

Strategic plan 2024-2026



A strong voice for vets

Together we're stronger



Are you with us?

BVA is the UK's largest veterinary membership organisation.
Our mission is to represent, support and champion our members
– over 19,000 vets of all ages, stages and disciplines.



Introduction

The profession needs a strong BVA now more than ever.

Emerging from the Covid-19 pandemic, BVA looked to build back stronger, build back together, and build back greener. As we continue to tackle the longer-term impacts of Covid-19 and Brexit, and the consequences for both animal welfare and the UK veterinary profession, new issues have emerged, such as the Competition and Markets Authority (CMA) review into vet services for pets in the UK, and the ban on XL Bully type dogs under the Dangerous Dogs Act. Supporting members through changes to the RCVS guidance on 'under care' and lobbying Government about the urgent need for new legislation to replace the outdated Veterinary Surgeons Act have also been priorities for us.

Significant concerns around workforce culture and retention led to the development of our Good Veterinary Workplaces initiative, which helps vet teams create working environments and cultures where everyone can thrive. We've been building our supportive guides, resources and webinars to help workplaces improve, and now plan to launch an accreditation scheme to help employers and employees create and find these workplaces.



It's never been more important for BVA to be a strong voice for the profession, from championing the vital role of vets in our society, to explaining vet fees and the value of veterinary care.

Animal welfare is being compromised by the cost-of-living crisis with some animal owners delaying veterinary treatment, and we are seeing a backlash against the cost of veterinary fees causing increased abuse of veterinary teams.

We're also considering the fast-developing role of technology in the veterinary profession: artificial intelligence, telemedicine, and genetics. Further pressing concerns also include Equality, Diversity and Inclusion (EDI), health and wellbeing, sustainability and climate change.

The veterinary profession has been significantly affected by workforce shortages, burnout and mental health concerns, but it is also innovative, committed and passionate, with vets doing incredible work every day in so many parts of society.

This strategic plan demonstrates BVA's unwavering commitment to supporting, representing and championing vets, by speaking up and driving change on the issues they care about which are impacting the profession, and providing support to ensure they are valued and fulfilled in their workplaces.

Vision, mission and values

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

<p>Leading</p> <p>We are an influential, supportive and progressive leader for the UK veterinary profession, providing a strong voice for vets</p>	<p>Evidence-based</p> <p>We have a robust policy development process underpinning our innovative campaigning</p>	<p>Proactive</p> <p>We collaborate to drive positive change on the issues which matter most to our members</p>	<p>Inclusive</p> <p>We value everyone and bring people together, demonstrating leadership on equality, equity, diversity and inclusion</p>
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Strategic themes

People

We will support and develop our members and champion the wider veterinary profession so vets are respected in society, supported and fulfilled in their careers and valued by great veterinary workplaces.

Animals

Identified as a top lobbying priority by our members, improving animal welfare is a core focus. Through our policy, lobbying and campaigning work, BVA supports vets to fulfil their roles as effective animal advocates, in line with their declaration on admission to the profession.



We've introduced three strategic themes into this plan to clearly define our key areas of work which interconnect in a **OneHealth** agenda.

Planet

We need to take significant, collective action to safeguard the future of life on this planet. The veterinary profession has an influential role to play in this, and BVA will drive forward a progressive agenda which considers sustainability, biodiversity and climate change, as well as one health concerns such as antimicrobial resistance.

Strategic aims

Building on our strategic themes of People, Animals and Planet, our activities are framed around four strategic aims:



Leadership and influence



Member support and benefits



Community and member engagement



Learning and career development



Strategic aims



Leadership and influence

We will proactively champion vets, putting both evidence and our members' views at the centre of the big issues facing the profession: good veterinary workplaces, animal welfare, regulation of the veterinary professions, EDI, medicines, and environmental sustainability.

A strong voice in the media



We'll maintain our high media profile, adjusting our approach to focus on issues where a veterinary voice is essential and BVA is best

placed to lead. We will do more to take an audience-centric approach to our media work, focusing on the quality, rather than the quantity of the coverage, utilising our Voice of the Profession survey findings to bring issues to life. And we'll champion the profession relentlessly, challenging unfair and inaccurate reporting and promoting the inspirational and life-saving work of #TeamVet.

Working in partnership – we're stronger when we work together

We'll continue to represent vets across the UK, working closely with our Branches and Regional Reps across Scotland, Wales, Northern Ireland and England to ensure we are tackling issues affecting our members living and working in the devolved nations, as well as those which also have a UK-wide impact.

We'll work collaboratively with our specialist divisions and affiliates to speak with one strong voice, as well as work with affinity groups British Veterinary Ethnicity and Diversity Society (BVEDS), British Veterinary LGBT+ (BVLGBT+) and British Veterinary Chronic Illness Support (BVCIS) on their respective areas of focus and to support their communities.

We'll also build on our strategic alliance with the British Veterinary Nursing Association (BVNA), recognising our shared interests.



We will continue to support and learn from international collaborations through the Federation of Veterinarians of Europe (FVE), International Veterinary Officers Coalition (IVOC), Commonwealth Veterinary Association (CVA), and World Veterinary Association (WVA).

We will actively engage with medical and environmental colleagues and other scientific disciplines to progress animal welfare, workforce and sustainability initiatives.

We will work closely with BVA's charity, the Animal Welfare Foundation (AWF), with Vetlife, supporting and promoting their vital work.

We will also work with the Kennel Club and other stakeholders to build on the success of our new online submissions system and excellent customer service to increase submissions and grow the Canine Health Schemes.

We will develop evidence-based policies and undertake effective lobbying and campaigning on our cross-cutting priorities.

Legislative reform and veterinary regulation

We'll engage with all opportunities to influence the political agenda to modernise the Veterinary Surgeons Act and ensure that new legislation is evidence-led, forward-thinking and delivers for the professions.

Animal welfare

Animal welfare remains a top priority for our members. BVA's annual policy, lobbying and campaigning priorities, developed through a robust consultation process, sets out our focus each year, flexing to meet the needs of the profession at that point in time, in line with the broad actions set out in our animal welfare strategy, *Vets speaking up for animal welfare*. We will continue to work with our specialist divisions and other key partner organisations to bring about positive change for animal health and welfare, for public health and for veterinary professionals.



Environmental sustainability and climate change

Climate change is the defining challenge of our time, and the veterinary profession must play its part in efforts to reach net zero by 2050. BVA will build on what we've learnt through our #GreenTeamVet initiative to help the profession reduce its environmental impact and address other environmental challenges including biodiversity loss.



Climate change is the defining challenge of our time, and the veterinary profession must play its part in efforts to reach net zero by 2050.

Anna Judson, BVA President 2023-24

New technologies

We will explore the benefits and risks of new and emerging technologies, including genetic technologies and artificial intelligence (AI) and the role they play in the veterinary profession.

Veterinary education

Lobbying for inclusive veterinary education, and adequate and sustainable funding to deliver high quality educational provision will remain a priority. We will continue to press for improvements to EMS, to ensure the system is effective, accessible, safe, and sustainable for the future, and we will support school-age initiatives which encourage widening participation to inspire children from a broader range of backgrounds to consider a veterinary career.

CMA review of veterinary services for UK pets

We will engage with the Competition and Markets Authority throughout this process to ensure the review is fully informed and evidence-based, and that the profession's voice is heard.



Member support and benefits

From providing more access to CPD, to improving our website, we will implement the findings of our member survey to ensure our members are supported in the most effective way.



Good Veterinary Workplaces

We will develop and launch a workplace accreditation scheme, based on our Good Veterinary Workplaces Voluntary Code. We will inspire the profession to engage with the scheme, driving improvements in workplaces and the wellbeing of veterinary teams, and providing employers with a clear way to signal to potential employees that their workplace is one they'll want to join.

Wellbeing

We'll develop supporting resources as part of our Good Veterinary Workplaces initiative to promote good health and wellbeing, encourage workplace cultures where teams are supported, valued and fulfilled. Ongoing collaborative working on this critical issue will be important, such as with Vetlife and the RCVS Mind Matters Initiative.

Member resources

We will review and update our growing bank of employment-related guides and resources and provide appropriate tools for every member of #TeamVet, whether employer or employee, to help develop career paths and to support colleagues and their team members, as well as locums and those with more flexible careers.

Early career vets

We'll continue to spotlight the unique role of the early career vet in championing new initiatives, supporting their peers and widening participation through our Young Vet of the Year award.

We will also actively promote our Graduate Guide and Young Vet Network initiative to early career vets, providing advice, peer support and CPD.

Students

We'll build on our 'You're a vet in the making' campaign to help engage students with BVA, and continue to support our specialist division, the Association of Veterinary Students (AVS). This will help ensure that all students studying veterinary medicine are aware of BVA, the benefits of being a member, and are encouraged to join us and get involved.





Community and member engagement

Team Vet is strongest when members are engaged and supported. We've been working hard to evolve how we do this, and our plans over the next three years will expand on this. We will also look at how we measure our engagement to ensure we're having the desired impact for our members.

BVA Live and BVA Congress

We will continue to evolve and develop our flagship events which bring the veterinary community together to learn, engage and debate, listening to feedback and trying new ideas to ensure that experiences are fresh and exciting.

Students and recent graduates

We'll work with the Association of Veterinary Students to ensure we are engaging with all vet students, and better utilise technology to expand our reach to engage more students and newly graduated vets in BVA's member support network and activities, our campaigns, and raise awareness of the unique benefits of membership.

Early career vets

We plan to review, revitalise and reactivate BVA's Young Vet Network to ensure the structure and groups are effective, well-supported, are able to offer regular CPD events and engage those involved with wider BVA initiatives.

EDI and affinity groups

We will continue to develop our relationships with the affinity groups BVEDS, BVLGBT+ and BVCIS, as well as other grassroots and diversity support groups such as Animal Aspirations, to help us promote a profession for everyone.

Mentoring

There is a need in the profession for mentoring support, so we'll explore the different ways in which BVA can provide this for our members.

Members and campaigning

We'll speak up for our members and the wider veterinary profession, but we also want to inspire and enable those who wish to stand with us, to do so. From providing guidance if members are asked to speak to the media, and supplying social media content, to creating template letters on issues, and creating toolkits to help them engage their local MP, we'll help our members make a difference to the issues they care about.



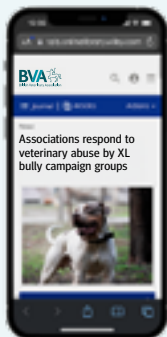


Learning and career development

Our recent membership research indicated that our members wanted us to increase our CPD offering, so we'll continue to develop more content to deliver through a variety of channels. We'll also ensure this is provided in a way that supports our members to deliver their RCVS CPD requirements, such as considering how they can automatically or easily attribute it to their One CPD account.

Journals

We will build on our publishing partnership with Wiley, which provides a great opportunity to develop our journals portfolio and improve our digital offering for the benefit of members, recruiters, and commercial advertisers.



Our flagship journals *Vet Record* and *In Practice*, and online journals *Vet Record Open* and *Vet Record Case Reports*, provide news, updates on developments, opinions and debate in the profession, as well as research, and clinical and non-clinical education. They are a fantastic way for members to regularly complete CPD, and we plan do more to promote the range of engaging content through digital channels.

BVA Live and BVA Congress

We will continue to provide relevant and impactful CPD programming, engaging with our Specialist Divisions and Affiliates to ensure we're supporting the full range of BVA members through our CPD provision.

Career development streams at BVA Live and London Vet Show

We will work with our member benefits and events committee (MBEC) to review post-event feedback and further expand our non-clinical content, including career and business development streams and related content.

Webinars

We'll continue to run engaging webinars, both those based on key issues in the profession which provide ongoing support, and CPD around established topics. We'll also expand the way we offer support through this channel in response to breaking issues or hot topics when the profession would benefit from being informed directly by subject experts.

Podcasts

We plan to launch a new series of *Vet Record* podcasts with our publishing partner Wiley, and will consider how best to engage our members, the wider veterinary profession and animal welfare sector with our content in this new area for us.

Vet Record Careers

Further work to develop the *Vet Record* Careers platform as the first choice for veterinary recruitment will continue with Wiley, our publishing partner. We will also roll out plans to better promote and expand our recruitment activity, whether you're an employer looking to recruit or a veterinary professional looking for a new job.

We will continue to build our fantastic resource of careers-related content and ensure it is freely accessible to everyone, from school pupils and university students, to qualified vets, RVNs, and the wider veterinary team.

Strong foundations



Our people

We couldn't do what we do without our amazing team.

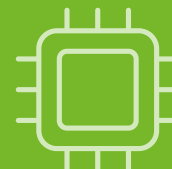
As an employer, BVA has committed to our own Good Workplaces Voluntary Code and will work with our staff to ensure we live up to those standards.



Sustainability

We're incredibly proud to have achieved Investors in the Environment top level 'green' accreditation.

We'll work to maintain this status as well as continue to champion sustainability initiatives across the profession.



Technology

We will continually review and improve our website and digital offering, considering how advances in technology can improve what we do. We will expand our use of our new membership database to increase our efficiency and effectiveness in delivering first-rate membership services, managing our Canine Health Schemes and engaging with our members about topics most relevant to them.



Finances

We will protect and grow our main sources of income: membership, journals and the Canine Health Schemes.

We will also continue to look for opportunities to diversify and build new sources of income. And, as a not-for-profit organisation, we will reinvest all our income to support our members.

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.

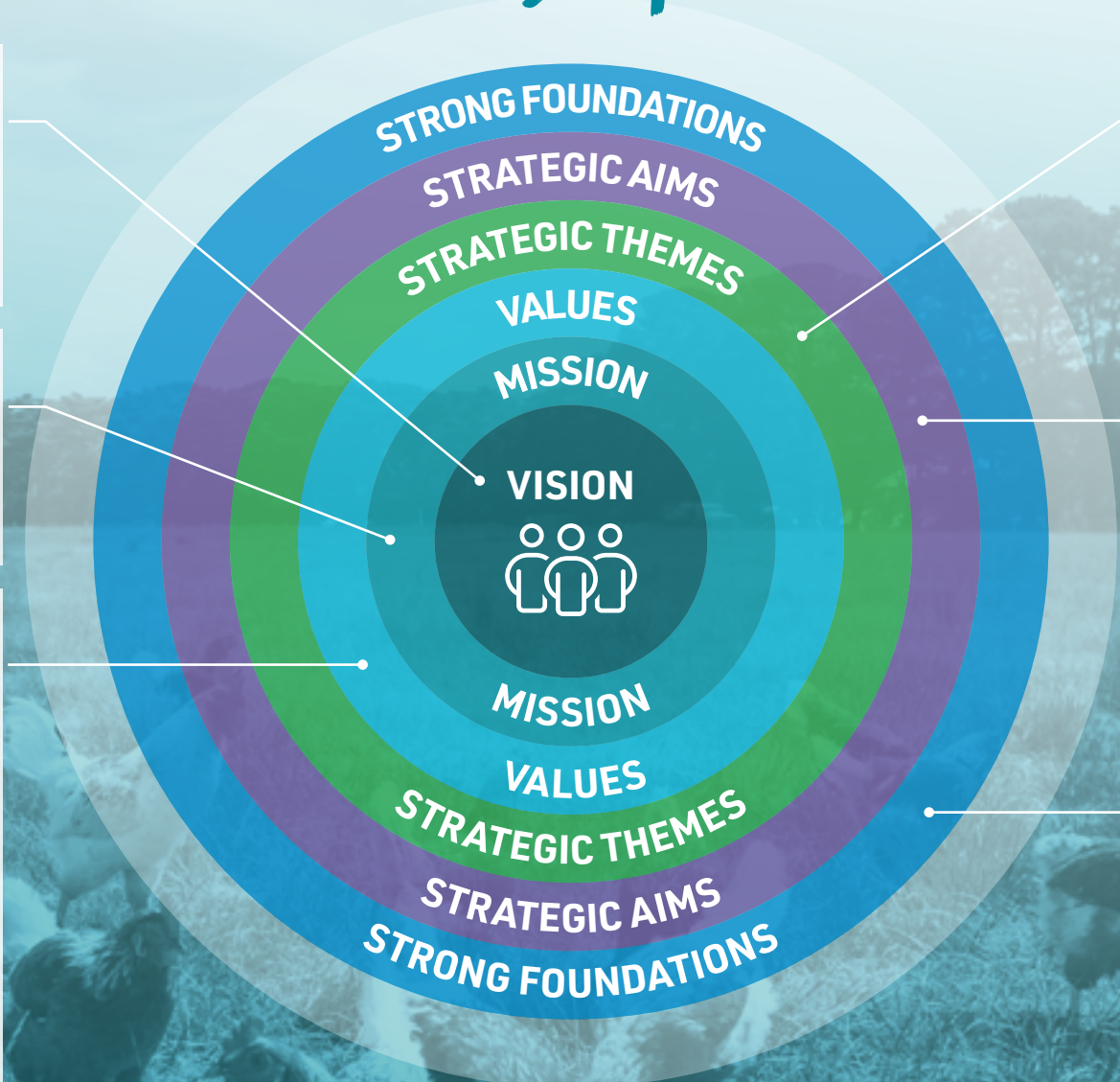
VALUES

LEADING: We are an **influential, supportive** and **progressive** leader for the UK veterinary profession, providing a **strong voice for vets**.

EVIDENCE-BASED: We **collaborate** to drive positive **change** on the issues which matter most to our members.

PROACTIVE: We have a **robust** policy development process underpinning our **innovative** campaigning.

INCLUSIVE: We **value** everyone and bring people **together**, demonstrating **leadership** on **equality, equity, diversity** and **inclusion**.



STRATEGIC THEMES



People – Animals – Planet

STRATEGIC AIMS

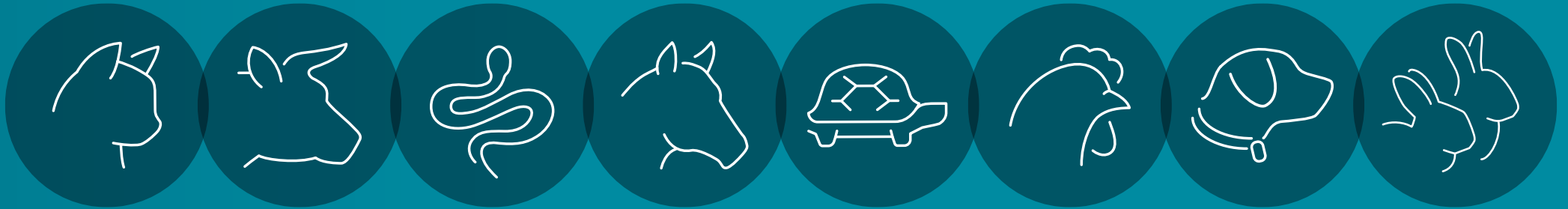
- Leadership and influence
- Member support and benefits
- Community and member engagement
- Learning and career development

STRONG FOUNDATIONS

- Our people
- Sustainability
- Technology
- Finances

A strong voice for vets

Together we're stronger



Are you with us?

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