

# BVA STRATEGIC PLAN 2018–2020





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# Introduction

The British Veterinary Association is the largest representative body for the veterinary profession in the UK. We guide and support our members throughout their careers, from vet school through to retirement, and speak up for them on the issues that matter most. We are the only UK veterinary association that looks after the interests of all vets in all disciplines, and our membership continues to grow year on year.

This Strategic Plan sets out how we will continue to fulfil our mission to be the leading body representing, supporting and championing the whole UK veterinary profession over the next three years. Looking ahead we know there are significant challenges and opportunities for vets, and BVA is best placed to lead the profession towards them.

The profession will continue to change, with more specialisation, more corporatisation, changing work patterns and expectations, and more overseas graduates in the workforce. We will continue to respond to the profession's changing needs through our membership offer.

The legislative and regulatory landscape will change as we navigate the UK's exit from the European Union. We will ensure the veterinary voice is central to Brexit negotiations.

And, as we set out in the joint BVA/RCVS Vet Futures project, the horizon for vets will continue to expand through innovation, technology, and the global One Health agenda. We will lead the UK profession to embrace these changes.

This Strategic Plan sets out an ambitious agenda for BVA, but we start from a strong position. Over the last three years our membership has continued to grow; we have modernised our governance structures; invested in integrated website and database technology to better communicate with members; significantly increased our visibility through traditional and social media giving an even stronger voice to vets; agreed a strategic alliance with our colleagues in the British Veterinary Nursing Association; and our flagship journals have gone from strength to strength.

Through strong foundations we will continue to grow, to represent and champion the profession, to provide leadership, and to support and engage our members.

# Our vision, mission and values

## Our vision

A strong and respected veterinary profession working to improve animal health and welfare for the benefit of society.

## Our mission

We are the leading body representing, supporting and championing the whole UK veterinary profession.

## Our values

Our work is guided by our values:

- We are **responsive** to members' needs and put our members at the heart of everything we do
- We believe the veterinary profession is **stronger** when we speak with one voice and so we work **collaboratively** with the divisions and our devolved branches to **represent** the interests of the whole UK veterinary profession
- We seek to **influence** public policy and debate by being **proactive** in our campaigning and we strive to develop and promote **evidence-led** policies
- We are **open, honest** and **transparent** in our dealings with our members, staff and stakeholders, and we respect **diversity** and promote **equality** in everything we do
- We are **innovative** in providing benefits and services to support our members and provide **value for money**
- We demonstrate **leadership** within the veterinary profession and in representing the profession in wider society

## Strong foundations

Underpinning our ability to achieve these strategic aims are the building blocks of BVA:

### Our members

We will continue to grow our membership by ensuring BVA remains relevant to today's profession, providing a first-class service to our members and ensuring that we understand and respond to their changing needs. We will support our volunteer members who give their time and expertise to BVA.

### Our people

We will continue to invest in the capacity and skills of our people to ensure that BVA remains an attractive place to work and so we have the capability to deliver our ambitious agenda.

### Governance

Following our recent governance review we will continue to support our Board, Council, committees, working groups and Branches to fulfil their vital roles.

### Relationships

We will continue to build strong relationships and work in partnership with key organisations and individuals with whom we share common aims and objectives, including specialist and territorial divisions, other veterinary organisations both in the UK and internationally, and our partners and service providers.

# Our strategic aims

## Representing and championing

the veterinary profession



## Providing leadership

of the veterinary agenda



## Supporting and engaging members

at every stage of their careers



### Finances

We will ensure financial sustainability by growing and diversifying our income streams, controlling our costs tightly and delivering best value for our members.

### IT

We will implement IT and digital strategies to ensure we have the tools we need to be efficient and effective to do the job well. We will complete the digital transformation of the BVA/Kennel Club Canine Health Schemes to deliver online submissions and grow the Schemes.

### Property

We will invest in a project to transform BVA headquarters so that the building works better for our members and staff, and better reflects us as a strong and modern professional association.



Vet Futures is a joint initiative from BVA and RCVS. Through wide engagement with the veterinary profession, the Vet Futures report set out a vision for a profession in charge of its own future and set out recommendations under six themes. In July 2016, BVA and RCVS launched the Vet Futures Action Plan which set out an ambitious programme and which has informed the development of this Strategic Plan. Throughout the Strategic Plan we reference where BVA commitments over the next three years link back to the Vet Futures Action Plan.

For more information visit [www.vetfutures.org.uk](http://www.vetfutures.org.uk)



## OUR VISION

A strong and respected veterinary pro

## OUR MISSION

We are the leading body representing,

## OUR VALUES

Responsive • Open, ho  
Representative • Value for mon

## OUR STRATEGIC AIMS

Representing and championing  
the veterinary profession

We will:

- ✓ Ensure the veterinary voice is heard on Brexit
- ✓ Proactively campaign on the issues that matter to members
- ✓ Pivot our activities toward workplace issues, whilst continuing to champion animal health and welfare
- ✓ Provide a strong voice for members in negotiations about future regulation
- ✓ Maintain our high media profile and social media engagement

## STRONG FOUNDATIONS

Our members • Our peop



# 18–2020: At a glance

profession working to improve animal health and welfare for the benefit of society

supporting and championing the whole UK veterinary profession

honest and transparent • Innovative • Evidence-led • Influential  
they • Strong voice • Leadership • Diversity and equality • Proactive

## Providing leadership of the veterinary agenda

We will:

- ✓ Provide strong and progressive leadership
- ✓ Oversee the delivery of the ambitious Vet Futures Action Plan, with RCVS, Vet Schools Council and others
- ✓ Complete the actions set out in our animal welfare strategy
- ✓ Identify and support the next generation of veterinary leaders
- ✓ Continue to be an active member of the European and global veterinary communities
- ✓ Take a leading role in One Health in the UK

## Supporting and engaging members at every stage of their careers

We will:

- ✓ Improve the ways in which we engage with our members so they get the most from their membership
- ✓ Improve our journals' digital offering
- ✓ Develop our CPD programme, moving to outcomes-based learning
- ✓ Support fully the Mind Matters Initiative to improve mental health and wellbeing
- ✓ Develop an online 'Careers Hub'
- ✓ Provide a member resource hub and personalise the information members receive
- ✓ Deliver our regional strategy, develop our support for overseas-qualified vets, and develop our programme for BVA volunteers

ple • Governance • Relationships • Finances • IT • Property

| A strong voice for vets



# Strategic aims and objectives

## Representing and championing the veterinary profession

BVA is the voice of the veterinary profession. In recent years we have updated our governance structures to ensure our policy positions are robust, evidence-based, and drawn from members' experience and expertise, with BVA Council as the main forum for shaping BVA policy. We have used our Voice of the Veterinary Profession survey panel to double our media coverage and we have secured our position as the 'go-to' organisation on animal health and welfare for governments, the media and other key stakeholders. But we know that members are also concerned about workforce issues – their work:life balance, recruitment and retention, and their career development. Over these three years we will continue to champion important animal health and welfare issues but we will pivot our activities towards the workplace issues that impact our members every day.

### Brexit

We will ensure the veterinary voice is heard by decision-makers as the UK negotiates its exit from the EU, in particular we will fight for the rights of EU vets and vet nurses to continue living and working in the UK, for UK vets working in the EU, and for animal health and welfare and public health standards to be maintained and enhanced.

### Proactive campaigns

We will proactively campaign on, and raise public awareness of, the issues that matter most to our members including:

- animal welfare across all species
- veterinary surveillance and endemic disease
- antimicrobial resistance and the availability of veterinary medicines
- work:life balance, job satisfaction, working conditions, and recruitment and retention of vets and VNs
- the future of veterinary education and training, including taking an active role in the RCVS-led Graduate Outcomes project (*Vet Futures Actions H, I and J*)
- highlighting the value of the veterinary profession and explaining veterinary fees and charges to the general public (*Vet Futures Action M*)
- countering the anti-science agenda with facts and myth-busters



### Future regulation of the veterinary professions

We will provide a strong voice for our members in negotiations about the future regulation of the veterinary profession and allied professionals, including potential changes to the Veterinary Surgeons Act and Schedule 3, the regulation of new veterinary technologies, and mandatory practice standards inspections (*Vet Futures Actions S, T and U*).

### High media profile

We will maintain our high profile and engagement in traditional (national, regional and sector) and social media, proactively using statistics from the Voice of the Veterinary Profession surveys to generate news and debate on our key issues.



# Providing leadership of the veterinary agenda

We are the largest representative body for the UK veterinary profession. Our role is not only to represent the views of our members, but to provide strong and progressive leadership. Sometimes that means challenging the status quo where this is in the long-term interests of the profession and the animals under our care. The joint BVA and RCVS Vet Futures project set out a bold vision for veterinary leadership in wider society, and BVA members cite the project as one of BVA's major achievements; they value our leadership role on the key issues the profession faces and support our action plan to ensure the veterinary profession is able to be in charge of its own future. We aim to lead and shape the veterinary agenda both nationally and internationally, to identify and support veterinary leaders of the future, and help all veterinary surgeons to develop leadership skills.

## Vet Futures

We will oversee the delivery of the ambitious Vet Futures Action Plan, working jointly with RCVS, Veterinary Schools Council and other stakeholders across the profession.

## Animal Welfare Strategy

We will continue to establish vets and vet nurses as leaders in the field of animal welfare by completing the actions set out in our animal welfare strategy "Vets speaking up for animal welfare", including working with specialist divisions and others to develop plans to tackle priority welfare problems in each species (*Vet Futures Actions A and C*).

## Veterinary leadership programme

We will work with the RCVS to identify and support the next generation of veterinary leaders, and develop programmes and resources to enable 'everyday leadership' throughout the profession (*Vet Futures Action Q*).

## Leadership in Europe and internationally

We will continue to be an active member of the global veterinary community working with our European veterinary partners, the Federation of Veterinarians of Europe (FVE) (*Vet Futures Action W*), and through the World Veterinary Association, Commonwealth Veterinary Association and International Veterinary Officers Coalition.

## One Health

We will take a leading role in One Health in the UK by establishing the One Health Coordination Group with the medical, public health and environmental professions to provide a focus for coordinating and promoting work, and facilitating collaboration on One Health activities throughout the country (*Vet Futures Action F*).





# Supporting and engaging members at every stage of their careers

Our members are at the heart of everything we do and we understand that they have different needs at different stages of their careers, from veterinary students and recent graduates right through to retirement, whether they work in the private, public or charity sector. Through investment in our technology we can provide clear member journeys and more personalised services to our members tailored to their individual needs. We can also improve the ways in which we engage with our members to ensure they can get the most from their membership. We want to make it easier for members to engage with us because we understand that they have busy lives and limited time. We want all of our members to enjoy fulfilling veterinary careers so we will continue to work with our existing partners and develop new partnerships to deliver great value benefits, services and support.

## BVA journals

We will implement our journals strategy to ensure relevance for BVA members and the international market, clearer branding and market positioning for all four BVA journals, an improved and integrated digital offering, and better engagement with students and recent graduates.

## CPD

We will futureproof our CPD offering through moving to outcomes-based learning, and trialling new and innovative ways to deliver relevant content across the UK.

## Veterinary wellbeing

We will fully support the ongoing work of the pan-profession Mind Matters Initiative to improve the mental health and wellbeing of individuals in the veterinary team ([Vet Futures Action N](#)).

## Careers support

We will develop an online 'Careers Hub' to include careers advice for school students and veterinary undergraduates, extramural studies (EMS) opportunities, job searches and career development guidance for vets at all stages in their careers ([Vet Futures Action G](#)).

## Resource hub

We will provide a one-stop shop 'member resource hub' to provide up-to-date information and resources for veterinary practices to use online, in practice waiting rooms and in face-to-face communications with clients ([Vet Futures Action M](#)).

## Regional engagement

We will deliver BVA's regional strategy to strengthen and join up our Branches, regional reps, territorial divisions and Young Vet Network to engage with members on region-specific issues.

## Overseas vets

We will develop support and services for vets working in the UK who qualified overseas ([Vet Futures Action K](#))

## Digital communications

We will make it easier and more attractive for members to get involved in debates, discussions and online networking. We will personalise the information members receive so that we can provide a more individual service.

## Volunteer network

We will develop our programme for BVA volunteers that will enable members to get involved with BVA at a level to suit them and provide induction, support and development opportunities in recognition of the value they bring to BVA.







# Join us and make us stronger

[www.bva.co.uk](http://www.bva.co.uk)

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