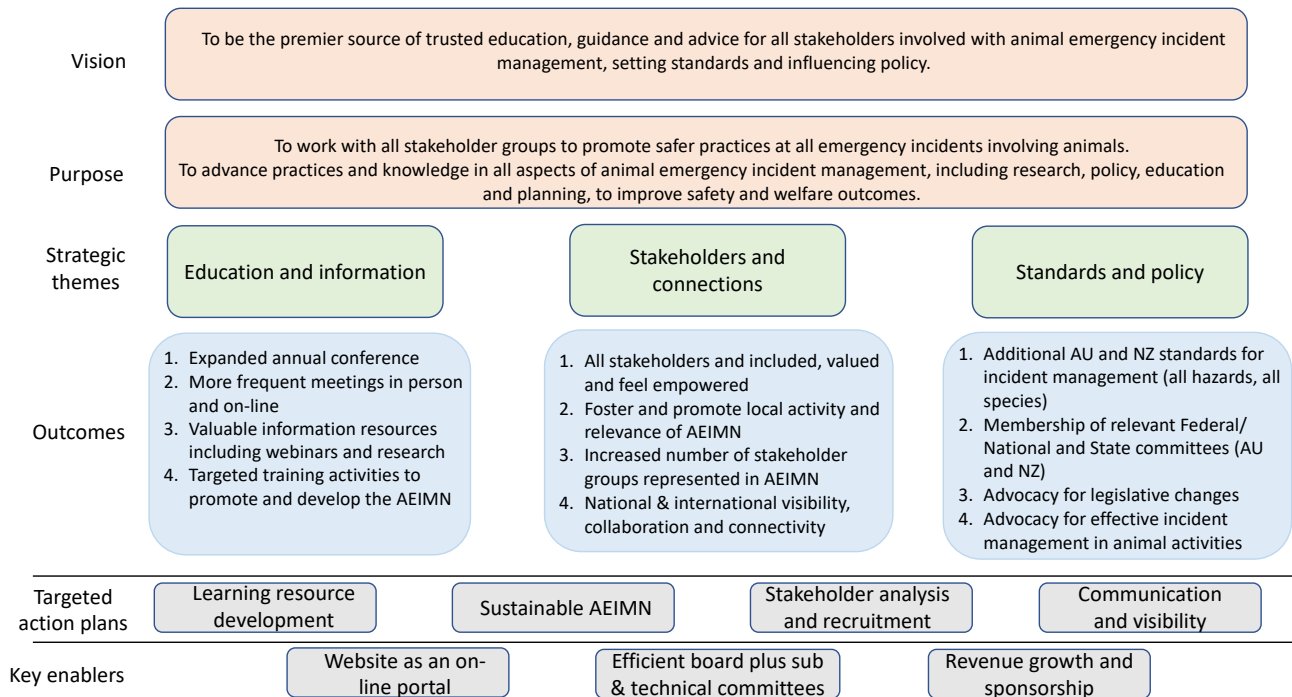


AEIMN Strategic Plan 2024-2026

AEIMN ANZ Strategy at a glance



The AEIMN Strategy explained

The *AEIMN Strategic Plan 2024-2026* provides a long-term vision for the organisation, defines our purpose and sets out three strategic themes that will be our key focus areas for action over the next three years.

- The overarching vision and purpose statements provide clarity for all stakeholders about *what* we want to become, *how* we will achieve it and our value proposition within the animal emergency incident management sector.
- The strategic themes provide our internal and external stakeholders with a clear view of the organisation's priorities.
- The three strategic themes each have four aspirational outcomes that we will seek to achieve by the end of 2026.
- The themes and outcomes will drive the construction of the *AEIMN Operational Plan 2024-2026* by the Board, with progress against the *Operational Plan* kept under review and reported at each Board meeting.
- The strategic themes and outcomes are supported by four targeted action plans. These address important cross-cutting operational needs identified by the Board that will be required for successful delivery of the strategy.
- The overall strategic plan is underpinned by three key enablers that will play a vital role in achieving our outcomes. The key enablers directly address current critical needs of the organisation and will be the initial priority areas of focus for the Board.

About the Strategic Themes

Theme 1: Education and Information

This theme promotes the Network's aspirations to be the premier source of education and information on animal emergency incident management. Ensuring that our annual conference is a leading 'must attend' international event, that our on-line learning platform is comprehensive, and that we are engaging with, and influencing, local, regional and national educational and training programs are at the centre of this theme.

Theme 2: Stakeholders and Connections

This theme realises our ambition for the Network to be the hub of an inclusive national and international collaborative community which engages all stakeholders and is valued. Ensuring that all stakeholders are considered and that the Network community grows through individual and group membership will ensure that networking and information sharing opportunities are expanded and will increase our relevance and impact.

Theme 3: Standards and Policy

This theme realises our aspiration for the Network to be a leading contributor to animal emergency incident management policy, to be advising at state and federal levels, and to be setting standards nationally and globally. Ensuring that the Network is visible and ensuring that we have effective relationships with policy makers will lay the foundations for us to be able to advocate for policy change.

About the Outcomes

Theme 1: Education and Information	
Expanded annual conference	The annual conference will increase in scale and scope to increase its impact and make it a 'must attend' international event. The program will contain additional elements to increase attendance, revenue and sponsorship. The conference will become a major revenue generator for the Network and will make an important contribution to the <i>Sustainable AEIMN</i> targeted action plan in addition to boosting our brand and creating budget for other activities, including bursaries to support attendance.
More frequent meetings	The number and type of meetings will be expanded to increase our relevance to stakeholders, attract new members and achieve our ambition to be a valued stakeholder community hub. Meetings will be held in person and on-line and will be expanded to include local level meetings run by empowered stakeholders and members.
Valuable information resources	We will develop our on-line platform so that it is a comprehensive source of trusted guidance, advice and technical information for all aspects of animal emergency incident management. This will include

	portals to other organisations' websites and resources, as well as our own resources. We will use a variety of media including webinars and social media to reach our stakeholders. Our information resources will be expanded to include all domestic animal species.
Targeted training activities	Although we do not aspire to be a training provider, we will use targeted training activities, such as demonstrations at conferences or running training events for key stakeholder groups, to increase the visibility, reach and impact of the Network, boost our brand and increase membership.

Theme 2: Stakeholders and Connections	
All stakeholders are included, valued and feel empowered	We will focus on achieving greater diversity and inclusion within the Board and the wider Network and ensure the Network is relevant, valuable and provides a voice for all stakeholders. We will establish subcommittees with membership outside the Board to increase efficiency and empower stakeholders. We will increase our communication channels to members and stakeholders to support this outcome, including newsletters and social media.
Foster and promote local activity and relevance of the Network	We will foster and promote local activity in all regions to ensure the Network remains relevant to stakeholders and to build membership. Our ambition is for local groups, working in partnership with the Board, to form the nucleus of the Network.
Increased number of stakeholder groups represented	Although we recognise that there will be some organic growth, we will establish a desired stakeholder profile and actively approach new stakeholders to join the Network. Key stakeholder categories will include emergency services, veterinary organisations, agricultural organisations including saleyards, animal transporters, animals in sport organisations and wildlife organisations.
National and international visibility, collaboration and connectivity	We will actively focus on increasing our national visibility through a wide range of activities including events, media and advocacy. We will prioritise and facilitate internal and external collaboration, including international collaboration through the International Joint Education Coalition. The Board will seek opportunities to connect with key individuals and organisations.

Theme 3: Standards and Policy	
Additional AU and NZ standards for animal incident management	The Network has had early success in influencing animal incident management standards through the AFAC large animal guidelines. We will identify further opportunities to advocate for additional standards relating to animal incident management in Australia and New Zealand, taking a data-informed approach and leveraging our unique positioning around increased responder safety and improved animal welfare outcomes.
Membership of relevant state and federal committees	Building on our expanded stakeholder representation in Theme 2, as well our collaborative links to organisations and individuals, we will lobby for membership of relevant state and federal committees to increase our impact and deliver our vision and purpose.
Advocacy for legislative changes	We will actively build on our 'one joined up voice' aspiration, our stakeholders and members, and our collaborative links into policy makers and government to identify current legislative gaps or barriers, and advocate for changes across our region to improve safety and welfare outcomes.
Advocacy for effective animal incident management, including at animal activities	We will use the international collaborative reach of the Network, its stakeholders and members to advocate at operational, management and leadership levels for effective animal incident management preparation, response and recovery across our region. In addition, we will advocate for adoption of effective incident management for all activities involving animals such as horse racing, equestrianism, horse, agricultural and domestic pet shows and at all types of animal events.

Targeted Action Plans

The Targeted Action Plans address important cross-cutting operational needs identified by the Board that will be required for successful delivery of the strategy:

- **Learning resource development** is required to realise our ambition to the 'go to' source of trusted information, guidance and education. This plan will involve a combination of generating resources from within the Network as well as accessing resources from collaborating organisations. The plan will include a focus on a range of media types.
- **Sustainable AEIMN** encapsulates a range of key operational needs required to establish the Network as a sustainable organisation. This plan will include membership growth through individual and corporate/agency membership, diversity of membership; and revenue growth through a variety of media to long term approaches including sponsorship packages and potentially product endorsements.

- **Stakeholder analysis and recruitment** underpins Strategic Theme 2 (Stakeholders and Connections) and will require a gap analysis of current stakeholders against the range of stakeholders required to deliver all three of the strategic plan themes.
- **Communication and visibility** is a cross-cutting operational need that supports all aspects of the strategic plan and will have significant impact on internal and external stakeholder engagement, in addition to membership, collaboration and connectivity.

Key enablers

Three key enablers underpin the entire strategic plan and will play a critical role in delivering our strategy. They address current critical gaps and will be our initial priority areas of focus:

- **Website as an on-line portal.** Website development is required to make the Network’s website a valuable and accessible learning platform and repository for guidance, advice and educational materials. The website will host materials generated by the Network and will have portals to resources from collaborating organisations. The plan will include a review of the suitability of the current platform as well as investigation options for content hosting via collaborating organisations such as BARTA.
- **Efficient Board operations.** The Board of Directors is the nucleus of the Network and fulfills both governance and operational roles. Establishing efficient and transparent Board operations is an essential requirement. This will include Board diversity, role descriptors for Directors, skills and attributes required for Board members, remuneration policies, expectations and KPIs for Directors, succession planning, duration of tenure and rotation of Directors. Actions are also required to promote operational efficiency through the establishment of subcommittees and technical committees.
- **Revenue growth and sponsorship.** Short term actions to boost revenue and sponsorship are required to bridge into the *Sustainable AEIMN* targeted action plan.

Success indicators

<p>Theme 1 Education and Information</p>	<ul style="list-style-type: none"> • Increased total numbers of conference delegates • Increased numbers of international conference delegates • Increased number of meetings with increased total numbers of participants • Expanded range of information resources with accession data demonstrating views and downloads
<p>Theme 2 Stakeholders and Connections</p>	<ul style="list-style-type: none"> • High levels of stakeholder engagement and satisfaction • A thriving, active network of local AEIMN groups • Increased number of stakeholders successfully recruited against a gap analysis and actively participating • Involvement in international committees and initiatives with peer esteem measures to demonstrate visibility and value
<p>Theme 3 Standards and Policy</p>	<ul style="list-style-type: none"> • Publication and adoption of new standards in AU and NZ • Membership of relevant committees (federal and state) • Evidence of (successful) advocacy for legislative change • Evidence of (successful) advocacy effective incident management in animal activities.