

INTRODUCING THE STRATEGIC PLAN 2021-2026 BY THE SOCIETY'S PRESIDENT



It is a great pleasure for me, as President of the Nutrition Society, in the Society's 80th Anniversary year to introduce the Society's Strategic Plan for the period 2021-2026. This plan will act as the principal guide for the Society's Trustee Board in their leadership role in continuing to develop, enhance and strengthen the Society.

The Nutrition Society, founded in 1941, is a charity and a company limited by guarantee. The Society, with 2,900 members in the United Kingdom, Ireland and in 85 countries, is one of the largest learned Societies of its kind in the world.

As a charity the Society must have aims that fall within the descriptions of charitable purposes set out in the Charities Act 2006. The charitable purposes in the Act, for which the Society meets in pursuit of its objects, are:

- The advancement of health
- The advancement of science
- The advancement of animal welfare

The Society's principal activities are the dissemination of nutritional science through publishing internationally renowned scientific journals; publishing nutritional science textbooks; holding of scientific meetings; the provision of membership services; external engagement with stakeholders; and supporting Continuing Professional Development.

The Society derives most of its income from scientific publishing, with its journals and textbooks widely recognised as major contributors to the understanding of nutrition around the world.

Following a period of extensive consultation during 2020 and 2021 involving the Trustees, members of Council, members of the Society, and a range of external organisations, this Strategic Plan sets the course for the Nutrition Society over the next five years. The Strategic Plan takes into consideration the evolving scientific, political, social and cultural trends in the UK, Ireland and internationally. Whilst the Plan seeks, where appropriate, to continue to build on the achievements and successes of the 2016-2021 strategy, it also recognises the need to respond to trends in nutritional science and emerging technology.

The Plan will provide the structure upon which annual targets are set for the next five years, and how the strategic performance of the Society will be evaluated by the Trustees.

Vision and Mission

The Vision: To be a leader in the development and dissemination of nutritional science and its promotion to the global community.

Mission (charitable objects): To advance the scientific study of nutrition and its application to the maintenance of human and animal health.

Values

The Nutrition Society is committed to be a leader and role model in equality, diversity and inclusivity

(EDI) within a scientific learned society, nationally and internationally. The Society's Trustees will position EDI to be an integral component in the Society's Strategic Plan and activities. This aims to inspire all members and staff to excel as a Society and contribute in a meaningful way to the development of a fair and diverse wider society.

In delivering this Strategic Plan, the Nutrition Society will continue to promote and uphold the highest ethical standards in, and in relation to, nutritional science.

Full details of the Society's Ethical Behaviour and Standards of Conduct, Scientific Conduct and Research, and the Environmental and Sustainability Policy are included at the end of this Strategic Plan document.

I congratulate The Nutrition Society on the achievements made in the last five years and look forward to an exciting new phase in the development of the Society, with accompanying further success as it brings the new 2021-2026 Strategic Plan into being.

Professor J.A. Lovegrove
President,
The Nutrition Society

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STRATEGIC PRIORITIES

The 2016-2021 Strategic Plan laid the groundwork for the focused delivery of the Society's Mission. Where necessary, ongoing priorities and objectives from that Plan have been carried forward into the 2021-2026 Strategic Plan, with a focus upon continued and enhanced delivery.

As a result of the strategic planning consultation process four strategic priorities for the 2021-2026 Strategic Plan have emerged:

- PRIORITY 1:** To enhance the Society's promotion of high-quality evidence-based nutritional science and keep the Society at the leading edge of nutritional science, which is essential to its prosperity and competitiveness.
- PRIORITY 2:** Support the careers and interests of the membership.
- PRIORITY 3:** Strengthen the impact and visibility of the Society and its members' contributions to global nutritional science.
- PRIORITY 4:** Enhance the governance and management of the Society.



PRIORITY 1: To enhance the Society's promotion of high-quality evidence-based nutritional science and keep the Society at the leading edge of nutritional science, which is essential to its prosperity and competitiveness.

Objectives:

- a. The Society will ensure the publication of its scientific journals continues to be fundamental to the Society's broader mission to disseminate the highest quality research, positioning the Nutrition Society as the leading international society in the field.
- b. With its publishing partner the Society will strategically position its journals to deliver a sustainable open access model for publishing.
- c. The Society, and its publishing partner, will integrate its scientific journals more effectively within other activities, to the joint benefit of the journals, the Society, the membership, and the publisher.
- d. The Society will develop further the quality of its scientific meetings to meet the needs of the nutritional science community, building on the established quality, agility and speed of action in its current planning and delivery competencies.
- e. The Society will continue to publish influential textbooks and further editions.
- f. The Society will explore other forms of nutritional science publications.
- g. The Society will continue to recognise exceptional contributions to nutritional science through the Society's Medals and Awards programme.

Strategies:

- i. Have clearly defined scopes for journals, together covering the broad field of nutrition, encompassing emerging and sometimes neglected areas of nutrition-linked science.
- ii. Give authors and reviewers a simpler, friendlier experience that does not compromise on quality.
- iii. Publish under a gold open access model wherever possible, and with higher impact.
- iv. Conduct a fundamental review of the meeting portfolios for Spring, Summer and Winter meetings.
- v. Expand the one-day member-led meetings.
- vi. Explore regional meetings in conjunction with the one-day meeting concept.
- vii. Develop hybrid meetings as a method for engaging UK, Irish and International members.
- viii. Publish an Animal Nutrition Textbook.
- ix. Seek to develop and publish an annual 'state of nutrition' report.



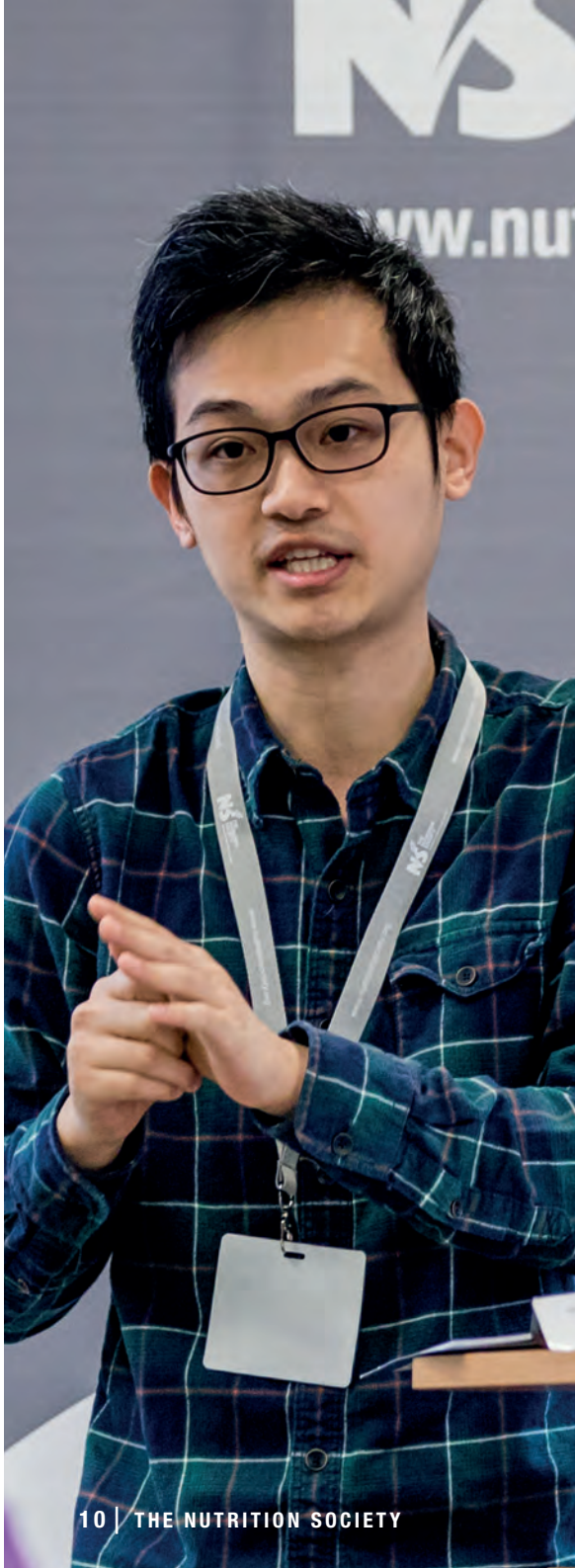
PRIORITY 2: Support the careers and interests of the membership.

Objectives:

- a. The Society will engage with members at all career stages across the nutritional science discipline.
- b. The Society will enable members to enhance their knowledge and professional skills so that they may contribute to the development of the nutritional science discipline and the needs of society.
- c. The Society will open new and international routes into Society membership.
- d. The Society will develop a 'life-long' engagement approach leading to sustained retention of members.
- e. The Society will build robust internal communication channels and capabilities.

Strategies:

- i. Encourage and support opportunities for career development in nutritional science.
- ii. Particular emphasis will be placed on enhancing the Society's links with early career researchers, those engaged in clinical and animal nutrition, dietetics, and industry.
- iii. Improve communications to ensure that the Society both identifies the needs of its membership and balances the Society's activities to meet those needs: hear, capture and respond.
- iv. Develop a membership model, which places the Society at the centre of the international nutritional science community, which supports members throughout their different career stages.
- v. Promote the benefits of memberships, both tangible and intangible, to those who are eligible.
- vi. Develop the travel/conference grants scheme.
- vii. Develop the summer studentship programme.
- viii. Develop and introduce a mentoring programme.
- ix. Deliver soft skills training support to assist members in their careers.
- x. Develop a Nutrition Leadership Programme to complement existing schemes.
- xi. Lead on training issues to support Continuing Professional Development for members, and non-members, in the nutritional science community.
- xii. Support and grow the student membership, promoting it to those who are eligible.



PRIORITY 3: Strengthen the impact and visibility of the Society and its members' contributions to global nutritional science.

Objectives:

- a. The Society will engage with academia, industry, Government, and others to advocate for nutritional science and those engaged its research and application.
- b. The Society will seek to build international partnerships and encourage collaborations, which create sustainable networks to promote scientific understanding, foster ethical behaviour, and help address global nutritional challenges in support of the UN Sustainable Development Goals.
- c. The Society will take the lead in the provision of authoritative and independent scientific evidence to policy makers, emphasising the importance of nutritional science.
- d. The Society will build robust external communication capabilities.

Strategies:

- i. Develop the Society's ability to present strong evidence to the UK, Ireland and UK devolved administrations' Government and policy makers on the importance of nutritional science.
- ii. Form an All-Party Parliamentary Group in Westminster to focus on nutritional science.
- iii. Amplify the Society's strong and independent voice.
- iv. Develop a voice in the media as the authoritative source for nutritional science, attracting robust, positive media interest.
- v. Establish a visible spokesperson system of trained members and promote them to media outlets and the Science Media Centre.
- vi. Enhance the relationship with the Science Media Centre.
- vii. Explore and develop greater engagement with industry.
- viii. Promote the work/activities of the Society and its members on a global scale.
- ix. Develop and maintain interaction with overseas members (and potential members), including Society members working/living overseas.
- x. Assist in building the capacity of both existing and emerging overseas Societies and other scientific bodies (in both science and governance).
- xi. Lead on, and/or participate, in special projects which would have the potential of a global impact.
- xii. Host the IUNS and FENS secretariats, enhancing the international administrative reputation of the Society.
- xiii. Expand partnerships with other scientific institutions to engage a broader audience for the Society's activities.
- xiv. Provide support to the continued growth and development of the Academy of Nutrition Sciences.
- xv. Develop the University Ambassador and the Student Ambassador programmes.
- xvi. Develop an e-learning platform to support training, development and capacity building.



PRIORITY 4: Enhance the governance and management of the Society.

Objectives:

- a. Ensure that members are able to contribute their expertise and support to the Society through a process which is transparent, fair, dignified and welcoming.
- b. Ensure the Society's governance structure has clearly defined roles and expectations.
- c. Develop operational processes that are flexible and robust to be able to support the delivery of the Strategic Plan and related Society activities.
- d. Achieve financial sustainability through efficient and effective strategic, financial and operational planning, seeking to generate sufficient income from existing and new activities.
- e. Ensure the Society's infrastructure, governance, physical, financial and human resources, continues to be fit for purpose and is supported and developed.

Strategies:

- i. Continue to develop communication mediums to ensure transparency in decision-making.
- ii. Review and update the Articles of Association and Rules of the Society as necessary.
- iii. Continue to develop opportunities for the membership of the Society to participate in the governance and activities of the Society.
- iv. Develop the Council as the voice of the membership and stakeholders.
- v. Develop the Society's archives and records into a living, active resource.
- vi. Develop the Honorary Fellows' programme.
- vii. Create a development plan for training volunteer members for future key roles in the Society.
- viii. Seek efficiencies and effectiveness through improved systems, controls, technology and enhanced flexibility.
- ix. Utilise Nutrition Society Enterprises to develop alternative sources of revenue.
- x. Develop the support to the Theme Leader roles.

POLICIES TO SUPPORT THE STRATEGIC PLAN

Ethical Behaviour and Standards of Conduct

The strategic priorities of the Society, detailed within this Strategic Plan, are underpinned by embedded ethical principles, behaviours and standards of professional conduct. To reflect the Society's ethical principles, the highest standards of conduct, competence and behaviour are expected of all members and employees of The Society. The Society looks to all partners and stakeholders to reciprocate in meeting these standards in spirit and in practice.

The basic principles of ethical behaviour and standards of conduct of The Society (its members and employees) are based upon the fundamental freedom to speak, think and choose, and are demonstrated through:

- **Integrity.** The demonstration of the highest standards of integrity and acting in good faith, with intellectual honesty and fairness.
- **Accountability.** The obligation of everyone to be answerable for his/her actions and decisions, and to accept responsibility for them. To respect confidentiality, and the correct use of The Society's resources.
- **Independence and Impartiality.** To act with impartiality and professionalism, ensuring that the expression of personal views and convictions do not compromise performance of duties. Bias, prejudice, conflict of interest, or undue influence must not be permitted to supersede professionalism of conduct.

- **Respect** for the dignity, worth, equality of opportunity, diversity and privacy of all persons. To foster a multifaceted and inclusive culture, marked by the dignity and exemplarity of the way people interact, view one another, and respect individual contributions. To behave ethically at all times with utmost respect for each other and external stakeholders and partners, without any regard to gender, race, religion, creed, colour, nationality, age, marital status, sexual orientation or disability.
- **Professional commitment.** To act as role models and demonstrate leadership, building professional, dignified, and courteous competence on a foundation of ethical principles, professional expertise, excellence and a commitment to continuous improvement.

The Operating Environment

The Society believes that it is essential to function in an environment that is fair and respectful. The Society is committed to operating and delivering its Strategic Plan priorities within such an environment which promotes the fair and respectful provision of feedback and is free from:

- Disrespect
- Discrimination and favouritism
- Abuse of power/authority
- Harassment

In delivering its Strategic Plan the Society looks to support where feasible the UN Sustainable Development Goals, in particular:

Goal 4: Quality education

Goal 5: Gender equality

Goal 12: Responsible consumption and production

Goal 13: Climate action

Goal 16: Peace, justice and strong institutions

Goal 17: Partnership for the goals

Scientific Conduct and Research Policy

Working according to the principles of the UK Research Integrity Office's (UKRIO) Code of Practice for Research (ref), Universities UK Concordat to Support Research Integrity (ref), and other relevant international principles, the Society and its members will:

- Uphold the highest standards of rigour and integrity in all aspects of research.
- Ensure that research is conducted according to appropriate ethical, legal and professional frameworks, obligations and standards.
- Support a research environment that is underpinned by a culture of integrity and based on good governance, best practice, and support for the development of researchers.

Furthermore, the Society will:

- Use transparent, timely, robust and fair processes to deal with allegations of research misconduct should they arise.
- Work together to strengthen the integrity of research and to review progress regularly and openly.

Environmental and Sustainability Policy

The Society recognises that it has a responsibility to the environment beyond legal and regulatory requirements. The Society is committed to reducing its environmental impact and continually improving its environmental performance as an integral part of delivering its charitable objectives, its strategy, and operating methods, with regular review points. The Society encourages members, customers, suppliers, and other stakeholders to do the same. In enacting this policy, the Society endeavours to:

- Comply with and exceed all relevant regulatory requirements.
- Continually improve and monitor environmental performance.
- Continually improve and reduce environmental impacts.
- Incorporate environmental factors into operating decisions.
- Increase employee awareness and training.