



A strong voice for vets

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**BVA STRATEGIC PLAN
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BVA champions, supports, and empowers more than 18,000 members across the UK, making sure that their work is valued, their careers are rewarding, and their expertise is influential. Why? Because vets play an essential role in society and investing in them directly affects the health and welfare of the animals they care for. Protecting the wellbeing of our animal population is good for the animals, good for the planet, and good for the people who live on it.



A plan to build back stronger, build back together, and build back greener.

As we begin this three year Strategic Plan, we are emerging from the unprecedented impact of Covid-19. We're proud of the way the veterinary profession rose to the enormous challenges posed by the pandemic. And we're equally proud of the way BVA supported our members through the uncertainty, while navigating the financial and resource impact on our own organisation and people.



This Strategic Plan recognises the challenges we've come through and sets out a plan to build back stronger, build back together, and build back greener. It embraces our leadership role in the veterinary profession, understanding that we will face new tests as the UK takes its first steps outside the EU and that we must continue to manage the ongoing challenges of workforce retention, wellbeing, sustainability, and more.

This Plan is framed under three strategic aims that build on the solid foundations we've built up in recent years:



Leadership and representation of the profession



Member engagement and support



A sustainable organisation

We've set ourselves challenging but realistic objectives, and we are ambitious for the veterinary profession and for BVA. There's never been a more important time for the whole UK veterinary profession to have a strong voice, and for vets to have the support they need to grow and thrive in their careers.

If the pandemic has taught us anything, it's that it can be difficult to predict the future, but if you have strong foundations in place, it is possible to weather the storm.

We embark on this Strategic Plan looking towards a brighter future for our members, our team, and our partners.

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VISION

A strong, respected, and diverse veterinary profession in which vets are fulfilled and play a leading role in animal health and welfare, public health, and sustainability.

MISSION

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

VALUES

RESPONSIVE

We listen to our members and put their needs at the heart of everything we do

COLLABORATIVE

We believe the veterinary profession is stronger when we speak with one voice, so we always seek to work with others

INFLUENTIAL

We use our members' expertise to bring about change and shape public debate

PROACTIVE

We are ambitious for our members and seek opportunities to campaign on their behalf

EVIDENCE-LED

From our journals to our policy development we put evidence at the core of what we do

OPEN, HONEST, AND TRANSPARENT

In our dealings with our members, staff, and stakeholders

INCLUSIVE

We respect diversity and promote equality in everything we do

INNOVATIVE

As a not-for-profit organisation we invest our income in finding new and better ways to support our members and provide value for money

LEADING

We provide strong and progressive leadership for the veterinary profession



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BVA is the strong voice of the veterinary profession. Under our last strategic plan, we increased our campaigning activities to represent our members on the issues that matter the most. We successfully pivoted our activities towards workforce issues through ground-breaking research into retention and discrimination. We made sure the veterinary voice has been heard as the UK leaves the EU, putting our concerns and priorities at the top of the political agenda.

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We demonstrated leadership for the profession on critical issues from sustainability to diversity and inclusion. And when the UK faced the Covid-19 crisis, BVA provided clarity and direction for the whole profession.

As we look to the future with new challenges and opportunities, we will build on our role as the leading representative body for vets, harnessing the trust we've earned and the engagement we've fostered in order to champion our members' interests. We'll continue to make the case for evidence-led policy, and we'll work with our charity, the Animal Welfare Foundation, and others to draw on the latest research.

We won't shy away from difficult issues. We recognise that BVA's role is not simply to reflect the views of those who shout loudest or to defend the status quo but to lead from the front and guide the profession. We will work with likeminded organisations to bring about positive change for animal health and welfare and public health and for veterinary professionals.

Our proactive campaigning agenda: We will continue to develop our campaigning skills so that we can be effective in pressing for change. We will put our members' views at the centre of the big issues facing the profession: regulatory reform; post-Brexit animal health and welfare policy; workforce capacity and workplace conditions; equality, diversity, and inclusion; One Health, climate change, and sustainability; veterinary education; and medicines regulation and AMR.

VET FUTURES – THE NEXT PHASE

Many of our current priorities have been shaped by the joint BVA/RCVS Vet Futures project. We've achieved a huge amount under the first Action Plan. We will evaluate our activities and impact and work closely with key stakeholders to develop a new phase of activity to realise our vision for 2030.

VISIBILITY

We will maintain our high visibility in the media and develop the BVA Voice of the Veterinary Profession survey panel. We will grow our social media profile and engagement and use our platform to champion the profession in the face of negativity. And we will support veterinary professionals in their roles as educators of the public.



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STRENGTH ACROSS THE UK

Our Branches in Scotland, Wales, and Northern Ireland go from strength to strength but now we are outside of the EU it will become even more important to coordinate our policy and campaigns across the UK. We will give members a strong voice in national elections in 2021 and 2022 and make sure our Branches are firmly embedded within our structures.

PARTNERSHIP WORKING

We are stronger when we work together. We will work collaboratively with our specialist divisions and affiliates to speak with one voice. We will develop our partnerships with the Association of Veterinary Students, the British Veterinary Nursing Association, the Animal Welfare Foundation, and Vetlife. We will continue to play a key role in international collaborations through FVE, IVOC, WVA, and CVA. And we will engage with medical and environmental colleagues and other scientific disciplines to progress the One Health agenda.



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Our members are at the heart of everything we do. Throughout the Covid-19 pandemic we were proud to be the first port of call for members seeking information, advice, and support. We will build on that trust and listen to our members so that we can make sure our services and benefits are providing the right level of support at the right time and in the right way, as veterinary professionals adapt to working in a changing world.

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Under our last strategic plan, we pivoted our activities towards workplace issues in response to members' needs and launched the Good Veterinary Workplaces Voluntary Code. We will continue to develop our resources to help every workplace be a good one where all members of Team Vet can thrive.

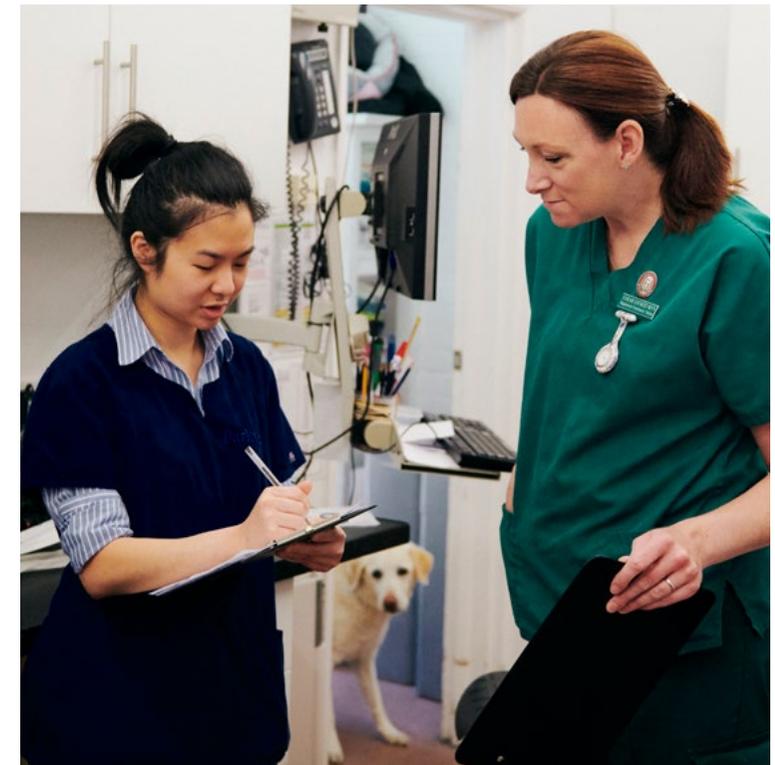
We know the importance of building lasting relationships with our members so we will continue to invest time and resources to support students and recent graduates. We understand that members want to receive information and resources in different ways, so we will develop our communications and work with our journals and partners to deliver support in different ways to suit individuals. And, as we found during the pandemic, we can use technology to engage members in ways that better suit their busy lifestyles. We will use more virtual meetings and events to reach even more members, we'll continue to improve the accessibility and content of our website, and we'll use social media to engage with members and drive awareness of our activities and benefits.

OUR JOURNALS

Vet Record and *In Practice* are our No.1 member benefit and, as we embark on a new publishing partnership with Wiley, we will enhance the digital offering to support members with news, information, and CPD. We will continue to develop the My Vet Future careers hub for vets and nurses at every stage of their careers.

GOOD WORKPLACES

We will review and update our growing bank of guides and resources to provide the tools for every veterinary workplace to support their team members, as well as locums and those with more flexible careers.



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WELLBEING

The wellbeing of veterinary professionals is a priority thread through everything we deliver. We will work with the RCVS-led Mind Matters Initiative and develop our partnership with Vetlife through the Memorandum of Understanding to join up and amplify our activities to support veterinary professionals to manage their busy and stressful careers.



BVA LIVE

Building on our successful partnership with CloserStill Media, we will launch a new event for the veterinary profession bringing world-class CPD, careers advice, and BVA debates to a new audience. Through discounted ticketing, the event will also bolster the BVA member benefits package.

STUDENTS AND RECENT GRADUATES

Working with AVS we will strengthen our links with existing and new vet schools to support students. We will build on the success of new initiatives, such as Carpool Cases, and continue to develop the Young Vet Network to help recent graduates connect with their peers. We will celebrate the contribution of early-career vets through the Young Vet of the Year Award. And we will utilise technology to reach more students and recent graduates directly and engage them in BVA's campaigns, member support activities, and benefits.

VETERINARY COMMUNITY

We will continue to develop our relationships with grassroots and diversity support groups to reach the whole veterinary community.

BVA AMBASSADORS

Building on our fantastic network of volunteers we will give members the tools, resources, and support to become BVA Ambassadors – online and in-person.



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Like many organisations, our finances and resources were significantly impacted by the global Covid-19 pandemic. But thanks to the tough decisions we made to manage our budget carefully in 2020 we enter the next three year period in a solid position.

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But we can't be complacent. As we build back better, we will ensure that our income streams are sustainable and put BVA on a sure financial footing for the future.

We will invest time and effort in securing our main sources of income: growing our membership; enhancing our journals; and digitising and expanding our Canine Health Schemes. And, as a not-for-profit organisation, we will explore new income opportunities that will deliver benefits for our members.

A sustainable organisation also means developing our team to retain and share the incredible skills and knowledge that deliver BVA activities in order to support our members. As BVA we will commit to our own Good Workplaces Voluntary Code and will work with our staff to make sure we live up to these standards.

Building back sustainably also chimes with our wider aim of championing #GreenTeamVet and demonstrating BVA's commitment to reducing our own impact on the environment. Our staff share our members' passion for sustainability, and over the next three years we will build on the achievement of meeting the Investors in the Environment bronze accreditation and commit to going even further.

MEMBERSHIP

Through member research, excellent services, and engagement we will secure our member retention levels and seek to grow our membership.

JOURNALS

Our new publishing partnership with Wiley provides a fantastic opportunity to protect our journals income and develop our digital offering for the benefit of members, recruiters, and commercial advertisers. We will continue to develop the My Vet Future careers hub and we will work with Wiley to embed sustainability across our journals portfolio.

CANINE HEALTH SCHEMES

We will complete the digital transformation of the BVA/ Kennel Club Canine Health Schemes to increase online submissions, enhance customer service, and grow the schemes. We will work with partners to explore new schemes to support dog health and welfare.

NEW AND DIVERSE INCOME STREAMS

We will launch and grow BVA Live. We will work with a range of corporate partners on thought leadership, events, and content to deliver value for the profession and new income to invest in our member benefits and services.

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A GOOD WORKPLACE

We commit to the Good Workplaces Voluntary Code and will work with all of our staff to develop an action plan to meet our commitment to supporting staff development and wellbeing.

#GREENTEAMBVA

We will build on our progress in 2020 to work towards silver accreditation through the Investors in the Environment Scheme and engage all our staff and partners in efforts to support sustainability throughout the organisation.

INVESTING IN TECHNOLOGY

We will deliver the major project to upgrade our membership database which had been paused during Covid-19. This will give us the tools we need to be efficient and effective in delivering first rate membership services.



BVA strategic plan 2021-2023

At a glance

OUR VISION

A strong, respected, and diverse veterinary profession in which vets are fulfilled and play a leading role in animal health and welfare, public health, and sustainability

OUR MISSION

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

OUR VALUES

Responsive / Collaborative / Influential / Proactive / Evidence-led / Open, honest, and transparent / Inclusive / Innovative / Leading

OUR STRATEGIC AIMS



Leadership and representation of the profession

We will:

- ✓ Proactively campaign on the issues that matter to members
- ✓ Put members' views at the heart of the big issue debates from regulatory reform and veterinary capacity to animal welfare and sustainability
- ✓ Work with partners to deliver the next phase of Vet Futures
- ✓ Maintain our high media visibility and grow our social media engagement
- ✓ Develop our Branches and work in partnership with others to speak with one voice



Member engagement and support

We will:

- ✓ Enhance the digital offering of our journals
- ✓ Provide the tools and resources for every workplace to meet our Voluntary Code
- ✓ Work with Vetlife to promote veterinary wellbeing
- ✓ Support students and recent graduates and engage them in our campaigns
- ✓ Develop our relationships with veterinary community groups
- ✓ Support our members to become BVA Ambassadors



A sustainable organisation

We will:

- ✓ Secure our member retention levels and grow our membership
- ✓ Protect our main income sources, including our journals and CHS
- ✓ Develop new and diverse income streams, including BVA Live and corporate partnerships
- ✓ Commit to the Good Workplaces Voluntary Code to support staff development and wellbeing
- ✓ Work towards silver accreditation under Investors in the Environment
- ✓ Invest in technology to upgrade our member database

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British Veterinary Association

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As the largest membership community for the veterinary profession in the UK, BVA champions, supports, and empowers more than 18,000 vets of all ages, stages, and disciplines.

We're working hard to make sure that you feel encouraged and valued in your work, that you're empowered to thrive both personally and professionally, and that your expertise is heard and respected by the people shaping our national policies.

This work is only possible because of the size, strength, and passion of our community. In other words, we can only do this because of you.

Thank you