



VETERINARY
PRACTITIONERS
REGISTRATION
BOARD OF
VICTORIA

ABN 88 393 171 326

ANNUAL REPORT

2012-13

Page 10

Table 3 Registrations by type for the years ended 30 June 2013

Registrations ^{†*}		
Type	2013	2012
	n	
New	278	187
Renewal	2461	2211
Restoration/Re-registration	48	33

[†]Specific registrations included

*Some practitioners are counted twice as they register in the middle of the year as well as the renewal period.

Table 4 Registrations by category for the years ended 30 June 2013

Registrations		
Category	2013	2012
	n	
Conditional	13	10
General	2452	2247
Non-practising	80	78
Specialist	93	86
Specific	17	10

We acknowledge that there are discrepancies when comparing the total numbers in Table 3 and Table 4. This is due to:

- Double counting of veterinary practitioners who register mid-year and during the renewal period.
- Registered veterinary practitioners requesting to be removed from the register.



ANNUAL

REPORT

2012 - 2013



7 August 2013

**VETERINARY
PRACTITIONERS
REGISTRATION
BOARD OF
VICTORIA**
ABN 88 393 171 326

Hon Peter Walsh MLA
Minister for Agriculture and Food Security
1 Spring Street
Melbourne Vic 3000

Dear Minister

ANNUAL REPORT

In accordance with the *Financial Management Act 1994* I am pleased to present the Annual Report of the Veterinary Practitioners Registration Board of Victoria for the year ended 30 June 2013.

Sincerely

Dr Roslyn A Nichol BVSc
President

Level 11, 470 Collins Street,
Melbourne, Victoria, Australia 3000
Telephone +613 9620 7444
Email enquiries@vetboard.vic.gov.au



	Page
ORGANISATIONAL PROFILE	1
OPERATIONS REPORT	7
WORKFORCE DATA	24
OTHER DISCLOSURES	25
DISCLOSURE INDEX	27
FINANCIAL STATEMENTS	30
APPENDIX 1: MINISTER'S STATEMENT OF EXPECTATIONS	54



This 15th annual report of the Veterinary Practitioners Registration Board of Victoria (the Board) is for the year ended 30 June 2013¹.

The Hon Peter Walsh MLA, Minister for Agriculture and Food Security, holds portfolio responsibility for the Board, which is the smallest of four independent, statutory regulators within the Department of Environment and Primary Industries.

ESTABLISHMENT OF THE BOARD

The Board is established under the *Veterinary Practice Act 1997*. The main purpose of the *Veterinary Practice Act*² is to:

- protect the public by providing for the registration of veterinary practitioners
- investigate the professional conduct and fitness to practise of registered veterinary practitioners.

FUNCTIONS OF THE BOARD

Under the provisions of the *Veterinary Practice Act*³ the functions and powers of the Board are to:

- register persons who comply with the requirements for registration so that they may hold themselves out as veterinary practitioners and veterinary specialists
- recognise qualifications and accredit courses of training, which provide for registration as veterinary practitioners and veterinary specialists
- conduct or arrange for the conduct of examinations to establish competency in veterinary practice
- investigate the professional conduct or fitness to practise of registered veterinary practitioners and impose sanctions where necessary
- issue guidelines about appropriate standards of veterinary practice and veterinary facilities
- advise the Minister on any matters relating to its functions and when so requested, provide the Minister with any information required.

Overall, the Board must consult with the Minister and have regard to the Minister's advice in carrying out these functions and exercising these powers. During the year ended 30 June 2013 the Minister did not request a meeting with the Board.

MEMBERSHIP AND TERM OF THE BOARD

The Board comprises nine members, who the Minister nominates and the Governor in Council appoints: four members must be veterinary practitioners; one member must be a veterinary practitioner employed by the Crown; one member must be a veterinary practitioner employed by The University of Melbourne; one member must be a lawyer; and two must be persons who are not veterinary practitioners, known as community members. Board appointments are for a three-year term and Members are eligible for re-appointment.

5TH BOARD

Members

Dr Roslyn Nichol
Member, President

Emeritus Professor Virginia Studdert
Member, Deputy President

Dr David Beggs
Member

Dr Andrew Cameron
Member, Minister's Appointment

Mr Alan Gaskell
Community Member

Dr Andrew Gould
Member

Ms Diana James
Community Member, Legal Representative

Associate Professor Peter Mansell
Member, University of Melbourne Appointment

Dr Rachel Martin
Community Member

Term of Office and Resignations

The term of office for the 5th Board expired on 17 March 2013 and four Members did not seek renomination.

Dr Andrew Cameron
Appointed in March 2007

Ms Diana James
Appointed in 2009

Dr Rachel Martin
Appointed in July 2008

Emeritus Professor Virginia Studdert
Appointed in March 2004

¹All statistics are presented for the year ended 30 June 2012 and 2013, respectively, including for registration, which is issued for the calendar year.

²*Veterinary Practice Act 1997*, page 1.

³*Veterinary Practice Act 1997*, page 57-58.



6TH BOARD

Members

*Dr Roslyn Nichol BVSc
Member, President*

Dr Nichol graduated from The University of Melbourne in 1979. She commenced work as a veterinary practitioner in rural Victoria before observing rural practice in the United Kingdom in 1982. In 1983 she returned to small animal practice in Melbourne, initially in partnership and from 1986 as the sole principal of two veterinary clinics in metropolitan Melbourne. From 1993 to 2005 Dr Nichol was a member of the Executive Committee, Victorian Division of the Australian Veterinary Association and served as Victorian President from July 2006 until April 2009 when she was made a Fellow. In May 2012 Dr Nichol was elected President of the Australasian Veterinary Boards Council and re-elected in 2013. She has been a member of the Board since March 2004; Deputy President from January 2008 to March 2010 when she became President; and re-appointed as President in March 2013.

*Associate Professor Peter Mansell BVSc (Hons)
PhD MANZCVS
Member, University of Melbourne Appointment,
Deputy President*

Associate Professor Mansell graduated from The University of Melbourne in 1986 with Honours and was awarded a Doctor of Philosophy in 1991 for studies on haemophilia A in German Shepherd dogs. He is a Member of the Australian and New Zealand College of Veterinary Scientists (Veterinary Epidemiology). Associate Professor Mansell has been on academic staff at The University of Melbourne since 1992, teaching and researching in the field of diseases and management of cattle. His initial appointment was as a Senior Tutor with the Rural Veterinary Unit within the Maffra Veterinary Centre and he returned to the Veterinary School at Werribee in 1994. Prior to this he was employed as a Postdoctoral Research Fellow in the Department of Biomedical Sciences, Ontario Veterinary College, the University of Guelph, Canada and as a veterinary practitioner at the Kyabram Veterinary Clinic. He was appointed to the Board in June 2008 and as Deputy President in March 2013. He is a member of the Complaints Committee and Convenor of the Registration Committee.

*Dr David Beggs BVSc MVS
Member*

Dr Beggs graduated from The University of Melbourne in 1990 and worked briefly in Smithton, Tasmania. In 1992 he moved to the Warrnambool Veterinary Clinic, was a partner from 1994 to 2008 and now works as a part-time associate. Dr Beggs holds a Master of Veterinary Studies degree in Dairy Cattle Medicine and Production; has worked for more than twenty years as a rural practitioner across mixed species clinical work, research and consultancy in dairy herd health; and teaches part-time at The University of Melbourne Veterinary School. Dr Beggs has been involved in the provision of continuing education for cattle veterinarians through the Australian Cattle Veterinarians as Scientific Officer and Chairman of the Education Committee. He is an Associate Editor of the Australian Veterinary Journal, Convenor of the Australian Veterinary Association annual conferences and President of Mpower (a non-government, not-for-profit organisation that provides disability related services in south-west Victoria). He was appointed to the Board in March 2010. Dr Beggs is a member of the Finance, Administration and Information Technology Committee and Convenor of the Guidelines, Legislation Review and Communications Committee.

*Ms Janet Cohen BSc LLB MBA LLM
Community Member, Legal Representative*

Ms Cohen holds bachelor degrees in both law and science from Monash University and master degrees in both business administration and laws from The University of Melbourne. For 19 years Ms Cohen worked as a commercial lawyer and then in the regulation of the legal profession. Between 1999 and 2005 she was the Deputy Legal Ombudsman in Victoria. Ms Cohen has a keen interest in ethics and governance and since 2001, has been a member of the Brotherhood of St Laurence Human Research Ethics Committee. She was appointed to the Board in June 2013. Ms Cohen is a member of the Complaints Committee and the Registration Committee.



ORGANISATIONAL PROFILE

*Dr Michael Doyle BVSc (Hons) MACVS MVS
Member*

Dr Doyle graduated from The University of Melbourne in 1982 with Honours, starting work immediately at Greensborough Veterinary Hospital to where he later returned and is currently a principal. Dr Doyle has a farming background in rural NSW, working in racehorse and dairy practice before settling into small animal practice in Melbourne. He achieved membership of the Australian College of Veterinary Scientists (small animal surgery) by examination in 1999; completed a Master of Veterinary Studies degree in small animal medicine and surgery; and qualified as a Penn Hip radiographer in 2005. Dr Doyle is an Academic Associate of The University of Melbourne, an external examiner and guest speaker to students. He was appointed to the Board in March 2013. Dr Doyle is a member of the Complaints Committee and the Registration Committee.

*Dr Iain McLaren BVMS
Member, Minister's Appointment*

Dr McLaren graduated from the University of Glasgow in 1999 and worked: in mixed practice; as a locum veterinary surgeon in small animal practices; and on Foot and Mouth Disease based at Leeds. In 2002 he moved to Victoria taking up a position as District Veterinary Officer with the then Department of Primary Industries. In 2007 he was appointed Principal Veterinary Officer. From July 2008 to March 2009 Dr McLaren was an acting member of the Board. He was re-appointed in March 2013 and is a member of the Guidelines, Legislation Review and Communications Committee and the Registration Committee.

*Alan Gaskell FCPA
Community Member*

Mr Gaskell was admitted to the Australian Society of Certified Practising Accountants in 1970 and was advanced to Fellow in 1986. He commenced his business career in 1960 with the BHP Group in Melbourne. From 1974 to 1993 Mr Gaskell was Commercial Manager and then Managing Director of Linatex Australia. Since 1994 he has conducted a business consulting practice - Gaskell Consulting Group. He was appointed to the Board in March 2004 and is a member of the Guidelines, Legislation Review and Communications Committee and Convenor of the Finance, Administration and Information Technology Committee.

*Dr Andrew Gould BVSc (Hons) MBA
Member*

Dr Gould graduated from The University of Melbourne in 1983 with Honours and immediately registered as a veterinary practitioner in Victoria. In 1993 he was awarded a Master of Business Administration degree from The University of Melbourne. Dr Gould has been the principal of a mixed veterinary practice in Sunbury for more than twenty-five years. He has a background in farming and maintains an interest in thoroughbred horses. Dr Gould was appointed to the Board in March 2007. He is Convenor of the Complaints Committee and a member of the Finance, Administration and Information Technology Committee.

*Ms Jennifer Wilkins Grad Dip Recreation Grad Dip
Data Collection and Analysis
Community Member*

Ms Wilkins has worked in the health sector for more than 40 years developing services to improve patient care in acute and specialist hospitals and with peak bodies and community agencies. Ms Wilkins has broad experience in governance having been a member of a health board and convenor of several community committees. She has a keen interest in performance horses and has bred, competed and judged performance horses in Victoria for 25 years. Ms Wilkins was appointed to the Board in March 2013. She is a member of the Finance, Administration and Information Technology Committee and the Guidelines, Legislation Review and Communications Committee.

Term of Office and Resignations

The term of office for the current Board expires on 17 March 2016.

Ms Jo-Anne Mazzeo resigned as Legal Representative and Ms Janet Cohen was appointed on 25 June 2013.



ORGANISATIONAL PROFILE

BOARD MEETINGS

The Board meets at least twelve times each year, usually on the first Wednesday of the month. Fifteen meetings were held during the year ended 30 June 2013 including one joint meeting with the Australian Veterinary Association. Table 1 displays Board meeting attendance.

Table 1 Number of Board meetings and attendance during the year ended 30 June 2013

Member*	Board Meetings	
	Possible	Actual
	N=15	
David Beggs	15	14
Andrew Cameron	11	9
Janet Cohen	0	0
Michael Doyle	4	4
Alan Gaskell	15	14
Andrew Gould	15	15
Diana James	11	11
Peter Mansell	15	14
Rachel Martin	11	11
Jo-Anne Mazzeo	4	0
Iain McLaren	4	3
Roslyn Nichol	15	15
Virginia Studdert	11	11
Jennifer Wilkins	4	3

*Includes members from the 5th and 6th Boards

STANDING COMMITTEES

Standing Committees provide advice and recommendations to the Board on matters of policy across key areas of operation. With the appointment of the current Board and to better reflect key policy areas, four committees were established: (1) Registration; (2) Complaints; (3) Guidelines, Legislation Review and Communications; and (4) Finance, Administration and Information Technology, which includes risk management. For the year ended 30 June 2013 the Minister of Finance granted the Board an exemption from the requirement to have an internal audit function and audit committee.

Table 2 shows the composition of the current Standing Committees and the number of meetings

held. The President is an *ex-officio* member of each committee while the Convenor of the respective committee is listed first.

Table 2 Composition of current Standing Committees and meetings held during the year ended 30 June 2013

Standing Committee Meetings		
Committee	Members*	2013
		n
Registration	P Mansell J Cohen I McLaren J Wilkins	12
Complaints	A Gould J Cohen M Doyle P Mansell	2
Guidelines Legislation Communications	D Beggs A Gaskell I McLaren J Wilkins	3
Finance Administration Information Technology	A Gaskell D Beggs A Gould J Wilkins	11

*Only includes current Board Members

HEARING PANEL MEMBERS

Approved Persons are appointed under the provisions of sections 35(4) and 42(4) of the Veterinary Practice Act to sit on hearing panels to assist the Board to carry out its functions. Appointments are made for a three-year term and include veterinary practitioners with an interest in a particular area of veterinary practise not otherwise represented on the Board, lawyers and community representatives. The term of office for the following Approved Persons expired on 30 June 2013.

Mrs E Alter, Mr R Ball, Dr P Barlow, Dr T Bassett, Dr A Bissett, Mr A Brous, Em Professor I Caple, Mrs L Christopherson, Dr L Coghlan, Dr P Cullen, Mr G Draper, Ms G Frost, Dr D Gibney, Dr R Harrison, Dr P Juliff, Mrs E Lightfoot, Dr I McLaren, Dr H Millar, Dr A Miller, Dr A Platt, Miss H Pope, Ms S Quinn, Dr P Sacks, Ms E Steeper Sampson, Mr L Shaw, Dr P Stewart, Dr W Stott, Mr J Syme and Dr M Wraight⁴.

⁴ Mr PF Coldbeck until 19 August 2010, deceased.



ORGANISATIONAL PROFILE

During the year ended 30 June 2013 the President appointed Mr Ball, Dr Barlow, Ms Frost, Dr Coghlan, Dr Millar, Mr Shaw and Mr Syme to sit on a hearing panel when Board members were disqualified, not available or when particular expertise was required.

Commencing 1 July 2013, the following Approved Persons were appointed. Although the number of Approved Persons is less than in previous terms, the composition more accurately reflects the specific expertise that the Board is expected to require.

Mr R Ball *Legal*

Mr M Botros *Legal*

Mr A Brous *Community*

Dr A Cameron *Veterinary Practitioner*

Em Professor I Caple *Veterinary Practitioner*

Ms L Christopherson *Community*

Dr L Coghlan *Veterinary Practitioner*

Mr G Draper *Community*

Dr D Gibney *Veterinary Practitioner*

Dr R Martin *Community*

Ms G Marton *Legal*

Ms E Milford *Community*

Dr A Miller *Veterinary Practitioner*

Dr P Stewart *Veterinary Practitioner*

Em Professor V Studdert *Veterinary Practitioner*

Mr J Syme *Legal*

Miss M Wilson *Community*

ORGANISATIONAL STRUCTURE

The Board's organisational chart is displayed in Figure 1 (page 6). The Executive Officer and Registrar, Dr Sally Whyte, reports directly to the President and manages the Board's other five officers: Ms Suzanne Barnes, Registration/Administration; Ms Danielle May and Ms Karen Blythe, Complaints/Investigations; Ms Vanessa Raymond, Communications/Information Technology; and Ms Vanita Furness, Finance/Accounts.

STATEMENT OF EXPECTATIONS

In 2011 Minister Walsh provided the Board with his Statement of Expectations, which covered four key performance areas: (1) government policy and objectives; (2) stakeholder relationships and engagement; (3) co-ordination of regulatory activities; and (4) transparency and accountability.

In short, the purpose of the Statement of Expectations is to:

- convey government priorities and objectives for each regulator
- reinforce clear regulatory and good governance expectations
- restate that regulators must operate within the context of existing legislative frameworks and government policy⁵.

The Board's first report against the Minister's Statement of Expectations⁶ was well-received. Comments made in the quality review noted the effectiveness of the tabular format and the economical use of cross-referencing⁷. It was suggested that in future reports, the Board might consider including more information about reducing regulatory burden and feedback from stakeholders: these are discussed next.

The Veterinary Practice Act stipulates the functions and powers of the Board and prescribes the requirements to register veterinary practitioners: The Board's registration process involves minimal regulatory burden. Notwithstanding, the most significant reduction in regulatory burden was in 2011 with the enactment of legislation giving effect to the National Recognition of Veterinary Registration, which enables a veterinary practitioner who resides in another Australian jurisdiction and who holds general registration with that State or Territory veterinary registration board, to practise in Victoria without having to make separate application or payment of additional registration fees. Additional efforts, which the Board takes to reduce regulatory burden, are listed in Appendix 1 (see page 54).

The Board's interaction with stakeholders centres on: (1) registration and the investigation of complaints made against the professional conduct of registered veterinary practitioners (veterinary profession and universities); (2) accreditation and recognition of training (Australian Veterinary Boards Council and universities); (3) information exchange (veterinary profession and Australian Veterinary Association); and (4) regulatory activities and compliance (State and Commonwealth agencies including the Department of Environment and Primary Industries). The Board's most significant stakeholder is the veterinary profession.

⁵ Ministerial Statement of Expectations, Department of Primary Industries, Annual Report.

⁶ <http://www.vetboard.vic.gov.au/docs/VPBV%20Annual%20Report%202012.pdf>

⁷ Quality Review Comments DPI Regulators SOEs The First Year, Robert Kerr, Consultant, 16 November 2012



Every three years the Board invites registered veterinary practitioners in Victoria to participate in a survey of opinions about the Board's performance: This activity conforms to the State Services Authority guidelines.

The results from the survey that was distributed to registered veterinary practitioners in March 2013 were not statistically significant (the response rate was 1.5%); however, the Board has initiated a review of the questions, format and distribution method for the next survey that will be conducted in 2016 and results will be published in the Board's newsletter and Annual Report.

Appendix 1 of this report presents the Board's progress against the Minister's expectations, which is displayed as output measures; for example, the number of veterinary practitioners registered at 30 June 2013, engagements with the veterinary profession and participation in regulatory activities (see page 54).

ATTESTATION ON COMPLIANCE WITH THE AUSTRALIAN AND NEW ZEALAND RISK MANAGEMENT STANDARD

I, Roslyn Anne Nichol, certify that the Board has risk management processes in place consistent with the Australian and New Zealand Risk Management Standard and an internal control system in place, which enables the Board to understand, manage and satisfactorily control risk exposures. The Finance, Administration and Information Technology Committee verifies this assurance and that the risk profile of the Board has been critically reviewed within the last 12 months.

Dr Roslyn Anne Nichol BVSc
President

ORGANISATIONAL CHART

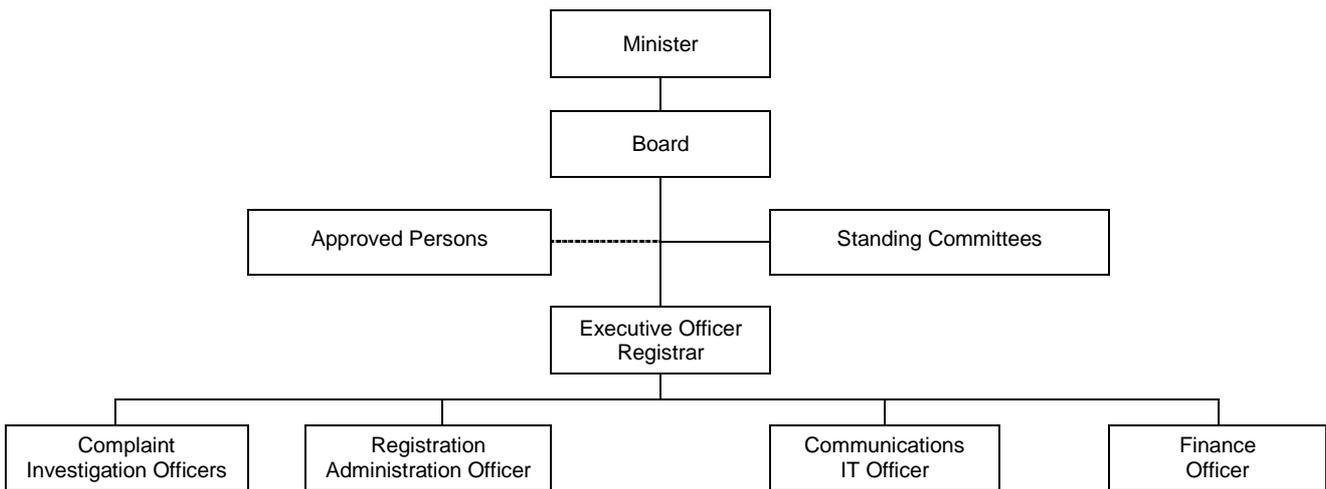


Figure 1 Organisational chart



This report of operations provides general information about the Board's activities, operational highlights for the year ended 30 June 2013, future directions and other relevant information, which is not included in the financial statements. It is designed to complement the information presented in the financial statements by providing explanation and analysis of the Board's performance in a narrative form supported by figures and graphics to assist understanding. The aim is to present a balanced and objective report, which is free from bias.

REGISTRATION

The Veterinary Practice Act authorises the Board to protect the public by ensuring access to veterinary services of an appropriate standard and which veterinary practitioners deliver by acting in accordance with appropriate standards of professional conduct. Part of the Board's obligation is to effectively administer the Veterinary Practice Act and includes implementing, monitoring and revising policies and protocols to verify the credentials of veterinary practitioners who apply for registration in Victoria.

Accreditation and Recognition of Training

Accreditation of veterinary schools is a fundamental part of quality assurance procedures for veterinary education. In Australia and New Zealand, the Australasian Veterinary Boards Council Incorporated (AVBC)⁸ undertakes this activity. The AVBC is an incorporated association by agreement of State and Territory veterinary registration boards of Australia and the Veterinary Council of New Zealand. More specifically, it is the Veterinary Schools Accreditation Advisory Committee of the AVBC that manages the accreditation process. Recognising the key role of the European accreditation system - the European Association of Establishments for Veterinary Education⁹, joint accreditation visits are undertaken between the AVBC and the Council on Education of the American Veterinary Medical Association or the Royal College of Veterinary Surgeons.

During the year ended 30 June 2013, the Board received and considered seven accreditation visit reports: The resolutions are as follows.

Australian Universities

- To recognise The University of Adelaide and for the purposes of general registration under section 5(1)(a) of the Veterinary Practice Act, to accredit the Doctor of Veterinary Medicine that the University awards, until the accreditation process is completed after the next scheduled accreditation visit in 2016, subject to the receipt of satisfactory annual reports.
- To recognise James Cook University and for the purposes of general registration under section 5(1)(a) of the Veterinary Practice Act, accredit the Bachelor of Veterinary Science that the University awards, for a period of seven years to 2020, subject to the receipt of satisfactory annual reports.
- To recognise The University of Melbourne and for the purposes of general registration under section 5(1)(a) of the Veterinary Practice Act, accredit the Bachelor of Veterinary Science and the Doctor of Veterinary Medicine that the University awards, for a period of seven years to 2020, subject to the receipt of satisfactory annual reports.
- To recognise Murdoch University and for the purposes of general registration under section 5(1)(a) of the Veterinary Practice Act, to accredit the Bachelor of Veterinary Medicine and Surgery that the University awards, until the accreditation process is completed after the next scheduled accreditation visit in 2016, subject to the receipt of satisfactory annual reports.
- To recognise The University of Sydney and for the purposes of general registration under section 5(1)(a) of the Veterinary Practice Act, accredit the Bachelor of Veterinary Science that the University awards, for a period of seven years to 2019, subject to the receipt of satisfactory annual reports.

⁸ <http://www.avbc.asn.au/>

⁹ <http://www.moveonnet.eu/directory/network?id=EAEVE>



International Universities: United Kingdom

- To recognise the University of Glasgow and for the purposes of general registration under section 5(1)(a) of the Veterinary Practice Act, accredit the Bachelor of Veterinary Medicine and Surgery that the University awards, for a period of seven years to 2020, subject to the receipt of satisfactory annual reports.
- To recognise the University of Liverpool and for the purposes of general registration under section 5(1)(a) of the Veterinary Practice Act, accredit the Bachelor of Veterinary Science that the University awards, for a period of three years to 2015, subject to the receipt of satisfactory annual reports.

Veterinary qualifications, which the Board accepts, as providing a holder with eligibility to apply for registration as a veterinary practitioner in Australia and New Zealand - without further examination - are listed on the AVBC website¹⁰.

National Recognition of Veterinary Registration

National Recognition of Veterinary Registration (NRVR) enables a veterinary practitioner who holds general registration in another Australian jurisdiction to practise in Victoria without having to make separate application or payment of additional registration fees. However, any conditions, limitations or restrictions, which are placed on the primary registration, also apply when practising under NRVR. Notwithstanding, such deemed registration does not diminish the obligation of the veterinary practitioner to comply with the regulatory requirements of registration in Victoria, which includes the need to obtain a Victorian radiation licence and microchip implant certification. If the veterinary practitioner plans to make Victoria their principal place of residence, they must apply for registration in Victoria prior to the expiration of their registration in the other Australian jurisdiction.

Currently, three Australian jurisdictions have enacted legislation giving effect to NRVR:

- Victoria, 1 January 2011
- New South Wales, 20 September 2011
- Tasmania, 12 December 2012.

Registration Committee

The role of the Registration Committee is to monitor and consider matters related to the requirements for obtaining and the obligations of holding registration to practise as a veterinary practitioner in Victoria. The following matters were addressed and the Board accepted the Committee recommendations.

Registration and Renewal

During the 2013 registration renewal period the Board noticed several areas where practitioners often failed to meet their lawful obligations or appeared to misunderstand the Veterinary Practice Act.

- Section 19 requires a registered veterinary practitioner to notify the Board within 28 days of any change of address, which appears on the Register (practice, postal or residential). Failure to notify the Board within 28 days of such change may incur 10 penalty units and currently equates to a fine of \$1,408.40.

Although the provision to impose a penalty for contravention of section 19 was introduced into the Veterinary Practice Act in 2010, it was not enforced; rather, the Board broadcast the requirement via the *Board Update*. That leeway has now expired. Change of address details may be emailed to the Board¹¹.

- Section 58¹² provides that a person must not:
Fraudulently or by false representation or declaration (either orally or in writing) obtain registration under this Act or

Fraudulently or by false representation (either orally or in writing) procure any person to be registered under this Act.

Further, the registration renewal declaration requires veterinary practitioners to verify that all the following statements are true.

- *In the past 12 months I have not been found guilty of any professional misconduct or any unprofessional conduct*
- *I am not subject to any disciplinary proceedings (including preliminary investigation) by anybody or authority constituted to discipline veterinary practitioners*

¹⁰ <http://www.avbc.asn.au/nvr>

¹¹ communications@vetboard.vic.gov.au

¹² *Veterinary Practice Act 1997, page 54.*



- *I have not had my registration cancelled or suspended*
- *I have not been found guilty of an indictable offence in Victoria or an equivalent offence in another jurisdiction within the last 10 years*
- *I do not have any special conditions placed on a registration in another jurisdiction*
- *I am not unfit to practise as a registered veterinary practitioner because of a severe substance dependency (e.g. drug or alcohol)*
- *I do not have a physical or mental impairment that significantly impairs my ability to practise as a registered veterinary practitioner*

Practitioners who identify any false statements are required to provide supplementary information to explain the relevant circumstances.

Providing a false declaration carries a maximum penalty, if the offence is proven, of up to 100 penalty units and currently equates to a fine of \$14,084. Further, a person who makes a false declaration is also liable to the penalties for perjury.

The practitioner must sign the declaration or in the case of an online renewal, must personally accept the declaration. It is not appropriate to delegate this task to an office manager, partner, spouse or veterinary nurse for example, to make on the practitioner's behalf. If false representation is used to procure registration, it is the veterinary practitioner who will be held responsible.

- Under section 11, the registration of a veterinary practitioner continues in force until 31 December of the year in which the registration was granted or renewed. The onus is on practitioners to renew registration before it expires on 31 December. Under section 12, following payment of an additional renewal fee, the last day upon which registration can be renewed is 31 March (late fee is \$150 for the 2014 registration year). If registration has not been renewed within three-months of expiry (31 March), section 12 directs the Board to remove that practitioner's name from the Register.

- Section 4 provides that only practitioners, who have or will have a principal place of residence in Victoria while practising, may apply for registration in Victoria. This means that only veterinary practitioners who reside and practise in Victoria or intend to reside and practise in Victoria in the registration year may apply for registration or renewal of registration in Victoria.
- Practitioners may apply for non-practising registration: if they are withdrawing from practice; working in a totally non-veterinary occupation; for parental or carers leave; or for travel¹³. Conditions apply to holding non-practising registration such as being unable to: carry out veterinary procedures; provide veterinary services (including for own animals); purchase, possess or supply scheduled drugs (under drugs, poisons and controlled substances legislation); and exercise authority requiring registration as a veterinary practitioner. Non-practising registrants remain on the Register and receive Board publications and notices via email.
- If a practitioner no longer wishes to be registered in Victoria, they may request that their name be removed from the Register. Taking this course of action will stop any follow-up from the Board in relation to renewing registration; however, being so removed from the Register does not preclude a practitioner from applying for restoration to the Register within two years or re-registration after two-years from the date of removal.

Policy

- Applicants for general registration must hold a primary veterinary degree that is awarded from an accredited tertiary institution, which the Board recognises¹⁴. However, when considering specific registration for persons without a primary degree that would qualify them for general registration, the Board may assess postgraduate qualifications or awards, which are relevant to the area of practise to be followed, as evidence of the requisite skills at or above that of a graduate with a recognised primary degree.

¹³http://www.vetboard.vic.gov.au/docs/Non_Practising_application_form.pdf

¹⁴<http://www.avbc.asn.au/>



- Specific registration is granted from a fixed-date for a period of not more than twelve-months, which means that specific registrants must re-apply for registration every twelve months. Registrants now receive a certificate of registration on each renewal occasion. Also, one month before that specific registration expires, registrants now receive a reminder notice but if that registration is allowed to lapse, another notice is issued notifying them that their name has been removed from the Register.

Documentation

A records management project is underway to review registration documentation to ensure that: (1) forms are correct, uniform in style and format and user-friendly; (2) accompanying information is accurate, up-to-date, clear and helpful; and (3) the website details for registration are refreshed accordingly.

Registration Statistics

For the year ended 30 June 2013¹⁵, 2653 veterinary practitioners were registered compared with 2431 in 2012: This represents a 9% increase.

Table 3 displays the numbers of registrations by type: (1) new registrations are those who registered for the first time (new graduates) or for the first time in Victoria (interstate or international); (2) renewals are those who renewed their annual registration (conditional, general, non-practising and specialist); and (3) restorations/re-registrations are those who were previously removed from the Register (conditional, general, non-practising and specialist). Specific registrations are not included.

Of the 292 new registrants, 68 were registered through National Recognition of Veterinary Registration (2012:52).

Table 4 shows the numbers of applicants in each of the five registration categories, which when compared with the year ended 30 June 2011, show increases across the range.

Table 3 Registrations by type for the years ended 30 June 2012 and 2013

Type	Registrations [†]	
	2013	2012
	n	
New	292	187
Renewal	2461	2211
Restoration/Re-registration	48	33

[†]Specific registrations not included

Table 4 Registrations by category for the years ended 30 June 2012 and 2013

Category	Registrations	
	2013	2012
	n	
Conditional	13	10
General	2452	2247
Non-practising	80	78
Specialist	93	86
Specific	15	10

Veterinary Specialists

Under section 8 of the Veterinary Practice Act, a registered veterinary practitioner who completes advanced qualifications may apply for endorsement as a specialist.

Table 5 displays the disciplines and sub-categories of the Veterinary Specialists who were registered in Victoria for the year ended 30 June 2013. Advanced qualifications include the Fellowship of the Australian and New Zealand College of Veterinary Scientists and programs offered at the Royal College of Veterinary Surgeons and the American and European specialty colleges.

The Board congratulates the fourteen practitioners listed next, who were granted endorsement as veterinary specialists for the year ended 30 June 2103.

¹⁵ Registration is issued for any calendar year ended 31 December: Statistics are presented for the respective year ended 30 June.



OPERATIONS REPORT

Dr Karen Brenner *Small Animal Medicine*
 Dr Jennifer Carter *Veterinary Anaesthesiology*
 Dr Sara Connolly *Clinical Pathology*
 Dr Reuben Fliegner *Small Animal Medicine*
 Dr Allyson Groth *Veterinary Ophthalmology*
 Dr Lydia Hambrook *Small Animal Medicine*
 Dr Laura Hardefeldt *Large Animal Medicine*
 Dr Sophia Haynes *Small Animal Medicine*
 Dr Merrin Hicks *Veterinary Emergency Medicine and Critical Care*
 Dr Matthew Izzo *Cattle Management and Disease*
 Dr Thurid Johnstone *Small Animal Medicine*
 Dr Sarah Jalim *Equine Surgery*
 Dr Simon Robinson *Veterinary Reproduction (Equine)*
 Dr Stuart Vallance *Equine Surgery*

Table 5 Disciplines and sub-categories of veterinary specialists registered for the year ended 30 June 2013

Veterinary Specialists	
Disciplines	Sub-category
Anaesthesiology	
Cattle Management and Disease	
Emergency and Critical Care	
Medicine	<i>Animal Behaviour, Avian, Bovine, Canine, Cardiology, Feline, Fish, Dermatology, Equine, Equine Internal Large Animal, Medicine, Oncology, Porcine, Public Health, Small Animal</i>
Neurology	
Ophthalmology	
Pathobiology	<i>Anatomic, Clinical, General, Microbiology</i>
Radiology	
Reproduction	<i>Equine; Small Animal</i>
Surgery	<i>Dentistry, Equine, Small Animal</i>

Conditional Registration

Under section 6 of the Veterinary Practice Act the Board may impose conditions, limitations or restrictions on registration; for example, when a practitioner is moving into a different field of practise, returning to practise after a period of absence or as a result of an investigation into professional conduct where an inadequacy has been identified. Placing such conditions on registration protects the Victorian public from veterinary practitioners who may be practising outside their area of expertise while allowing the

practitioner to continue to earn a living in their chosen profession.

The conditions imposed may require practitioners to be supervised, limit their practise to a particular field of veterinary medicine or surgery or restrict the type of veterinary service that the practitioner may offer. Conditions are monitored according to the type imposed.

Specific Registration

Veterinary practitioners who hold qualifications, which are not recognised for the purposes of general registration, may be granted specific registration from a fixed-date or for up to twelve-months if they meet the criteria prescribed in section 7 of the Veterinary Practice Act. This type of registration enables the Victorian public to access a high standard of veterinary care for their animals, which may not otherwise be available because a practitioner with a particular skill is unable to hold general registration. Specific registration also provides opportunity for international veterinary graduates to attain supervised practise experience while working towards completing the National Veterinary Examination.

Non-practising Registration

Veterinary practitioners who will not be practising in Victoria during a registration period can maintain registration under section 7A of the Veterinary Practice Act by applying for non-practising registration. Practitioners holding this registration status may not carry out veterinary procedures, provide veterinary services (including for own animals) or exercise authority requiring registration as a veterinary practitioner in Victoria.

Mutual Recognition

Prior to the adoption of National Recognition of Veterinary Registration in Victoria (1 January 2011), the Board actively participated in the mutual recognition agreement between all Australian jurisdictions. Although these provisions are now redundant in Victoria, this has made no difference to the participation of the Board in the *Trans-Tasman Mutual Recognition (Victoria) Act 1998* with New Zealand. For the year ended 30 June 2013, 12 applications for general registration were made under Trans-Tasman Mutual Recognition (2011:7).



Veterinary Practitioner Employment

Registered veterinary practitioners are represented across the range of services in veterinary medicine and surgery and veterinary science, as displayed in Table 6. Most veterinary practitioners described their work-type as private practice (81.5%), which is consistent with the year ended 30 June 2012 (81.4%).

Table 6 Veterinary practitioner employment type for the years ended 30 June 2012 and 2013

Type	Employment	
	2013	2012
	%	
Exotic and/or Wildlife	0.6	0.5
Government Officer	3.1	2.7
Government Research	0.7	0.5
Research and Development	0.3	0.7
Pathology Services	0.9	1.2
Pharmaceutical Industry	1.3	1.6
Private Practitioner	81.5	81.4
Non-Practising	2.5	2.9
Non-Veterinary Pursuit	0.9	1.3
Other Veterinary Pursuit	2.6	2.8
Treatment Own Animal	1.4	1.1
University Research	1.5	1.2
University Teacher	2.8	2.6

Figure 2 displays the spread of private practice work, with 50% of veterinary practitioners employed in small animal, 21% in mixed practice, 5% in equine, 2% in large animal and 2% in production animal: 1% did not specify their work-type and the remaining 18% were not employed in private practice.

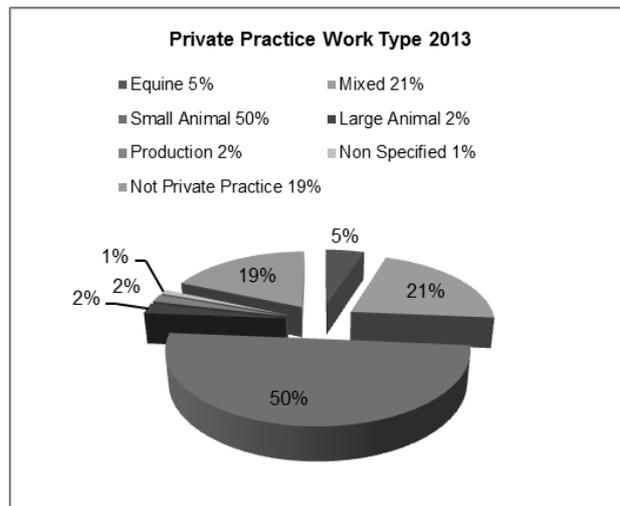


Figure 2 Private practice work type for the year ended 30 June 2013

MONITORING VETERINARY COMPLIANCE

Annual Compliance Reporting

At the time of annual renewal of registration, veterinary practitioners are invited to complete a self-assessment compliance survey, which is designed to help meet obligations related to the supply and use of restricted drugs and knowledge of related legislation. Should an investigation into the professional conduct of a registered veterinary practitioner include allegations of non-compliance, the Board will review the practitioner’s annual compliance report, looking for indications of a lack in understanding those obligations.

For the year ended 30 June 2013, 92% of veterinary practitioners who renewed registration indicated that they had completed the survey: This compares with previous years.

Continuing Professional Development

In some Australian jurisdictions veterinary practitioners must report participation in continuing professional development (CPD) as a requirement of registration. As part of the annual renewal process in Victoria, practitioners are asked to report on their participation in CPD: the average participation rates are being maintained above that which the Board recommends (60 units per triennium)¹⁶. Table 7 shows the average participation in CPD.

¹⁶http://www.vetboard.vic.gov.au/docs/GL13_Continuing_Professional_Development_31072010.pdf



OPERATIONS REPORT

Table 7 Participation in continuing professional development for the years ended 30 June 2012 and 2013

Continuing Professional Development		
Activity	2013	2012
	Average Units	
Structured	33	23
Unstructured	36	45

INVESTIGATING UNPROFESSIONAL CONDUCT

Complaints Committee

The role of the Complaints Committee is to ensure that the Board's complaint management process is compliant with both the *Charter of Human Rights and Responsibilities Act 2006* and the *Information Privacy Act 2000*. The following matters were addressed and the Board accepted the Committee recommendations.

Documentation

- Formal review of Board-issued documentation occurs annually; however, minor adjustments have been made to improve both content and format such that the complaint information is now as useful and as easy-to-use as possible.

Witness Statements

- As part of preliminary investigations, particularly where matters are referred to the Board from external agencies or organisations, such as the Department of Health, Drugs and Poisons Regulation or Racing Victoria, witness statements are now sought in discreet cases to independently verify statements made about an event.

Allegations of Unprofessional Conduct

- To assist in better understanding of the specifics of allegations of unprofessional conduct, which are heard at a Board hearing, allegations are now drafted in such a way so as to: define the relevant expected standard; detail the standard as it has been demonstrated; and describe how such demonstration failed to meet the expected standard.

Investigation into the Health of a Practitioner

- Following discussion with representatives of the Australian Health Practitioner Regulation Agency about investigating and supporting impaired practitioners: (1) the Board's fitness to practise (impairment) protocol was reviewed; and (2) a drug testing protocol was drafted¹⁷.

Review of the Complaints Investigation Process

One of the Board's most important functions is to protect the public and this is achieved through investigating allegations of unprofessional conduct and publishing guidelines for registered veterinary practitioners to better understand the standards expected. A key component of this function is the fair and effective administration of the complaint investigation process. Indeed, any complaint of dissatisfaction that the Board receives about the processes used to administer the Veterinary Practice Act is referred to the Victorian Ombudsman.

For the year ended 30 June 2013, two complaints were lodged with the Victorian Ombudsman about the Board's complaint handling process (2011: 2).

The complaints followed the outcomes of preliminary investigations, which the Board had determined did not warrant further action. The Victorian Ombudsman reviewed the respective files and in each case, found no issue with the Board's processes.

The Board continually reviews its policies, practices and procedures and instigates immediate change where any deficiency or irregularity is found and welcomes suggestions from the public, the profession and other statutory bodies¹⁸.

¹⁷ See Division 2, *Veterinary Practice Act 1997*, Preliminary investigation into the health of registered veterinary practitioners

¹⁸ <http://www.vetboard.vic.gov.au/contactus.html>



Offences under the Veterinary Practice Act

For the year ended 30 June 2013, various breaches of the advertising provisions of the Veterinary Practice Act occurred. Most cases related to veterinary practitioners misusing the title of registered specialist veterinary practitioner - when not being so endorsed. Another offence was the misuse of advertising, which was misleading or sought to unfavourably contrast the veterinary services of another practitioner and/or clinic. Commonly, the breach was found to be due to lack of knowledge about the provisions for advertising and when notified, the practitioner cooperated through immediate withdrawal or modification of the offending advertisement, thus obviating the need for further action. With increased use of social media, veterinary practitioners are encouraged to be especially diligent to ensure that any advertising complies with the requirements of section 59 of the Veterinary Practice Act.

Complaints

The Board's website provides comprehensive information on the complaint handling process with a description of what the Board may investigate, in an easy-to-download, easy-to-complete complaint form: The form must be lodged before a complaint can be accepted.

The Board receives most complaints via the telephone, which the Investigation Officers manage and sometimes resolve at this point of contact: (1) by re-directing the complainant to the treating, veterinary practitioner; (2) through discovering that the complaint does not fall within the Board's jurisdiction (for instance, fees and charges); or (3) when following discussion, the complainant decides not to proceed.

The total number of complaints that the Board receives differs from the total number of complaints that the Board considers for investigation; for example, during the year ended 30 June 2013, the ratio of telephone to written complaints was 29% (2012: 26%). Table 8 displays the number of complaints made by telephone and in writing.

Table 8 Number and type of complaints for the years ended 30 June 2012 and 2013

Complaints		
Type	2013	2012
	n	
Telephone	178	183
Written	57	49
Practitioners involved	75	68
%		
Ratio: Telephone to written	29	26

The numbers of complaints for the years ended 30 June 2012 and 2013 are comparable, with a small decrease in telephone complaints (n=5) and a small increase in written complaints (n=8).

Only written complaints are put to the Board for consideration and all complaints, unless deemed to be lacking in substance, vexatious or outside the Board's jurisdiction, are investigated¹⁹: 7 written complaints were declined to be investigated (2012:4).

Categories of Complaints

For the year ended 30 June 2013, 27% of all complaints alleged negligent and inadequate care (2012: 23%), 15% related to fees/over-servicing (2012:6%) and 13% were about inadequate communication (2013:13%).

Species of Animals

Predominately, written complaints related to domestic dogs (2013:48%; 2012:55%), cats (2013:31%; 2012:21%) and horses (2013:8%; 2012:6%) with the remaining complaints about other animals, supply of drugs or inter-practitioner matters (2013:13%; 2012:18%).

¹⁹ Veterinary Practice Act 1997, section 21(1)



Preliminary Investigations

Under the provisions of the Veterinary Practice Act the Board must investigate a complaint concerning the conduct of a registered veterinary practitioner unless the complaint is deemed to be lacking in substance, vexatious or outside the Board's jurisdiction²⁰. To determine whether to proceed to a hearing, the Board must undertake a preliminary investigation into a complaint, which two Board members conduct - one of whom is not a registered veterinary practitioner²¹. Members who conduct a preliminary investigation may not sit on any panel that is subsequently appointed to hear the matter. At the conclusion of the investigation the Preliminary Investigation Panel may make one of the following recommendations to the Board:

- the matter should not proceed further
- an informal or formal hearing should be held
- a preliminary investigation should be commenced under section 25 of the Veterinary Practice Act.

During the year ended 30 June 2013, 48 preliminary investigation meetings were held (2012: 40).

Outcomes of Written Complaints

The possible outcomes of written complaints fall into six categories and these are displayed in Table 9.

Table 9 Outcomes of written complaints for the years ended 30 June 2012 and 2013

Written Complaints Outcomes		
Category	2013	2012
	n	
Fitness to Practise Investigation (Board initiated)	2	1
Formal Hearing	2	0
Informal Hearing	15	10
No Further Action	32	22
Still Under Investigation	15	19
Withdrawn	5	1

²⁰ Veterinary Practice Act 1997, section 21(1)

²¹ An Approved Person may replace a Board member

Outcomes from Hearings

The possible outcomes from an Informal Hearing or a Formal Hearing fall into two respective categories and these are displayed in Table 10. Two cases are still to be heard for the year ended 30 June 2013.

Table 10 Outcomes from hearings for the years ended 30 June 2012 and 2013

Category	Hearing Outcomes	
	2013	2012
n		
<i>Informal</i>		
Unprofessional conduct not of a serious nature <i>not proven</i>	7	6
Unprofessional conduct not of a serious nature <i>proven</i>	8	3
<i>Formal</i>		
Unprofessional conduct of a serious nature <i>not proven</i>	0	0
Unprofessional conduct of a serious nature <i>proven</i>	2	0

Informal Hearings

Where there is *prima facie* evidence of unprofessional conduct not of a serious nature, the Board refers the complaint to an Informal Hearing. The Panel must comprise no more than three members, one of whom is not a registered veterinary practitioner; and may find that either there has been:

- no unprofessional conduct
- unprofessional conduct not of a serious nature.

Where there is a finding of unprofessional conduct not of a serious nature the penalties that may be imposed include: counselling, further education, caution and reprimand.

Of the 15 Informal Hearings that were held during the year ended 30 June 2013 (2011:10), 53% of the veterinary practitioners who were the subject of the hearings were found to have engaged in unprofessional conduct not of a serious nature (2012: 33%). Most informal hearings related to the issue of inadequate veterinary care and/or inadequate communication.



OPERATIONS REPORT

Formal Hearings

Formal Hearings are held when the Board considers that there are allegations that would constitute unprofessional conduct of a serious nature. The veterinary practitioner is entitled and requested to be present, make submissions and be legally represented. The Panel at a Formal Hearing comprises at least three members, one of whom is a lawyer and at least one who is a registered veterinary practitioner. A Panel may find that there has been:

- no unprofessional conduct
- unprofessional conduct not of a serious nature
- unprofessional conduct of a serious nature.

Where there is a finding of unprofessional conduct of a serious nature, the Panel may make one or more of the following determinations: counselling; caution; reprimand; written undertakings; further education or training; the imposition of conditions, limitations or restrictions on registration; and the imposition of fines and costs. In extremely serious cases, the Panel may determine to suspend registration for a specified period or cancel the registration of the veterinary practitioner.

Under section 52(1) of the *Veterinary Practice Act*²², if a Panel makes a determination at a Formal Hearing, the Board must give notice of that determination:

- in the *Government Gazette*
- to every interstate veterinary registration authority and the veterinary registration authority in New Zealand
- to his or her employer if the veterinary practitioner is an employee
- to a veterinary registration authority outside Australia, if a request for information is made about the person, in respect of whom the determination has been made.

Further, if one of the following determinations has been made, the Board must give notice of the determination to every interstate veterinary registration authority:

- counselling
- caution
- reprimand

- requirement for any written undertaking from a veterinary practitioner about their conduct
- requirement for further education or training or successful completion of an examination or assessment
- imposition of a fine of not more than \$2,000
- payment of the reasonable costs of and incidental to the hearing.

The findings from the two Formal Hearings that were held during the year ended 30 June 2013 (2012: 2) are as follows.

Dr Donna Quinlan V2632
Hearing date: 3 August 2012

Charges

- 1 Failed to keep adequate veterinary medical records.
- 2 Failed to keep adequate veterinary medical records in regard to the supply of Schedule 8 drugs.
- 3 Failed to properly manage a conflict of interest.
- 4 Improperly withheld documentation.
- 5 Failed to comply with the reasonable requests of the Board.

Finding

Pursuant to section 45(1) of the *Veterinary Practice Act 1997*, Dr Quinlan was found to have engaged in unprofessional conduct of a serious nature within the meaning of paragraphs (a) and (b) of the definitions of unprofessional conduct contained in section 3 of the *Veterinary Practice Act 1997*.

Determination

- Pursuant to section 45(2)(j) of the *Veterinary Practice Act 1997*, that Dr Quinlan's registration be suspended for a period of six months.
- Pursuant to section 45(2)(f) of the *Veterinary Practice Act 1997*, the following condition is imposed on Dr Quinlan's registration –

that Dr Quinlan not obtain, administer, prescribe, sell or supply Schedule 8 and/or Schedule 11 drugs.

²² *Veterinary Practice Act 1997*, section 52(1)



OPERATIONS REPORT

- Pursuant to section 45(2)(e) of the *Veterinary Practice Act 1997*, that Dr Quinlan is required to undertake further education as follows:

Complete as an observer 60 hours in a veterinary clinic, under the supervision of a registered veterinary practitioner. This training must be successfully completed prior to the conclusion of the period of suspension.

Complete and present to the Board a case log of no less than 40 cases which conform to Guideline 11, as a result of the cases observed while under the supervision of a registered veterinary practitioner. The case log must be successfully completed and provided to the Board prior to the conclusion of the period of suspension.

- Pursuant to section 45(2)(g) of the *Veterinary Practice Act 1997*, a fine of \$500 is imposed.
- Pursuant to section 45(2)(h) of the *Veterinary Practice Act 1997*, Dr Quinlan is to pay the reasonable costs of and incidental to the hearing.

Dr Jacob Zaks V4550
Hearing date: 2 May 2013

Charges

- 1 Failed to remove the ovaries as part of an ovariectomy.
- 2 Failed to produce clinical records when requested by the Board.
- 3 Failed to comply with the reasonable requests of the Board.

Finding

Pursuant to section 45(1) of the *Veterinary Practice Act 1997*, Dr Zaks was found to have engaged in unprofessional conduct of a serious nature within the meaning of paragraphs (a) and (b) of the definitions of unprofessional conduct contained in section 3 of the *Veterinary Practice Act 1997*.

Determination

- Pursuant to section 45(3) of the *Veterinary Practice Act 1997*, that Dr Zaks be counselled.
- Pursuant to section 45(2) (c) of the *Veterinary Practice Act 1997*, Dr Zaks be reprimanded.

- Pursuant to section 45(2) (g) of the *Veterinary Practice Act 1997*, a fine of \$2,000 is imposed.

- Pursuant to section 45(2) (h) of the *Veterinary Practice Act 1997*, Dr Zaks is to pay the reasonable costs of and incidental to the hearing.

Fitness to Practise

If the Board holds any concern that the ability of a veterinary practitioner to practise veterinary medicine or veterinary surgery may be affected by impairment and thus, the health and welfare of animals or the health and safety of the public may be endangered, the Board may conduct an investigation into the health of that practitioner under Division 2 of the *Veterinary Practice Act*. During the year ended 30 June 2013, one matter of impairment continued to be administered and two new investigations were commenced.

Review by Victorian Civil and Administrative Tribunal

Any veterinary practitioner who is dissatisfied with a finding or determination that the Board makes at a Formal Hearing may, within 28 days of the date of the decision, apply to the Victorian Civil and Administrative Tribunal for a review. One veterinary practitioner lodged three requests with the Tribunal during the year ended 30 June 2013: Each review request was either withdrawn or struck-out.



OPERATIONS REPORT

GUIDELINES, LEGISLATION REVIEW AND COMMUNICATIONS

Guidelines, Legislation Review and Communications Committee

The role of the Guidelines, Legislation Review and Communications Committee is broad, comprising activities that occur tri-annually, annually, quarterly and *ad hoc*. For example, the Roadshow and Practitioner Survey is conducted tri-annually (once per Board-term); the Guidelines and Veterinary Practice Act are reviewed annually; the *Board Update* (newsletter) is produced quarterly; and management of the content of the Register, website and publications is ongoing.

Standards of Veterinary Practice and Veterinary Facilities

Section 62(1)(e) of the Veterinary Practice Act provides the Board with the power to issue guidelines about appropriate standards of veterinary practice and veterinary facilities. Since 1989 the Board has been issuing guidelines as the minimum standard expected from a registered veterinary practitioner exercising reasonable skill and care in the course of providing treatment to animals.

The annual review of the 19 Board-issued Guidelines enables: consideration of any issues that registered veterinary practitioners raise; the drafting of any new guidelines; the updating of any changes, such as in legislation or referral websites; and the correction of any inconsistencies in style and format.

The 2013 annual review is currently being undertaken and the revised edition of the Guidelines will be uploaded to the Board's website²³. Registered veterinary practitioners who have provided a valid email address will be notified.

The Board welcomes feedback about the Guidelines, which can be submitted via the *Contact Us* page located on the Board's website²⁴ or through the dedicated communications email²⁵.

Review of the Veterinary Practice Act 1997

As reported in the 2011-12 Annual Report, to better assist the Board to carry out its obligations under the Veterinary Practice Act, three amendments (described below) were recommended to the Chief Veterinary Officer and accepted as reasonable and necessary. Another review of the Veterinary Practice Act is currently being undertaken. The Board will put the three previous and any new amendments to the Chief Veterinary Officer for consideration and potential recommendation to Minister Walsh.

Specific and Non-practising Registration

Section 7 provides for the specific registration of veterinary practitioners who do not meet the requirements for general registration under section 6. Section 7A provides for veterinary practitioners, who are eligible under section 6 but are no longer practising, to hold non-practising registration.

Since the introduction of National Recognition of Veterinary Registration there has been an additional obligation under section 4(1), which requires veterinary practitioners, who apply for these categories of registration, to have their primary place of residence in Victoria.

It was not the Board's intention to apply this additional requirement to international veterinary graduates who reside in other jurisdictions (countries) but who visit Victoria for short periods for example, to accompany racehorses or undertake a consultancy. Similarly, retired veterinary practitioners who wish to retain contact with the Board despite moving interstate cannot be registered. Thus, the Board has recommended exemption from section 4(1) residency requirements for applicants seeking registration under section 7 and section 7A (other existing requirements for these types of registration would still apply).

Deemed Registration

Section 12 relates to renewal of registration and sub-section 3 is a deeming provision, which provides three-months of grace to veterinary practitioners who do not renew by 31 December, thus allowing them to continue to practise to 31 March.

²³ <http://www.vetboard.vic.gov.au/guidvet.php>

²⁴ <http://www.vetboard.vic.gov.au/contactus.html>

²⁵ communications@vetboard.vic.gov.au



No other Australian veterinary board has such provision but some offer a grace-period that is administrative rather than legislated. The Board considers that a three-month grace-period is unreasonable and therefore, to streamline renewal of said registration and bring the administrative process more into line with other jurisdictions, has sought to have the three-month grace-period reduced to one-month.

Testimonials

Section 59(1)(c) prohibits a person from advertising a veterinary practice or services in a manner, which refers to, uses or quotes from testimonials or purported testimonials. The Board considered this issue, compared testimonials with contemporary legislation governing other professional occupations and determined that this restriction is no longer necessary or enforceable. Specifically, the Board assessed a sample of veterinary practice websites, identifying numerous complexities, including the role of social media, which makes enforcement onerous and difficult. Accordingly, the Board has asked that section 59(1)(c) be repealed.

COMMUNICATIONS

Websites: Public and Practitioner Console

The Board maintains two websites: (1) an information site with public access; and (2) a practitioner console with restricted, username and password access only. The websites are maintained in-house, which is cost effective and ensures that information is updated in a timely manner. Table 11 shows the number of visits to the Board’s public website.

The practitioner console is the dedicated, secure website that is linked directly to the Board’s database - iMIS: an *integrated Management Information System*. iMIS provides accurate and comprehensive reporting and although it has been tailored to suit the specific needs of registration and other compliance requirements, upgrading the software can be undertaken without interference to these unique settings

During the registration renewal period the practitioner console is available 24 hours per day, 7 days per week. Information entered through the console is processed instantly and when renewing

registration, practitioners receive immediate, email confirmation of their payment transaction. Moreover, information entered via the console is recorded directly into iMIS and available immediately for the Board’s registration administration team to access. Table 11 shows the number of renewals made via the practitioner console, which for the ended 30 June 2013, represents 75%.

Veterinary Register

The Veterinary Register (List) identifies all practitioners who are registered in Victoria as at 12-midnight, 31 March, each year. The List is produced in hard copy format only. More importantly however, to assist members of the public and the profession, a sub-set of this information, which is updated automatically from iMIS, is accessible via the Board’s website²⁶ through *Search for a Vet* and is the recommended method to review the real-time registration status of veterinary practitioners in Victoria. That said, the names of veterinary practitioners who are working in Victoria under National Recognition of Veterinary Registration are not accessible.

Table 11 Public website visits and practitioner console renewals for the years ended 30 June 2012 and 2013

	Websites	
	2013	2012
	n	
<i>Public</i>		
Visits	20,275	24,897
<i>Console</i>		
Renewals	1831	1813

²⁶ http://www.vetboard.vic.gov.au/search_imis.php



Handbook

New registrants in Victoria receive a copy of the Veterinary Practice Act and the Board-issued Guidelines.

Newsletter: Board Update

The *Board Update* is the Board's newsletter, which is distributed to registered veterinary practitioners in Victoria. The *Board Update* is used to offer information to practitioners about registration, veterinary practise in Victoria and other relevant matters. The Board does not accept paid advertising from third parties. The *Board Update* was issued twice during the year ended 30 June 2013:

- Issue 3, November 2012
- Issue 1, January 2013.

A popular feature of the *Board Update* is the case study presentations, which provide useful information. Registered veterinary practitioners who have provided a valid email address are notified when the *Board Update* is published and previous editions can be accessed via the Board's website²⁷.

Policies, Information, Forms and Instructions

Other publications, which can be accessed via the Board's website, include policies about current regulations related to privacy²⁸; information about latest news such as the new *Domestic Animals Act 1994*²⁹; forms to complete to apply for registration³⁰; and instructions related to lodging or responding to a complaint³¹.

Broadcast Email

Increasingly, the Board is communicating with veterinary practitioners, the public and stakeholders via email. Practitioners are encouraged to provide the Board with a valid email address and to update any subsequent changes using the dedicated, communications email³². Broadcast email is used to notify veterinary practitioners about: Board matters; events like the Roadshows; the *Board Update*; significant changes in policy; updates to Guidelines; and notices from the Department of

Environment and Primary Industries about for example, disease management.

Tablet Computers in the Boardroom

During the year ended 30 June 2013 the Board introduced the use of tablet computers to disseminate information relevant to its meetings and functions, including meeting agenda and papers, policy and protocol updates and administrative documentation. This initiative has eliminated the need for preparing and posting large volumes of paper and for hosting an internal website; and when considered with the increased use of email and other remote communication, has saved considerable printing and time costs, creating greater efficiency and reducing environmental impacts.

FINANCE, ADMINISTRATION AND INFORMATION TECHNOLOGY

Finance, Administration and Information Technology Committee

The role of the Finance, Administration and Information Technology Committee is to provide advice and recommendations to the Board about financial, governance and staffing matters; and to perform an informal, internal audit and risk management role. The following examples of governance responsibilities were managed and several innovations and efficiencies were implemented.

Information Technology

- Analytic software to monitor website usage.
- Change of information technology service provider and iMIS consultancy and advisory service provider.
- Replacement of desktop and laptop computers for Board employees.
- Server upgrade; installation of a rack and cabling; replacement of battery, modem and portable tape back-up system.
- Tablet computers for distribution of documentation to Board members.

²⁷ <http://www.vetboard.vic.gov.au/newslett.php>

²⁸ <http://www.vetboard.vic.gov.au/privacy.html>

²⁹ <http://www.vetboard.vic.gov.au/latenews.php>

³⁰ <http://www.vetboard.vic.gov.au/registration.php>

³¹ <http://www.vetboard.vic.gov.au/complaints.php>

³² communications@vetboard.vic.gov.au



Workforce

- Annual, individual employee performance reviews.
- Assisting the Department of Environment and Primary Industries to facilitate the appointment of Board Members and Approved Persons.
- External professional development for employees including workshops, seminars and training related to governance, privacy legislation, conflict resolution and information technology.
- External professional development for Board Members.
- Re-design of the registration administration role and employment of a Communications and Information Technology Officer.
- Review of employee salaries.

Financial and Compliance

- Annual review of legal service provider.
- Change of insurance provider for director and officer liability and employment practices, public liability and general business cover.
- Communication with Victorian Auditor-General's Office related to the conduct of the 2012-13 audit including interpretation of formulae and key performance indicators for completing the financial sustainability report.
- Project to archive the Board's records to comply with the standards of the Public Records Office Victoria.
- Review and update of the Risk Register.

Policy

- Obtaining written legal advice from the Victorian Government Solicitors Office confirming that when handling complaints about the conduct of veterinary practitioners, the Board is not obliged to engage with third parties that are not registered, legal service providers, such as the Veterinary Defence Association.

Governance

The Board is committed to pursuing high standards of corporate governance, which includes: acting honestly and carrying out diligence where required; attending to conflicts of interest and confidentiality obligations; and conducting its fiduciary duty in accordance with Government guidelines. The Board conducts an annual evaluation of its performance by way of a

self-assessment survey, followed by informal, round-table discussions. The outcomes of this evaluation form the basis for any change in practice to improve the functioning of the Board.

As a public authority, the Board recognises its obligation to act in accordance with the provisions of the *Charter of Human Rights and Responsibilities Act 2006*. The Charter provides that public authority decision-makers give proper consideration to relevant human rights in making decisions and in interpreting all statutory provisions in such a way, which is compatible with human rights. Board Members are reminded of this obligation at the beginning of every meeting.

The Board is conscious of and committed to its statutory and professional obligations and Members are supported to undertake training and professional development. New Board Members receive an information package, which includes two State Services Authority publications - *Welcome to the Board* and *Directors' Code of Conduct*, designed to assist members of Victorian public sector entities to carry out the obligations of their appointment; and a copy of the Council of Australasian Tribunals' *Competency Framework*. Members attended the Council of Australasian Tribunals Victorian Division meetings and seminars; governance workshops and lectures that Chartered Secretaries Australia hosted; and information sessions offered through other, external providers.

The President, Dr Roslyn Nichol, represents the Board at the Forum of Primary Industries Regulators, which was established to identify common issues of mutual concern and those that impact the various regulatory bodies within the Department of Environment and Primary Industries.

Budget Management: Income and Financial Position

The Board has an established and effective monitoring and budgeting process, which is reviewed annually. Financial performance is measured monthly against budget. The Board's primary source of income derives from registration fees, which are reviewed annually in accordance with relevant, local cost increases and consumer price index movements. Table 12 presents the registration fees.



The secondary source of income is from hearing determinations. In July 2012, two time-payment plans remained outstanding from Formal Hearings held in the year ended 30 June 2011: one time-payment plan has since been re-paid and the other is due to be re-paid in October 2015 (\$6,298.36 owing). The Board has commenced proceedings at the Magistrate’s Court to recover costs that remain outstanding from another Formal Hearing held in the year ended 30 June 2013.

Table 12 Registration fees by type for the years ended 30 June 2012 and 2013

Type	Registration Fees [†]	
	2013	2012
	\$	
Initial registration	445	435
General renewal	305	295
Late renewal	355	345
Restoration	425	415
Specialist endorsement	525	515

[†] Pro-rata fees apply from 1 July equivalent to 50% of the respective fee

CONSULTATION WITH THE PROFESSION

Roadshows

Every three years the Board hosts a series of Roadshows. These regional seminars comprise a presentation followed by the opportunity for practitioners to meet the Board and its employees.

Commencing in July 2012 and finishing in October 2012, five seminars and a webinar were held where the focus was on the Board’s handling and management of complaints and investigations. The presentation included a series of complaint case studies together with details of the processes and procedures that are undertaken when the Board receives a complaint against a registered veterinary practitioner. Attendance at a seminar was worth two CPD points. Table 13 displays the number of attendees for each of the five regions where the event was held. Anecdotal feedback indicated that the seminars were regarded as informative, worthwhile and a great opportunity to meet and speak with Board Members and Board employees.

Table 13 Roadshow attendance by region for the year ended 30 June 2013

Venue	Roadshows
	Attendance [†]
	n
Geelong	22
Melbourne	55
Shepparton	12
Traralgon	16
Warrnambool	12
Webinar	20

[†] Not including 4 Board Members and 3 Board employees who attended each session

Australian Veterinary Association Limited

The annual joint meeting of the Board and the Victorian Division of the Australian Veterinary Association (AVA) was held in October 2012 and the following key matters were discussed.

- Communication of respective information with registered veterinary practitioners.
- Complaints and investigation into professional conduct.
- Guidelines: pain management; antimicrobial feed in cattle; and storage, use and dispensing drugs.
- National Recognition of Veterinary Registration.
- Registration of veterinary nurses.

The Board values these joint meetings, acknowledging that the AVA, as the recognised professional organisation, which represents veterinary practitioners across Australia, is the premier reference point for veterinary discussion on issues such as careers, veterinary science, animal production and public policy relating to animals.



Australasian Veterinary Boards Council Incorporated

The Australasian Veterinary Boards Council Incorporated (AVBC) is the legal entity that is authorised to speak and act on behalf of all member registering authorities, which includes the Board. The AVBC: is the discussion hub about ideas, problems and concerns; assists in standardising acceptable, veterinary practise; and co-ordinates solutions affecting the practise of veterinary science in Australasia³³. Broadly, the role of the AVBC is advisory but includes making recommendations to the registering authorities in Australia and New Zealand about the following functions.

- Accreditation of veterinary schools and courses leading to a degree in veterinary science or medicine.
- Assessment of eligibility for endorsement as a veterinary specialist.
- Assessment of the suitability for practise in Australia and New Zealand of international veterinary graduates.
- Occupational regulation of veterinary practitioners including general and specialist registration.
- Standardisation and quality assurance of veterinary services to the community across all jurisdictions.
- Uniform criteria for the recognition of qualifications for registration.

For the year ended 30 June 2013 the following three Board members participated in leadership roles and/or membership of AVBC Standing Committees.

Dr Roslyn Nichol

- Chair
- Member, Finance Committee
- Member, Management Committee

Emeritus Professor Virginia Studdert

- Convenor, Advisory Committee on Registration of Veterinary Specialists

Mr Alan Gaskell

- Member, Finance Committee

The AVBC usually meets six times each year, mostly via teleconference and convenes an annual conference and general meeting. In addition to accrediting and recognising training³⁴, the AVBC undertook the following activities.

- Adoption of a risk management plan.
- Appointment of a new teleconference provider; trial of web-conferencing; and introduction of tablet computers to distribute meeting information.
- Conduct of preliminary (MCQ) and final (clinical) examinations in Australia and New Zealand; administration of the NZMCQ³⁵; conduct of a workshop on compiling the preliminary (MCQ) examination and review of the examination blueprint; trials of the National Veterinary Examination; and conduct of an education forum.
- Establishment of an agreement between the South African Veterinary Council and the ABVC based on mutual recognition of and criteria for site visits.
- Review of funding models to support Registrars to attend the annual general meeting.
- Review of the effect of the new *Associations Incorporation Reform Act 2012* and subsequent amendment to the AVBC Constitution.
- Review and update of policies about malpractice/cheating during the preliminary (MCQ) examination; and conflicts of interest.
- Succession planning for the Council and Standing Committees and review of the role of the AVBC Chair.
- Trial of holding associate membership of Professions Australia.

The University of Melbourne

The President, Dr Roslyn Nichol, is an invited member of the University of Melbourne, Veterinary Science External Advisory Board, which comprises external representatives from graduates, relevant professional bodies, government agencies and industry partners.

³³ <http://www.avbc.asn.au/>

³⁴ Described on page 7 of this report

³⁵ NZ Veterinary Council conducts the NZNVE



WORKFORCE DATA

HUMAN RESOURCE MANAGEMENT

The goal of the Board's occupational health and safety strategy is to ensure that all employees remain safe and healthy at work. For the year ended 30 June 2013 two minor occupational health and safety incidents were reported and resolved within the workplace without loss of time: no WorkCover claims have been lodged. The Board has continued its commitment to occupational health and safety with a number of key initiatives:

- all employees received influenza vaccination
- appointment of two fire-wardens
- appointment of a first-aid officer
- audit and re-stock of first-aid kit
- emergency management training
- induction training for new employees, visitors and contractors
- installation of ergonomic computer chairs
- prompt reporting and documentation of workplace incidents
- safety audits to identify and address workplace risks.

EMPLOYMENT AND CONDUCT PRINCIPLES

The Board utilises the policies and publications that the State Services Authority provides, which include employment policies related to: grievance resolution; recruitment; managing diversity; managing underperformance and unsatisfactory work; misconduct; probation; and fair treatment³⁶. No grievances have been lodged.

The Board is committed to applying merit and equity principles when appointing employees to ensure that the best available people are recruited and selected. Selection processes ensure that applicants are assessed and evaluated fairly and equitably on the basis of key selection criteria and other accountabilities - without discrimination.

The aim of the recruitment and selection process is to:

- ensure that all recruitment activities are conducted with full recognition of and maximum regard for the principles of equal opportunity
- recruit the best person for each position

- recognise and comply with all current legislation governing all aspects of recruitment
- provide all employees with the opportunity and encouragement to further their development.

WORKFORCE DATA

Table 14 displays the employee profile in June 2012 and June 2013. The full-time equivalent (FTE) trend from 2009 to 2013 is: 3.8, 3.8, 4.4, 4.0 and 3.8, respectively. All six employees are ongoing; there are no fixed-term employees; and one casual employee is engaged between December and March to assist with registration renewal. There has been no change in the number of permanent employees.

Table 14 Employee profile for the years ended 30 June 2012 and 2013

Officer	Employee Profile			
	Actual	Full Time	Part Time	FTE
	2013 [†]			
Executive (Registrar)	1	1	0	1.0
Administration (Registration/ Database)	2	1	1	1.4
Investigation (Complaints)	2	0	2	1.2
Finance (Accounts)	1	0	1	0.2
	2012 [†]			
Executive (Registrar)	1	1	0	1.0
Administration (Registration/ Database)	2	0	2	1.6
Investigation (Complaints)	2	0	2	1.2
Finance (Accounts)	1	0	1	0.2

[†] All employees are female

³⁶ <http://www.ssa.vic.gov.au/>



OTHER DISCLOSURES

AVAILABILITY OF RELEVANT INFORMATION ON REQUEST

To comply with the requirements of the Standing Directions of the Minister for Finance, the Board retains details of the items listed below, which are available to the relevant Minister, Members of Parliament and the public on request (subject to the provisions of the *Freedom of Information Act 1982*³⁷).

- Declarations of pecuniary interests, which have been duly completed and with other information related to the appointment of Board Members, are held at the Department of Environment and Primary Industries or the Board's office.
- Publications that the Board produces³⁸.
- Changes in Board charges, fees and prices³⁹.

For the year ended 30 June 2013 there were no:

- consultancies engaged or major contracts let
- international visits undertaken
- major committees sponsored
- major external reviews
- major promotional, public relations and marketing activities undertaken to develop community awareness
- major research and development activities undertaken
- shares held.

COMPLIANCE WITH THE BUILDING ACT 1993

The Board does not own or control any buildings and consequently, is exempt from notifying compliance with the building and maintenance provisions of the *Building Act 1993*.

FREEDOM OF INFORMATION ACT 1982

The *Freedom of Information Act 1982* allows the public a right to request access to documents, which the Board holds. The Board received two requests and both related to investigations into professional conduct: one from a veterinary practitioner and one from a complainant (2012: 2).

Under section 25A of the Freedom of Information Act, both requests were refused. The veterinary practitioner applied to the Victorian Civil and Administrative Tribunal on two occasions and failed to attend each scheduled hearing: the matters were struck-out. The complainant applied to the Freedom of Information Commissioner, complained to the Minister and then applied to the Victorian Civil and Administrative Tribunal: a hearing has been scheduled.

The Freedom of Information Act⁴⁰ sets out the formal requirements for making a request: it should be in writing; identify as clearly as possible, which documents are being requested; and usually, be accompanied by an application fee. As stipulated in the *Freedom of Information (access charges) Regulations 2004*, certain other charges, such as search fees and photocopying costs might apply to provide documents⁴¹.

Requests for access to documents that the Board holds should be directed to the Freedom of Information Officer⁴².

NATIONAL COMPETITION POLICY

Competitive neutrality seeks to enable fair competition between government and private sector businesses. Under the National Competition Policy, legislation, including future legislative proposals, should not restrict competition unless it can be demonstrated that:

- the benefits of the restriction to the community as a whole outweigh the costs
- the objectives of the legislation can only be achieved by restricting competition.

Competitive neutrality requires government entities to ensure that where services compete or potentially compete with the private sector, any advantage arising solely from their government involvement be removed if they are not in the public interest. Government entities are required to cost and price services as if they were privately owned and thus, be fully cost reflective. The Competitive Neutrality Policy provides government businesses with a tool to enhance decisions on resource allocation. The policy focuses on efficiency in the provision of service and does not override other policy objectives of government.

³⁷ communications@vetboard.vic.gov.au

³⁸ www.vetboard.vic.gov.au

³⁹ <http://www.vetboard.vic.gov.au/feeschedule.php>

⁴⁰ Section 17, *Freedom of Information Act 1982*

⁴¹ For further information visit www.foi.vic.gov.au.

⁴² Telephone: +613 9620 744; Post: Level 11, 470 Collins Street, Melbourne, 3000; Email: enquiries@vetboard.vic.gov.au.



OTHER DISCLOSURES

The Board continues to comply with the requirements of the National Competition Policy. Indeed, the Veterinary Practice Act has been assessed against the National Competition Policy and Competitive Neutrality requirements: No anti-competitive barriers are placed on those who wish to apply for registration as a veterinary practitioner in Victoria.

OFFICE BASED ENVIRONMENTAL REPORTING

The Board's energy consumption arises from its CBD-office facility, which is leased and located in a fifteen-storey building; this limits direct control over the use of energy and disposal of waste products. Nonetheless, the Board strives to implement environmental management initiatives to reduce the use of energy and disposal of waste products. Current environmental management initiatives include:

- a recycling waste program, which includes: paper, cardboard, plastic, aluminium, toner cartridges and obsolete IT equipment
- centralised printing, scanning and photocopying and policy on double-sided, black and white printing
- choosing email communication over printed and posted material
- disseminating publications via the website
- electronic equipment being switched off when not in use
- encouraging veterinary practitioners to renew registration online and provide and update their email address
- utilising the internet (email and tablet computers) to disseminate Board documentation.

The Board aims to increase the distribution of Board information via the internet and to reduce the volume of printed and posted material.

VICTORIAN INDUSTRY PARTICIPATION POLICY

The Victorian Industry Participation Policy disclosure requires the Board to report on any contracts entered into over \$3,000,000 in metropolitan Melbourne or \$1,000,000 in regional Victoria: The Board has not entered into any

contracts relevant to the Victorian Industry Participation Policy.

PROTECTED DISCLOSURE ACT 2012

The former *Whistleblowers Protection Act 2001* was repealed and replaced with the *Protected Disclosure Act 2012*, which came into effect on 10 February 2013. As the change of legislation occurred midway through the year ended 30 June 2013, this disclosure complies with the requirements of the Protected Disclosure Act and section 104 of the Whistleblowers Protection Act, for each of the relevant time periods.

A protected disclosure is a complaint of corrupt or improper conduct by a public officer or a public body. The Board is a public body for the purposes of the Whistleblowers Protection Act.

Improper or corrupt conduct involves substantial:

- mismanagement of public resources
- risk to public health or safety or the environment
- corruption.

The conduct must be criminal in nature or a matter for which an officer could be dismissed.

Protected disclosures about the Board or its members, officers or employees may be made to the Department of Environment and Primary Industries⁴³ or the Independent Broad Based Anti-Corruption Commission Victoria⁴⁴. The Board is unable to receive protected disclosures.

Established procedures for the protection of persons from detrimental action in reprisal for making a protected disclosure about the Board or its employees are accessible via the Board's website⁴⁵ and the archived procedures established under the Whistleblowers Protection Act are available upon request⁴⁶.

⁴³ Jennifer Berensen, Senior Advisor, Privacy & Ombudsman, Department of Environment and Primary Industries: PO Box 500, East Melbourne Vic 3002; Telephone +61 3 9637 8697; www.depi.vic.gov.au

⁴⁴ IBAC: GPO Box 24234, Melbourne Victoria 3000; Telephone 1300 735 135; www.ibac.vic.gov.au

⁴⁵ www.vetboard.vic.gov.au

⁴⁶ enquiries@vetboard.vic.gov.au



The Annual Report of the Board for the year ended 30 June 2013 is prepared in accordance with all relevant Victorian legislation. This index identifies the Board's compliance with statutory disclosure requirements.

Clause	Disclosure	Page
Ministerial Directions		
1 Report of Operations – FRD Guidance		
<i>1.1 Charter and purpose</i>		
FRD 22C	Manner of establishment and relevant Minister	1
FRD 22C	Objectives, functions, powers and duties	1
FRD 22C	Nature and range of services provided	1
<i>1.2 Management and structure</i>		
FRD 22C	Organisational structure	6
<i>1.3 Financial and other information</i>		
FRD 10	Disclosure index	27
FRD 12A	Disclosure of major contracts	25
FRD 15B	Executive officer disclosures	45
FRD 22C & SD 4.2(k)	Operational and budgetary objectives and performance against objectives	29
FRD 22C	Employment and conduct principles	24
FRD 22C	Occupational health and safety	24
FRD 22C	Summary of financial results for the year	29
FRD 22C	Significant changes in financial position during the year	29
FRD 22C	Major changes or factors affecting performance	29
FRD 22C	Subsequent events	29
FRD 22C	Application and operation of <i>Freedom of Information Act 1982</i>	25
FRD 22C	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	25
FRD 22C	Statement on National Competition Policy	25
FRD 22C	Application and operation of <i>Protected Disclosures Act 2012</i>	26
FRD 22C	Details of consultancies > \$10,000	29
FRD 22C	Details of consultancies < \$10,000	29
FRD 22C	Statement of availability of other information	25
FRD 24C	Reporting of office-based environmental impacts	26
FRD 25A	Victorian Industry Participation Policy disclosures	26
FRD 29	Workforce data disclosures	24
SD 4.5.5	Risk management compliance attestation	6
SD 4.2(g)	Specific information requirements (report on operations)	7
SD 4.2(j)	Sign-off requirements	32



Clause	Disclosure	Page
2 Financial Statements		
<i>2.1 Financial statements required under part 7 of the Financial Management Act 1994</i>		
SD 4.2(a)	Statement of changes in equity	35
SD 4.2(b)	Operating statement	33
SD 4.2(b)	Balance sheet	34
SD 4.2(b)	Cash flow statement	36
<i>2.2 Other requirements under Standing Directions 4.2</i>		
SD 4.2(c)	Compliance with Australian accounting standards and other authoritative pronouncements	37
SD 4.2(c)	Compliance with Ministerial Directions	37
SD 4.2(d)	Rounding of amounts	40
SD 4.2(c)	Accountable officer's declaration	32
<i>2.3 Other disclosures in notes to the financial statements</i>		
FRD 21B	Disclosures of responsible persons, executive officers and other personnel	45
FRD 103D	Non-current physical assets	39
FRD 109	Intangible assets	39
FRD 110	Cash flow statements	52
FRD 112C	Defined benefit superannuation obligations	38
FRD 114A	Financial instruments – general government entities and public non-financial corporations	46
Legislation		
<i>Audit Act 1994</i>		
<i>Building Act 1993</i>		
<i>Financial Management Act 1994</i>		
<i>Freedom of Information Act 1982</i>		
<i>Information Privacy Act 2000</i>		
<i>Protected Disclosures Act 2012</i>		
<i>Public Administration Act 2004</i>		
<i>Trans-Tasman Mutual Recognition (Victoria) Act 1998</i>		
<i>Veterinary Practice Act 1997</i>		
<i>Victorian Industry Participation Policy Act 2003</i>		

FIVE YEAR FINANCIAL SUMMARY



For the year ended 30 June 2013, there were no significant changes to the financial position; no major changes or factors affecting performance; and no consultancies engaged or major contracts let.

Overall, the aim of the Board is to maintain a positive financial position. A net surplus of \$27,414 was achieved and as at 30 June 2013, the balance of the Board's reserve fund was \$367,017.

Table 15 displays the Board's five year financial summary for the years ended 30 June 2009 to 2013.

Table 15 Five year financial summary for the years ended 30 June 2009 to 2013

Five Year Financial Summary					
	2013	2012	2011	2010	2009
	\$				
Income from operating activities	905,041	813,067	782,754	715,301	707,019
Total income from transactions ⁽ⁱ⁾	936,449	849,119	819,848	738,549	741,721
Total expenses from transactions	(909,035)	(809,891)	(779,165)	(683,718)	(707,176)
Net result from transactions	27,414	39,228	40,683	54,831	34,545
Net result for the period	27,414	39,228	40,683	54,831	34,545
Net cash flow from operating activities	83,133	39,012	25,745	143,566	451
Total assets	1,006,675	944,119	945,866	907,110	822,680
Total liabilities	108,239	73,098	114,073	116,000	86,401

Note:

(i) Income includes both operating and non-operating activities.

INDEPENDENT AUDITOR'S REPORT

To the Board Members, Veterinary Practitioners Registration Board of Victoria

The Financial Report

The accompanying financial report for the year ended 30 June 2013 of the Veterinary Practitioners Registration Board of Victoria which comprises the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement, notes comprising a summary of significant accounting policies and other explanatory information, and the board member's and accountable officer's declaration has been audited.

The Board Members' Responsibility for the Financial Report

The Board Members of the Veterinary Practitioners Registration Board of Victoria are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*, and for such internal control as the Board Members determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Board Members, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Opinion

In my opinion, the financial report presents fairly, in all material respects, the financial position of the Veterinary Practitioners Registration Board of Victoria as at 30 June 2013 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Financial Management Act 1994*.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the financial report of the Veterinary Practitioners Registration Board of Victoria for the year ended 30 June 2013 included both in the Veterinary Practitioners Registration Board of Victoria's annual report and on the website. The Board Members of the Veterinary Practitioners Registration Board of Victoria are responsible for the integrity of the Veterinary Practitioners Registration Board of Victoria's website. I have not been engaged to report on the integrity of the Veterinary Practitioners Registration Board of Victoria's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in the website version of the financial report.

MELBOURNE
12 August 2013


For John Doyle
Auditor-General

DECLARATION BOARD MEMBERS AND ACCOUNTABLE OFFICERS



We certify that the attached financial statements for the Veterinary Practitioners Registration Board of Victoria (the Board) have been prepared in accordance with Standing Direction 4.2 of the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards, including Interpretations and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the Comprehensive Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes forming part of the financial statements, presents fairly the financial transactions during the year ended 30 June 2013 and the financial position of the Board at 30 June 2013.

At the time of signing, we are not aware of any circumstances, which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 7 August 2013.

Signed in accordance with a resolution of the Board.

Roslyn Anne Nichol BVSc
President
Melbourne
7 August 2013

Alan Richard Gaskell FCPA
Member
Melbourne
7 August 2013

Sally Whyte PhD
Executive Officer/Registrar
Melbourne
7 August 2013

COMPREHENSIVE OPERATING STATEMENT
For the Financial Year Ended 30 June 2013



	Notes	2013 \$	2012 \$
INCOME			
Revenue From Operating Activities	2	905,041	813,067
Revenue From Non-operating Activities	2	31,408	36,052
TOTAL INCOME		936,449	849,119
EXPENSES			
Expenses from Operations	3	(646,770)	(534,698)
Remuneration of Auditor	4	(7,400)	(7,200)
Remuneration of Responsible Persons	12	(243,643)	(256,256)
Financial Bank Fees		(11,221)	(11,737)
TOTAL EXPENSES		(909,035)	(809,891)
NET RESULT FOR THE YEAR		27,414	39,228
COMPREHENSIVE RESULT FOR THE YEAR		27,414	39,228

The above comprehensive operating statement should be read in conjunction with the accompanying notes.

BALANCE SHEET
As at 30 June 2013



	Notes	2013 \$	2012 \$
ASSETS			
FINANCIAL ASSETS			
Cash & Cash Equivalents	15(b)	482,691	483,483
Other Financial Assets	5	410,716	351,485
Receivables	6	48,242	33,322
Prepayments		1,615	7,893
TOTAL FINANCIAL ASSETS		<u>943,263</u>	<u>876,183</u>
NON-FINANCIAL ASSETS			
Property, Plant & Equipment	7	25,218	14,853
Intangibles	8	38,194	53,082
TOTAL NON-FINANCIAL ASSETS		<u>63,412</u>	<u>67,935</u>
TOTAL ASSETS		<u>1,006,675</u>	<u>944,119</u>
LIABILITIES			
Payables	9	63,481	37,936
Provisions	10	44,758	35,162
TOTAL LIABILITIES		<u>108,239</u>	<u>73,098</u>
NET ASSETS		<u>898,435</u>	<u>871,021</u>
EQUITY			
Accumulated Surplus		898,435	871,021
TOTAL EQUITY		<u>898,435</u>	<u>871,021</u>

The above balance sheet statement should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY
For the Year Ended 30 June 2013



	2013	2012
	\$	\$
TOTAL EQUITY AT BEGINNING OF FINANCIAL YEAR	871,021	831,793
Comprehensive Result	27,414	39,228
TOTAL EQUITY AT END OF FINANCIAL YEAR	<u>898,435</u>	<u>871,021</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

CASH FLOW STATEMENT
For the Financial Year Ended 30 June 2013



	Notes	2013 \$	2012 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Fees from Registrants		889,893	827,335
Interest Received		31,636	39,688
GST Recovered from/(paid to) the ATO		40,350	37,738
Payments to Suppliers and Employees		<u>(878,746)</u>	<u>(865,749)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	15(a)	<u>83,133</u>	<u>39,012</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for Investments		(59,232)	(23,397)
Proceeds from Sale of Investments		-	80,000
Purchase of Non-Financial Assets		<u>(24,694)</u>	<u>(83,857)</u>
NET CASH PROVIDED BY/(USED IN) INVESTING ACTIVITIES		<u>(83,926)</u>	<u>(27,254)</u>
NET INCREASE IN CASH HELD		(793)	11,758
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		<u>483,483</u>	<u>471,725</u>
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	15(b)	<u>482,691</u>	<u>483,483</u>

The above cash flow statement should be read in conjunction with the accompanying notes.



1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Statement of compliance

This general-purpose financial report has been prepared on an accrual basis in accordance with the *Financial Management Act 1994* and applicable Australian Accounting Standards and Interpretations (AASs) and other mandatory requirements. AASs include Australian equivalents to International Financial Reporting Standards.

The Financial Statements also complies with relevant Financial Reporting Directions (FRD) issued by the Department of Treasury and Finance and relevant Standing Directions (SD) authorised by the Minister for Finance.

In complying with AASs, the Board has, where relevant, applied those paragraphs applicable to not-for-profit entities.

(b) Basis of accounting preparation and measurement

The financial report is presented in Australian dollars and prepared in accordance with the historical cost convention. Cost is based on the fair values of the consideration given in exchange for assets.

In application of AASs, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Accounting policies are selected and applied in a manner, which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The accounting policies set out below have been applied in preparing the financial reports for the year ended 30 June 2013 and the comparative information presented in these financial statements for the year ended 30 June 2012.

(c) Goods and services tax (GST)

Income, expenses and assets are recognised net of the amount of associated GST, except:

- where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense or
- for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from or payable to the taxation authority is included as part of receivables or payables.

Cash flows are included in the cash flow statement on a gross basis. The GST component of cash flows arising from investing and financing activities, which is recoverable from or payable to the taxation authority is classified as operating cash flows.

Commitments and contingent assets and liabilities are presented on a gross basis.

(d) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, deposits at call and highly liquid investments with an original maturity of 3 months or less, which are readily convertible to known amount of cash and are subject to insignificant risk of changes in values.



1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Receivables

Trade debtors are carried at nominal amounts due and are due for settlement at various dates from the date of recognition. Exceptions to the date of recovery may occur when negotiated with the Board.

Collectability of debts is reviewed on an ongoing basis and debts, which are known to be uncollectible, are written off. A provision for doubtful debts is raised where doubt as to collection exists. Bad debts are written off when identified.

Receivables are recognised initially at fair value and subsequently measured at amortised cost, using the effective interest rate method, less any accumulated impairment.

(f) Depreciation

Depreciation is provided on furniture and fittings and office equipment. Depreciation is generally calculated on a straight-line basis so as to write off the net cost or other re-valued amount of each asset over its expected useful life to its estimated residual value. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period. The following estimated useful lives are used in the calculation of depreciation:

- Furniture and fittings 10 years
- Office equipment 3-5 years.

(g) Employee benefits

Wages and salaries, annual leave, sick leave and accrued days off

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee's services up to the reporting date, classified as current liabilities and measured at their nominal values.

Those liabilities that the entity does not expect to be settled within 12 months are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long Service Leave (LSL)

Current liability - unconditional LSL (representing 7 or more years of continuous service) is disclosed as a current liability even where the Board does not expect to settle the liability within 12 months because it does not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current LSL liability are measured at:

- Present value – component that the Board does not expect to settle within 12 months
- Nominal value – component that the Board expects to settle within 12 months.

Non-current liability - conditional LSL (representing less than 7 years of continuous service) is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. Conditional LSL is required to be measured at present value.

Consideration is given to the expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using interest rates of Commonwealth Government guaranteed securities in Australia.

Superannuation

Defined contribution plans

Contributions to defined contribution superannuation plans are expensed when incurred.



1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

(h) Other financial assets

Other financial assets are recognised and derecognised on trade date where purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value, net of transaction costs. Other financial assets are classified between current and non-current assets based on Board Management intention at balance date with respect to the timing of disposal of each asset.

The Board classifies its other financial assets as loans and receivables and held-to-maturity investments. This classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition.

The Board assesses at each balance sheet date, whether a financial asset or group of financial assets is impaired.

Held-to-maturity investments

Where the Board has the positive intent and ability to hold investments to maturity, these are stated at amortised cost less impairment losses.

Loans and receivables

Trade receivables, loans and other receivables are recorded at amortised cost, using the effective interest method, less impairment.

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset or where appropriate, a shorter period.

(i) Leased assets

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the lessee. All other leases are classified as operating leases.

The Board as lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

(j) Non-current physical assets

Plant and equipment are measured at fair value less accumulated depreciation and impairment losses.

(k) Intangible Assets

Intangible assets represent identifiable non-monetary assets without physical substance such as patents, trademarks, goodwill, computer software and development costs.

Intangible assets are initially recognised at cost. Subsequently, intangible assets with finite useful lives are carried at cost less accumulated amortisation and accumulated impairment losses. Costs incurred subsequent to initial acquisition are capitalised when it is expected that additional future economic benefits will flow to the entity.

Amortisation is allocated to intangible assets with finite useful lives on a systematic (typically straight-line) basis over the asset's useful life. Amortisation begins when the asset is available for use; that is, when it is in the location and condition necessary for it to be capable of operating in the manner intended by management. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed annually.



1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(l) Payables

Payables are recognised when the Board becomes obliged to make future payments resulting from the purchase of goods and services.

(m) Provisions

Provisions are recognised when the Board has a present obligation, the future sacrifice of economic benefits is probable and the amount of the provision can be measured reliably.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cashflows estimated to settle the present obligation, its carrying amount is the present value of those cashflows.

When some or all of the economic benefits required to settle a provision are expected to be recognised from a third party, the receivable is recognised as an asset if it is virtually certain that recovery will be received and the amount of the receivable can be measured reliably.

(n) Income recognition

Revenue is recognised in accordance with AASB 118 Revenue and is recognised as to the extent it is earned.

Amounts are disclosed as revenue where applicable, net of returns, allowances and duties and taxes.

Renewal registration fees are payable annually in advance in respect of calendar years.

Initial registration fees are raised at the time of application and cover registration for the calendar year in which initial registration occurs.

Interest revenue

Interest revenue is recognised on a time proportionate basis that takes into account the effective yield on the financial asset.

(o) New accounting standards

Certain new Australian accounting standards and interpretations have been published that are not mandatory for 30 June 2013 reporting period. As at 30 June 2013, the Board has not and does not intend to adopt these standards early as there will be no significant impact on the financial statements.

(p) Corporate structure

The Board is a statutory body formed under the *Veterinary Practice Act 1997*.

(q) Rounding of amounts

All amounts shown in the Financial Statements have been rounded to the nearest dollar.

(r) Comparative amounts

Where necessary the previous year's figures have been reclassified to facilitate comparisons.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



	2013	2012
	\$	\$
2 INCOME		
(a) Revenue from Operating Activities		
Registration Fees - General Renewal	699,223	653,235
Registration Fees - General New	99,305	78,175
Registration Fees - General Late Renewal & Restoration	26,930	20,680
Registration Fees - Specialist Late Renewal & Restoration	41,523	36,148
Registration Fees - Non-Practising	4,140	4,020
Registration Fees - Reduced	1,220	2,030
Registration Fees - Refunds/Application fees	4,895	2,820
Letters of Professional Standing Fees	7,150	6,115
Replacement Certificate Fees	235	50
Posters & Handbook components	232	2,755
Fines and Penalties	18,794	-
Sundry	1,394	2,539
Veterinary Lists	-	4,500
Total Revenue from Operating Activities	<u>905,041</u>	<u>813,067</u>
(b) Revenue from Non-operating Activities		
Interest Received	<u>31,408</u>	<u>36,052</u>
Total Revenue from Non-operating Activities	<u>31,408</u>	<u>36,052</u>
TOTAL INCOME	<u><u>936,449</u></u>	<u><u>849,119</u></u>
3 EXPENSES FROM OPERATIONS		
(a) Salaries and Associated Costs		
(i) Salaries and Wages	193,625	135,844
(ii) Associated Costs		
Annual Leave	13,743	10,982
Long Service Leave	(1,645)	4,866
Work Cover	2,320	(67)
Superannuation	17,660	25,542
Total Associated Costs	<u>32,078</u>	<u>41,323</u>
(b) Rent and Amenities		
Rent	75,131	74,120
Equipment Rental	5,352	5,053
Telecommunications	7,514	7,223
Electricity	2,957	3,171
Insurance - Contents	1,456	1,218
Cleaning & Outgoings	5,080	5,147
Total Rent and Amenities	<u>97,490</u>	<u>95,931</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



	2013	2012
	\$	\$
3 EXPENSES FROM OPERATIONS (continued)		
(c) Professional Fees		
Fees - Accounting	-	45,947
Consultancy	8,567	1,800
Legal Fees / Governance / FOI	11,008	1,179
Total Professional Fees	<u>19,575</u>	<u>48,926</u>
(d) Printing and Publications		
Printing - Handbook	-	1,005
Printing - General	6,620	4,480
Printing - Newsletter and Annual Report	2,674	2,683
Publications - Legislation	1,611	5,843
Total Printing and Publications	<u>10,905</u>	<u>14,012</u>
(e) Hearings and Panels		
Preliminary Investigations	3,840	120
Informal/Formal Hearings	56,522	32,019
Prosecutions	-	118
Appeals	29,782	-
Fitness to Practise	1,070	-
Total Hearings and Panels	<u>91,214</u>	<u>32,257</u>
(f) General Expenses		
Advertising	1,109	217
Australasian Veterinary Boards Council Inc. - Membership Fee	53,514	52,978
Board Initiatives	9,553	1,550
Catering	6,876	9,117
Depreciation & Amortisation	29,217	28,593
Insurance - DOPI	3,240	3,321
IT/Web Maintenance	60,194	31,918
Office Supplies	5,876	3,257
Postage and Courier	4,305	8,140
Recruitment Fees	720	4,463
Repairs & Maintenance	2,986	2,426
Staff Amenities	564	808
Subscriptions/Memberships	1,544	1,303
Sundry	3,225	5,282
Training	6,825	2,811
Travel - Board	8,595	7,014
Travel - Other & Parking	3,540	3,206
Total General Expenses	<u>201,883</u>	<u>166,405</u>
TOTAL EXPENSES FROM OPERATIONS	<u><u>646,770</u></u>	<u><u>534,698</u></u>

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



	2013	2012
	\$	\$
4 REMUNERATION OF AUDITOR		
Audit fees paid and payable to the Victorian Auditor General's Office for audit of the Board	7,400	7,200
TOTAL REMUNERATION OF AUDITOR	<u>7,400</u>	<u>7,200</u>
5 OTHER FINANCIAL ASSETS - CURRENT		
ANZ Term Deposit	410,716	351,485
TOTAL OTHER FINANCIAL ASSETS	<u>410,716</u>	<u>351,485</u>
6 RECEIVABLES - CURRENT		
Contractual		
Sundry Debtors	24,692	12,234
Accrued Interest	16,207	16,435
	<u>40,899</u>	<u>28,670</u>
Statutory		
GST Receivable	7,343	4,653
TOTAL RECEIVABLES	<u>48,242</u>	<u>33,322</u>
7 PROPERTY, PLANT AND EQUIPMENT – NON-CURRENT		
Furniture and fittings		
At Fair Value	142,691	136,518
Less: Accumulated Depreciation	<u>(133,974)</u>	<u>(132,642)</u>
	<u>8,717</u>	<u>3,876</u>
Office Equipment		
At Fair Value	115,223	103,294
Less: Accumulated Depreciation	<u>(98,722)</u>	<u>(92,317)</u>
	<u>16,501</u>	<u>10,977</u>
TOTAL PROPERTY, PLANT AND EQUIPMENT	<u>25,218</u>	<u>14,853</u>

Reconciliation of Movements

	Furniture & Fittings	Office Equipment	2013 Total
	\$	\$	\$
Balance at 1 July 2012	3,876	10,977	14,853
Additions	6,173	15,109	21,282
Depreciation Expense	<u>(1,332)</u>	<u>(9,585)</u>	<u>(10,917)</u>
Balance at 30 June 2013	<u>8,717</u>	<u>16,501</u>	<u>25,218</u>

	Furniture & Fittings	Office Equipment	2012 Total
	\$	\$	\$
Balance at 1 July 2011	5,419	6,654	12,073
Additions	-	13,100	13,100
Depreciation Expense	<u>(1,543)</u>	<u>(8,777)</u>	<u>(10,320)</u>
Balance at 30 June 2012	<u>3,876</u>	<u>10,977</u>	<u>14,853</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



	2013	2012
	\$	\$
8 INTANGIBLE ASSETS – NON-CURRENT		
Intangibles at Cost	106,605	103,193
Less: Accumulated Amortisation	(68,411)	(50,111)
TOTAL INTANGIBLE ASSETS	<u>38,194</u>	<u>53,082</u>
Reconciliation of Movements		
Balance at 1 July	53,082	598
Additions	3,412	70,758
Amortisation Expense	(18,300)	(18,274)
Balance at 30 June	<u>38,194</u>	<u>53,082</u>
9 PAYABLES - CURRENT		
Contractual		
Creditors and Accruals	57,285	32,500
Statutory		
Superannuation Guarantee Charge /PAYG	6,196	5,436
TOTAL PAYABLES	<u>63,481</u>	<u>37,936</u>
10 PROVISIONS		
CURRENT		
Employee Benefits	33,364	14,181
Provision for Hearing Fees	10,000	12,500
	<u>43,364</u>	<u>26,681</u>
NON-CURRENT		
Employee Benefits	1,394	8,481
TOTAL PROVISIONS	<u>44,758</u>	<u>35,162</u>
EMPLOYEE BENEFITS AND RELATED ON-COSTS PROVISIONS		
Current Annual Leave	26,982	26,681
Current Long Service Leave	6,382	942
Non-Current Long Service Leave	1,394	7,537
	<u>7,776</u>	<u>8,479</u>
TOTAL EMPLOYEE BENEFITS AND RELATED ON-COSTS PROVISIONS	<u>34,758</u>	<u>35,160</u>

Reconciliation of Movements for Employee Benefits and Related On-costs

	Annual Leave	Long Service Leave	2013 Total
	\$	\$	\$
Balance at Start of Year	13,239	9,421	22,660
Increase/Decrease in Provision	22,844	(1,645)	21,199
Settlement made During the Year	(9,101)	-	(9,101)
Balance at End of Year	<u>26,982</u>	<u>7,776</u>	<u>34,758</u>
	Annual Leave	Long Service Leave	2012 Total
	\$	\$	\$
Balance at Start of Year	10,698	49,847	60,545
Increase in Provision	10,982	4,866	15,848
Settlement made During the Year	(8,441)	(45,292)	(53,733)
Balance at End of Year	<u>13,239</u>	<u>9,421</u>	<u>22,660</u>

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



11 CONTINGENT ASSETS AND LIABILITIES

As at 30 June 2013, the Board has no contingent assets or contingent liabilities (Nil at 30 June 2012).

12 RESPONSIBLE PERSONS AND EXECUTIVE OFFICER

In accordance with the Directions of the Minister for Finance under the *Financial Management Act 1994* the following disclosures are made for the responsible persons for the reporting period.

(a) Responsible Minister	Period	
The Hon Peter Walsh MLA, Minister for Agriculture & Food Security	01/07/12 - 30/06/13	
(b) Board Members & Accountable Officer		
Dr D Beggs	01/07/12 - 30/06/13	
Dr A Cameron	01/07/12 - 16/03/13	
Mr A Gaskell	01/07/12 - 30/06/13	
Dr A Gould	01/07/12 - 30/06/13	
Ms D James	01/07/12 - 16/03/13	
As Prof P Mansell	01/07/12 - 30/06/13	
Dr R Martin	01/07/12 - 16/03/13	
Dr R Nichol	01/07/12 - 30/06/13	
Em Prof V Studdert	01/07/12 - 16/03/13	
Dr S Whyte (Accountable Officer)	01/07/12 - 30/06/13	
Dr M Doyle	17/03/13 - 30/06/13	
Ms J Mazzeo	17/03/13 - 24/06/13	
Dr I McLaren	17/03/13 - 30/06/13	
Ms J Wilkins	17/03/13 - 30/06/13	
Ms J Cohen	25/06/13 - 30/06/13	
(c) Remuneration of Responsible Persons	2013	2012
	Number	
Income of Nil - \$9,999	8	3
\$10,000 - \$19,999	6	7
\$40,000 - \$49,999		
\$100,000 - \$109,999		
\$110,000 - \$119,999		
Total Number	15	12
	\$	
Total Amount	243,643	256,256

(d) Other Transactions

There were no other transactions between Members and the Board other than those that occurred within a normal arm's length between the Board and its clients.

There were no amounts paid to a superannuation fund or other entity by the Board in connection with the retirement of any responsible persons during the year.

There were amounts paid and accrued for by the Board in connection with the retirement of responsible persons of the Board.

There was no loan in existence at reporting date that has been guaranteed or secured by the Board or any related party to responsible persons of the Board.

There was no other personnel (that is, contractors with significant management responsibilities) employed during the reporting period.



13 FINANCIAL INSTRUMENTS

(a) Financial Risk Management Objectives and Policies

The Board's activities expose it to a variety of financial risks: market risk (including price risk and interest rate risk), credit risk and liquidity risk. The Board's exposure to credit risk is monitored on an ongoing basis. The Board's principal financial instruments comprise:

- Cash Assets
- Term Deposits
- Receivables (excluding statutory receivables)
- Payables (excluding statutory payables).

The Board does not have any derivative instruments at 30 June 2013.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 1 to the Financial Statements.

The main purpose in holding financial instruments is to prudentially manage the Board's financial risks within the government policy parameters. A Finance Committee, comprising Board Members, meets on a regular basis to analyse financial risk exposure and to evaluate treasury management strategies in the context of the most recent economic conditions and forecasts.

Categorisation of Financial Instruments

	Carrying Amount	Carrying Amount
	2013	2012
	\$	\$
Financial Assets		
Cash and Cash Equivalent	482,691	483,483
Receivables	40,899	28,670
Term Deposits	410,716	351,485
Total Financial Assets⁽ⁱ⁾	934,305	863,638
Financial Liabilities		
Payables – Creditors and Accruals	57,285	32,500
Total Financial Liabilities⁽ⁱⁱ⁾	57,285	32,500

(i) The total amount of financial assets disclosed here excludes statutory receivables (i.e. GST input tax credit recoverable)

(ii) The total amount of financial liabilities disclosed here excludes statutory payables (i.e. Taxes payables)

Net Holding Gain/(Loss) on Financial Instruments by Category

	Carrying Amount	Carrying Amount
	2013	2012
	\$	\$
Financial Assets		
Cash and Cash Equivalent	11,974	15,573
Receivables	-	-
Term Deposits	19,435	20,480
Total Financial Assets⁽ⁱ⁾	31,408	36,052
Financial Liabilities		
Payables – Creditors and Accruals	-	-
Total Financial Liabilities⁽ⁱⁱ⁾	-	-

(i) The total amount of financial assets disclosed here excludes statutory receivables (i.e. GST input tax credit recoverable)

(ii) The total amount of financial liabilities disclosed here excludes statutory payables (i.e. Taxes payables)

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



13 FINANCIAL INSTRUMENTS (continued)

(b) Credit Risk

Credit risk in the Board arises from cash and cash equivalents and deposits with banks. The Board does not have any material credit risk exposure to any single receivable or group of receivables under financial instruments entered into by the entity.

Credit risk is managed by the Board and reviewed regularly by the Finance Committee. The Board monitors the credit risk by actively assessing the rating quality and liquidity of counterparties.

The Board's exposure to credit risk and effective weighted average interest rate by ageing periods is set out in the following table.

Ageing Analysis of Financial Asset as at 30 June

	Carrying Amount	Not Past Due & Not Impaired	Past Due But Not Impaired				Impaired Financial Assets
			Less than 1 month	1-3 Month	3 Months 1 Year	1-5 Years	
2013	\$	\$	\$	\$	\$	\$	\$
Financial Assets							
Cash and Cash Equivalent	482,691	482,691	-	-	-	-	-
Receivables	40,899	22,605	-	-	18,294	-	-
Term Deposits	410,716	410,716	-	-	-	-	-
Total Financial Assets⁽ⁱ⁾	934,305	916,012	-	-	18,294	-	-
2012							
Financial Assets							
Cash and Cash Equivalent	483,483	483,483	-	-	-	-	-
Receivables	28,670	28,670	-	-	-	-	-
Term Deposits	351,485	351,485	-	-	-	-	-
Total Financial Assets	863,638	863,639	-	-	-	-	-

(i) Ageing analysis of receivables must exclude the types of statutory receivables



13 FINANCIAL INSTRUMENTS (continued)

(c) Liquidity Risk

Liquidity risk is the risk that the Board will not be able to meet its financial obligations as they fall due. The Board's approach to managing liquidity risk is to ensure, as far possible, that it will always have sufficient liquidity to meet its liabilities as and when they fall due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Board's reputation.

The Board manages liquidity risk by monitoring forecast cash flows.

The following table discloses the contractual maturity analysis for the Board's financial liabilities.

Maturity Analysis of Financial Liabilities as at 30 June

	Carrying Amount	Contractual Cash Flows	Maturity Dates			
			Less than 1 month	1-3 Months	3 Months 1 Year	1-5 Years
2013	\$	\$	\$	\$	\$	\$
Payable						
Payables	57,285	57,285	57,285	-	-	-
Total Financial Liability⁽ⁱ⁾	57,285	57,285	57,285	-	-	-
2012						
Payable						
Payables	32,500	32,500	32,500	-	-	-
Total Financial Liability	32,500	32,500	32,500	-	-	-

(i) The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities.



13 FINANCIAL INSTRUMENTS (continued)

(d) Market Risk

Currency Risk

The Board is exposed to insignificant foreign currency risk through its payables relating to purchases of supplies and consumables from overseas. This is because of a limited amount of purchases denominated in foreign currencies and a short timeframe between commitment and settlement.

Interest Rate Risk

Exposure to interest rate risk might arise primarily through the Board's interest bearing liabilities. Minimisation of risk is achieved by mainly undertaking fixed rate or non-interest bearing financial instruments. For financial liabilities, the Board mainly undertakes financial liabilities with relatively even maturity profiles.

Interest Rate Exposure of Financial Instrument

2013	Weighted Average Effective Interest %	Carrying Amount \$	Interest Rate Exposure		
			Fixed Interest rate	Variable Interest rate	Non- Interest Bearing
Financial Assets					
Cash and Cash Equivalent	2.50	482,691	-	482,691	-
Receivables	n/a	40,899	-	-	40,899
Term Deposits	4.85	410,716	410,716	-	-
		934,305	410,716	482,069	40,899
Financial Liabilities Payable					
Payables	n/a	57,285	-	-	57,285
		57,285	-	-	57,285
2012					
Financial Assets					
Cash and Cash Equivalent	3.25	483,483	-	483,483	-
Receivables	n/a	28,670	-	-	28,670
Term Deposits	5.80	351,485	351,485	-	-
		863,638	351,485	482,069	28,670
Financial Liabilities Payable					
Payables	n/a	32,500	-	-	32,500
		32,500	-	-	32,500

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



13 FINANCIAL INSTRUMENTS (continued)

(d) Market Risk (continued)

Sensitivity Disclosure Analysis

Taking into account past performance, future expectations, economic forecasts and management's knowledge and experience of the financial markets, the Board believes the following movements are 'reasonably possible' over the next 12 months (base rates are sourced from the Federal Bank of Australia):

- A parallel shift of +0.5% and -1% in market interest rates (AUD) from year-end rates of 3%
- A parallel shift of +1% and -1% in inflation rate from year-end rates of 2%.

The following table discloses the impact on net operating result and equity for each category of financial instrument held by the Board at year end as presented to key management personnel, if changes in the relevant risk occur.

	Carrying Amount	Interest Rate Risk			
		-1%		0.5%	
		Profit	Equity	Profit	Equity
2013	\$	\$	\$	\$	\$
Financial Assets					
Cash and Cash Equivalent	482,691	(4,827)	(4,827)	2,413	2,413
Receivables	48,242	-	-	-	-
Term Deposits	410,716	(4,107)	(4,107)	2,054	2,054
Financial Liabilities					
Payables	57,285	-	-	-	-
		(8,934)	(8,934)	4,467	4,467
2012					
Financial Assets					
Cash and Cash Equivalent	483,483	(4,835)	(4,835)	2,417	2,417
Receivables	33,322	-	-	-	-
Term Deposits	351,485	(3,515)	(3,515)	1,757	1,757
Financial Liabilities					
Payables	32,500	-	-	-	-
		(8,350)	(8,350)	4,175	4,175

(e) Fair Value

The net fair value of all on-balance sheet monetary financial assets and financial liabilities approximates their carrying value. There are no off-balance sheet financial assets or financial liabilities at balance date.

The fair values and net fair values of financial instrument assets and liabilities are determined as follows:

- the fair value of financial instrument assets and liabilities with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices
- the fair value of other financial instrument assets and liabilities are determined in accordance with generally accepted pricing models based on discounted cash flow analysis.

The Board considers that the carrying amount of financial instrument assets and liabilities recorded in the financial statements to be a fair approximation of their fair values because of the short-term nature of the financial instruments and the expectation that they will be paid in full.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



13 FINANCIAL INSTRUMENTS (continued)

(e) Fair Value (continued)

The following table shows that the fair values of most of the contractual financial assets and liabilities are the same as the carrying amounts.

Comparison between Carrying Amount and Fair Value

	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	2013	2013	2012	2012
	\$	\$	\$	\$
Financial Assets				
Cash and Cash Equivalent	482,691	482,691	483,483	483,483
Receivables	40,899	40,899	28,670	28,670
Term Deposits	410,716	410,716	351,485	351,485
Total Financial Assets	934,305	934,305	863,638	863,638
Financial Liabilities				
Payables	57,285	57,285	32,500	32,500
Total Financial Liabilities	57,285	57,285	32,500	32,500

14 SUPERANNUATION

The Board's full contributions to employees and Board Member's superannuation funds for the period ended 30 June are as follows.

	Rate	2013 Amount \$	Rate	2012 Amount \$
Australian Super Pty. Limited	9%	3,624	9%	3,184
BT Superwrap	9%	3,421	9%	1,437
Doyle Super	9%	2,106	9%	-
Gaskell Consulting Group	9%	1,517	9%	1,532
Gould & Peters Super	9%	1,173	9%	812
Health Super	9%	632	9%	801
Hesta Super	9%	1,957	9%	1,683
MLC Masterkey Superannuation	9%	927	9%	886
REST Superannuation	9%	1,880	9%	117
Unisuper	9%	1,563	9%	3,150
VicSuper Pty Limited	9%	17,749	9%	91,573
Vision Superannuation	9%	5,270	9%	1,438
		<u>41,819</u>		<u>106,613</u>

All funds are accumulation schemes.

Total contributions made by the Board for the year ended 30 June 2013 were: \$41,819 - inclusive of \$4,707 salary sacrifice and \$11,595 of responsible persons remuneration (2012: \$106,613 - inclusive of \$72,629 salary sacrifice and \$10,301 of responsible persons remuneration). Outstanding contributions as at 30 June 2013 are nil (2012 is nil). No loans exist between the funds and the Board.

NOTES TO THE FINANCIAL STATEMENTS
For the Year Ended 30 June 2013



	2013	2012
	\$	\$
15 STATEMENT OF CASH FLOWS		
(a) RECONCILIATION OF CASH FLOW FROM OPERATIONS WITH NET RESULT		
Net result for the Year	27,414	39,228
Depreciation & Amortisation	29,217	28,593
Decrease/(Increase) in Receivables	(14,919)	12,304
Decrease/(Increase) in Prepayments	6,278	(135)
Increase/(Decrease) in Payables	25,545	(15,592)
Increase in Provisions	9,598	(25,385)
Net Cash Inflow from Operating Activities	<u>83,133</u>	<u>39,012</u>
(b) RECONCILIATION OF CASH ASSETS		
For the purposes of the cash flow statement, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the cash flow statement is reconciled to the related items in the balance sheet as follows.		
Cash on Hand	200	200
ANZ Banking Group Ltd Cash at Bank	6,626	6,719
ANZ Banking Group Ltd Online Savings	475,864	476,564
	<u>482,690</u>	<u>483,483</u>
(c) BANK GUARANTEE		
Security for payment of the monthly rental and all other monies payable by the Board to the Lessor is provided by an irrevocable unconditional bank guarantee for an amount equal to three-months of the yearly rental. In the event the Board is unable to meet its financial obligations to the Lessor the Lessor is entitled to claim any monies outstanding under the Bank Guarantee.		
ANZ Banking Group Ltd - Bank Guarantee	<u>21,038</u>	<u>21,038</u>

16 CAPITAL COMMITMENT

There was no capital commitment as at 30 June 2013 (2012 is nil).

17 LEASING COMMITMENT

Operating leases contracted for but not capitalised in the accounts payable.

Less than one year	81,512	80,492
Later than one but not later than five years	39,669	121,181
Later than five years	-	-
	<u>121,181</u>	<u>201,673</u>

18 EVENTS SUBSEQUENT TO BALANCE DATE

Since 30 June 2013, there are no events or transactions, which could render any particulars included in the financial statements to be misleading or inaccurate.

APPENDIX 1 MINISTER'S STATEMENT OF EXPECTATIONS



The following table defines the Minister's Statement of Expectations, the Board's response, the Board's performance measurement and where, in this Annual Report (or the Board website), more detailed quantitative and qualitative data may be found for each indicator.

Government policy and objectives			
<i>Expectation 1</i>		<i>Response 1</i>	
I expect you to continue to protect the public and support the maintenance of veterinary practice standards in Victoria through registration of, and investigation of the professional conduct and fitness to practise of, veterinary practitioners.		The Board will continue to protect the public and support the maintenance of veterinary practice standards in Victoria through the registration of and the investigation of the professional conduct and fitness to practise of veterinary practitioners. It will facilitate the establishment of competency in veterinary practise by: <ul style="list-style-type: none"> • registering persons who comply with the Veterinary Practice Act • recognising qualifications and accrediting courses of training, which provide qualifications for registration • issuing guidelines about appropriate standards of veterinary practise and veterinary facilities • conducting investigations into professional conduct and fitness to practise. 	
Performance Measurement	Number	Report Reference	Page
Veterinary practitioners registered	2653	Registration Statistics	<u>10</u>
Qualifications recognised	8	Veterinary Specialists	<u>10</u>
Courses accredited	8	Accreditation and Recognition of Training	<u>7</u>
Guidelines issued/revised	19	Standards of Veterinary Practice and Veterinary Facilities	<u>18</u>
Investigations conducted	48	Outcomes of Written Complaints	<u>15</u>
<i>Expectation 2</i>		<i>Response 2</i>	
In discharging your statutory duties I also expect you to continue to apply the minimum level of regulatory intervention necessary to meet your obligations under the Act and encourage you to continue to look for opportunities to reduce regulatory burden.		The Board will continue to seek to minimise regulatory burden and identify opportunities to reduce regulatory burden, through: <ul style="list-style-type: none"> • national recognition of veterinary registration • allowing registrants to renew electronically and update records online • providing public access through the Board's website to information on how to make complaints and tools to simplify complaints reducing administration costs and access to standards of practice and other relevant information online • implementing service standards which minimise delay costs to the public and veterinary practitioners • undertaking an electronic approach to administration leading to lower operational cost and hence keeping registration fees to a minimum. 	

APPENDIX 1 MINISTER'S STATEMENT OF EXPECTATIONS



Performance Measurement	Number	Report Reference	Page
National Recognition of Veterinary Registration	68	Registration via National Recognition of Veterinary Registration	<u>8</u>
Electronic renewal of registrations and update of records (renewals)	1831	Registration Statistics	<u>10</u>
Public access (visits) to the Board website	20,275	Board website analytics	<u>website, 19</u>
Service standards	n/a	Complaints information; Guidelines (website)	<u>website</u>
Electronic approach	n/a	Communications; Finance and Governance	<u>19 20</u>
Stakeholder Relationships and Engagement			
<i>Expectation 3</i>		<i>Response 3</i>	
<p>I recognise the importance of your stakeholders, including the veterinary profession, universities, primary producers, the Victorian public, the Australasian Veterinary Boards Council Inc (AVBC), the Australian Veterinary Association Ltd (AVA) and State and Commonwealth agencies. I expect that you will continue to work constructively with these stakeholders whilst fulfilling your obligations under the Act in an independent, transparent and consistent manner.</p> <p>I also expect that the Veterinary Practitioners Registration Board of Victoria and my department will continue to work closely together.</p> <p>I expect you to keep me advised of existing and emerging issues. I acknowledge the mutual benefit of regular exchange of information and views related to the discharge of your regulatory role.</p>		<p>The Board will continue to work constructively with our stakeholders, including the veterinary profession, universities, primary producers, the Victorian public, the AVBC, the AVA and State and Commonwealth agencies and the Department.</p> <p>We acknowledge the importance of effective communications and will continue to keep the Minister apprised of existing and emerging issues.</p>	
Performance Measurement	Number	Report Reference	Page
Veterinary profession; universities	n/a	Board Members; Consultation with the Profession	<u>2 22</u>
Primary producers; Victorian public; AVBC and AVA	n/a	Consultation with the Profession	<u>22</u>
DEPI; State and Commonwealth agencies	n/a	Board Members; Finance and Governance; Consultation with the Profession; Workforce Data; Other Disclosures;	<u>2 20 22 24 25</u>
Meet with Minister	n/a	Meeting with the Minister	n/a

APPENDIX 1 MINISTER'S STATEMENT OF EXPECTATIONS



Coordination of Regulatory Activities			
<i>Expectation 4</i>		<i>Response 4</i>	
<p>The Veterinary Practitioners Registration Board of Victoria participates in the Australasian Veterinary Boards Council Incorporated and cooperates with relevant State and Commonwealth agencies as it discharges its regulatory functions. Through this participation and cooperation, I expect the Board to continue to promote good regulatory practice, reduce duplication and foster consistent outcomes for the veterinary profession and the Victorian public.</p>		<p>The Board will continue to participate in the AVBC and its sub-committees.</p> <p>The Board will also continue to cooperate with relevant State and Commonwealth agencies as it discharges its regulatory functions.</p>	
Performance Measurement	Number	Report Reference	Page
<i>AVBC participation</i>			
Accredit programs	8	Accreditation and Recognition of Training	<u>7</u>
Recognise training	0	Consultation with the Profession	<u>22</u>
Meetings	6	Consultation with the Profession	<u>22</u>
Sub-committee membership (3 members on 4 sub-committees)	3	Consultation with the Profession	<u>22</u>
<i>Agency co-operation</i>			
State and Commonwealth agencies	n/a	Board Members; Finance and Governance; Other Disclosures; Workforce Data	<u>20</u> <u>25</u> <u>24</u>
Department of Environment and Primary Industries	n/a	Board Members; Finance and Governance	<u>20</u>
Transparency and Accountability			
<i>Expectation 5</i>		<i>Response 5</i>	
<p>I recognise the strength of the corporate governance arrangements that you have in place, including a robust, transparent and accountable system of reporting directly to Parliament through your annual report. To this end, I expect that this Statement of Expectations will be incorporated into your ongoing corporate planning processes and that key output and outcome performance indicators are published in your annual report.</p>		<p>The Board will ensure that these expectations are incorporated into its ongoing planning and operational processes.</p> <p>The Board will continue to report performance publicly, in a transparent manner, including reporting against key performance indicators, in its annual report.</p>	
Performance Measurement	Number	Report Reference	Page
Ongoing planning and operational processes include statements of expectations	n/a	Statement of Expectations	<u>5</u>
Public reporting of performance	n/a	Statement of Expectations; Communications	<u>5</u> <u>19</u>

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