

# AVA Transition Project

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23 June 2025 update | version 3

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# About the Transition Project





# 1 About the Transition Project

## Q: What is the AVA Transition Project?

The AVA Transition Project is a strategic initiative based on Member feedback to modernise and strengthen the AVA. It includes changes in governance, membership structures, services and technology to provide increased Member value, better support the profession and ensure sustainability.

## Q: Why is AVA implementing this?

Feedback in 2024 from over 2,500 Members and non-Members, and consultation with key stakeholders highlighted the need for a more inclusive, affordable and supportive AVA. Our Transition Project reflects these needs and is shaped by your feedback through this extensive Member consultation.

## Q: What is the AVA Transition Project delivering?


The plan includes:

- ✓ An all-inclusive, more affordable membership model
- ✓ Technology upgrades for a better user experience
- ✓ Governance reforms for transparency and agility
- ✓ Better support for students and early-career vets

# 1 About the Transition Project

## Q: What is the timeline for delivery?

The transition to the proposed all-inclusive membership model is anticipated to be delivered over structured phases with implementation for membership renewals in 2026. Consultation transparency and Member engagement is included at every step. You can watch the briefing [video here](#) for more details on what is proposed.

 Watch the briefing video

## Q: Can I get involved?

Yes. AVA is committed to genuine consultation throughout the project. So far, over 35 focus group sessions are scheduled with Special Interest Groups, Divisions and Members in June. You can also share your feedback at any time by emailing us or submitting an [anonymous feedback form](#).

 Email us

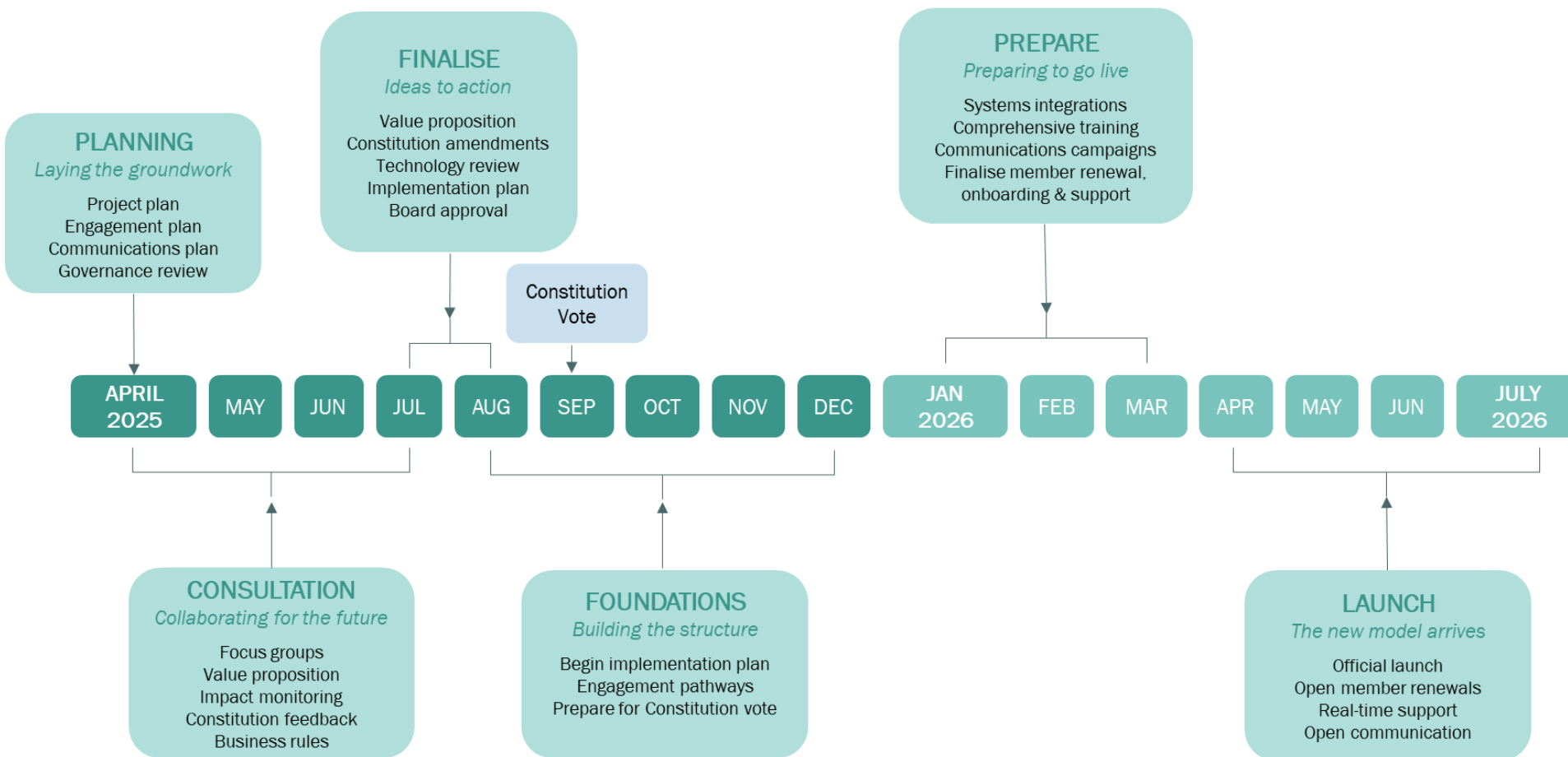
 Submit feedback

## Q: How can I stay up to date?

Our dedicated [Transition Project web page](#) contains up to date information on the changes, the latest proposals and information on how you can stay involved. We will also be publishing regular updates in our weekly Member National Newsletter as well as our social media channels.

 Visit our webpage

## 2 Indicative timeline



# About the all-inclusive membership model



## 2 All-inclusive membership model

### Q: What is the all-inclusive membership model?

The proposed all-inclusive membership model means AVA Members would pay one flat annual fee that provides access to all SIGs.

It makes it easier to join, explore new areas of interest and get more out of your membership through collaboration with more Members.

### Q: What would the all-inclusive fee cover?

It would provide Members access to all SIGs without needing to pay an extra fee. This simplifies your experience and broadens your opportunities for engagement. Special offerings of SIGs may not be included in the all-inclusive fee. Examples of "SIG Special Offerings" may include: Drug and PPE Forms App (EVA); PREGCHECK™ (ACV); Journal of Veterinary Behaviour: Clinical Applications and Research (AVBM).

### Q: When is this being implemented?

The transition is being delivered through a structured, multi-phase process spanning from consultation in 2025 to full launch in July 2026. It includes co-design with Members and SIGs, constitutional reform, system upgrades and extensive communication and support. Member input is central throughout. Click the link below to view an indicative timeline.



Indicative timeline

## 2 All-inclusive membership model

### Q: What is a value proposition and why does it matter?

A value proposition clearly outlines the core benefits of AVA membership for each Member category. It helps ensure every SIG, Group, Division and Branch can communicate their unique role and the value they offer. This clarity supports Members in understanding what AVA does and how it can help them. These value propositions will be developed during the consultation phase and used to personalise all aspects of the membership experience in the new model.

### Q: How is the AVA developing the value propositions?

We're working with independent **association expert Belinda Moore** and engaging each SIG, Group, Division and Branch through focus groups to co-design clear, relevant value propositions. Belinda has developed initial drafts based on Member and non-Member feedback from the 2024 Stakeholder Survey which are now being refined with each group to ensure the final membership model meets the needs of our diverse community.

 [Meet Belinda Moore](#)

### Q: What is the impact of these changes on the financial sustainability of the AVA?

Financial sustainability has been a key consideration from the start. The Board assessed a range of membership structures during planning, including their potential impact on engagement, retention and growth. Detailed financial modelling is continuing alongside consultation to refine the approach. As part of AVA's investment in this transition, fees are frozen for 2025. Final pricing will be set once modelling is complete and Member feedback is fully considered.

## 2 All-inclusive membership model

### Q: Is AVA undertaking the change specifically to increase Member numbers?

The membership model changes are being implemented because the vast majority of Members asked for it. Over 2024, a huge amount of consultation was undertaken to understand why the AVA was at only 32% market penetration. The overwhelming majority of Members wanted easy access to SIGs and the abolition of SIG fees. We are responding to these calls.

The AVA exists to create meaningful impact in the veterinary profession and deliver compelling, personalised value to its Members. Financial sustainability is vital, but it must be driven by the genuine relevance and deep engagement we build with our community. And that means responding decisively when the majority of Members call for action. This membership model change is addressing the issues causing the 32% market penetration.

If AVA is successful at doing this, it will then lead to:

- ✓ Increased participation among the 40% of current AVA Members who are not currently involved in any SIGs.
- ✓ Enhanced depth of engagement and interaction across all Members, evidenced by active and sustained involvement in SIGs and AVA activities.
- ✓ Significant growth in market penetration, demonstrating the AVA's increased relevance and value within the veterinary community.
- ✓ Improved financial sustainability through greater Member retention rates, increased renewal rates, and stronger participation in events, training and professional development opportunities.
- ✓ Greater advocacy and policy influence, with AVA leveraging a larger, more engaged membership to strengthen its voice on critical issues affecting the veterinary profession.

## 2 All-inclusive membership model

### Q: How will the AVA support SIGs/Divisions if fees are reduced?

We are committed to continue the same level of funding for activities currently undertaken by each SIG, Group, Division and Branch. Currently, membership Fees represent approximately one third of AVA's overall income. In the past, SIG membership fees have not covered all direct and indirect costs of running a SIG. Therefore, alternate revenue streams are required to help fund SIGs as well as other AVA activities including Policy, Advocacy and Strategic initiatives.

AVA generates income from a range of alternate revenue streams including conferencing and education, sponsorship, advertising and affinity income, as well as through investments. This income enables activities such as SIG and Division projects, advocacy and policy and the costs of running an association.

### Q: Why not reduce the AVA base fee instead of making SIGs free?

The decision to remove SIG fees comes directly from the Stakeholder Survey in 2024 . We know that cost is a major barrier preventing many vets from accessing the support they need. Currently, over 40% of our Members aren't involved with any SIG, often because the additional fees are just too high. Removing SIG fees directly tackles this issue by making these valuable groups accessible to everyone. At the same time, the Board is actively exploring ways to reduce the base membership fee. Our goal is to make AVA membership inclusive and affordable, ensuring vets at every stage of their career can connect easily with the resources and communities that matter most to them.

## 2 All-inclusive membership model

### Q: Why not offer tiered membership options instead of one flat fee?

Tiered models sound appealing but can be hard to navigate and often end up excluding the very groups we want to support like students and early-career vets. The all-inclusive model simplifies things. It allows Members to explore, connect and grow without worrying about extra costs. It also helps reduce administrative burden and supports a more unified, collaborative AVA community.

### Q: Could SIGs be influenced by Members with conflicting views? How will SIGs values and culture be protected?

This is a legitimate concern, particularly for SIGs operating in politically or ethically sensitive areas. While removing fees does increase accessibility, it doesn't mean opening the door to individuals who don't align with the SIG's purpose or values. SIGs have the authority to set clear participation rules, including eligibility criteria, behavioural expectations and codes of conduct. These should be documented and communicated to all Members on joining. For example, a SIG might require Members to support specific industry principles or meet experience thresholds to hold leadership roles or vote on key matters. Importantly, price alone is not an effective gatekeeper. Currently, a determined individual with opposing views could still pay to join a SIG. A more effective safeguard is a robust onboarding and governance framework that promotes alignment and protects the SIG's core purpose and culture.



## 2 All-inclusive membership model

### Q: How would PREGCHECK and BULLCHECK operate?

PREGCHECK and BULLCHECK are critically important programs that represent a professional standard. Separate from SIG membership, they will continue to be delivered with appropriate rigour and fees. As SIG access broadens, more Members (including cattle vets and mixed practitioners) may engage with these programs, increasing participation. To manage this sustainably, AVA is exploring ways to support them through better administration, clearer eligibility pathways and measures to prevent volunteer burnout. Accreditation fees will remain to protect quality, ensure resourcing and uphold program integrity.

### Q: Will Members vote on this model?

Members will vote on the Constitutional components of the model. Specifically, the updates to the membership categories. The finer details such as how the all-inclusive fee works, what's included, and how SIG access is managed, do not require changes to the Constitution and therefore will not go to a Member vote. However, your feedback is critical in shaping how these features are designed. If you'd like to contribute, we encourage you to join a focus group or share your views by emailing us.



### Q: Are the changes to the membership model linked to the constitution reform?

A refreshed Constitution ensures that our governing documents reflect the way Members engage with the AVA, with simplicity, fairness and a focus on growth. It's about setting the AVA up for smoother operations today and a stronger future tomorrow. While the proposed membership model isn't detailed in the Constitution, the two projects are linked by a shared goal of responding to Member feedback and making the AVA more modern and responsive, which is why they've been brought together under the Transition Project.

# About the Stage 3 Constitution reforms

# 3 About the Constitution reforms

## Q: What are the Stage 3 reforms all about?

They are the final stage in a multi-year process to strengthen the AVA Constitution, the foundation for how your association works, how decisions are made and how Members are represented. Stages 1 and 2 focused on legal alignment. Stage 3 builds on that by modernising governance to reflect today's profession and support a strong, inclusive AVA. The changes clarify Member rights, streamline decision-making and bring consistency across SIGs, Groups, Divisions and Branches. A draft is available for your review and feedback. We encourage all Members to review the draft and share their feedback by emailing us.

 Email us

## Q: What governance improvements are planned?

The proposed changes aim to modernise how the AVA is governed making it fairer, clearer and more future-focused.

These proposed changes include:

- ✓ A fully Member-elected Board, with representation from key sectors like Small Animal, Equine, and Cattle.
- ✓ A clearer focus on Board skills and experience, supported by a new skills matrix and an independent Nominations Committee.
- ✓ Simplified membership categories with no loss of Member rights or voting entitlements.
- ✓ A shorter, clearer Constitution focused on governance, with operational details moved into policy for more flexibility.
- ✓ Updated roles for SIGs, Groups, Divisions and Branches to strengthen their influence while modernising how they operate.
- ✓ Ongoing commitment to ethical standards, diversity and succession planning.

 Read more

# 3 Constitution reforms

## Q: Are Member rights changing?

No. The proposed changes **are not** intended to remove any Member rights like voting and participation. What is changing is how Member categories are defined. The goal is to make the structure simpler, clearer, and more inclusive. This will make it easier for all veterinary professionals, across all sectors and career stages, to understand how they fit in and get involved. This is about improving access, encouraging engagement and making it easier for more people to be part of the AVA community

## Q: Will I lose any rights with these changes?

No. Moving procedural detail to policy is standard practice in modern governance and is not about limiting rights. Policies remain transparent and can be updated more responsively, with appropriate consultation. Additionally, these changes are also designed to strengthen voting processes and ensure fairer, clearer Member representation.

## Q: Will these changes effect my membership fees?

No. While any governance changes do not directly impact membership fees, the AVA Board has provided in-principle approval of a new all-inclusive membership model. This means Members will no longer pay additional fees to join Special Interest Groups (SIGs). The single membership fee will cover access to all SIGs, reducing financial barriers, promoting collaboration and cross-pollination, and simplifying the Member experience.

# 3a Constitution reforms: Member categories

## Q: What's changing about membership categories and why?

The proposed changes update and simplify AVA's membership categories to better reflect how people contribute to the profession today. The current Constitution includes a mix of historical and role-based categories including Full Member, Life Member, Overseas Member, Associate and Honorary. Under the proposed model, these will be streamlined to make it easier for individuals and organisations to join, engage and understand their benefits. The proposed categories have been shaped by Member feedback and importantly, no Member rights will be lost. This update is about clarity, accessibility and aligning the Constitution with a more modern, inclusive membership model which is reflective of the veterinary teams in our profession today.

 Read more

## Q: How are they different?

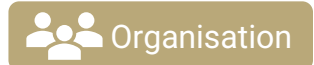
The proposed categories have been designed based on your feedback and represent a shift to a simpler, role-based and sector-aligned structure, which is consistent with modern governance and best practice in association membership design. Rather than focusing on status, the new model reflects what Members do or where they work. It is clearer, easier to navigate and more relevant to how Members engage with the AVA today.

## Q: Where can I learn more?

Learn more about Individual membership category changes



Learn more about organisational category changes





## 3a Individual Member categories

Category	Example	Eligibility using existing Constitution definitions	Proposed changes to Constitution
<b>Student</b>	Student	Veterinary students enrolled full time in accredited programs in Australia.	<b>No Change</b>
<b>Veterinarian</b>	Early Career (Yr1-3) Early Career (Yr4-5) Full-Time Part-Time Career Break Overseas Member Retired Life Member Fellow	Veterinarians with different career stages and circumstances, including early career, part-time, and retirees. This also includes those taking a career break (whether for study or other purposes).	<b>Name change</b> from Full Member to Veterinarian  Incorporates existing categories of Fellow and Overseas Member  Definition of Veterinarian is retained - Veterinarian means a person who holds a qualification in Veterinary Science which meets the conditions for registration as a Veterinary Surgeon/Veterinary Practitioner/Veterinarian in Australia (as those terms are defined in the Australian jurisdiction applicable to that person)
<b>Allied Veterinary Professionals</b>	Allied Professional Honorary	Veterinary staff including vets not eligible for registration in Australia, nurses, technologists, and support staff working in the veterinary field or those who have been provided Honorary status.	<b>Name change</b> from Associate Member to Allied Veterinary Professional  Includes Honorary Member in this category

AVA is reviewing its organisational Memberships to better reflect the 2024 Stakeholder Survey feedback. This is unlikely to require constitutional change however, further advice is being sought.

## 3a Organisational Member categories

Category	Example	Eligibility using existing Constitution definitions	Proposed changes to Constitution
<b>Veterinary Practice</b>	Veterinary clinic/business with: 1-5 Staff 6-10 Staff 11-20 Staff 21-50 Staff 51-100 Staff Over 100 Staff	Veterinary practices who employ individuals seeking membership for multiple staff Members. This proposal will enable veterinary teams to join with a single membership and gain the benefits relevant to their business.	Value proposition being developed with Veterinary Practice representatives
<b>Government</b>	Government Entity	Government department or entity which employs veterinarians/allied veterinarian professionals seeking membership for multiple individuals. Their team can join via a single membership and gain the relevant benefits for their entity.	Value proposition being developed with Government representatives
<b>Academic</b>	Academic Institution	Academic institutions who employ veterinarians/allied veterinarian professionals seeking membership for multiple individuals. Their team can join via a single membership and gain the relevant benefits for their institution.	Value proposition being developed with Academic representatives
<b>Industry Supplier</b>	Vendor	Companies selling products or services to the veterinary industry, seeking membership for multiple employed individuals.	Value proposition being developed with Industry supplier representatives

## 3a Constitution reforms: Member categories

### Q: What happens to retired, part-time or unemployed vets?

They are included in the "Veterinarian" category, with options and pricing reflecting part-time, retired and career-break professionals.

### Q: Does allowing non-vets to be Members pose a risk?

Non-veterinarian Members have long been part of the AVA community. The proposed changes to the Constitution do not involve any changes to the voting rights of full Members. That is, only veterinarians who are registrable in Australia can vote. The existing parameters around voting rights remain in place.

### Q: How will practice membership work?

Veterinary Practice membership is designed to support entire veterinary practices and is distinct from individual membership. It offers a flexible structure tailored to the size of the practice, allowing multiple staff to be included under one membership package.

### Q: Who are "Industry Supplier" Members?

Industry Supply Members may be Veterinarians or Allied Veterinary Professionals working in veterinary supply/support organisations (pharmaceutical businesses, nutrition, equipment, wholesaler, etc.).

## 3b Constitution reforms: Board structure

### Q: What are the proposed changes to the Board structure?

The proposal maintains nine Director positions on the AVA Board. However, the proposed composition of the Board guarantees at least one Director each from Cattle, Equine and Small Animal sectors (three in total); four AVA Members with voting rights (currently known as Full Members; proposed name change to Veterinarian); and two independent Directors. All Directors will be elected by Members eligible to vote.

### Q: Who will be represented on the AVA Board?

The current proposal includes nine Director positions comprising at least one each from Cattle, Equine, and Small Animal sectors; four AVA Members with voting rights (currently known as Full Members); and two independent Directors. All Members are encouraged to nominate if they can demonstrate meeting the requirements of the role (skills matrix and Position Descriptions).

### Q: How will the criteria for Board representation change?

The proposed changes include more formalised selection criteria to nominate for an AVA Board Director. These include clear Director position descriptions, a Board-approved skills matrix and the oversight of an independent Nominations Committee. A position description for the Director role currently exists and sector-specific position descriptions are being developed in collaboration with the relevant SIGs, Board and subject matter experts.

### Q: What is the envisioned role of the Board?

No changes to the role of the board. The Board would remain responsible for strategic direction, governance leadership, financial stewardship and oversight of organisational risk, while operational matters would continue to be managed by the CEO and executive team of the AVA.

## 3b Constitution reforms: Board structure

### Q: How will sector-specific Board positions (e.g. Equine, Cattle, Small Animal) be filled under the new model?

The proposed model introduces a more transparent and structured process for filling sector-specific Board positions. The intention is that representation of each sector will now be guaranteed and no longer be tied solely to the size of the SIG. It is proposed that all elected positions will be supported by clear governance mechanisms. One recommendation being explored is for SIGs to nominate a shortlist of suitably experienced Members, such as those who have held office-bearing roles within the SIG or demonstrated significant sector leadership to the independent Nominations Committee for review.

The final process will be developed through consultation with formalised position descriptions (PDs) and a Board-approved skills matrix. These tools will help ensure that sector representation (Cattle, Equine and Small Animal) is guaranteed on the AVA Board, that all nominees meet consistent governance standards, and that the process is fair, open and aligned with best practice.

### Q: Will Members vote on Board positions?

Yes. Under the proposed Constitutional changes, all Members with voting rights would vote for all Director positions. These reforms are intended to strengthen Member democracy and inclusivity.



## 3b Constitution reforms: Board structure

### Q: How would the proposed independent Nominations Committee be formed?

The draft proposal suggests a mix of AVA Members and independent voices, appointed through clear criteria to support balance and fairness. Council of Presidents, SIGs and other Member groups would be encouraged to put forward nominations. We want to hear your views on how this might work best. See the proposed [Terms of Reference](#) on our [website](#).

 Read more

### Q: How will representation of different veterinary sectors be ensured?

A key focus of the proposal is developing a skills and experience matrix that reflects practice area, geography, gender, cultural background and career stage. We are seeking input to ensure this approach meets the expectations of the profession.

### Q: Will there still be opportunities to serve on Advisory Bodies?

Yes. One of the goals of this process is to broaden Member participation. Committees, working groups and advisory councils will remain vital to AVA's strategic and policy development. We welcome ideas for how these can be further strengthened.

## 3c Constitution reforms: Changes to SIG appointments

### Q: Will the largest 3 SIGs retain an appointed seat?

Under the current system, the 3 largest SIGs by membership number have a nominee to the Board, which means representation can shift over time. The new proposal aims to provide more certainty by securing dedicated representation for key sectors – including Equine, Cattle and Small Animal. Position descriptions for these Board roles will be developed in direct consultation with the relevant SIGs, to ensure they reflect the knowledge, experience and relationships needed for meaningful sector representation. While Board Members will be elected by the broader AVA membership, the intent is to maintain strong, sector-informed voices within AVA's governance and Board structure.

### Q: Why is the AVA considering changes to how SIG-appointed Directors are selected?

The aim is to support a more transparent, consistent and future-ready approach to Board elections. SIGs play a vital role in the profession, and the proposed changes seek to ensure all Directors are selected through a process that is clear, inclusive and sustainable into the future. Currently, the Constitution allows for SIG-nominated Directors from the three largest SIGs but does not define which SIGs these are. As SIG sizes may shift over time, this creates uncertainty in ensuring consistent representation of core veterinary sectors. The revised model would guarantee sector representation for Equine, Cattle and Small Animal veterinarians regardless of SIG membership size, helping to keep the AVA Board diverse and representative as the profession evolves. We welcome feedback on how best to maintain strong SIG engagement and leadership pathways under any revised model.



Anonymous feedback form



## 3c Constitution reforms: Changes to SIG appointments

### Q: Will this proposed change negatively impact the 3 SIGs who currently appoint Directors?

We recognise this change represents a shift in structure and may raise concerns. These SIGs have made a significant contribution to the AVA Board, and we are committed to ensuring that their perspectives remain central. Therefore, rather than tying Board representation to SIG size, the proposed model guarantees seats for Equine, Cattle and Small Animal sectors, ensuring these voices remain at the Board table regardless of group membership numbers. This consultation invites your feedback on whether a representative mix can be better achieved through an open, skills-based election model, with continued opportunities for SIGs to nominate candidates.

### Q: Will SIGs or other Member groups lose representation?

No. Groups such as SIGs, Divisions, and Branches will continue to play an essential role in shaping AVA policy, advocacy and professional development. The proposals aim to ensure that governance roles are filled in a way that is fair, transparent and open to all Members. We welcome input on how to ensure ongoing, meaningful representation for these groups.

### Q: Are SIG nominees valued?

Yes. The SIG nominee provides critical insight into the issues affecting their sectors, and their contribution to AVA governance is recognised and deeply valued. That's exactly why the proposed model continues to ensure ongoing sector-specific representation (Equine, Cattle and Small Animal) on the Board. What is being proposed is a change to the *process* by which Directors are selected making it more equitable and in line with modern governance practices.

# Member participation and engagement

# 4 Member participation: proposed membership model

## Q: How can Members provide input on the all-inclusive membership model?

We need Members to provide feedback via focus groups or by sending us an email at **[transitionproject@ava.com.au](mailto:transitionproject@ava.com.au)**. If you'd prefer to provide feedback anonymously, you're welcome to use our anonymous feedback form. Your feedback will inform final outcomes.



Email us



Submit feedback

## Q: Who sees the feedback I send to the Transition Project email inbox?

Feedback submitted to the Transition Project inbox is received by the CEO, Head of Strategic Projects and relevant Members of the project team. All feedback is reviewed by the AVA Board and independent association expert Belinda Moore. These insights help shape the ongoing design of the membership model and inform future versions of the proposal. If you'd prefer to provide feedback anonymously, you're welcome to use our [anonymous feedback form](#).

## Q: What happens to the feedback I submit?

Your feedback is logged and reviewed. The Transition Project team identifies key themes and opportunities, which are used to guide the development of the model. While we may not be able to act on every suggestion, your feedback is an important part of the consultation process and will continue to shape how the model evolves. After the consultation phase, we'll share a summary of what we heard and how your input is helping to inform the next steps.



# 4 Member participation: proposed Constitution reform

## Q: How can Members provide input on Stage 3 of the Constitution reform?

Members are invited to share their feedback by emailing **constitutionfeedback@ava.com.au**. We welcome your views and encourage open discussion to help shape a Constitution that reflects the needs of all our Members. If you'd prefer to provide feedback anonymously, you can also use our anonymous feedback form.

[Email us](#)[Submit feedback](#)

## Q: Who sees the feedback I send to the Constitution feedback email inbox?

Feedback submitted to the Constitution inbox is received by the CEO, Head of Strategic Projects, and relevant Members of the AVA team. Each submission is acknowledged and logged. All feedback is reviewed by the **Constitution Reform Working Group (CRWG)**, shared with the AVA Board and independent governance expert Steven Bowman. The proposal will continue to evolve based on Member feedback, with updated versions shared along the way for input in the lead-up to the final vote.

[Meet Steve Bowman](#)

## Q: Will Members get to see how feedback has shaped the revised Constitution?

Yes. A revised draft Constitution will be shared with Members before the vote, along with a summary of the key themes raised through Town Halls, focus groups and written submissions. The feedback will be presented in aggregate and will not be attributed to individuals. This ensures confidentiality while still providing visibility into how Member input has informed the next version of the proposal.

# 4 Member participation: proposed Constitution reform

## Q: What are the Townhalls for?

The **Townhalls** are open to all Members and provide an opportunity to learn more about the proposed reforms, ask questions and share feedback. AVA Board Members, CRWG Members and external consultants will be present to facilitate discussion and respond to Member questions. Each one is focused on a specific theme:

- ✓ Townhall 1: Why Change the Constitution?
- ✓ Townhall 2: Board Structure and Elections
- ✓ Townhall 3: Policy and Member Categories

 [Register here](#)

## Q: When will the changes be finalised?

The AVA is consulting with members until September 2025, with a vote on Constitutional changes planned for late September. If more time is needed, the timeline can be adjusted to ensure meaningful engagement. Final documents will be shared before the vote, and Members are strongly encouraged to review the proposals, ask questions and share any concerns or suggestions.

## Q: Who is on the Constitution Reform Working Group (CRWG)?

The CRWG was established by the AVA Board to guide the review of the AVA Constitution and governance model. It includes veterinarians from a mix of clinical and non-clinical backgrounds, states and sectors.

The group includes: President and Chair, Dr. **Gemma Chuck**, and SIG representatives, **Dr Liz Young** (ACV), **Dr Warwick Vale** (EVA/VBG), **Dr Stephen Yeomans** (ASAV), **Dr Jeremy Lee** (VBG), alongside **Dr Wesley Simek** and **Dr Simone Maher**. The group is supported by the AVA project team (CEO **Melissa King**, Head of Strategic Projects **Sarah Bell**, Head of Corporate Services **Michael Ghattas**) and external advisors **Steve Bowman** and **Alice Tay** from Conscious Governance.

# Technology and operational evolution

# 5 Technology and system upgrades

## Q: Are Technology and process improvements part of the Transition Project?

Yes. We value the feedback from our Members, and we are acting on what we heard in the 2024 Stakeholder Survey. You told us that the website is frustrating, communication tools are limited, and processes can be slow or unclear. As part of the Transition Project, we are reviewing and updating our technology, business rules and ways of working to address these issues and deliver a better Member experience.

## Q: What is AVA prioritising?

We're focused on prioritising the areas members told us matter most:

- ✓ A better website and portal for events, CPD and resources.
- ✓ Smarter communication tools to reduce email fatigue.
- ✓ Clearer, more flexible business rules.
- ✓ Better onboarding, support and visibility for volunteers.

## Q: How can I get involved in the planned improvements?

Member feedback is central to how we are shaping improvements. From mid-2025, we'll be reviewing key technologies and processes, such as the website, event planning and SIG communication, with input from Members, SIGs, Divisions and Branches. There will be opportunities to get involved through workshops, pilots and testing groups, so you can help shape the solutions that best support your experience. If you would like to be part of the process, please email us.

 Email us

# 5 Technology and system upgrades

## Q: What is changing and when?

As part of the transition to the proposed all-inclusive membership model, we're making important improvements to the way our systems and processes work. The process and technology improvement will roll out in phases, allowing time for collaboration, testing while setting the foundation for long-term improvements.

- ✓ **Mid-late 2025:** Review of technology, systems and business processes based on member and stakeholder feedback.
- ✓ **Late 2025:** Co-design of improved tools and business rules, informed by insights from the membership model consultations and shaped in partnership with Members, SIGs, Divisions, Branches and committees.
- ✓ **Commencing in late 2025:** Gradual rollout of improvements, including early enhancements such as better communication tools.
- ✓ **Throughout 2026 and beyond:** Major updates, including website improvements, will be implemented as part of the broader membership transition, followed by ongoing enhancements based on Member feedback and evolving needs.

## Q: Will these upgrades affect my membership?

Yes, but in a positive way. We're working to improve the Member experience by making tasks like renewing membership, registering for CPD or accessing member-only content easier and more user-friendly. Changes will be rolled out gradually, with clear communication and support along the way.





## End of document

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