

OFFICIAL



STRATEGIC PLAN 2024-27

VETERINARY PRACTITIONERS REGISTRATION BOARD OF
VICTORIA

OFFICIAL



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ACKNOWLEDGEMENT OF COUNTRY

This document was written on the lands of the Wundjeri Woi-wurrung and Bunurong Boon Wurrong Peoples of the Kulin Nation.

In the spirit of reconciliation, Vetboard Victoria acknowledges the Traditional Custodians of Country and their connections to the land, sky, and waters of Victoria.

We acknowledge that a relationship with animals is integral to First Nations' knowledge systems. The cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander Peoples explain the unique relationship animals have with the rest of the world. They teach us how to understand animals, and how to maintain balance with them and their habitats.

We pay our respect to First Nations' Elders, past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

PRESIDENT'S INTRODUCTION



We live and work in a world characterised by significant and ongoing change, which has a substantial impact on the science, art and practice of veterinary medicine. Against this backdrop, our purpose remains constant: 'to protect the public and the health and welfare of animals'.

The challenge for the profession, and the Veterinary Practitioners Registration Board of Victoria, is to evolve and adapt how we bring our purpose to life. The ways that we respond to forces of change – including companion animal ownership, demography, economics, technology, regulation, and disruption – will determine whether we have a veterinary profession that is worthy of trust.

Over the past year, the Board has listened to veterinarians, pet owners, paraprofessionals, and members of the Victorian community, to gain insight and build understanding of the future direction of the profession. Our focus has been on the trends and issues affecting provision of quality veterinary care across Victoria. In developing our 2024-27 strategic plan, we have addressed what kind of organisation we need to be and how we can be a better and more effective regulator while also reflecting on the trends that will affect the direction of the profession.

The Board's goals for our 2024-27 strategic plan are to continue building on our work to:

- be a trusted and respected regulator
- build our regulatory expertise and capability
- help to enable a thriving veterinary profession that is worthy of trust by the people of Victoria, governments and fellow veterinarians
- ensure that we are financially sustainable, and
- focus on desired outcomes and continue to improve our effectiveness as a regulator.

On behalf of my fellow directors, I personally thank the hundreds of Victorians who participated in surveys, workshops and discussions to provide insight and input to our strategic plan, and the team that developed the plan.

The Board looks forward to working with you to bring our 2024-27 strategic plan to life, enabling us to be a trusted, effective and compassionate regulator, contributing positively to the quality and sustainability of veterinary practice in Victoria.

ABOUT VETBOARD VICTORIA

WHO WE ARE

The Veterinary Practitioners Registration Board of Victoria (VPRBV, Vetboard Victoria) is a statutory body established under the *Veterinary Practice Act 1997* to protect the public and animal health through regulation of veterinary practitioners (veterinarians) practising in Victoria, Australia.

The nine members of the Board, with veterinary, legal and community perspectives, are nominated by the Minister for Agriculture and appointed by the Governor-in-Council for a three-year period. The members are supported by a Chief Executive Officer and a small multidisciplinary team. A group of Approved Persons assists with hearing panels and other activities. Vetboard Victoria is self-funded via veterinary registration fees.

WHAT WE DO

We achieve our purpose of protecting the public and animal health and welfare by

- registering appropriately qualified and competent veterinary practitioners and veterinary specialists
- issuing guidelines about appropriate standards of practice and veterinary facilities
- investigating and responding to issues about registered practitioners' professional conduct and/or fitness to practise to ensure acceptable standards of veterinary care and services are provided in Victoria
- advising the Minister on matters relating to our functions

Facilitated by membership of the Australasian Veterinary Boards Council (AVBC), Vetboard Victoria recognises qualifications, accredits training courses, establishes competency in veterinary practice for registration as a veterinary practitioner or specialist in Victoria, and considers significant issues impacting the sufficiency, sustainability and quality of veterinary practice.

WHY OUR WORK IS IMPORTANT

In 2023, Victoria's approximately 4,000 registered veterinary practitioners work in over 450 veterinary businesses and other organisations, delivering veterinary services to¹:

- 4,485,000 Victorians (69% of our population) who have an animal companion²
- 29,000 Victorian farms which house over 22 million beef and dairy cattle, sheep, pigs, poultry, goats and other animals³
- horse and dog sporting industries
- animal food, medicine and product industries
- wildlife and exotic animal populations
- state and federal governments
- meat processing facilities
- tertiary and continuing education
- scientific research
- animal shelters, and
- other organisations, sectors and industries.

The veterinary profession plays a crucial role in protecting Victoria's animals, people, environment and economy.

Vetboard Victoria guides, enables and monitors appropriate standards of practice in all contexts. Our activities, alongside the conscientious work of veterinary practitioners and their teams, facilitate strong public trust in veterinary services now and into our future.

¹ [Victorian Agriculture Industry Overview](#), Agriculture Victoria, January 2023

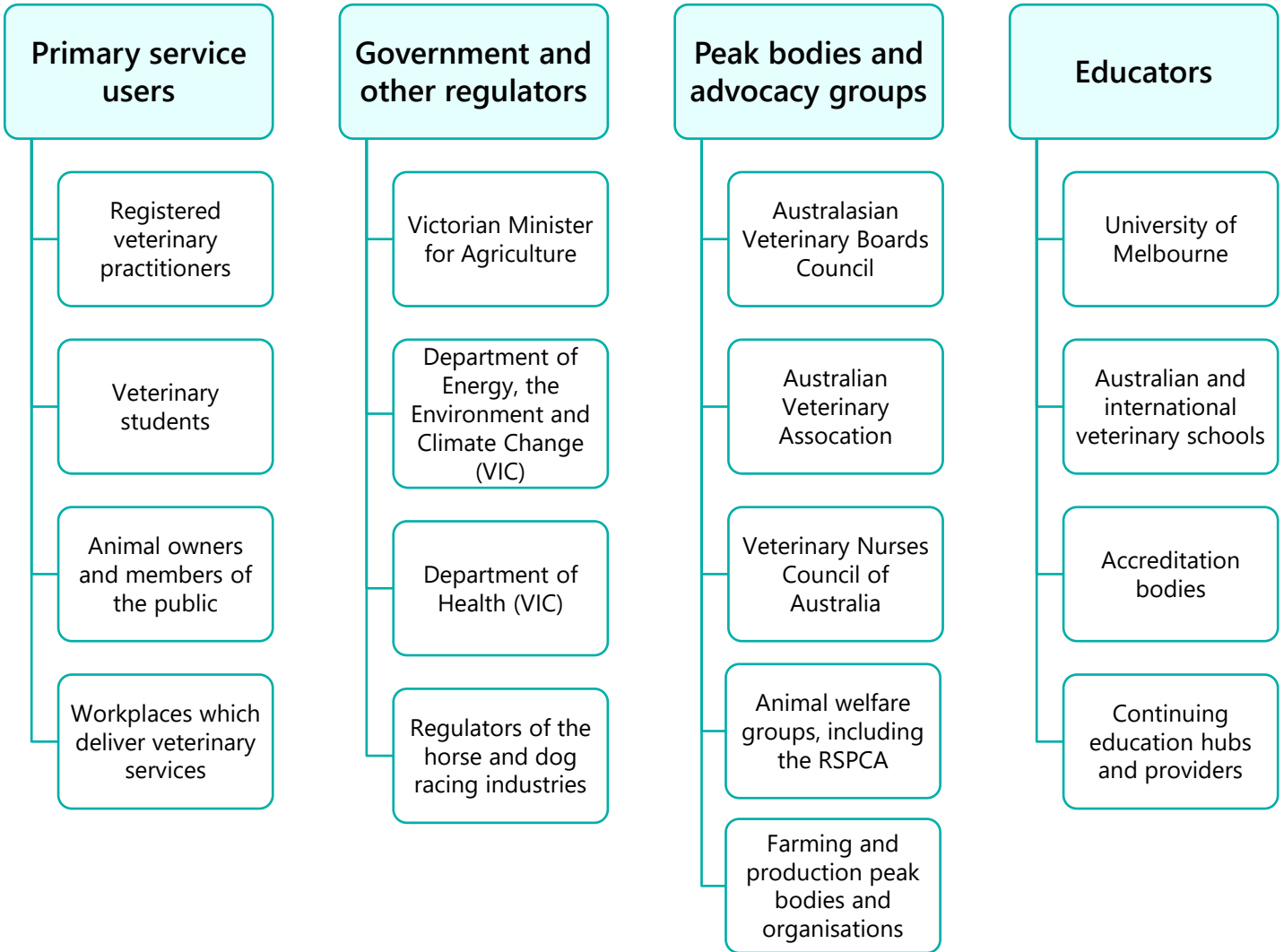
² [More than two-thirds of Australian households now own a pet](#), Animal Medicines Australia, 16 November 2022

³ [Livestock and animals](#), Agriculture Victoria

OUR STAKEHOLDERS

As we regulate over 4,000 registered veterinary practitioners across Victoria, we work with a broad range of stakeholders to protect the public and the health and welfare of animals.

The following table introduces some of our stakeholders.



We acknowledge the influence of the environment within which veterinary professionals practice, and work with our stakeholders to address complex issues through the improvement of policy, legislation, leadership, management and systems. To further this, we also work with data providers and look to broaden these relationships to deepen the understanding of the environment and risks.



OUR VALUES

Everything we do is guided by Victorian Public Sector values. We demonstrate these when we engage with our stakeholder, provide services and work to achieve our purpose. Our values also inform our operations and the way we treat each other. They include:

- Integrity** We are transparent, professional and ethical in providing accurate information to all our stakeholders, enact the principles of natural justice and procedural fairness, and maintain confidentiality.
- Impartiality** We treat all registered veterinary practitioners and members of the public fairly, consistently and without bias.
- Responsiveness** We are receptive, prompt and proactive in meeting the needs and concerns of our stakeholders.
- Respect** We recognise the human rights and diverse needs, beliefs and perspectives of everyone we work with and serve. We listen and communicate thoughtfully.
- Leadership** We communicate clear goals, provide constructive guidance to the profession and other stakeholders, and celebrate achievements. We identify and act on opportunities for big-picture change. We empower our people, veterinarians, their work environment, and animal owners to be their best. We are accountable for our actions, accepting responsibility and appropriate scrutiny.

OPERATING ENVIRONMENT

This strategic plan has been developed in the context of the following factors:

- A growth in pet ownership during COVID with those animals now ageing, continued growth in pet ownership rates, higher pet insurance uptake and an increase in the willingness of pet owners to spend money on their pets' health, leading to an all-time high demand for veterinary services.
- Demand for veterinary services has also increased in relation to responses to exotic diseases. With continued biosecurity threats and climate-related impacts, this is forecast to continue to grow⁴.
- The continuing prevalence of poor mental health and suicide in the veterinary profession. The behaviours and increased expectations of animal owners, and leadership and management practices, have been identified as negatively affecting veterinary mental health and retention⁵.
- Valuation of the Australian veterinary services industry by revenue grew by 23% from 2021 to 2022, with sector employment growing by 3% to 27, 596 people. Victoria accounts for approximately 25% of Australian veterinary industry revenue⁶.
- Increasing recognition of the relationship between human and animal health and wellbeing, and the practical impacts of the human-animal bond⁷.
- Increasing veterinary prices, amidst high general inflation rates,⁴ creating an increased gap between price and affordability.
- Higher concentration of large corporate industry participants and multi-vet private practices,⁴ with reduced profitability in smaller entities driving consolidation of practices. This, together with the growth of private equity, is also increasing financial pressure for increased returns.
- Increasing availability of advanced medical, surgical and diagnostic procedures for animals⁴, including increased use of telemedicine and artificial intelligence tools.
- An estimated 59 veterinary practitioners per 100,000 people in Victoria⁸. Each Australian vet is estimated to provide veterinary services to 2,171 pets, not including horses, farm animals and wildlife⁹.
- Ongoing workforce shortages caused by professional attrition, particularly from clinical and full-time work. Additional challenges in recruiting and retaining veterinary practitioners in rural and regional areas persist¹⁰, with a lower proportion of veterinarians servicing farm livestock and only 2-3 per cent of graduates entering equine practice¹¹.
- Veterinary business models adjusting to workforce and consumer market needs. A gap in rural and regional after-hours and emergency services has emerged and is yet to be addressed¹².
- Calls from the veterinary sector for regulation of the whole veterinary team and paraprofessional registration in response to workforce shortages.¹³ Other States and Territories have moved or are moving towards this.
- The Victorian Government's continued focus on delivering essential services, cost of living relief and reducing inefficiencies and making it easier to do business.¹⁴
- Communication with animal owners, and between veterinary team members including via medical records, being the most common issue within Vetboard Victoria complaints across Australia and NZ¹⁵. Non-technical competencies are recognised as important for professional standards, work engagement and satisfaction.

⁴ IBISWorld, Veterinary Services in Australia (Industry Report M6970), June 2022

⁵ AVA Superfriends Veterinary Wellness Strategy Summary of Research Findings, 2021

⁶ IBISWorld, [Veterinary services in Australia – Market size, industry analysis, trends and forecasts](#), June 2022 and June 2023

⁷ AVA, [Animal welfare and human wellbeing – vulnerability of clients and veterinary staff](#), February 2023

⁸ VPRBV Victorian vet numbers and ABS [National state and territory population](#), March 2023

⁹ [Male vets are a dying breed](#), Sydney Morning Herald, November 2022

¹⁰ [Veterinary Workforce Survey 2021 Analysis Report](#), AVA December 2021

¹¹ [Rethinking veterinary education](#), Veterinary Schools of Australia and New Zealand, July 2023

¹² [Vet shortages in Ballarat and regional Victoria worsen](#), The Courier, May 2021

¹³ [AVA calls for regulation of the whole veterinary team](#), Vet Practice Magazine, July 2023

¹⁴ [Independent Review of the Victorian Public Service | vic.gov.au](#)

¹⁵ [VPRBV Annual Report 2022-23](#)

- Vetboard Victoria’s consultation with the veterinary profession, public and other stakeholders around Victoria in 2023. Key themes included workforce shortages and regulator engagement and guidance on standards and spectrum of care.
- Vetboard Victoria’s recent work with its people, structure, finance, policy and process focussed on improving IT capabilities, revising veterinary service standards, strengthening engagement, and creating a supportive and energised organisational culture.¹⁶

¹⁶ [Study reveals non-clinical skills training the key to retention of vets](#) quoting Sustainable Veterinary Careers National Survey Report, 2022, Vet Practice Magazine, Oct 2023

OUR STRATEGIC GOALS

1. TRUSTED AND RESPECTED REGULATOR

Vetboard Victoria is seen by our stakeholders as a fair, transparent and responsive regulator and we are perceived as an integral part of veterinary professional life, demonstrating compassionate, collaborative and efficient complaints resolution, integrity, helpful guidance, and leadership on key issues within our scope. We take action on the right issues, using the right resources at the right time.

2. ENHANCED REGULATORY EXPERTISE AND CAPABILITIES

Our people share our purpose, vision and values and are able to develop their capability and expertise to enable Vetboard Victoria to achieve best practice in our work. As a result, our staff are engaged and know how their work contributes to our vision, purpose and goals.

3. SUSTAINABLE FIT-FOR-PURPOSE FINANCES

Vetboard Victoria ensures operational cost effectiveness, plans carefully, and monitors financial risks to our organisation through a well-developed reporting framework.

4. TIMELY AND EFFECTIVE RISK REDUCTION

Veterinary teams have the resources, skills, encouragement and mindset to resolve most concerns constructively without Vetboard Victoria involvement. Veterinarians view complaints as valuable opportunities for reflection and development to reduce future risk. We positively influence practitioners' behaviour through efficient and proportionate responses to individuals, and resources and communications to mitigate general risks.

5. CONFIDENT AND COMPETENT VETERINARY PRACTICE

Recognition of appropriate qualifications and endorsements, clear guidance about professional standards, examples of practical application, and helpful resources enable veterinarians to confidently apply and communicate professional judgement in delivering veterinary services across the spectrum of professional care and wide range of practice contexts. Veterinarians develop and demonstrate diverse technical and non-technical knowledge and skills in caring for animals, owners and team members.

6. THRIVING VETERINARY PROFESSION AND PROFESSIONALS

Veterinary professionals have the opportunities, health and wellbeing, and engagement to contribute their significant skills and knowledge to Victoria's animals and people throughout fulfilling veterinary careers. High performance and effective teamwork is enabled by veterinary workplace systems, leadership and management.



OUR STRATEGIC PLAN ON A PAGE

Vision

The sustained provision of quality veterinary care across Victoria

Purpose

To protect the public and the health and welfare of animals

Values

Integrity

Impartiality

Responsiveness

Respect

Leadership

Our priorities

A: Enabling professional practice

1. Enhance regulatory guidance and resources
2. Evolve Continuing Professional Development guidance
3. Empower skilled personnel to deliver professional services

B: Efficient and effective regulation

1. Continue improvement of our regulatory practice
2. Develop service users' understanding of our regulatory remit and approach
3. Encourage proactive resolution
4. Progress law reform

C: Engage key stakeholders

1. Build a shared understanding of sector issues
2. Increase opportunities for stakeholder feedback with Vetboard Victoria

D: Organisational sustainability

1. Empower and develop our people
2. Maintain a financial structure to support our strategy
3. Harmonise and upgrade IT systems and digital capability

Our goals

- Trusted and respected regulator
- Enhanced regulatory expertise and capability
- Sustainable fit-for-purpose finances
- Timely and effective risk reduction
- Confident and competent veterinary practice
- Thriving veterinary profession

OUR PRIORITY ACTIVITIES 2024-27

A. ENABLING PROFESSIONAL PRACTICE

We will facilitate veterinary confidence, competence, teamwork and career sustainability by strengthening individual, workplace and public understanding, capabilities and opportunities for professional practice. We will do this by:

A.1 Enhancing our regulatory guidance and resources to proactively address trends in notifications, enquiries and our environment

We will identify and generate helpful guidance for veterinary teams and animal owners. We will look to understand underlying causes of service users' concern, helping to prevent and resolve concerns at consultation and practice level.

We will:

- Publish newsletter case studies, articles and short videos illustrating practical application of Guidelines, demonstrating professional judgement and practice across the spectrum of care.
- Promote and build on our existing Guidelines, FAQs, videos, factsheets, templates and newsletters, connecting Victorian veterinarians, their workplaces and the public with additional guidance about effective communication including record keeping and clinical governance.
- Review and update our Guidelines and FAQ on supply of medication, telemedicine, and the use of other emerging technologies to balance necessary access and efficiency of veterinary services with appropriate professional oversight and accountability.
- Collaborate with the AVA and other stakeholders to link workplaces with resources (including the AVA's workplace policies and Great Veterinary Workplace Framework and Guidelines) that describe and encourage workplace systems, facilities and behaviours that support the interrelated objectives of professional standards and ethics, health and wellbeing, and sustained strong engagement, for good animal, human and environmental outcomes.
- Promote and facilitate service users' engagement with Vetboard Victoria's website, factsheets, videos, newsletters, webinars, Guidelines and FAQs.

A.2 Evolving our veterinary Continuing Professional Development (CPD) guidance to enhance individual and workplace behaviours

We recognise that professional performance and sustained practice are enabled by strong capability, motivation and opportunity to contribute to both animal health care and a positive veterinary work environment. We will progress preliminary work by AVBC and pilot jurisdictions to provide revised, contemporary CPD guidance for Victorian veterinarians that promotes self-awareness and diverse lifelong learning tailored to personal needs and professional careers.

We will:

- Collate and publish practical explanatory and implementation resources for a Plan-Do-Record-Reflect CPD model, including information on mentoring and feedback for professional growth
- Co-develop and publish an evolved CPD Competency Framework for holistic personal development spanning the diverse technical and non-technical aspects of professional work

A.3 Empowering skilled personnel to deliver professional services within supportive teams

In response to ongoing workforce challenges impacting veterinary services, we will continue to examine and progress ways for veterinary practitioners and paraprofessionals to contribute their valued skills to serving the Victorian public and animals.

We will:

- Publish our registration policies and pathways to encourage successful, expedient applications.
- Upgrade our IT systems and work with government, AVBC, and others to enable rapid identification, registration and professional guidance of veterinarians for emergency animal health responses.
- Work with AVBC and our policies to expand recognition of quality veterinary schools and options for registration of overseas veterinary practitioners and specialist endorsement via streamlined and practical pathways.

The activities under **Priority A: Enabling professional practice** support our goals of: *Thriving veterinary profession and professionals, Confident and competent veterinary practice, Sustainable fit-for-purpose finance, and Trusted and respected regulator.*

B. EFFICIENT AND EFFECTIVE REGULATION

We will help practitioners to identify and reduce risky behaviours through our information and prompt, consistent, transparent, proportionate, constructive and sensitive responses to professional conduct and health concerns.

We will do this by:

B.1 Continued improvement of our regulatory practice to realise our vision, purpose and objectives

We will strengthen our risk-based assessment framework, to achieve general and specific deterrence. We will use our data and intelligence to provide greater insight and identify and respond to system risk. We will modernise our IT systems to improve efficiency, effectiveness and service quality and accessibility for stakeholders.

We will:

- Trial and monitor refinements to the complaints process and work delegation, for more expedient resolution.
- Prioritise long-standing investigations alongside high-risk matters
- Monitor the mean and range of time taken from complaint notification-to-resolution/monitoring.
- Expand our insights into professional risks, concern resolution and mitigation impacts through:
 - improved data capture, analysis and reporting including through the use of AI
 - development of a legal and precedent library
 - a pilot of channels for professionals to report concerns about colleagues
 - relationships with stakeholder organisations rich in general veterinary complaints and insurance claims data.

B.2 Building our service users' understanding of common practice pitfalls and mitigation strategies, and of Vetboard Victoria's regulatory scope, processes and outcomes

We will educate veterinarians to reduce risk and apply professional conduct and expertise reasonable to context. We will illustrate common areas of concern and constructive ways to reduce risk. Educational resources and correspondence

We will:

- Review our standard communications to ensure our requests, outcomes and reasons about professional conduct and health investigations are conveyed clearly and compassionately to involved parties.

strengthen veterinary and public familiarity with our scope, references for professional conduct, processes, decisions and consequences.

- Publish quarterly summaries of anonymised professional conduct notifications; quantity, number investigated, issues considered, decisions, outcomes in our newsletter
- Publish case studies of unprofessional conduct that highlight themes of complaints, or behaviours which may pose high likelihood or major consequence risks in practice, with guidance about expected standards and practical risk mitigation.
- Embed information, including videos and factsheets, about our references (Acts, Guidelines), process, decision-making (Compliance and Enforcement Policy) and possible outcomes throughout our complaints and correspondence, in-person engagements, newsletter and digital media

B.3 Encouraging proactive concern resolution and risk mitigation by veterinarians and workplaces

A growth-minded profession sees complaints as a valuable opportunity for reflection and continuous self- and systems-improvement.

We will:

- Promote and strengthen our educative resources for practitioners and the public about open, reflective and constructive concern resolution processes, behaviours and outcomes.
- Publish case studies illustrating veterinarians' reflection and proactive improvement.
- Embed and monitor the impact of our early resolution pathways, identifying and acting on opportunities for further refinement

B.4 Progress law reform to ensure veterinary workplace environments support professionals and professional services sustainably flourish

We recognise the crucial role of veterinary workplace leadership, management, systems, facilities in supporting the professional standards and behaviours, health and wellbeing, sustained engagement, and performance of veterinary team members to meet the needs of Victorian animals and their owners.

We will:

- Continue work with the AVBC and others to initiate regulation of veterinary paraprofessionals, building widespread understanding and utilisation of registered veterinary nurses' and technicians' professional competencies, supported by clear and distinct accountability.
- Initiate and contribute to relevant legislative and regulation reforms that enable veterinary professionals to appropriately deliver professional services.
- Develop a business case considering Victorian veterinary workplace registration as a mechanism for guiding and supporting professional workplace practices.

The activities under **Priority B: Efficient, effective regulation** support our goals of: *Thriving veterinary profession and professionals, Confident and competent veterinary practice, Timely and effective risk reduction, Trusted and respected regulator, Enhanced regulatory expertise and capability, and Sustainable, fit-for-purpose finances.*

C. ENGAGE KEY STAKEHOLDERS

We will build relationships with our key stakeholders and listen to service users to guide impactful work. We will do this by:

C.1 Building a widely shared understanding of veterinary regulation and professional behaviours that support success

As a regulator, Vetboard Victoria knows that positively influencing our service-users starts with building familiarity and trust of our work, helpful resources, and people. A comprehensive and intentional approach to communications will assist us in providing the right information, to the right people, at the right time, through the right channels and in the right ways to strengthen meaningful and wide-spread stakeholder engagement.

We will:

- Develop and implement a Stakeholder Engagement Plan.
- Embed regular personal engagement with veterinary students, registered veterinary professionals and key stakeholder organisations.
- Continue to actively contribute to the Australasian Veterinary Boards Council and foster regular discussion with other veterinary regulators.
- Maintain strong ties with Government and enhance purposeful and productive relationships with key stakeholder organisations on policy, activities and issues that impact the profession and our operating environment.

C.2 Enhancing opportunities for our service users' enquiry, reflection and feedback

To ensure our service, communications and resources respond to the needs of our registered veterinary practitioners, their workplaces, and animal owners, we will gather information about their experiences, perceptions and enquiries.

We will:

- Capture, monitor and respond to themes of veterinary and public enquiries, discussion and correspondence, and explore technology to support this.
- Seek service users' feedback following interactions with Vetboard Victoria to identify areas for improvement.

The activities under **Priority C: Engage key stakeholders** support our goals of: *Trusted and respected regulator, Timely and effective risk reduction, Confident and competent veterinary practice, and Thriving veterinary profession and professionals.*

D. ORGANISATIONAL SUSTAINABILITY

We will employ and continue to develop our resources and capabilities to deliver on our purpose and vision. We will do this by:

D.1 Empowering and developing our people and organisational culture through constructive leadership and quality human resource management

Through good governance, responsive leadership, continued training, clear accountability and regular two-way feedback and reflection opportunities, we will create an environment where staff, Approved Persons and Board members can thrive and grow as

We will:

- Develop a workforce plan that defines the skills and capabilities that are critical to our regulatory work, identifies gaps, and plans to address those gaps including through training, development, and recruitment

unique individuals and high-performing teams.

- Develop a culture and work practices that promote innovation and problem solving; being proactive and flexible; and applying risk based and proportionate decision making
- Embed practices to ensure each team member has clarity of purpose, development, accountability and reward.
- Support Board performance through improvements in Board calendar and agenda, effective committee work, ongoing training and Board performance evaluation.

D.2 Maintaining financial performance which supports achievement of our strategic plan

To maintain our statutory responsibility to prevent and respond appropriately to breaches of professional standards and behaviours, Vetboard Victoria must ensure its financial security.

We will:

- Proactively manage the expectations of registered veterinary practitioners, ensuring fee reviews are timely and reflect our budgeted costs and risk management framework.
- Explore opportunities for additional income where appropriately aligned with our purpose, scope, priorities and values
- Continue to identify and act on opportunities for efficiencies

D.3 Harmonising and upgrading our IT systems for efficiency and increased digital capability

Improved functionality of our IT systems is crucial to enhance efficiency, knowledge and capabilities at operational and Board levels.

Significant investment in our systems and training will reduce administrative burden and business continuity risk, increase our capacity for intelligence-gathering and risk identification, ensure consistent decision making, and enhance our service users' experience.

We will:

- Upgrade our IT systems and training for operational efficiencies within compliance (CMS) and registration (CRM) and enable integrated information collection, reporting and analysis across our registration, finance and compliance functions (Stage 2)
- Explore the use of advanced technologies in the analysis of complaints information
- Continue to prioritise cyber-safety, resilience and data security while working with government, AVBC and other regulators for streamlined service-user interactions and rapid authorised access to information about the profession and professionals.

The activities within **Priority D: Organisational sustainability** support our goals of *Trusted and respected regulator, Enhanced regulatory expertise and capability, Sustainable fit-for-purpose finances, Trusted and respected regulator, and Timely and effective risk reduction.*

ACHIEVING OUR GOALS

Our 4 priorities support 6 organisational goals which underpin achievement of our vision and purpose. The success of our priority activities and outcomes in achieving our goals and ensuring we appropriately align our focus and efforts, will be analysed and monitored through the following data sources:

TRUSTED AND RESPECTED VETERINARY REGULATOR

- Enquiries and feedback channels
- Stakeholder engagement sentiment
- Attendance and feedback from Vetboard Victoria events
- Engagement with Vetboard Victoria resources

ENHANCED REGULATORY EXPERTISE AND CAPABILITY

- Improvements to IT systems, training and ultimate effort savings
- Management of timeframes where resources are pressured
- People management and development systems and results
- Employee engagement measures, including accrued leave and tenure

SUSTAINABLE FIT-FOR-PURPOSE FINANCES

- Cash balance maintained within an acceptable range against budget
- Actual expenses within an acceptable range of forecast
- Identification of alternate resources and fee structure

TIMELY AND EFFECTIVE RISK REDUCTION

- Complaints data, including resolution timeframes and response to risks
- Veterinarians' response to complaints
- Feedback on Vetboard Victoria correspondence and timeframes

CONFIDENT AND COMPETENT VETERINARY PRACTICE

- Number and type of complaints
- Veterinary profession engagement with Vetboard Victoria resources
- Veterinary profession CPD qualitative data
- Registration types and timeframes to register

THRIVING VETERINARY PROFESSION AND PROFESSIONALS

- Population of registered veterinary practitioners
- Surveys and Government data
- Complaints data

REPORTING

The Board will monitor and report its progress to veterinarians, other key stakeholders and the wider public on a periodic basis.

Vetboard Victoria also reports to the Victorian Government on priority outcomes through its Annual Report and response to the Minister for Agriculture's Statement of Expectations.



PUBLICATION DETAILS

Document	Author	Revision number	Date
Strategic Plan 2024-27	Veterinary Practitioners Registration Board of Victoria	1.0	11 April 2024
Strategic Plan 2024-27	Veterinary Practitioners Registration Board of Victoria	2.0	9 December 2024