



NZVA/VetLearn Strategic Plan

2010-2013

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INTRODUCTION

NZVA and VetLearn are Incorporated Societies each with a separate Constitution but with a common Board and CEO.

NZVA has 14 special interest branches (SIBs) and 16 regional interest branches (RIBs), membership of which requires pre existing membership of NZVA.

Five Committees report to the common Board of NZVA/VetLearn. These committees are:

- (i) Education
- (ii) Marketing and Communications
- (iii) Finance and Risk
- (iv) Standards
- (v) Veterinary Business Management.

Each of these committees has a chairperson who is a member of the Board. Each committee has a Terms of Reference and provides reports of activities to the Board. The purpose of the committees is to implement the strategies of the NZVA/VetLearn Board through the CEO.

The Standards Committee also manages the activities of National Quality Veterinary Services Ltd. (NQVS), a limited liability company formed to provide commercial opportunities for veterinarians via managed projects.

VISION:

That the New Zealand Veterinary Association represents a united veterinary profession respected and recognised both nationally and internationally.

MISSION STATEMENT:

To promote excellence in the veterinary profession through service to and on behalf of members.

KEY FUNCTIONS – NZVA and VetLearn

The objectives of the NZVA and VetLearn as outlined in the respective Constitution and rules are:

- to represent the interests of the profession
- to provide leadership and direction to the veterinary profession in NZ to ensure it retains and expands its relevance to society, the economy and the environment
- to promote all aspects of animal welfare
- to lead the profession in a manner that ensures that the needs of the industries it serves continue to be met
- to facilitate communication and cohesion within the profession
- to work with educational bodies to ensure selection of appropriate individuals for vet training, to ensure future needs of the profession and society are met.
- to encourage the provision of structured and unstructured relevant scientific continuing education, and to facilitate education of vets in non technical areas and research.
- to encourage and assist in the development of the highest appropriate standards of veterinary service for the benefit of industry
- to support the personal and professional welfare of NZVA members.

The NZVA/VetLearn Board has a common set of Governance Policies for the Association and its structures. These policies describe the governance processes of the Board in particular but also provide a framework within which all committees and subsidiaries of the Association will operate. The same principles and policies apply to all groups within the NZVA family.

ORGANISATIONAL STRUCTURE

The NZVA and VetLearn Boards are made up of 9 elected members common to each. Each elected member has a 3 year term on the Board and retires by rotation, 3 each year. Officers of the Association, such as the President and Vice President are elected by the Board annually.

The NZVA and VetLearn Boards have a common CEO who also provides support to the Veterinary Professional Insurance Society (VPIS).

The CEO has a veterinary resource manager to provide advice and support in the operational activity of the Association. The veterinary resource manager also manages the business projects of NQVS (currently TB Tester Training and Accreditation, Hip and Elbow Dysplasia Scheme, BESTPractice, Leptosure and a number of smaller projects) and VPIS.

The CEO can use the 5 committees as a resource to operationally implement the strategies of NZVA.

The NZVA Constitution allows for the formation of Branches. There are currently 14 SIBs and 16 RIBs. The Constitution requires accountability and financial reporting by the branches to the parent body.

STAKEHOLDERS

The key stakeholders of NZVA and VetLearn are the members primarily represented by the Boards, staff and the major SIBs. There are a large number of external stakeholders that

have a relationship with NZVA. These are detailed in the NZVA Communications strategy and the major groups are listed as:

- IVABS
- Sponsors
- Advertisers
- Veterinary Council of New Zealand (VCNZ)
- Pharmaceutical companies
- Farmers
- SPCA
- Veterinary Business managers
- MAF

BUSINESS OPERATING ENVIRONMENT

The NZVA and the veterinary profession as a whole are operating in an environment of uncertainty. This has been highlighted by discussions on the shortage of rural veterinarians, an economic recession and the changes in the regulatory environment from legislation such as the ACVM Act.

As a consequence, the Board of NZVA commissioned Business and Economic Research Ltd (BERL), to compile an independent report – “Assessment of Viability and Potential Economic Impact of Rural Veterinarians”.

This report was presented in May 2007 and has confirmed that the viability of rural veterinary practice in New Zealand is under threat. This is particularly evident in areas that do not have a significant dairy farm client base, and where there is high reliance on retail versus service delivery to sustain business viability.

The financial viability of NZVA and VetLearn remains the highest priority for the 2009/10 year, and has been the focus of much of the executive role to date.

A strategic planning day held by NZVA Board members in May 2009 identified that the structure of the Board and relationships with the SIBs were the most crucial component of developing a cohesive approach to the association. The Branch summit is recognised as being the best forum for interaction and planning around this strategic priority.

Animal Welfare and the role the profession plays in maintaining New Zealand’s leadership in this field both nationally and internationally is recognised as being a major priority for future planning.

This environment makes the development of advocacy for the profession and interaction with stakeholders a critical priority for the association.

DELIVERING THE STRATEGY

Five strategic priorities are summarised, with some key business objectives attached to them. These form the basis of the business plan for development by the executive, and the strategic leadership for the committees and SIBs/RIBs of NZVA to adopt or align their own strategic direction with.

The five major areas of strategy fall under the following headings.

- Sustainable Veterinary Profession
- Financial

- Membership
- Stakeholder
- Standards

It is expected that some of these strategies will be ongoing and carried forward into future strategic reviews while other will be short term focussed and delivered within one financial period.

Each of the key strategies has a number of business objectives and specific actions attributed to them. These also have key personnel or NZVA groups and timeframes for delivery described.

In 2007 NZVA developed a business plan that was created following previous strategic planning exercises. Reference to this plan and the current strategic document will be used in the development of a business plan for the 2010 year.

Strategic initiatives that are common to NZVA and the SIBs and RBs such as Animal Welfare, continuing education, financial stability, stakeholder interaction and standards should be developed by a cooperative and consultation driven process.

Strategic Priorities for 2010_2013

Strategy Priority 1	Sustainable Veterinary Profession : Provide an environment that allows the profession to continue to provide service to the public within New Zealand and internationally			
Business Objectives	Recommended Actions	Responsibility	Timeline	Review
Marketing and promotion	Implementation of marketing and promotion strategy Implementation of communications strategy Utilise IMIS and web to maximise public and internal communication	MCC and CEO MCC and CEO VetLearn, CEO Committees	Ongoing Ongoing Ongoing	Annual Annual Annual
Veterinary retention and management rural shortage	Implementation 5 point plan (RW 664) Ongoing liaison with MAF	RW and CEO RW and CEO	2009/10	Annual
IVABS interaction	Strengthen ties with IVABS and be proactive in development relationship staff and involvement curriculum development	CEO and Board	Ongoing	Annual
Healthy practice and business viability	Development business management programme	VBMG	Ongoing	Annual
Technicians and Vet nurses	Development regulation framework with VCNZ Work with ANTEC	WR and RW Standards Com	2009/10	August 2010
Valuing of the profession by its members and public	Promotion of positive aspects of profession to profession and schools	MCC CEO RW SIBs	Ongoing	August 2010
Continuing education provision	Implementation CE through VetLearn model Implementation of compulsory CPD and points collection system Revising conferencing model	VetLearn/ SIB VetLearn/ SC VetLearn/ SIB	August 2009. Dec 2009 August 2009	August 2010 August 2010 August 2010
NQVS business opportunities	Review BESTPractice model and rewrite Improve TB testers schemes for financial viability Develop Inherited disorders committee and H&E Review OpPlans and write guidelines for VCNZ and COPC Develop HSNO project	BP NQVS WR SH and WR NQVS St Com Hans CAS Vet resource WR SH NQVS	Dec 2010 Dec 2009 Jan 2010 July 2010 February 2010	August 2011 Nov 2010 Dec 2010 Dec 2010 Nov 2010

Leadership/Advocacy	Develop strategies to encourage new leaders within the profession and develop advocacy strategy Develop succession plans for board members Develop succession plans for NZVA presidential role Update induction pack Board members	Board SIBs Board RW RW Board CEO	Nov 2009 Nov 2009. Nov 2009. Nov 2009.	Nov 2010 Nov 2010
Animal Welfare Strategy	Active role in development of National Animal Welfare Plan and implementation NZVA welfare strategy Work with SIBs to initiate SIB specific animal welfare strategy that reflects the NZVA strategy and involves communication to membership.	RW, VW and WR SIBS	October 2009	Nov 2010
Strategy Priority 2				
Financial Strategy : To develop a clear financial policy for NZVA, Vetlearn, SIBs and RIBs, with defined financial targets				
Business Objectives	Recommended Actions	Responsibility	Timeline	Review
Financial Reserves	Define financial reserves for NZVA: Budget Define financial reserves for VetLearn: Budget Reduce reliance on sponsorship Work with SIBs and RIBs on sustainable financial model into future	Finance and Risk Finance and Risk CEO CEO, Board, SIBS	Sept 2009 Sept 2009. Nov 2009. Nov 2009	Sept 2010 Sept 2010 Annual Ongoing
Sponsorship	Improve coordination sponsorship model NZVA and SIBs	CEO	August 2009.	August 2010
Membership base	Broaden financial base from members Increase % members up from 79% Review membership and subscription categories	CEO CEO	August 2010 Nov 2009	Annual Annual
Staffing and office resource	Implement staffing, admin and facility use policy to maximise efficiencies	CEO	Dec 2009.	Dec 2010
Conferencing	Work with SIBs to redefine conferencing model for sustainable financial outcome Review all CE products available and assess financial viability of each	CEO SIBs CEO SIBs Board	August 2009. Ongoing	August 2010 Annual
NQVS	Implement sound business proposals for independently successful projects	Standards Com, SH and WR	Ongoing	Annual
Strategic Priority 3				
Membership Strategy: Encourage the development of NZVA "one family" concept that improves membership satisfaction with role of NZVA.				

Business Objectives	Recommended Actions	Responsibility	Timeline	Review
Improve SIB relationships with NZVA	Open discussions at Branch Summit on one family strategy to encourage concept Review constitution to improve NZVA/VetLearn board representation by SIBs (if agreed) Communications around changes	Board CEO President Board	Aug 2009 For 2010 AGM	Aug 2010
Student membership	Improve level communication between board and SIBs and RIBs using Vetscript and Vetspace Review strategy and communicate with SIBS Improve numbers of student members	CEO MCC Board at Summit SH CEO Board	Sep 2009. Ongoing Sep Oct 2009. Ongoing	Annual Annual Annual Annual
Corporate Relationships	Improve communication with corporate members	CEO Board	Ongoing	Annual
Strategic Priority 4				
Stakeholder Strategy: Understand and interact with identified stakeholders and develop advocacy strategy				
Business Objectives	Recommended Actions	Responsibility	Timeline	Review
List Stakeholders	For each stakeholder define relationship and risks or benefits from that relationship.	Board, SIBs, RIBs	December 2009	Annual
Advocacy	Develop networks with stakeholders to allow for advocacy on behalf of profession and it stakeholders	Board President and CEO	Ongoing	Annual
Strategic Priority 5				
Standards Strategy: Play a proactive role in development of veterinary standards and guidelines				
Business Objectives	Recommended Actions	Responsibility	Timeline	Review
Code of Professional Conduct and VCNZ	Maintain active communication VCNZ and role in development of New COPC Review policies and develop guidelines for use as adjunct to COPC	SH and GS Vet resource	October 2009 2009/2010	March 2010 August 2010
Minimum Standards	Investigate potential for development practice minimum standards	Standards Com.	Dec 2010	Annual
NZVA Policy	Review NZVA policy and update on regular basis	Virginia Williams Standards Com.	Ongoing	Annual
Legal obligations	Review and communicate legal obligations	Standards Com.	Ongoing	Annual

Strategic Objectives of NZVA Groups

Chief Executive Officer

CEO Objectives		
Overall Strategic leadership: Priority One	Assess strategic priorities of Board and develop implementation business plan for the 2010 year	February 2010
Business Objective	Develop financial budgets around business plan Provide progress report of business objectives at each Board meeting	November 2009. Quarterly
Strategic Priority Two	Financial and HR Strategy : (i) To develop a clear financial policy for NZVA and Vetlearn with defined financial targets (ii) Implement effective human resource systems that ensure all staff have clear understanding of their role and leads to a happy and engaged workforce.	
Business Objective	Ensure accurate reporting against budget for the FRC and Board. Review the financial reporting system to enable better categorisation of expenses.	Monthly
Business Objective	Develop financial reserves policy for NZVA/VetLearn and branches with the objective of a sustainable financial model for the Association.	Feb 2010
Business Objective	All staff have clear roles and objectives. The Association is fully compliant with HR law.	Ongoing
Business Objective	(Sponsorship) coordinate the sponsor relationship for the Association (including SIBs) to ensure we maintain excellent relationships with our sponsors and they feel they are getting value. Work towards reducing NZVA reliance on sponsorship for core funding.	Ongoing
Strategic Priority Three	Membership Strategy: Encourage the development of NZVA "one family" concept that improves membership satisfaction with role of NZVA.	
Business Objective	Improve SIB relationships with NZVA through ongoing communication especially at Branch summit	Ongoing
Actions	Open discussions at Branch Summit on one family strategy to encourage concept Communications around changes Improve level communication between board and SIBs and RIBs using Vetscript and Vetspace	August 2009 and ongoing
KPI	Positive feedback from Branch Chairs.	Annual Review
Business Objective	Develop understanding of veterinary corporate practices (including government agencies) and strategies to value add and retain or build membership	Ongoing with annual review
Business Objective	Develop a membership strategy to maintain and grow the membership base including a review of student membership. Review the subscription criteria and make recommendations for a simpler more transparent criterion to the Board.	Ongoing with annual review
Business Objective	(Massey) develop a strategy for building a relationship with the student body and IVABS. Develop strategies for increasing membership from IVABS staff and students.	Ongoing with annual review
KPI	Increase and maintain student member numbers	
Strategic Priority	Stakeholder Strategy: Understand and interact with	

Four	identified stakeholders and develop advocacy strategy	
Business Objective	Maintain and build relationships with external stakeholders identified in the NZVA Communications Strategy.	Ongoing
Business Objective	(Advocacy strategy) work with the Board to develop advocacy policies for key strategic issues faced by the Association. Develop and maintain good working relationships with key influencers to the veterinary profession.	Ongoing
Strategic Priority Five	Sustainable Veterinary Profession – facilitate activities that allow the profession to continue to provide services to the public with NZ and internationally.	
Business Objective	Oversee the activities of the Marketing and Communications committee to promote what NZVA does for its members and promote the veterinary profession to the wider community.	Ongoing
Business Objective	Legal and insurance obligations. Ensure that systems and resources are in place to meet the Associations legal and insurance obligations.	Ongoing with annual review
Business Objective	NZVA policy development and review. Ensure that resources are adequate to develop and maintain up to date NZVA technical and non technical policies.	Ongoing and annual review
Business Objective	Veterinary retention and management rural shortage. Work with the President to implement recommendations from 5 point plan (rw664).	Ongoing
Business Objective	Veterinary leadership. Work with Board to facilitate a strategy to identify potential leaders within the profession and training for future succession	Annually
Business Objective	Successful veterinary businesses. Work with the VBMG to develop a strategy for supporting veterinary businesses including providing products and services that facilitate robust and sustainable businesses.	Ongoing
Strategic Priority Six	Continuing Education Strategy: Implement a CPD programme through Vetlearn that is relevant and financially viable for the veterinary profession.	
Business Objective	Ensure VetLearn works closely with branches to develop products and services that the members want.	Ongoing and through Branch Summit
Business Objective	Review all CPD products available through Vetlearn (Vetscholar, SciQuest, Conferencing services) and assess financial viability and develop a sustainable business model for each.	May 2010
Business Objective	Work with the SIB's to develop a sustainable conferencing model that is fully utilised and accepted.	Ongoing and annual review
Strategic Priority Seven	VPIS strategy: Implement strategy that allows VPIS board to maintain a financially viable professional insurance service for veterinary practitioners.	
Business Objective	Provide financial advice and management resource through NZVA office to allow successful management of VPIS business.	Ongoing with feedback from VPIS Board.

NZVA Board

Board Objectives		
Overall Strategic leadership	Develop or adjust strategic plan on annual basis following review of success of previous outcomes	August 2010
Overall Business Objectives	Approve business plan and budgets and direct implementation	November 2009.
Strategic Priority One	Sustainable Veterinary Profession : Provide an environment that allows the profession to continue to provide service to the public within New Zealand and internationally	
Business Objective	Marketing and Promotion	
Actions	Work with MCC to implement NZVA Marketing, promotions and communications strategy	President Chair MCC
Business Objective	Veterinary retention and management rural shortage	
Actions	Implement 5 point plan (RW 664) Ongoing liaison with MAF	President J Mac
Business Objectives	IVABS Interaction	
Actions	Strengthen ties with IVABS and be proactive in development relationship staff and involvement curriculum development	President CEO ALL
Business Objective	Valuing of the profession by its members and public	
Actions	Promotion of positive aspects of profession to profession and schools Assist in definition of strategy to improve perception of veterinary profession and expectations of career opportunities Actively pursue opportunities to interact with public and schools	ALL
Business Objective	Healthy practice and business viability	
Actions	Encourage process of provision of business skill sets and models as tools for improved success or veterinary businesses Investigate use of strategic partnerships to facilitate benchmarking tools.	Chair VBMG
Business Objective	Veterinary technicians and nurses	
Actions	Work with VCNZ in delivery of NZVA endorsed regulatory environment for nurses technicians Maintain working relationship with NZVNA and facilitate supply CPD	Working group
Business Objectives	Continuing education provision	
Actions	Implementation CE through VetLearn model Implementation of compulsory CE Revising conferencing model	President ALL
Business Objectives	Animal Welfare Strategy Development and implementation	President, Animal Welfare Coordinator
Actions	Work with each individual SIB to assist in development and implementation of specific animal welfare strategies and policies and assist with communication of these with memberships	ALL
Business	Leadership and Advocacy	

Objectives		
Actions	Develop strategies to encourage new leaders within the profession and develop advocacy strategy Develop succession plans for board members Develop succession plans for NZVA presidential role Update induction pack Board members	President ALL
Strategic Priority Two	Financial Strategy : To develop a clear financial policy for NZVA, Vetlearn, SIBs and RIBs, with defined financial targets	
Business Objective	Financial Reserves and sustainable financial model	
Actions	Work with finance and risk committee to develop financial reserves policy for NZVA and Vetlearn and approve budgets and financial reports. Work with SIBs and RIBS to develop a sustainable financial model for NZVA and Vetlearn	ALL
Business Objective	Sponsorship	
Actions	Improve coordination sponsorship model NZVA and SIBs through the NZVA Branch summit and liaison with major sponsors	ALL Greg RW
Business Objective	Membership base	
Actions	Review recommendations CEO	ALL
Business Objective	Staffing and Office resource	
Actions	Approve budgets around resource implementation	ALL
Business Objective	Conferencing	
Actions	Work with SIBs to redefine conferencing model for improved financial outcome at Branch Summit Review all CPD products available and assess financial viability of each	ALL August 2009
Business Objective	NQVS	
Actions	Define strategy for NQVS and approve budget and activity	ALL Chair NQVS
Strategic Priority Three	Membership Strategy: Encourage the development of NZVA "one family" concept that improves membership satisfaction with role of NZVA.	
Business Objective	Improve SIB relationships with NZVA through ongoing communication especially at Branch summit	
Actions	Open discussions at Branch Summit on one family strategy to encourage concept Alter constitution to improve NZVA/VetLearn board representation by SIBs Communications around changes Improve level communication between board and SIBs and RIBs using Vetscript and Vetspace Define roles of representatives from board on SIBs and RIBs and ensure maintenance of these.	August 2009 ALL
Business Objective	Corporate Relationships	
Actions	Develop understanding of veterinary corporate practices (including government agencies) and strategies to value add and retain or build membership	ALL

Business Objective	Develop strategy for building relationship with student body	
Actions	Increase numbers of student members NZVA Maintain contacts with executive of MUVSA	
Strategic Priority Four	Stakeholder Strategy: Understand and interact with identified stakeholders and develop advocacy strategy	
Business Objective	Identify Stakeholders	
Actions	Identify all stakeholders and list relationship, importance to profession and benefits or risks of interaction. Allocate responsibility of Board members for maintaining relationships with stakeholders and measure progress	ALL President
Business Objective	Advocacy	
Actions	Develop advocacy policy for key strategic issues faced by Board. Develop on ongoing basis good working relationships with key influencers to veterinary profession	ALL
Strategic Priority Five	Standards Strategy: Play a proactive role in development of veterinary standards and guidelines	
Business Objective	Code of Professional Conduct and VCNZ	
Actions	Sit on working group for development of new COPC to represent members NZVA and report on progress	SH and GS
Business Objective	Minimum Standards	
Actions	Develop strategy around need for veterinary minimum standards and method of implementation	ALL
Business Objective	NZVA Policy	
Actions	Approve policy changes ratified by SC	ALL
Business Objective	Legal Obligations	
Actions	Maintain working knowledge of legal requirements for veterinary profession and directorships.	ALL

NZVA Special Interest Branches Strategy Guidelines.

The following guidelines have been extracted from the NZVA strategic document. They highlight the areas of the strategy that require SIB interaction and input and are designed to provide common ground and the basis of a coordinated approach to the future development of NZVA as a whole. It is recognised that many SIBs will have other internal strategic needs that will be developed outside of this document.

SIB Objectives		
Strategic Priority One	Sustainable Veterinary Profession : Provide an environment that allows the profession to continue to provide service to the public within New Zealand and internationally	Comment Timeline
Business Objective	Valuing of the profession by its members and public	
Actions	Promotion of positive aspects of profession to profession and schools Assist in definition of strategy to improve perception of veterinary profession and expectations of career opportunities Actively pursue opportunities to interact with public and schools	Designed to improve perception of vet as career. Ties in with healthy practice and viability.
Business Objective	Continuing Education Provision	
Actions	Implementation CE through VetLearn model Implementation of compulsory CPD and points collection system Revising conferencing model	Ongoing discussion from Branch Summit Mandate for VL to continue
Business Objective	Healthy practice and business viability	
Actions	Work with VBMG to Market and communicate improved business models Assist in benchmarking	Improve veterinary business viability
Business Objectives	NQVS Business opportunities	
Actions	Encourage members to support NQVS products Examine options for value added opportunities for members that NQVS could deliver	NQVS is designed to deliver products on behalf of members
Business Objective	Leadership	
Actions	Develop strategies to encourage new leaders within the profession Identify members within SIBS with leadership potential Encourage them to take up governance/leadership training Encourage them to take on executive roles within SIBS	For active representation of SIB members on NZVA board early identification of quality leaders is important.
Business Objective	Advocacy	
Actions	Develop networks with key industry personnel Understand importance of relationship with "influencers"	
Business	Animal Welfare Strategy	

Objective		
Actions	Become familiar with NZVA Animal Welfare Policies and the NZ Animal Welfare Strategy. Develop Branch specific animal welfare strategies that reflect the NZVA strategy. Work with NZVA animal welfare coordinator to ensure member understanding of key benchmarks of welfare policies. Actively communicate veterinary roles to members of branches	Key future strategy for NZVA is implementation of Animal Welfare Policy and participating in NZ Welfare Strategy
Strategic Priority Two	Financial Strategy : To develop a clear financial policy for NZVA, Vetlearn, SIBs and RIBs, with defined financial targets	
Business Objectives	Financial Policies	
Actions	Develop policies on financial reserves to maintain financial security Work with NZVA on financial models and relationships that ensure survival of all groups into future. Reduce ongoing reliance on sponsorship	Developing policy on sufficiency of reserves focuses branches on activity around other surpluses
Business Objectives	Sponsorship	
Actions	Improve coordination of sponsorship between NZVA and SIBS	Develop policies as outcome of branch summit.
Business Objectives	Conferencing	
Actions	Work with NZVA to produce sustainable conferencing model that suits needs of all parties if possible	Develop policies as outcome of branch summit
Business Objective	NQVS	
Actions	Work with NQVS on marketing of NQVS products such as Leptosure, BESTPractice, TB schemes etc making sure continuity of NZVA brand and presentation is maintained.	
Strategic Priority Three	Membership Strategy: Encourage the development of NZVA "one family" concept that improves membership satisfaction with role of NZVA.	
Business Objective	Improve SIB relationships with NZVA through ongoing communication especially at Branch summit	
Actions	Work with NZVA to encourage relationship with SIBS and RBs and provision of consistent services as required. Actively participate in consultation and development of combined NZVA strategy for implementation.	Attendance and participation at branch summit crucial to communication and provision mandate for NZVA and VL
Business Objective	Corporate Relationships	
Actions	Understand NZVA needs around corporate relationship and assist in development communication strategy around this. Identify key corporate veterinary practices and identify needs of these in relation to NZVA and SIB role	This relationship applies to both industry type corporate groups as well as corporate veterinary

		practice
Strategic Priority Four	Stakeholder Strategy: Understand and interact with identified stakeholders and develop advocacy strategy	
Business Objective	Identify Stakeholders	
Actions	List and understand major stakeholders of NZVA and SIBs and assist in implementation communications strategy with these groups or individuals. Developing sound relationships with key stakeholders, especially in industry relating to special interests.	The understanding of stakeholder relationships can assist in development of advocacy strategy.
Strategic Priority Five	Standards Strategy: Play a proactive role in development of veterinary standards and guidelines	
Business Objective	Code of Professional Conduct and VCNZ	
Actions	Understand and provide feedback to consultation on new Code of Conduct as requested	The code is a document that will define ethical behaviours of all vets. Feedback is essential.
Business Objective	NZVA Policy	
Actions	Encourage members to understand and implement NZVA policy relating to key areas of activity. Provide feedback on areas of interest when requested relating to NZVA policy review	