



# Strategic Plan

**December 2012**  
**Version 1.3**

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# Executive Summary

## Key Environmental Trends

- Growing degenerative and chronic disease burden in the United Kingdom
- Increasing body of scientific evidence supporting the role of nutrition in health.
- Increasing public awareness of the link between nutrition and health
- Increasing awareness of the role of nutrition amongst clinicians
- Legislative change affecting healthcare practice and marketing

## BANT'S Mission is to:

- Act as a professional body for nutritional therapy practitioners and those working in the wider application of nutritional science
- Uphold high standards of education, training, practice and integrity
- Promote the application of nutrition science for optimum health, disease prevention and patient care
- Work towards the goal of having nutritional therapy available to all on the National Health Service

## BANT's Purpose

To increase the number of effective nutritional therapy consultations<sup>1</sup>

## Vision

We shall champion professional excellence in the practice of nutritional therapy and drive industry policy to ensure the availability of nutritional therapy as a primary healthcare option.

## Critical success factors

1. Nutritional therapy consultations must be effective, safe, evidence-based, national occupational standards-compliant and up to date.
2. The demand for nutritional therapy consultations must increase.
3. The number of regulated members must increase.
4. Future legislation must enable nutritional therapy to be a viable and valid healthcare option.

## Strategic Objectives

- SO1. Set, embed and communicate the standard
- SO2. Uphold training standards
- SO3. Uphold professional standards for practice
- SO4. Increase positive awareness
- SO5. Engage with regulators, and UK and European government

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<sup>1</sup> Geographical scope not defined – opportunity for future discussion  
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- SO6. Market research to identify barriers and opportunities.
- SO7. Identify and prioritise target markets
- SO8. Increase the number of potential NT graduates
- SO9. Establish BANT as the gold standard professional body
- SO10. Improve membership numbers
- SO11. Create a Centre of Excellence

# 1 Introduction

The British Association for Applied Nutrition & Nutritional Therapy (BANT) was formed in 1997, with the purpose of bringing together all NT practitioners into a professional association worthy of the profession and its members. Over the past 14 years BANT has endeavored to move the profession forward and has achieved this through:

- Developing National Occupational Standards to baseline qualifications in NT
- Working with CNHC for voluntary regulation
- Supporting the Accreditation Process of BANT recognised Nutritional Therapy courses
- Introducing mandatory CPD for all full members of BANT
- Creating an Online Learning Zone providing essential educational modules
- Developing the Advertising Rules Toolkit and the Rules and Regulations that Affect NT Practice Toolkit
- Submitting evidence to the House of Lords
- Producing briefing notes on NT related issues
- Developing a members only e-blast system which allows us to keep our members up to date
- Forming a UK and Worldwide BANT member networking system via the BANT Regional coordinator program
- Launching a members forum enabling members to interact, share ideas and network
- Providing members with licensed access to the Natural Medicines Comprehensive Database
- Establishing a dedicated BANT web space on the Government's Epolitix Website

The current environment provides threats to and opportunities for BANT. Important trends include

- Growing degenerative and chronic disease burden in the United Kingdom
- Increasing body of scientific evidence supporting the role of nutrition in health
- Increasing public awareness of the link between nutrition and health
- Increasing awareness of the role of nutrition amongst clinicians
- Legislative change affecting healthcare practice and marketing

The aim of the strategic plan is to provide direction and clarity in order to ensure commitment and confident decision making in this complex and dynamic environment.

## 2 Mission, Vision and Objectives

### **BANT'S Mission is to:**

- Act as a professional body for nutritional therapy practitioners and those working in the wider application of nutritional science
- Uphold high standards of education, training, practice and integrity
- Promote the application of nutrition science for optimum health, disease prevention and patient care
- Work towards the goal of having nutritional therapy available to all on the National Health Service

### **BANT's Purpose**

To increase the number of effective nutritional therapy consultations<sup>2</sup>

In order to achieve the purpose, the following critical success factors have been identified:

- Nutritional therapy consultations must be effective, safe, evidence-based, national occupational standards-compliant and up to date.
- The demand for nutritional therapy consultations must increase.
- The number of regulated members must increase.
- Future legislation must enable nutritional therapy to be a viable and valid healthcare option.

### **Vision**

We shall champion professional excellence in the practice of nutritional therapy and drive industry policy to ensure the availability of nutritional therapy as a primary healthcare option.

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<sup>2</sup> Geographical scope not defined – opportunity for future discussion  
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## Strategic Objectives

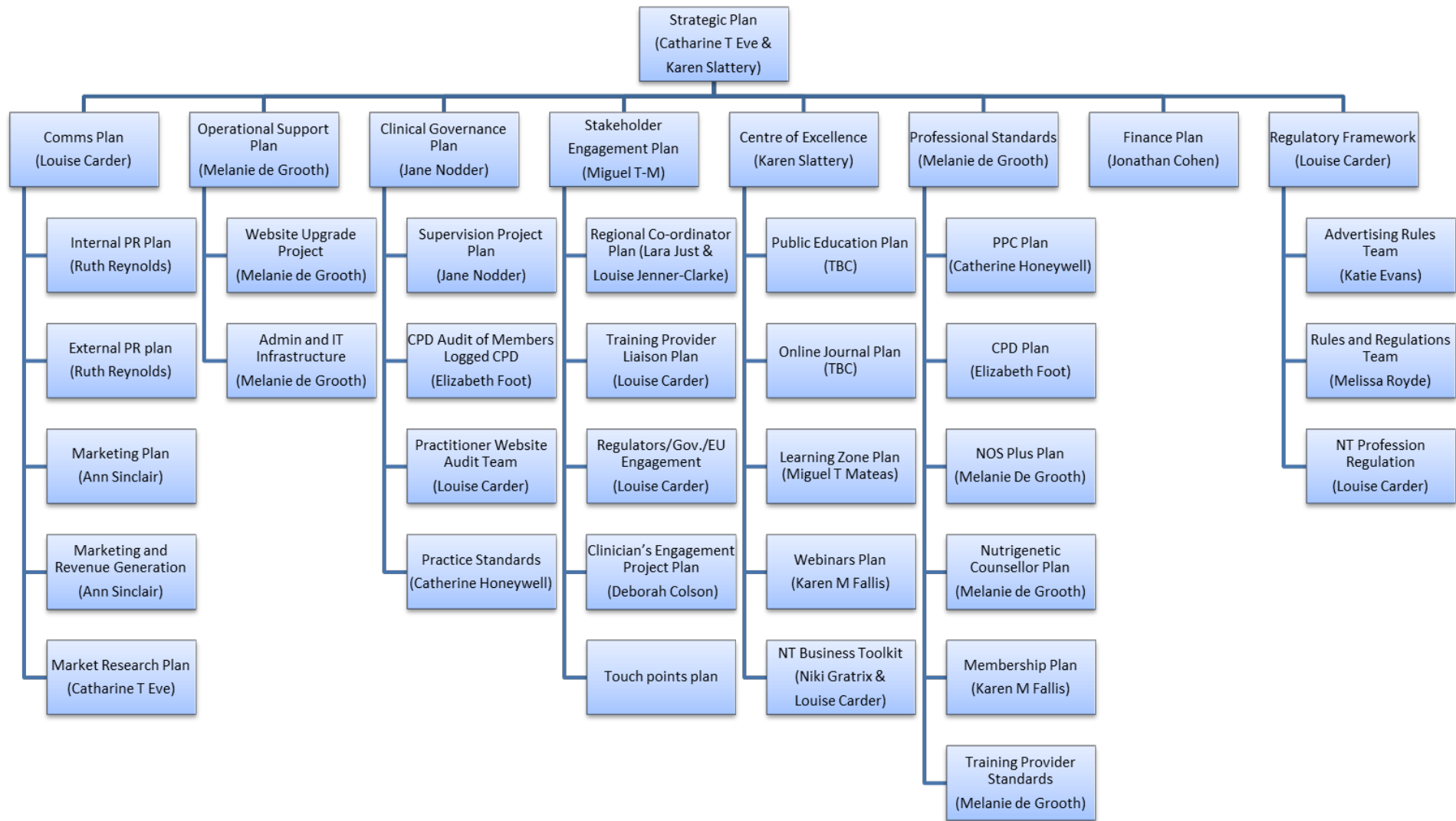
11 strategic objectives have been developed to deliver the vision, mission and critical success factors:

SO	Strategic Objective Summary	Strategic Objectives Detail
SO1.	To set, embed and communicate the standard	To set professional standards by identifying and embedding a 'NOS-Plus' baseline for all BANT members and communicating the standards to all members and public, making these available to all referring practitioners by 31 December 2012.
SO2.	To uphold training standards	To uphold professional standards by ensuring that all newly qualifying BANT members are trained to deliver consultations that are effective, safe, evidence-based, national occupational standards-compliant and up to date by 30 June 2014.
SO3.	To uphold professional standards for practice	To uphold professional standards by ensuring that all BANT members are and remain routinely delivering consultations that are effective, safe, evidence-based, national occupational standards-compliant and up to date by 30 June 2014.
SO4.	To increase positive awareness	To increase positive awareness of NT (and BANT) to 50% (10%) amongst the general public, 70% (30%) amongst clinicians, 100% (100%) amongst other UK nutrition related bodies and suppliers and to achieve 1000 <sup>3</sup> favorable PR references per annum by 31 December 2014.
SO5.	To engage with regulators, and UK and European government	To work with the officially recognized regulator of NT and maintain mutually supportive relationships with other influential bodies and to increase positive awareness in government/EU to 10 ministry level interactions per year by 31 Dec 2014.
SO6.	Market research to identify barriers and opportunities.	To research barriers to nutritional therapy use and build opportunities, identified through market research with plan developed to address them by 31 October 2012.
SO7.	To identify and prioritise target markets	To identify three key target markets, research needs and decision making processes and develop marketing communications plan to increase nutritional therapy use by 31 <b>December</b> 2012.
SO8.	To increase the number of potential NT graduates	To increase the number of potential nutritional therapists graduating from acceptable NT courses to 500 per annum by 31 Dec 2015.
SO9.	To establish BANT as the gold standard professional body	To ensure that BANT membership is seen as essential to practise by 80% of practising nutritional therapists by 31 Dec 2013.
SO10.	To improve membership numbers	To increase membership levels by: Increasing membership to 2,500 by Dec 2014. Reducing those leaving BANT to 100 per annum by 31 Dec 2014; Converting 80% of graduating student memberships to full membership by 31 Dec 2014. Revenue: Increase revenue to enable delivery of strategic objectives.
SO11.	To create a Centre of Excellence	To position BANT as the Centre of Excellence for Nutritional Therapy in the industry by September 2014

Refer to Appendix D for how these map to the 4 CSFs.

### 3 Delivery Framework

The diagram below sets out the operational framework for delivery of the strategic objectives:





The table below lists the operational plans and demonstrates how collectively these will deliver all the strategic objectives:

	Strategic Objectives										
	SO1 Setting standards	SO2 Upholding Training standards	SO3 Upholding Practice standards	SO4 Raising Awareness	SO5 Gov't/ reg/EU	SO6 Market research	SO7 Target markets	SO8 Grad numbers	SO9 Gold standard prof body	SO10 Membership	SO11 Centre of Excellence
<b>Finance</b>											
Finance Plan											
<b>Professional Standards</b>											
Nos-plus standard	√	√	√							√	
PPC Standards	√	√	√								
CPD Framework		√	√								
NgCounsellor Register								√			
Membership	√	√	√					√	√	√	√
Training Provider Stds	√	√	√					√	√	√	√
<b>Comms</b>											
Internal PR	√			√							√
External Comms	√			√			√	√	√	√	√
Marketing							√	√	√	√	
Marketing and Revenue Generation							√				
Market Research						√					
<b>Stakeholder Engagement</b>											
Clinician's Engagement Project			√	√			√				√
Regional Coordinators			√	√				√	√		
Training Provider Liaison	√	√		√							
Regulators/Gov't/EU				√	√						
<b>Admin/IT</b>											
Website Upgrade				√					√		√
Admin/IT infrastructure									√	√	√
<b>Fitness to practice</b>											
Supervision Project			√						√	√	
Member Website Audit			√						√		
Member CPD Log Audit		√							√		
<b>Centre of Excellence</b>											
Public Education				√			√				√
Online Journal				√					√		√
Learning Zone			√						√	√	√
Webinars			√						√	√	√
NT Business Toolkit			√						√	√	√
<b>Rules and Regulations</b>											
ART			√						√		
RRT			√		√				√		
NT Profession Regulation	√	√	√		√				√		

Refer to Appendix C for the table of the strategic objectives and associated actions and operational plans.

## 4 Key Milestones

Below are the key milestones sourced from the operational plans. Collectively these are intended to deliver the strategic plan:

### 2012-2013

	2012												2013											
	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13
<b>Professional Standards</b>																								
NOS plus phase 1 mandatory for membership																								
Nutrigenetic counsellor register established																								
CNHC compulsory																								
CPD Log audit programme rolled out																								
BANT procedures updated and issued																								
<b>Fitness to Practise</b>																								
Fitness to Practise policy written																								
Processes developed to assess current members, new graduates and students																								
Fitness to Practise policy announced to all members																								
Practitioner Website Audit - first review																								
Supervision Pilot Project launched																								
CPD Log Audit – all members compliant																								
FTP requirements for student members in place (and all compliant)																								
All new graduates fully compliant and undertaking Supervision																								
All current members fully compliant and taken/undertaking supervision or supervisor training																								
<b>Operational Support</b>																								
Web Upgrade																								
Shop goes live																								
On-line membership applications go live																								
<b>Comms plan</b>																								
Member benefits document created																								
Revenue generation strategy rolled out																								
Social media goes live																								
PR Toolkit goes live																								
Marketing Toolkit goes live																								
Business Toolkit goes live																								
NT career framework published																								
New look newsletter launched																								
Market research analysis completed (phase 1)																								
Media training rolled out to Council members																								
Branding for NT updated																								
Webinars Go Live to members																								
Live webinars go live																								
<b>Stakeholder engagement</b>																								
Clinicians Engagement Toolkit launched																								
RC - Online feedback forums for public																								
RC - Student induction programme and BANT student pack																								
Training Provider Material Completed																								
RC - Mini Video tutorials - How to NOS																								
RC - BANT overview video																								
RC – APL/APEL membership application workshops launched																								
<b>Centre of Excellence</b>																								
CoE launched																								
Peer review journal																								
Learning zone modules launched																								
<b>Rules and Regulation</b>																								
Register of cross organisational links populated																								
Register of MEP/MP contacts populated																								
Updated ART																								
Updated Rules and Regs																								
Rules and Regs learning module																								
Legislative tool kit																								
Register of EU Regulators, UK Decision makers and Stakeholders																								

## 2014-2015

	2014												2015												
	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	
<b>Professional Standards</b>																									
NOS plus phase 1 mandatory for membership																									
Nutrigenetic counsellor register established																									
CNHC compulsory																									
CPD Log audit programme rolled out		■																							
BANT procedures updated and issued																									
<b>Fitness to Practice</b>																									
Fitness to Practise policy written			■																						
Processes developed to assess current members, new graduates and students																									
Fitness to Practise policy announced to all members																									
Practitioner Website Audit - first review		■	■	■	■	■																			
Supervision Pilot Project launched			■																						
CPD Log Audit – all members compliant																									
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2016

	2016											
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
<b>Professional Standards</b>												
NOS plus phase 1 mandatory for membership												
Nutrigenetic counsellor register established												
CNHC compulsory												
CPD Log audit programme rolled out												
BANT procedures updated and issued												
<b>Fitness to Practise</b>												
Fitness to Practise policy written												
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Register of MEP/MP contacts populated												
Updated ART												
Updated Rules and Regs												
Rules and Regs learning module												
Legislative tool kit												
Register of EU Regulators, UK Decision makers and Stakeholders												

## 5 Budget – 5 year plan

Below is an indicative 5 year budget plan. This has been produced from all the operational plans and is a high level budget requirement to deliver all BANT’s strategic objectives over the next 5 years. More detailed annual budgets will be produced at the beginning of each year for delivery of the agreed operational plans.

	From Sept 2012	2013	2014	2015	2016
<b>Membership Fees</b>	<b>25,000</b>	<b>155,000</b>	<b>170,000</b>	<b>185,000</b>	<b>195,000</b>
<b>Revenue Generation</b>	<b>0</b>	<b>25,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>
<b>Total Income</b>	<b>£25,000</b>	<b>£180,000</b>	<b>£215,000</b>	<b>£230,000</b>	<b>£240,000</b>
<b>Projects Expenditure</b>	<b>10,000</b>	<b>60,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>BANT Overheads (admin &amp; mgmt)</b>	<b>26,000</b>	<b>110,000</b>	<b>115,000</b>	<b>120,000</b>	<b>125,000</b>
<b>Total Expenditure (inc OH)</b>	<b>£36,000</b>	<b>£170,000</b>	<b>£215,000</b>	<b>£220,000</b>	<b>£225,000</b>
<b>Balance</b>	<b>-£11,000</b>	<b>£10,000</b>	<b>£0</b>	<b>£10,000</b>	<b>£15,000</b>