is not a narrative, but rather a series of bullet point achievements and actions being both undertaken and completed. It will enable the reader to obtain an evidence-based view of the Society's many achievements across the broad platform of its work.

The Board of Trustees

April 2018

PRIORITY ONE

Continually seek ways to enhance the Society's promotion of high quality nutritional Science.

The Nutrition Society enables synergistic cooperation and communication amongst those with an interest in the science of nutrition via its scientific meetings, and disseminates nutritional science through its internationally renowned journals, highly acclaimed textbooks and Training and Education workshops.

1a. Provide the UK and international nutritional science community with high quality platforms for the communication, discussion, debate and dissemination of their work.

- This has been instigated through the hosting of several highly regarded and successful scientific conferences.

2016 Scientific conferences

- The Irish Postgraduate conference held on the 11-12 February was located at the Radisson Blu Hotel, Cork, Ireland and welcomed 78 delegates.
- The Spring conference on 21-22 March was held at The Royal College of Physicians in Edinburgh, entitled 'Phytochemical and health: new perspectives on plant based nutrition' and was well received with 96 delegates.
- The Summer conference 11-14 July, entitled 'New technologies in nutrition research and practice' at the University College Dublin, Ireland, hosted 405 attendants.
- The Student conference held between the 8-9 September at the University of Chester, accommodated 136 delegates.
- The Winter conference held between the 6-7 December at the Royal Society of Medicine, entitled 'Diet, Nutrition and Mental Health and Wellbeing' and received 265 attendants.

2016: Summary	
Total number of conferences	5
Total number of delegates	980

2017 Scientific Conferences

- The Irish Postgraduate conference held on the 16-17 February at The Talbot Hotel, Stillorgan, Dublin, Ireland, welcomed 62 delegates.
- The Spring conference on 28-29 March entitled 'Nutrition and exercise for health and performance' was located at the Stirling Court hotel, Stirling, Scotland and was well received with 114 delegates.
- The Irish Section conference 21-23 June entitled 'what governs what we eat?' was held at Queens University Belfast, Belfast, Ireland.
- The Summer conference was on the 10-12 July at Kings College London, entitled 'Improving Nutrition in metropolitan areas' and welcomed 274 delegates.
- The Student conference on the 2-8 September at the University of Reading, accommodated 120 delegates.

- The final Winter Conference on the 5-6 December on the topic of ‘Diet, nutrition and the changing face of cancer survivorship’, held at the Royal Society of Medicine London and received 188 attendants.

2017: Summary	
Total number of conferences	6
Total number of delegates	942

2017 Archive Report

The NS Archivist, Sheila Mercia, developed the archive report and highlighted several aims of the archiving project:

- To provide continuous and long-term management and preservation of records pertaining to the Nutrition Society, the Secretariat of the International Union of Nutritional Sciences, and the eNutrition Academy, in ways that ensure their authenticity, reliability, integrity and usability.
- To provide access to an archive of analogue and digital information assets that capture the Society's corporate memory, and evidences collaborations between nutritional scientists since 1941, while respecting the pertinent laws and the rights of individuals, creators, owners and users.
- To provide a framework for compliance that adopts and enforces appropriate national archival policies and laws, to locate, retrieve, select, and interpret usable records.

1b. Continue to publish high quality internationally-renowned scientific Journals and to both protect and further enhance their reputation.

Journal Impact Factors:

Journal Impact factors		
	2015	2016
BJN	3311	3706
NRR	4051	4844
PHN	2433	2326
PNS	4703	4421

Journal income:

- The Society's net share of the income from publishing journals in 2016 was £1,110,677
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Journal Developments:

- A new editor-in-chief, Dr Janice Drew, was appointed to PNS in 2016.
- Following a review of BJN and JNS it was agreed BJN would no longer accepted articles on public health nutrition, with JNS accepting the full spectrum of nutritional science and accepting articles transferred from PHN and BJN, as well as shorter reviews from NRR. This would to assist in increasing the number of direct submissions to the journals. Following this review, a new editor in Chief of JNS was appointed - Professor Paul Trayhurn.

- A review of the copy flow for BJN was held in February 2017, and a further review was held in March 2018. It has been agreed to reduce the number of issues published per year.

New Journal Publishing contract:

- The journal publishing contract with CUP will expire on 31 December 2020. A number of informal planning discussions for the renewal of the contract with CUP or an alternative publisher have taken place.

Manage the CUP relationship:

- The Society's CEO met with CUP to review the day-to-day management of the journal publishing contract on four occasions in 2016 on the 17 April, 10 May, 5 October and 23 November, and four occasions in 2017 on the 6 April, 3 May, 6 June and 23 November.
- A Business Development Meeting was held with the Publications Committee and CUP in May 2016 and May 2017. The meetings set the price for the journals and the general support and development plans.

1c. Develop further the quality of our scientific meetings to meet the needs of the nutritional science community.

- The Science Committee held 2 meetings in 2016 on the 18 May and 14 September and 3 meetings in 2017, on the 11 January, 17 May and 13 September.
- The Honorary Scientific Officer conducted a review of the format and timing of the Society's main summer meetings.
- A new Honorary Programmes Officer was elected in July 2017

1d. Enhance the financial support for participation for scientific meetings

- In 2016 a policy was agreed by the Trustee's to use part of the annual fiscal surplus each year to support lower delegate prices and travel support for highly regarded international speakers.
- The implementation of this policy resulted in improvement in the travel of the speakers at the conferences and a reduction in delegate prices for social functions in both 2016 and 2017. In 2016 and 2017 £125,000 has been invested in this initiative.

1e. Investigate the development of more regional activities and new networking opportunities

1f. Continue to publish influential textbooks

- The Society maintains a good relationship with the publishers, Wiley Blackwell, and continues to increase the publication and sales. A strategic publication meeting was held in June 2017 between Wiley senior staff and the Society's Honorary Publications Officer, Textbook Editor-in-Chief and CEO.

- Total sales of print textbooks and electronic textbooks have reached 47,557 to date across all editions. From January to December 2017, sales of print (table one) and electronic (table two) versions of textbooks were 2,148 and 357 respectively.
- Sales of print copies of *Introduction to Human Nutrition 3rd edition* have been particularly strong with sales almost equal to the last fiscal year with four months remaining until the end of FY 2018. Similarly, *Sport and Exercise Nutrition* is on track to beat the previous fiscal year sales. Wiley have reported that these are individual sales and not bulk purchases. Wiley also report an uplift in print copy sales generally and a decline in ebook sales; this trend is reflected in the Society Textbook Series.
- *Public Health Nutrition 2nd edition*, launched 9 June 2017, has sold 670 copies to date across all formats. 2017 also saw the launch of the second edition of the textbook bundles which has sold 64 copies to date.
- Translations: It has been agreed that *Public Health Nutrition 2nd edition* and *Nutrition Research Methodologies* will be translated into Greek with publication due in 2019. Annual translation sales are due in February 2018 and will be included in the April report.

TEXTBOOK SALES

	Textbook	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	TOTAL	Total inc e-pubs
Current ed	Introduction to Human Nutrition(2e)	435	1,842	1,582	1,244	1,108	984	928	826	764	747	10,460	11,147
	Nutrition and Metabolism (2e)			501	617	331	371	417	418	240	151	3,046	3,623
	Sport and Exercise Nutrition (1e)				908	575	338	316	166	157	154	2,614	3,286
	Clinical Nutrition (2e)					490	554	325	147	169	115	1,800	2,162
	Nutrition Research Methodologies							188	306	291	152	937	1,206
	Public Health Nutrition (2e)									31	587	618	670
Past ed	Introduction to Human Nutrition (1e)											6,387	
	Nutrition & Metabolism (1e)											5,277	
	Clinical Nutrition (1e)											5,053	
	Public Health Nutrition (1e)											8,458	
TOTAL												44,650	47,557

Table one: Print sales

Table two: Electronic sales – combination of Wiley e-text, kindle and e-book editions

Title	Up to 2014	2015	2016	2017	2018	TOTAL
Introduction to Human Nutrition (2e)	339	134	82	61	71	687
Nutrition and Metabolism (2e)	388	77	37	46	29	577
Sport and Exercise Nutrition (1e)	470	77	51	45	29	672
Clinical Nutrition (2e)	143	94	63	44	18	362
Public Health Nutrition (1e)	116	54	48	60	10	288
Nutrition Research Methodologies (1e)		18	129	94	28	269
Public Health Nutrition (2e)					52	52
Total	1,456	454	410	350	237	2,907

FUTURE EDITIONS:

Introduction to Human Nutrition 3rd edition is underway. All authors have been invited to update their chapters from the 2nd edition. Five additional chapters have agreed based on emerging evidence and consumer feedback; authors are being identified for these chapters. Publication is planned for October 2019.

Editors: Professor Hester Vorster, North-West University, South Africa, Professor Alison Gallagher, Ulster University and Dr Thomas Hill, Newcastle University.

Sport and Exercise Nutrition 2nd edition is being planned. The formal proposal is being prepared by Sue Lanham-New, EIC. Publication is planned for 2020.

Animal Nutrition is being considered as the 7th title in the Series. Discussions have been had with the Nutrition Society Council representative for Animal Nutrition and the British Society of Animal Science. We will continue to take this forward once *Introduction to Human Nutrition 3 ed* is underway.

1g. Expanding the training and education workshop portfolio, continuing to develop a high-quality specialist offering whilst exploring new mediums of delivery.

- The training and education programme - governed by the training and education officer and the T&E committee - delivered high quality professional development workshops in the field of nutritional genomics (webinar), Scientific publishing for success, statistics for nutrition research, advanced statistics for nutrition research, interpreting systematic reviews, food policy and dietary assessment.
- The trialling, and eventual adoption, of a new webinar format was agreed in 2017.
- A strategic review of the T&E portfolio was begun in the later part of 2017, and approved by the Trustees in October 2017.

1h. Develop new opportunities to recognise excellence in nutritional science.

Introduce new categories of awards and develop existing awards:

- The Trustees agreed to introduce two new senior awards: Cellular & Molecular Nutrition award – The ‘Gowland-Hopkins Award’ and The Whole-Body Metabolism-Animal Nutrition award – The ‘Blaxter Award’.
- It was also agreed that the Public Health Nutrition Medal would be re-named The Public Health Nutrition Award – The ‘Widdowson Award’

1i. Develop our ability to present strong evidence to Government and policy makers on the importance and relevance of nutritional science.

- In 2017 the Society, led by the Strategic Communication Committee, investigated the potential for an All Party Parliamentary Group for Nutritional Science. The concept was endorsed by the health minister and a shortlist of MP’s to endorse the committee was completed.
- Following the uncertainty in Parliament post-Brexit and the loss of a Parliamentary majority the plans to develop the APPG have been placed on hold.
- The Society has, in the interim, met with the Parliamentary Science Committee (PSC) on the 7 November 2017 to test the concept of the AAPG on Nutritional Science.
- The Society has developed an APPG subject (‘Healthy Aging’) for the PSc for 2018.

Maintain a profile in Parliament for the Nutrition Society and nutritional science:

- Early Day Motion was passed in the House of Commons in December 2016 acknowledging the Society's 75th Anniversary. Following this, the Society acted as primary host to The Annual Parliamentary Reception for Science and Engineering held in the House of Commons 7 December 2017.
- The Society has been consistently involved in parliamentary events. NS student members participated in Voice of the Future 2017 and 2018, held in the Boothroyd room, Portcullis House, House of Commons
- The Society was a participant of Parliamentary Links day in 2017, held in Portcullis House, House of Commons and the House of Lords.
- The Society supported STEM for BRITAIN 2018, held in the Attlee suite, Portcullis House, House of Commons.

Host a Brexit Summit to review EU legislation:

- The Society were part of the collaborative joint venture with IFST, BDA and BNF, hosting the Brexit summit review regarding EU legislation on the 7 November 2017.

Develop an overarching body for Nutritional Science – 'College of Nutrition':

- A paper regarding the scope of the College of Nutrition was developed by the CEO of the BDA and NS and presented to the Trustees of both the BDA and NS in 2017. Following this, the Trustees from each organisation arranged an exploratory meeting in February 2018.
- Work continues now with legal advisers to develop an appropriate constitution for the College.

PRIORITY 2

Support the interests and careers of the Society's membership

The Society's members are represented in all key areas of nutritional science. Professional development, career support and guidance, are growing in importance. The Society will play a central role in supporting the community of nutritional scientists at all career stages.

2(a) Encourage and support opportunities for career development in nutritional science.

- The development of a new All Student Conference began in 2016 with a conference in Chester University. The Conference, attracting 120 students, continued in 2017 at Reading University.
- The T&E Committee, in collaboration with the AfN, have delivered throughout 2017 and 2018 a trial career development programme for 1st and 2nd year graduates (and ANutr members from AfN).
- The Society is funding members attending the ENLP programme.
- The Society created a Summer Studentship programme in 2016. 6 students were awarded grants of £2500 each. In 2017 the programme was extended to support 12 students with grants of £2500.
- The Society has supported the establishment of a Research Fellowship with the Daphne Jackson Trust. The first award is likely to be made in 2018.

2(b) The Society will develop and enhance its communication capability through investment in a new Membership Management system and an improved website.

- Trustees approved investment in a new membership CRM system/database system in October 2015.
- Contract awarded November 2015.
- System developed and launched in May 2016, resulting in the management of membership being brought back 'in-house' from its outsourced status.
- Segmenting members into appropriate 'constituencies' is now underway.

2 (c) Improve communications to ensure that the Society both identifies the needs of its membership and balances the Society's activities to meet those needs.

- A Stakeholder Engagement analysis was completed by SCC.
- Priority areas were identified.

2(d) Develop a membership model, which places the Society at the centre of the nutritional science community.

- Trustees agreed in January 2018 to create a new Honorary Officer position for Membership to strategically lead on this area of the strategic plan.

2 (e) Particular emphasis will be placed on enhancing the Society's links with early career researchers, those engaged in clinical and animal nutrition, dietitians, and industry.

- First action has been agreed by the Science Committee to suggest to the BSAS a joint conference in Spring 2019.
- The Council member for Medical has begun to develop links with the medical community.

2 (f) Research whether new levels and categories of membership may better reflect career-long, life-long experiences and needs.

- First review has been conducted into retired member status. Paper proposing gratis lifelong membership awarded to retired members presented to Trustees Jan 2017. This was placed on hold until 2018
- Trustees agreed in January 2018 to create a new Honorary Officer position for Membership to strategically lead on this area of the strategic plan.

PRIORITY 3

Strengthen the Society's links with, and support to, other Societies, organisations and individuals in Europe and beyond.

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- A review of all current MOUs was undertaken. It was agreed to meet/discuss with the MOU Societies their individual needs and dispense with the generic development of MOUs.
- The IUNS Congress in 2017 presented an opportunity to begin this work. Discussions were held face-to-face with the Korean Nutrition Society, the Chinese Nutrition Society, the Malayan Nutrition Society, the UAE Society and the Mongolian Nutrition Society.
- It was agreed with the Publications Committee to ensure, where appropriate, there is an international composition to the Society's Journal Editorial Boards.
- With the support of DSM the Society has organised an International Student Competition, with the Belgium, French, Irish, German and Irish Section of the Nutrition Society. The first competition took place within the Summer Meeting in Dublin in 2016, and a second competition during the 2017 Winter Meeting. Plans are being developed to host a Europe-wide competition during the FENS 2019 conference.
- Collaboration with the American Society for Nutrition continued with broad support being provided to their new Nutrition 2018 conference.
- Collaboration with the Korean Nutrition Society has been developed with the Society's President attending the KNS 2017 50th Anniversary Meeting. Invitations for the Society to support the KNS 2018 Conference has been accepted.
- Collaboration with the Chinese Nutrition Society has been focused initially on the Society's CEO delivering a series of leadership lectures to the Chinese Nutrition Leadership Programme (CNLP). A request has been received to support the Pan-Asia conference in 2019.

3 (b) Where requested, assist others who are building their own scientific strengths.

Brazil:

- Support development work in Brazil continues with the Mega Evento event in Sao Paulo.
- Two speakers/members were identified and partially funded to Mega Evento in 2016. The Society also provided an exhibition stand at the conference.
- Two speakers/members selected and partially funded for the 2017 Mega Evento event.

Iran:

- Collaboration with the Iranian Nutrition Society began in 2016. Discussions with Iranian Nutrition Society resulted in financial support for a speaker/member at the Iranian Conference in 2016

Support to ANEC:

- Workshops were provided by T&E to ANEC VII held in Marakech in 2016. £10,000 was also provided to ANEC for student bursaries to support their attendance at ANEC.

- Plans are being developed to support ANEC VIII in 2018.

Support to UAE Society:

- Discussions held with UAE Society to begin to support their new Society and conference in 2017. The Society reviewed the conference programme and provided an endorsement.
- The Society provided a workshop (Scientific Writing) and participated in the Exhibit Hall in the 2018 UAE Conference. Discussions continue to help UAE develop their Society's infrastructure and membership model.

3 (c) Host a successful FENS 2019 Conference.

- The Society is hosting the 2019 FENS Conference. Significant resources (people and funds) are being provided to deliver the conference.

3 (d) Continue to support the development of the eNutrition Academy.

- The Society provides staff support to the eNA, in addition it provides secretariat services. Two Trustee positions exist on the Board of the eNA for the Society.

3 (e) Contribute to the growth of, and encourage the continued participation of the Society's members in, international nutritional bodies such as IUNS.

- The hosting of IUNS Secretariat is now within the Society.
- The Society drafted new Articles and Statutes for IUNS.
- The Society provided extensive support to the IUNS Congress in 2017.
- The Society assisted FENS through the provision of hosting of their banking requirements within the Society's banking arrangements.
- The Society has assisted with the development of FENS website
- The Society has developed new draft Articles and Statutes for FENS
- The Society has provided financial and staff support to the FENS project 'Dietary Guidelines'

PRIORITY 4

Work with those who are engaged in nutritional science in universities, industry, the public and private sectors and the non-profit sector better to understand, to identify, and seek to meet, their needs and aspirations.

The Society will grow its network by going beyond its existing membership, exploring ways to cooperate and communicate with those involved in the application of evidence-based nutritional science.

4(a) Grow its network of those involved in evidence-based nutritional science by going beyond the existing membership and identifying those engaged in the application of nutritional science.

Develop external partnerships with other Societies:

- Partnerships developed with: RBS (Parliamentary Activities), Biochemical Society (September 2017); BSAS (textbook collaboration);
- Partnerships being developed with BAPEN, BSG, RCGP, RSM
- CEO has joined the Medical Specialty Societies CEO Working Group

4 (b) Identify the professional development, career and employment needs of those engaged in the application of nutritional science, and ascertain if the Society can meet their needs and aspirations.

- It was agreed to segment the objective into identifiable distinct groups. This was actioned as part of the Stakeholder Analysis.
- The first level was identified as those in their first year after graduation. A study, in partnership with the AfN, is being undertaken to ascertain the needs (see 2(a))
- A strategic review of the T&E programme to identify platforms which can be developed to support and deliver the objective has been undertaken. Concepts are now being developed.

4 (c) Strengthen the partnership with the AfN, and assist the work of the AfN in protecting the title of nutritionist.

- A Society Trustee sits on AfN Board as an observer, the Society reciprocates with inviting the President of AfN to attend Society Council meetings as an observer.
- The Society and AfN are collaborating on a Graduate-Needs study
- The Society CEO Meets with AfN CEO quarterly to review joint activities.
- The Society and AfN have agreed to hold a Trustee-to-Trustee strategic discussion in the summer of 2018.

PRIORITY 5

Continue to enhance and strengthen the Society's governance model

Good governance is concerned with the process of making and implementing decisions in a transparent and accountable manner. As a membership organisation the Society is committed to continuously to seek ways of improving its governance model.

5 (a) Continually seek ways to achieve a more streamlined governance and leadership model.

- The Society continues to develop the role and scope of Council.
- Members of Council are now able to sit/observe/participate upon all the Society's committees.
- The Trustees agreed in January 2018 to adopt a regular themed discussion approach to Council meeting from identified Strategic Plan objectives.

5 (b) Continue to develop communication mediums to ensure transparency in decision-making, where appropriate.

- The Trustees formed a new Strategic Communication Committee to explore improved internal (and external) communication avenues.
- The Society invested in a new CRM system/member database to enable the development of personalised communication.
- The Society invested in a new website to streamline the information it provides.
- Newsletters for members have been re-designed and more focused to enable members to better understand the Society, its governance and the opportunities available for member engagement.

5 (c) Review and update the Articles of Association and Rules of the Society.

- The Society's Articles were last reviewed in 2010/11. The CEO has begun exploratory discussions with external legal advisers to develop a plan to review the Articles in 2018/2019.

5 (d) Continue to develop opportunities for the membership of the Society to participate in the governance of the Society.

- The Society has decreased its reliance upon appointing Trustees and Council members and allowing/encouraging greater member nomination opportunities. The CEO writes an annual blog post for members highlighting and explaining the electoral process.
- To improve election participation the Society has engaged an external election model to develop online and postal ballots for the 2018 elections.
- The Society has encouraged the opening up of committees to members. New committees are being recruited in 2018 for T&E and Membership.
- The Student Body has been re-named the Student Section and work has begun to align its governance with the Society's other Sections (the Scottish and Irish).
- The Strategic Communication Committee has expanded its membership to include the Student Section and the Irish Section.