

## **SA VETERINARY COUNCIL**



High Standard Veterinary Practice

## **STRATEGY PLAN : 2014 - 2016**

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# South African Veterinary Council (SAVC): Strategic Profile: 2014 - 2016

## Introduction

The South African Veterinary Council is the regulatory body for the veterinary and para veterinary professions in South Africa and has a statutory duty to determine the scientific and ethical standards of professional conduct and education.

The strategic profile for the SAVC, towards 2016, is presented below.

## SAVC: VISION STATEMENT

***Advancing public and animal health through quality veterinary services for all***

## SAVC: Driving Force

The single minded focal point of the SAVC operations and activities :

***Animal Health, Production and Welfare.***

## Business Concept

The SAVC is to address its environments by:

***...regulating and promoting the Veterinary and Para-Veterinary Professions (in the capacity of “Custodian”).***

## Areas of Competency

Key capabilities and skills identified to be cultivated to levels of proficiency to a greater extent than any other (ie to the point of excellence) include:

- ❖ Marketing
  - ✚ Effective Communication
  - ✚ Public relations policy
  - ✚ Creativity – with particular reference to funding.
- ❖ Expertise
  - ✚ IT (modernised)
  - ✚ Legal
  - ✚ Professional expertise and experience
- ❖ Efficient/Effective Administration
  - ✚ Financial management
  - ✚ Investigative skills
  - ✚ Inspectorate
- ❖ Effective Leadership
  - Effective Decision Making
  - Creativity

## Deliverables

The SAVC is to provide a range of services in accordance with its mandate, summarised below:

- ❖ **Regulate the Professions**
  - ✚ Maintain Register
  - ✚ Set standards - training and standards of practice
  - ✚ Promote Food safety and security
  - ✚ Review legislation on an ongoing basis
  - ✚ Advise Minister

❖ **Promote the professions**

- ✚ Public relations
- ✚ Information Technology

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## **Customer Scope: Stakeholders**

Stakeholders of importance from the SAVC perspective within the three year time frame , towards 2016, are categorised in terms of prioritisation.

<b>Greater Emphasis</b>	<b>Lesser Emphasis</b>
Veterinary and Para- Veterinary Professions -Related Associations - Students Government -Minister of Agriculture, Forestry and Fisheries -Minister of Rural Development -Minister of Health Training Institutions	SAPS and Justice AWOS DAFF – National and Provincial Act 36 of 1947 Medicines Control Council ( MCC) Producer Organisations Competition Commission ( Joint Jurisdiction ) Dept Environment Affairs (DEA) General Public HPCSA Ministries- Parliament

## **Geographic Scope**

In terms of its mandate the SAVC efforts are primarily restricted to operate within the borders of **South Africa**. Strategically, however, and to a lesser degree, there may be the necessity to engage with relevant international entities.

## Critical Issues

Key issues facing the SAVC are summarised below. These issues are considered critical to the successful implementation of the SAVC strategy:

### 1. Unification of Professions

The divisions within the veterinary and para veterinary professions appear multifactorial, encompassing the following areas:

- ✚ Racial Divide
- ✚ Rural versus Urban
- ✚ Veterinary versus Para Veterinary
- ✚ State versus Private
- ✚ Across the Para-veterinary professions
- ✚ Professionalism

### 2. Relationship Management

The success of the SAVC is reliant on its beneficial relationships with key stakeholders, underpinned by its credibility and image. To this end, key factors were identified to be addressed meaningfully:

- ✚ Stakeholders – identification and needs
- ✚ Marketing/PR/Communication
- ✚ Reputational Damage
- ✚ Advocacy
- ✚ Regional Harmonisation

### 3. Relevance

The relevance of the SAVC as well as the veterinary and para-veterinary professions is to be regarded within the context of the needs of the country. In this regard, factors such as those identified below are considered important and to be addressed accordingly within the operational plans of the SAVC.

- ✚ Government Goals ( Millennium Goals)
- ✚ One Health
- ✚ Stakeholder requirements

- ✚ International stage
- ✚ Para-veterinary professions : utilisation
- ✚ Food safety and security

#### 4. Legislation

As a regulatory authority, legislation plays a key role in the performance of the SAVC, not only from the perspective of the Veterinary Act but 'other' forms of South African legislation such as the Competition Act. The following legislative areas are considered of particular importance.

- ✚ Competition Act
- ✚ TOPS - permits
- ✚ Drug Regulations
- ✚ Veterinary Act
- ✚ Over-arching other SA legislation

#### 5. Mobilisation of Resources

The maximum utilization of available resource was considered a key issue for the SAVC with a responsibility to reassess its operations such as:

- ✚ Alternative Income Streams

## **GOALS: TOWARDS 2016**

The intentions of SAVC are clearly stated as goals, within a three year time frame (2014-2016), to be measured and monitored on a regular basis.

### **1. Unification of the Profession**

In essence, the SAVC is to:

- ✚ Create and facilitate dialogue
- ✚ Obtain lists of issues from the relevant stakeholder groupings

## 2. Proactive Management of Relationships

- ✚ Establish relationship matrix.
- ✚ Draft Marketing/PR Plan. This plan is to incorporate the desired positioning of the SAVC and communication strategies (messages).
- ✚ Establish an advocacy programme with clearly stated outcomes

## 3. Relevance

The SAVC is to:

- ✚ Review Rules and Regulations
- ✚ Draft Guidelines re Standards of Practice ( already in progress)
- ✚ Drive the One Health concept (NDP 2030)

## 4. Legislation

To ensure relevance in accordance with current (and anticipated) needs, the SAVC is to:

- ✚ Review, update and propose relevant legislation

## 5. Resource Mobilisation

.The SAVC is to:

- ✚ Investigate alternative income streams
- ✚ Assess, identify and improve internal efficiencies where applicable.

## Action Plan

	<u>Action</u>	<u>By Whom</u>	<u>By When</u>
Workshop report	Draft and forward to LH	Harry Rosen	12 February, 2014.
Strategy Plan Report	Peruse draft received. Forward comments to Harry Rosen.	Registrar	13 February.



Strategy Plan Report	Amend draft if/where applicable.	Harry Rosen	14 February.
Strategy Plan Report	Disseminate draft to Councillors.	Registrar	15 February.
Strategy Plan Report.	Peruse, comment, finalise.	Councillors	18 February
SAVC Vision Statement	Review and finalise	SAVC Executive	18 February.
Stakeholders	Review list and finalise	SAVC Executive	18 February
Performance Management	Key Performance Areas to be developed to measure and monitor progress of the Strategy Plan in accordance with identified goals.	Registrar Council	To be addressed on 18 February
Implementation	Establish plan for each of the strategic goals with identified resources.	Registrar	To be addressed on 18 February.
Advocacy Programme	A comprehensive programme to be drafted from a holistic perspective to incorporate a stakeholder matrix, specific objectives by stakeholder, communication strategy, strategies and tactics. The One Health concept to form part of the programme. The programme to be phased over the three year period.	Registrar/President	30 April, 2014.

Marketing Strategy/Public Relations Plan	Ideally, the Marketing strategy to incorporate the Public Relations Plan to address the desired positioning for the SAVC as well as the veterinary and para-veterinary professions. The PR plan to be designed to educate, inform identified stakeholders on a planned, deliberate and sustained basis.	Registrar	31 March, 2014
Audit of Internal Efficiencies	<p>Assess capacity of SAVC in accordance with the philosophy of 'maximum utilisation of available resources'.</p> <ol style="list-style-type: none"> <li>1. Review budget design in relation to the strategic intent of the SAVC.</li> <li>2. Review focus/priority areas of SAVC administration support staff to ensure 'fit' between operations and strategy.</li> <li>3. Investigate alternative income streams for the SAVC.</li> </ol>	Registrar/ Chairperson Finance Committee	31 July, 2014

Critical Paths	<p>To be developed to accommodate the strategic goals:</p> <ul style="list-style-type: none"> <li>- Guidelines- Standards of Practice</li> <li>- Review, update and propose relevant legislation</li> <li>- Audit of internal efficiencies</li> </ul> <p>Delegate responsibilities within Council.</p>	<p>Review Committee</p> <p>Director Legal Affairs</p> <p>Registrar</p>	30 April , 2014
Implementation/Initiation of plans.	<p>Advocacy programme and Marketing strategies to be initiated with the overall strategies being translated into one year operational plans.</p>	Registrar/President	

## Conclusion

*‘The future is not what it used to be ‘*