

British Veterinary Association

# Strategic plan

2007 – 2010

## BACKGROUND

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The British Veterinary Association (BVA) was formed in 1952 from the National Veterinary Medical Association, formerly the National Veterinary Association, which dates back to 1882. Since then it has grown to be one of the leading veterinary membership associations in the world. It currently has over 11,000 members and an annual turnover approaching £5 million. It owns listed office accommodation in central London as well as intangible assets such as journals and other intellectual property. It has a permanent staff of 39 and has 31 territorial and 21 specialist divisions.

## MISSION

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To represent the veterinary profession and help members fulfil their professional roles.

## MARKET

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The BVA operates in the veterinary membership services market, generating income from subscriptions, publications and services.

Current trends include:

- Increasing specialisation among veterinary surgeons;

- Increasing numbers of graduates and undergraduates;
- Increasing numbers of non-UK graduates working in the UK;
- Changing practice structures;
- Corporate ownership of practices;
- Increased use of paraprofessionals;
- Changing patterns of companion animal ownership;
- Consolidation and change in the livestock industry;
- A higher public profile for animal welfare;
- A changing gender balance, with more women entering the profession;
- More part-time working;
- Increasing debt among students and graduates;
- Growing awareness of the environment and the public health sector;
- Increasing impact of technology on information provision;
- Changes in medicines legislation;
- Continuing impact of EU regulations;
- Devolution in the UK.

Opportunities exist to:

- Coordinate veterinary opinion to increase impact and avoid duplication of effort;
- Coordinate services, information and advice;
- Explore new membership models (including non-vet membership) to maximise benefits and reduce costs;

# *The BVA: representing the veterinary profession and helping members fulfil their professional roles*

- Exploit opportunities provided by new technology;
- Explore database opportunities;
- Strengthen working relationships with divisions;
- Harness the talents/meet the needs of female members;
- Increase membership and income;
- Lead public opinion on animal welfare;
- Be the leading provider of services to the profession;
- Provide and help coordinate CPD.

Challenges come from:

- Others delivering opinion on veterinary issues;
- Others delivering services and information;
- Others seeking advertising and sponsorship;
- Other organisations for membership income;
- Changing attitudes to joining professional organisations;
- Changes in communication and the way information is disseminated;
- Changing attitudes to professions.

## OBJECTIVES

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The BVA aims to:

- Grow the membership;
- Provide services that are valued by members;
- Represent the profession and be the first source of informed opinion on veterinary issues for government, veterinary surgeons, the media and the public in the UK;
- Be a leading provider of veterinary information;
- Be fully engaged with its divisions.

## STRATEGY

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The BVA will maintain a financial base that will allow the Association to fulfil these roles effectively. It will prioritise issues and establish optimal resource allocation for best delivery.

### *Veterinary policy*

In developing veterinary policy, the BVA will:

- Identify issues and develop policies of relevance to members, and coordinate representation;
- Engage with Council, specialist divisions and the membership, along with the RCVS and other relevant institutions, including the veterinary schools;
- Consult other interested bodies when appropriate;
- Identify emerging veterinary specialties, professional trends and interests, and facilitate their development through BVA;
- Encourage and facilitate the participation of all members in policy development.

In delivering veterinary policy in the UK it will:

- Maintain constructive dialogue with government, the devolved administrations, politicians, civil servants and appropriate Executive Agencies.

Internationally, it will:

- Strengthen representation in Europe through the FVE;
- Develop complementary routes of EU and wider international influence.

It will:

- Maintain an effective register of Honorary Associates and brief them appropriately;
- Keep developments in the media under review and make best use of contacts to promote the Association's policies;
- Promote policy outputs of the BVA through the media, websites, journals and membership;
- Keep stakeholders informed of BVA outputs and representations to external organisations.

### *Membership and services*

The BVA will:

- Develop an interactive database for the membership;
- Provide members with, or direct them to, a range of relevant services;
- Identify services and benefits of interest to individual members and develop appropriate marketing channels;
- Maximise student membership;
- Develop a support network for recent graduates;
- Attract non-members;

- Attract overseas graduates working in the UK to BVA membership;
- Review current membership models and consider additional categories of membership;
- Identify how the BVA might help members fulfil their educational and training requirements.

### *Publications*

In developing its publications, the BVA will:

- Address potential for change in traditional income sources;
- Provide innovative means of communication to traditional advertisers;
- Embrace online solutions;
- Encourage sales to non-members;
- Fully exploit the English-speaking market;
- Consider the widest veterinary community and targeting products to specific groups.

Its publications will:

- Maintain their position as an authoritative information source;

- Provide rapid access to news and informed opinion;
- Provide high-quality clinical information, including peer-reviewed research papers.

### *Working with divisions*

In working with its divisions, the BVA will:

- Ensure active representation on BVA Council from the 'grass roots' membership;
- Engage BVA divisions in discussion about joint benefit/membership fee options.

### *Congress*

BVA Congress will be developed as a key event in the veterinary calendar, maintaining a high-profile discussion forum of topical issues for the veterinary profession, and the Association will actively involve members, divisions, industry, government and other groups in debates, CPD and related programmes.

### *Canine Health Schemes*

Review the Canine Health Schemes.

British Veterinary Association  
7 Mansfield Street, London W1G 9NQ

Tel: 020 7636 6541  
Fax: 020 7436 2970  
Email: [bvahq@bva.co.uk](mailto:bvahq@bva.co.uk)  
Web: [www.bva.co.uk](http://www.bva.co.uk)

# Timelines

<b>2007 – 2010</b>	<ul style="list-style-type: none"><li>Grow the membership by 5 per cent per annum</li><li>Increase website traffic by 10 per cent per annum</li></ul>
<b>2007</b>	<ul style="list-style-type: none"><li>Publish the BVA Strategic plan</li><li>Complete the BVA structural review</li><li>Launch the BVA database</li><li>Launch the Young Vet Network</li><li>Launch territorial support meetings for recent graduates</li><li>Complete refurbishment of 7 Mansfield Street</li><li>Run BVA Congress with four CPD streams</li><li>Define options for membership categories and models</li><li>Complete Canine Health Schemes review and draw up implementation plan</li><li>Produce marketing plan</li><li>Review publications with regard to new subscription models and other developments</li><li>Explore and define further IT avenues</li><li>Achieve financial reserve of £0.5million</li></ul>
<b>2007 – 2008</b>	<ul style="list-style-type: none"><li>Define policy requirements of specialist divisions</li><li>Pilot membership database usage</li></ul>
<b>2008 – 2009</b>	<ul style="list-style-type: none"><li>Extend support meetings to all</li><li>Launch new membership models</li></ul>