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# Veterinary Practice Management Challenges and Evolution Report

2026/27

How practice management is evolving, what it demands,  
and what the people doing it need to succeed.

A report from Agilio in partnership  
with the Veterinary Management Group

agilio

vmg  
Veterinary  
Management  
Group



Veterinary  
Evolution Council  
Convened by Agilio Software

# Foreword

**Most veterinary practices do not need to be told that 2026 has been a hard year.**

The Competition and Markets Authority (CMA) published its final decisions in March, confirming legally binding changes to how practices will operate in the future. That investigation had been hanging over the profession since 2023, alongside years of close media scrutiny over pricing, transparency and consolidation. Not to mention the difficult client conversations that came with it.

Through it all, the people who actually run practices have been largely left out of the conversation.

That is an odd omission, given how much of this lands right at their feet. Someone has to publish the price lists, rewrite the client information, brief the team and field the complaints. Nearly half (49%<sup>1</sup>) of the managers we surveyed for this report told us that CMA preparation created additional work they are absorbing on top of everything else.

And there was already plenty to do – so we wanted to understand more clearly how these pressures are affecting practice managers and owners, and set out to do just that.

What came back describes a job that has broadened considerably while recognition of it has stood still. Burnout is reported in almost half of practices surveyed, while rising costs and client affordability are among the biggest concerns, alongside staff wellbeing and workload.

Practices are also weighing up artificial intelligence tools, with most open to it but wanting clearer guidance before they commit.

For all these reasons and more, this report was commissioned by Agilio in partnership with the Veterinary Management Group (VMG), and will inform the work of the Veterinary Evolution Council, convened earlier this year. The council brings together seven senior veterinary professionals across nursing, tech, business and clinical practice, working towards better team wellbeing, practice culture and sustainable ways of working. This report is where that work starts.

You will likely recognise something of your own experience in these pages. If you do, I hope you will read with interest, and take some comfort in this slice of the profession being heard. Thank you to everyone who took part.



**Emma Barnes**

Chair of the Veterinary Evolution Council, Chief of Staff, Agilio and Co-Founder of Vetpreneur.

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## References

1. 48.55% (Q17: 84 of 173)

# Foreword

At the VMG, we have always advocated for those in the profession who are not always visible: the community of managers and leaders shaping veterinary practices across the UK, whether that's in a consulting room, supporting clinical teams or running the business and operations side of practices.

So we are proud to have co-commissioned a major report dedicated to the day-to-day realities of running a practice, alongside Agilio and the Veterinary Evolution Council.

Our own research has always given us a strong picture of leadership capability across the profession. This survey adds another important dimension: the day-to-day operational and people management reality that practice managers face. Practice managers have long known how much the role has grown and how little that growth has been acknowledged. Now there are numbers behind it, and they are harder to set aside than anecdote.

Almost eight in 10 practice managers and leaders surveyed in the report (79%<sup>2</sup>) say regulatory demands have grown over the last three years, and two-thirds (66%<sup>3</sup>) say more strategic input is expected of them. Yet fewer than a quarter (23%<sup>4</sup>) say recognition of the role has grown with it.

I have heard similar sentiments over the years, but never with clear numbers behind them. These figures give the profession something solid to work from.

On a personal level, I am honoured to sit on the Veterinary Evolution Council that is working towards a more resilient profession, and glad this is where we have chosen to begin.

I would like to offer a simple reassurance to the practice managers and leaders reading this: the pressures you are facing are not unusual. They are shared, measurable, and they can now be talked about openly with evidence behind them.



**Rebecca Robinson**

President of the Veterinary Management Group (VMG)

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## References

2. 78.61% (Q15: 136 of 173), 3. 66.47% (Q15: 115 of 173), 4. 23.12% (Q15: 40 of 173)



## About the research

This research was commissioned and funded by **Agilio** in partnership with the **Veterinary Management Group (VMG)**, the professional body for veterinary practice managers and leaders in the UK. It was developed with the **Veterinary Evolution Council (VEC)**, an independent advisory group of seven senior veterinary professionals convened by Agilio.

The survey ran for just over five weeks from 16 July to 23 August 2026. It was aimed at the people who run veterinary practices each day, including practice managers, owners and principal vets, along with others in equivalent leadership roles such as clinical directors, head nurses and operations managers. It was promoted to VMG and Vet

Dynamics members, Colourful CPD and Agilio customers and prospects, alongside editorial coverage in Vet Times, paid social advertising targeting practice decision makers, and a wider search and social campaign.

There were 215 respondents in total. Not every respondent answered each question, so the number of responses behind each figure is stated throughout, ranging from 215 down to 153 for the closing sections.

Findings are compared between independent and corporate group practices throughout. Employee-owned practices accounted for 6% of respondents (13 of 215), too few for reliable comparison, so they are included in the overall figures but not broken out separately.

## Key findings

**68%**<sup>5</sup> say practice management is harder than it was two years ago

**23%**<sup>6</sup> say recognition of the role has grown over the past three years, even while demands have grown

**78%**<sup>7</sup> say regulatory and compliance requirements have increased in that same period

**49%**<sup>8</sup> report burnout or emotional exhaustion in their team

**70%**<sup>9</sup> are concerned about rising operating costs over the next three years

**46%**<sup>10</sup> cite client affordability as one of the biggest challenges, alongside staff wellbeing at 40%<sup>11</sup>

**96%**<sup>12</sup> have faced at least one staffing pressure in the past 12 months

**40%**<sup>13</sup> offer structured career pathways for veterinary nurses

**17%**<sup>14</sup> run just one integrated software system

**67%**<sup>15</sup> of those using or exploring AI rely on general consumer tools such as ChatGPT, Microsoft Copilot or Google Gemini\*

\*Based on 107 AI users and those trialling it

## What we asked

The survey covered eight key areas of practice management:

- Who runs UK practices: role, ownership, practice type and size
- The biggest challenges facing practices today
- Staffing, recruitment and retention
- Team wellbeing, practice culture and how the role has changed
- Technology and systems
- CMA compliance
- Artificial intelligence in practice
- What would help most

### References

5. 68% (Q7: 128 of 188), 6. 23.12% (Q15: 40 of 173), 7. 78.61% (Q15: 136 of 173), 8. 48.55% (Q17: 84 of 173), 9. 69.68% (Q6: 131 of 188), 10. 47% (Q5: 88 of 188), 11. 39.89% (Q5: 75 of 188), 12. 95.6% (Q10: 175 of 183), 13. 40.44% (Q13: 74 of 183), 14. 17.54% (Q19: 30 of 171), 15. 67.29% (Q27: 72 of 107)



# **Section 1:** **About you and your practice**

# About the respondents

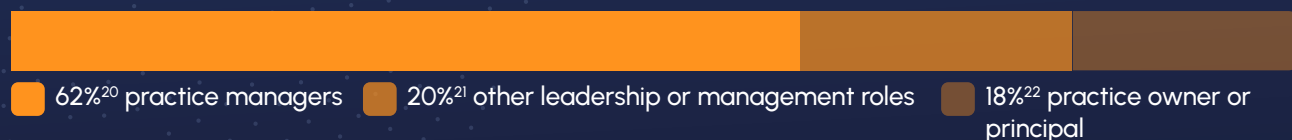
**Six in 10 respondents call themselves practice managers<sup>16</sup>.** The 42 respondents who chose 'other' as their primary role gave 40 different titles between them, including clinical director, operations manager, head of client care and nursing supervisor<sup>17</sup>.

**Independent and corporate practices are almost evenly represented,** at 45% and 49%, which lets us compare the two throughout this report<sup>18</sup>.

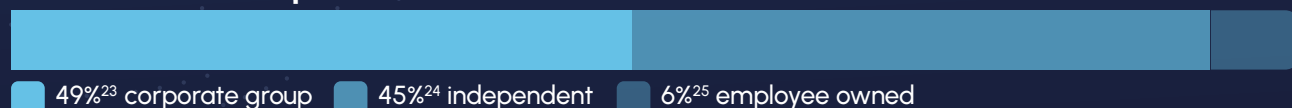
**More than four in five respondents work at sites of 11 or more staff,** so these findings primarily reflect larger practices rather than small clinics<sup>19</sup>.

215 respondents

## Role



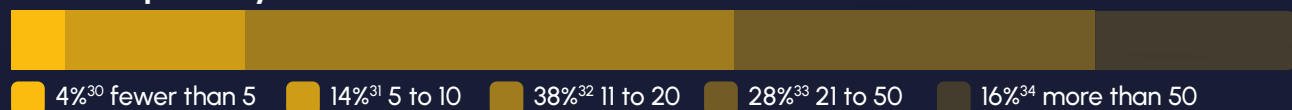
## Practice ownership



## Practice type



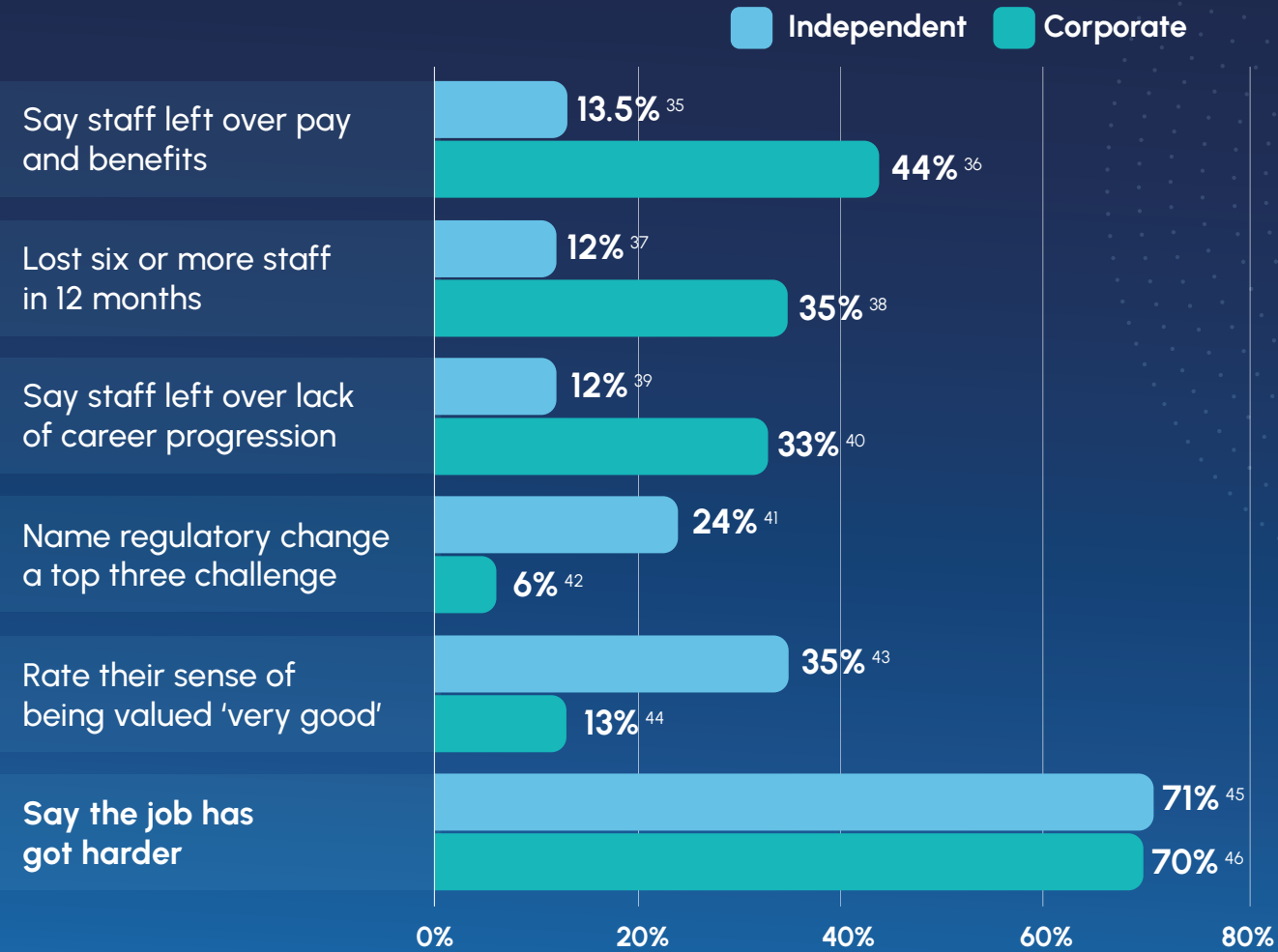
## Staff at primary site



## References

16. 62.33% (Q1: 134 of 215), 17. 19.53% (Q1: 42 of 215), 18. Q2: 45.12% (97 of 215) and 48.84% (105 of 215), 19. 81.86% (Q4: 176 of 215) 20. 62.33% (Q1: 134 of 215, 21. 19.53% (Q1: 42 of 215), 22. 18.14% (Q1: 39 of 215), 23. 48.84% (Q2: 105 of 215), 24. 45.12% (Q2: 97 of 215), 25. 6.05% (Q2: 13 of 215), 26. 66.98% (Q3: 144 of 215), 27. 12.09% (Q3: 26 of 215), 28. 9.77% (Q3: 21 of 215), 29. 11.16% (Q3: 24 of 215), 30. 4.19% (Q4: 9 of 215), 31. 13.95% (Q4: 30 of 215), 32. 38.60% (Q4: 83 of 215), 33. 27.44% (Q4: 59 of 215), 34. 15.81% (Q4: 34 of 215)

## Two different sets of pressures



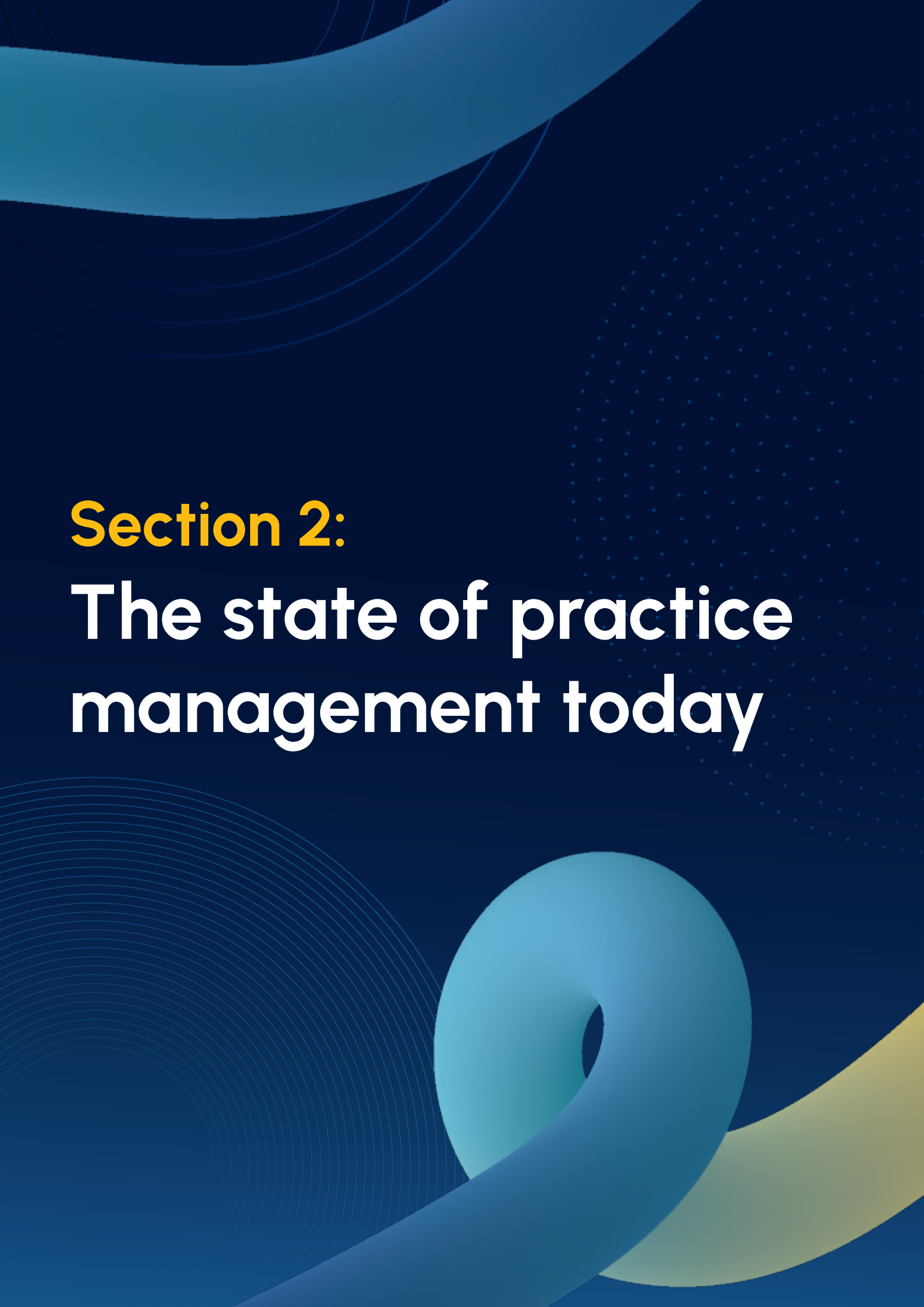
## One role and many names

The 42 respondents who selected 'other' gave 40 different job titles between them, including:

- Practice Director
- Head of Client Care
- Operations Manager
- Clinical Director
- Head Nurse
- Farm Team Leader Stock
- Financial Manager
- Deputy Nursing Manager
- Non-clinical Practice
- Animal Welfare Manager
- Regional Operations Manager

### References

35. 12.82% (Q12: 10 of 78), 36. 44.09% (Q12: 41 of 93), 37. 11.54% (Q11: 9 of 78), 38. 35.48% (Q11: 33 of 93), 39. 11.54% (Q12: 9 of 78), 40. 33.33% (Q12: 31 of 93), 41. 23.75% (Q5: 19 of 80), 42. 6.25% (Q5: 6 of 96), 43. 35.14% (Q18: 26 of 74), 44. 12.64% (Q18: 11 of 87), 45. 71.25% (Q7: 57 of 80), 46. 69.79% (Q7: 67 of 96), 48. 22.86% (Q4: 24 of 105), 49. 9.28% (Q4: 9 of 97)



## Section 2:

# The state of practice management today

## **79%<sup>49</sup>** say regulatory demands have grown, but only **23%** say recognition of the role has increased

The pressures behind these figures are well documented, including staff shortages in the fallout from Brexit alongside soaring pet ownership<sup>50</sup>, rising operational costs, growing public scepticism amid the CMA investigation, and more vets reported to be leaving the profession altogether<sup>51</sup>.

The VMG has long worked to understand and support leadership and management across the profession. This survey adds a clear view of how all these challenges affect the people running veterinary practices day to day, and the findings leave little room for doubt.

Nearly seven in 10 respondents (68%<sup>52</sup>) say practice management is more difficult than it was two years ago, with a third (30%<sup>53</sup>) describing it as much harder, rather than merely harder – only 9%<sup>54</sup> say it has got easier. Independent and corporate practices answered almost identically, 71%<sup>55</sup> and 70%<sup>56</sup> respectively, which makes this one of the few findings in the report that holds

regardless of how a practice is owned. The survey then asked respondents to name their three biggest challenges right now. Client affordability came out first (47%<sup>57</sup>) followed by staff wellbeing (40%<sup>58</sup>). Administrative workload (33%<sup>59</sup>) and cost inflation (32%<sup>60</sup>) followed closely, with recruitment – often the issue that drives the most headlines – coming out at 29%<sup>61</sup>.

Looking further ahead, respondents were asked to rate their concern across eight pressure areas over the next three years, on a scale of 1 (not concerned at all) to 5 (extremely concerned). Rising operating costs drew the highest response, with 70%<sup>62</sup> rating it 4 or 5. Changes in client demand followed at 61%<sup>63</sup> and recruitment of veterinary surgeons came out fourth (42%<sup>64</sup>) ahead of nurse recruitment (38%<sup>65</sup>) and staff retention (36%<sup>66</sup>).

Technology sits at the other end. Just 9%<sup>67</sup> named technology integration among their current challenges, and it drew the lowest concern of the eight areas looking ahead (25%<sup>68</sup>). As later sections show, this is not necessarily because systems are working well. When asked what would improve their working life, respondents put better integrated software and systems on top, chosen by 46%<sup>69</sup> – just ahead of more time for team development (42%<sup>70</sup>) and more recognition of the role (40%<sup>71</sup>).

### References

49. 78.61% (Q15: 136 of 173), 50. Gall, C (2024) 'Vets refusing new pets amid staffing crisis', BBC News. Available at: <https://www.bbc.co.uk/news/articles/cw8qeded082o> (Accessed 26 August 2026), 51. Royal College of Veterinary Surgeons (2024) 'Surveys of the Professions 2024: reports published'. Available at: <https://www.rcvs.org.uk/about-us/news-and-views/news/surveys-of-the-professions-2024-reports-published> (Accessed 26 August 2026), 52. 68.09% (Q7: 128 of 188), 53. 30.32% (Q7: 57 of 188), 54. 8.51% (Q7: 16 of 188), 55. 71.25% (Q7: 57 of 80), 56. 69.79% (Q7: 67 of 96), 57. 46.81% (Q5: 88 of 188), 58. 39.89% (Q5: 75 of 188), 59. 32.98% (Q5: 62 of 188), 60. 32.45% (Q5: 61 of 188), 61. 29.26% (Q5: 55 of 188), 62. 69.68% (Q6: 131 of 188), 63. 61.17% (Q6: 115 of 188), 64. 42.02% (Q6: 79 of 188), 65. 38.30% (Q6: 72 of 188), 66. 35.64% (Q6: 67 of 188), 67. 9.04% (Q5: 17 of 188), 68. 25% (Q6: 47 of 188), 69. 45.75% (70 of 153), 70. 41.83% (64 of 153), 71. 39.87% (61 of 153)



68% say practice management is more difficult than it was two years ago.

Where the time goes points to the shape of the role itself, dominated by people tasks. Nearly half of respondents (49%<sup>72</sup>) named HR administration among their biggest time drains, followed by client communications and complaints (47%<sup>73</sup>) and team wellbeing conversations (43%<sup>74</sup>). By contrast, CPD and training records were named by just 6%<sup>75</sup>. Respondents chose their top three, so a low figure means a task rarely makes the top of the list, not that it takes no time at all.

Set against that, one finding stands apart: more than nine in 10 respondents (91%<sup>76</sup>) say they feel very or fairly confident managing the administrative demands of their role. The picture is of a role that has expanded, both in scope and complexity, and what it asks of the person doing it.

But that growth appears not to be matched by recognition, with only 23%<sup>77</sup> saying recognition of the role within their practice has increased over the past three years. It is this gap, between what the role now demands and how it is viewed, that runs throughout this report.

**“The people running our practices are managing more, and more complicated, work than ever before. This report is an important step towards recognising that properly. None of this will surprise anyone in a management or leadership role, but at long last we have the numbers to show it.”**

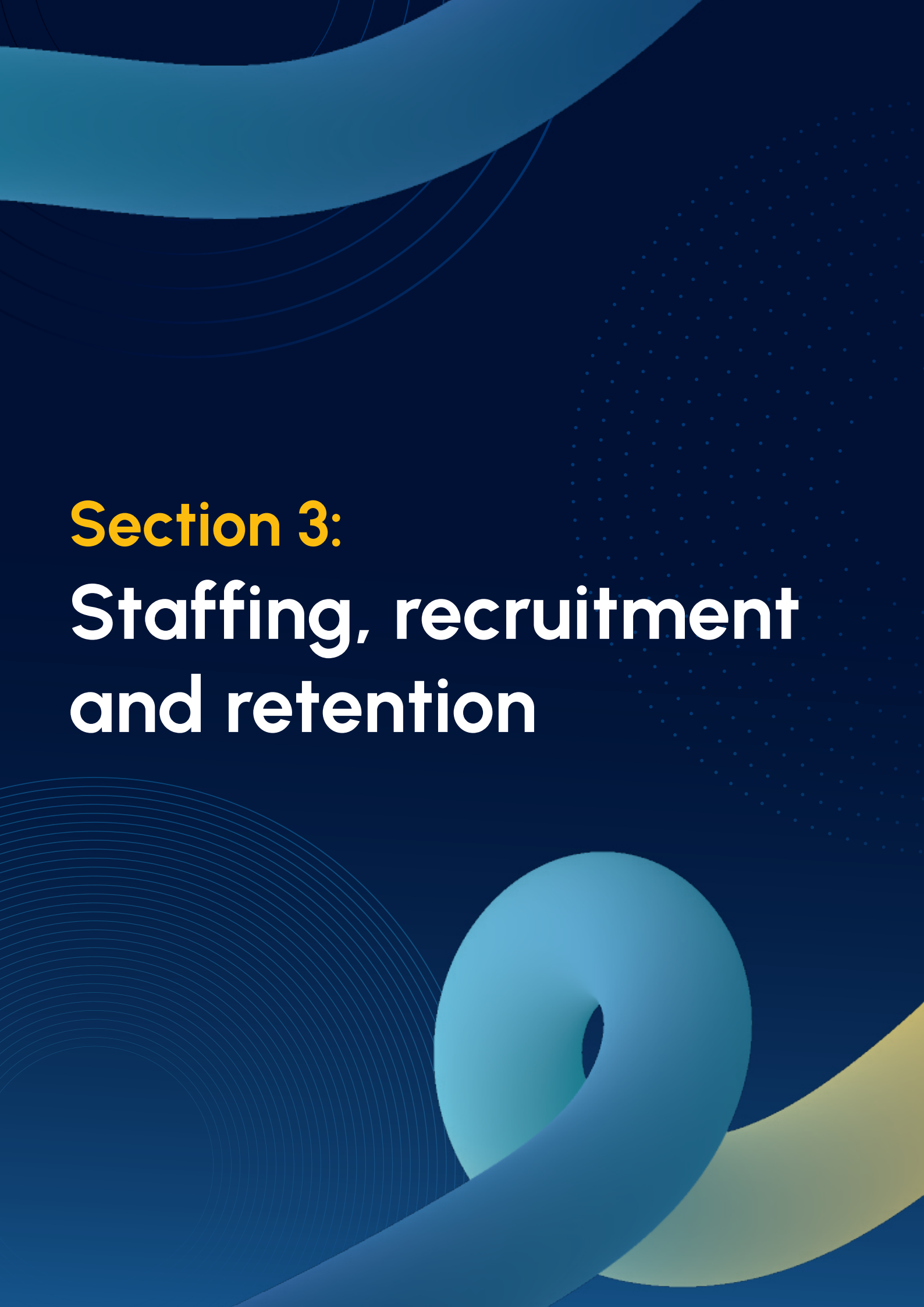


**Emma Barnes**

Chair of the Veterinary Evolution Council, Chief of Staff, Agilio and Co-Founder of Vetpreneur.

#### References

72. 49.47% (Q8: 93 of 188), 73. 46.81% (Q8: 88 of 188), 74. 42.55% (Q8: 80 of 188), 75. 5.85% (Q8: 11 of 188), 76. 91.49% (Q9: 172 of 188), 77. 23.12% (Q15: 40 of 173),



## Section 3:

# Staffing, recruitment and retention

## Only 4% reported no significant staffing challenges in the last 12 months

Almost every practice in this survey has felt staffing pressure of some kind in the last year. Nurse recruitment was the most widely reported staffing challenge, chosen by 65%<sup>78</sup> of respondents, narrowly ahead of client care and reception staff (64%<sup>79</sup>) and veterinary surgeons (58%<sup>80</sup>). Only 4%<sup>81</sup> reported no significant staffing challenges. Collectively, these figures suggest recruitment is a near-constant task, rather than a periodic one, that runs across several parts of the team at once.

More than half of respondents (54%<sup>82</sup>) reported increased sickness and unplanned absence over the same period, and just over half (51%<sup>83</sup>) are managing flexible or part-time working requests. Both point to a workforce that practices are having to accommodate as well as fill. For the person planning the rota, each represents a separate demand on the same finite pool of staff. Staff turnover adds further pressure. Just over a third of practices (37%<sup>84</sup>) lost one or two staff in the past 12 months, 31%<sup>85</sup> lost three to five, and a quarter (25%<sup>86</sup>) lost six or more. For a profession already reporting recruitment difficulties across



all major roles, the scale of movement between practices is significant in itself.

Looking at the reasons behind these losses, respondents most often highlighted personal or family reasons unrelated to work (40%<sup>87</sup>), followed by moving to a different sector or leaving the profession entirely (35%<sup>88</sup>). Workload or poor work-life balance and pay and benefits were cited equally (28%<sup>89</sup>). Those who chose 'other' as a free-text response wrote a mixture of reasons including retirement, relocation, deciding to work closer to home or moving to another practice.

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### References

78. 65.03% (Q10: 119 of 183), 79. 63.93% (Q10: 117 of 183), 80. 58.47% (Q10: 107 of 183), 81. 4.37% (Q10: 8 of 183), 82. 54.10% (Q10: 99 of 183), 83. 51.37% (Q10: 94 of 183), 84. 36.61% (Q11: 67 of 183), 85. 31.15% (Q11: 57 of 183), 86. 24.59% (Q11: 45 of 183), 87. 39.89% (Q12: 73 of 183), 88. 34.97% (Q12: 64 of 183), 89. 27.87% (Q12: 51 of 183)



**"There is a commitment to developing nurses and listening to their career goals – evidenced through CPD and 1:1 appraisals. However, career progression pathways and having an understanding of the wellbeing of nursing teams could be improved further and may be factors which could improve staff retention and attraction."**



**Andrea Jeffery**

Lecturer and former Chief Nursing Officer at Linnaeus Group

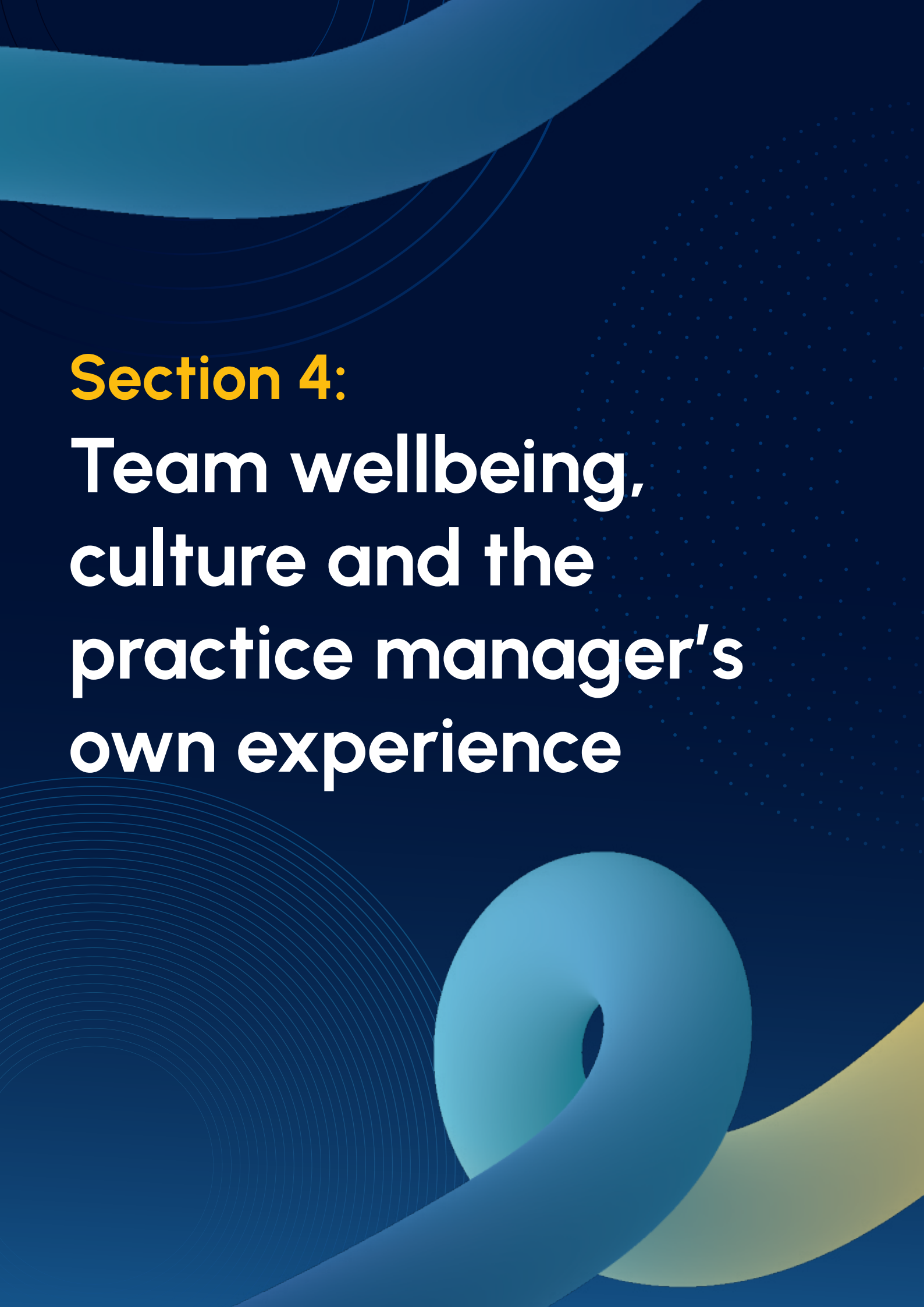
## Supporting the nursing team

Given that nurse recruitment is the most commonly reported staffing pressure, what practices do to keep nursing staff is especially relevant. The findings show clear investment in this area. Four in five practices (81%<sup>90</sup>) fund or support CPD for their nursing team, 69%<sup>91</sup> hold regular one-to-ones or appraisals, and three in five (62%<sup>92</sup>) have named clinical leads or head of nursing roles.

Only 3%<sup>93</sup> have none of these measures in place, so almost every practice in this survey is doing something to support its nursing team. What appears to vary is what that support is for. Structured career progression pathways for registered veterinary nurses (RVNs) are in place at 40%<sup>94</sup> of practices, and wellbeing support specific to the nursing team is the least widely reported measure, at 35%<sup>95</sup>. Practices appear more likely to be funding development than defining where it leads.

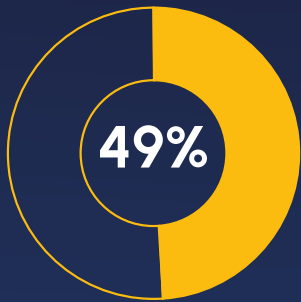
### References

90. 80.87% (Q13: 148 of 183), 91. 69.40% (Q13: 127 of 183), 92. 61.75% (Q13: 113 of 183), 93. 2.73% (Q13: 5 of 183), 94. 40.44% (Q13: 74 of 183), 95. 34.97% (Q13: 64 of 183)



## Section 4:

# Team wellbeing, culture and the practice manager's own experience



**49%** report burnout or emotional exhaustion within their team

When it comes to wellbeing and culture, responses are mixed. It is clear that regulatory and compliance requirements have increased workloads for practice managers and owners, while recognition of the role has not moved on. But most respondents still rate job satisfaction as good or very good (64%<sup>96</sup>) and 74%<sup>97</sup> feel very well or fairly well supported in managing their team's wellbeing.

What respondents mean by recognition becomes clearer in their own words. Asked what would make the biggest difference to them, several described wanting their role to be understood by the people they work alongside every day. One wrote of wanting "appreciation from employees for the culture we have developed and the place they work." Another wrote: "I would love for the team to realise how

much work goes into trying to support them." A third asked for "recognition of practice management as being a distinct skill and not just something that the lead vet can do just as well."

But that is not a complete picture, because when asked how their team has changed over the past three years, respondents describe improvement and decline in almost equal measure. Team communication has improved for 38%<sup>98</sup> and declined for 15%<sup>99</sup>, and overall culture and cohesion has improved for 32%<sup>100</sup> against 29%<sup>101</sup> reporting decline. On staff morale, however, the balance tips the other way: 35%<sup>102</sup> report decline against 34%<sup>103</sup> reporting improvement.

The clearest deterioration is in the emotional and mental health of the team, where 39%<sup>104</sup> report decline and 27%<sup>105</sup> improvement.

#### References

96. 63.58% (Q18: 110 of 173), 97. 73.99% (Q16: 128 of 173), 98. 38.15% (Q14: 66 of 173), 99. 15.03% (Q14: 26 of 173), 100. 31.79% (Q14: 55 of 173), 101. 28.90% (Q14: 50 of 173), 102. 35.26% (Q14: 61 of 173), 103. 33.53% (Q14: 58 of 173), 104. 38.73% (Q14: 67 of 173), 105. 26.59% (Q14: 46 of 173).

Workload is the exception. Just 16%<sup>106</sup> report improvement in overall workload levels over three years, while 36%<sup>107</sup> report decline and 47%<sup>108</sup> say it has stayed the same. Time available for professional development has similarly stalled, improving for 22%<sup>109</sup> and declining for 20%<sup>110</sup>, with 57%<sup>111</sup> seeing no change. For most teams, the pressure has not eased.

What practice managers observe in their own teams is more difficult still. Nearly half (49%<sup>112</sup>) identify burnout and emotional exhaustion as present, and 43%<sup>113</sup> identify compassion fatigue. A third (34%<sup>114</sup>) report poor communication between clinical and non-clinical staff, 32%<sup>115</sup> report bullying, conflict or difficult team dynamics, and 32%<sup>116</sup> report unequal workload distribution. Around one in six (16%<sup>117</sup>) report a lack of psychological safety, where staff do not feel able to speak up.

These findings are worth sitting with more closely. Burnout and compassion fatigue describe how people are faring, and both are widely discussed in veterinary circles. Bullying, conflict and an absence of psychological safety describe how a team works together, and where people do not feel able to speak up, a practice manager or leader may find themselves dealing with a problem they did not know about until someone has already decided to leave,

**"Nearly half of practices reporting burnout in their teams is incredibly sad, especially with only one in five describing a settled team. These figures are telling us something about how practices are set up to run. Building a good culture takes time and work – it doesn't happen automatically, so it's important all practices know how to do that."**



**Tracey Morley Jewkes**

Co-founder of Vetpreneur and international veterinary business management consultant

adding to an already full plate. Left unresolved, these issues can build up and make teams harder to sustain. Only one in five (20%<sup>118</sup>) selected none of these, describing a settled team. Four in five practices, then, are managing at least one significant cultural or wellbeing challenge, alongside handling the recruitment, rotas and compliance work described elsewhere in this report.

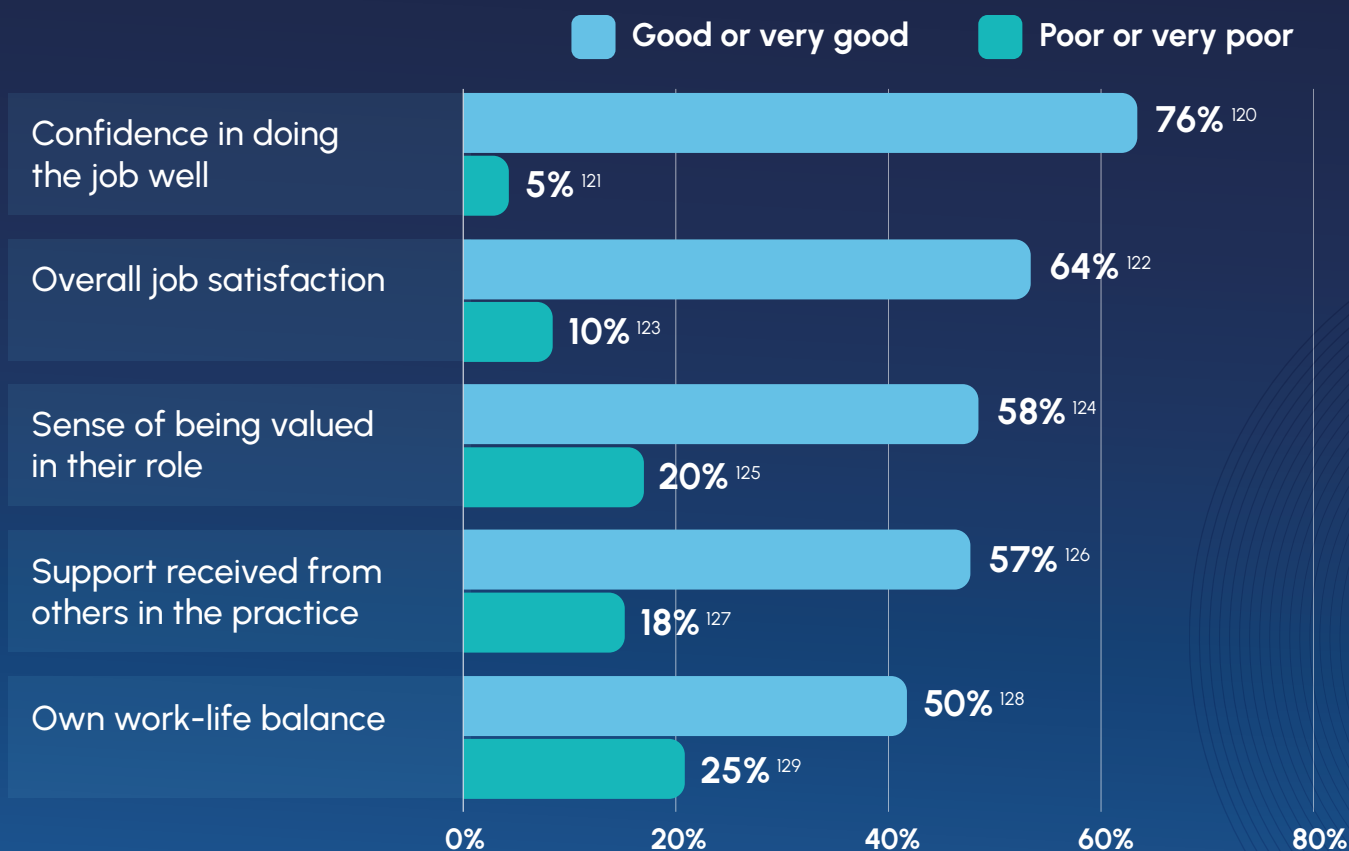
Support for that load is uneven: around a quarter (26%<sup>119</sup>) do not feel well supported or are unsure where to find support. This leads into a question the survey put directly to respondents: how are practice managers and leaders doing themselves?

## References

106. 16.18% (Q14: 28 of 173), 107. 35.84% (Q14: 62 of 173), 108. 46.82% (Q14: 81 of 173), 109. 21.97% (Q14: 38 of 173), 110. 19.65% (Q14: 34 of 173), 111. 57.23% (Q14: 99 of 173), 112. 48.55% (Q17: 84 of 173), 113. 42.77% (Q17: 74 of 173), 114. 34.10% (Q17: 59 of 173), 115. 31.79% (Q17: 55 of 173), 116. 31.79% (Q17: 55 of 173), 117. 16.18% (Q17: 28 of 173), 118. 20.23% (Q17: 35 of 173), 119. 26.01% (Q16: 45 of 173)

## How are practice managers themselves doing?

The final question in this section turned the focus onto respondents' own experience.

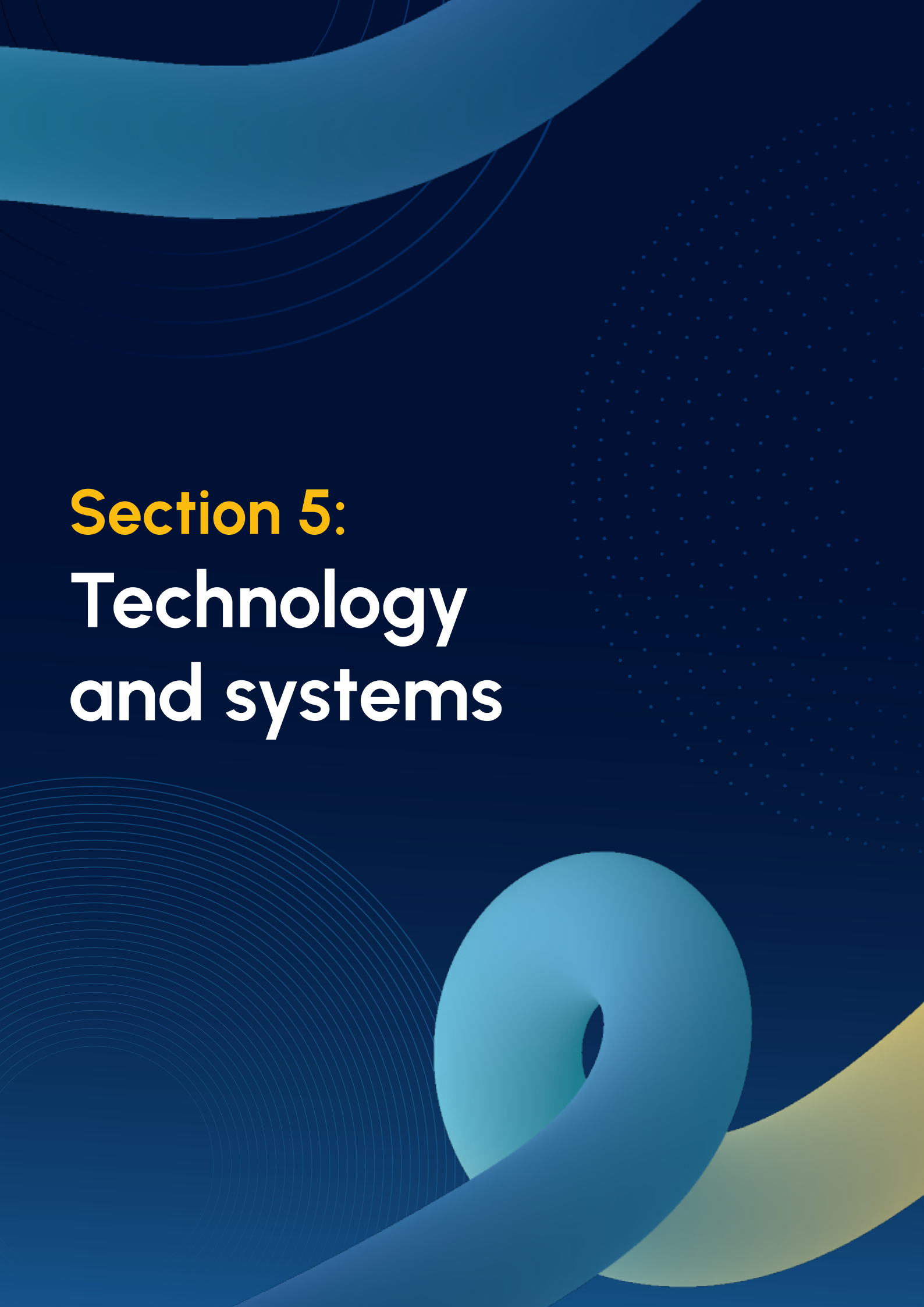


**Note:** rows do not total 100%. Respondents could also answer 'fair', chosen by between 18% and 26% depending on the measure.

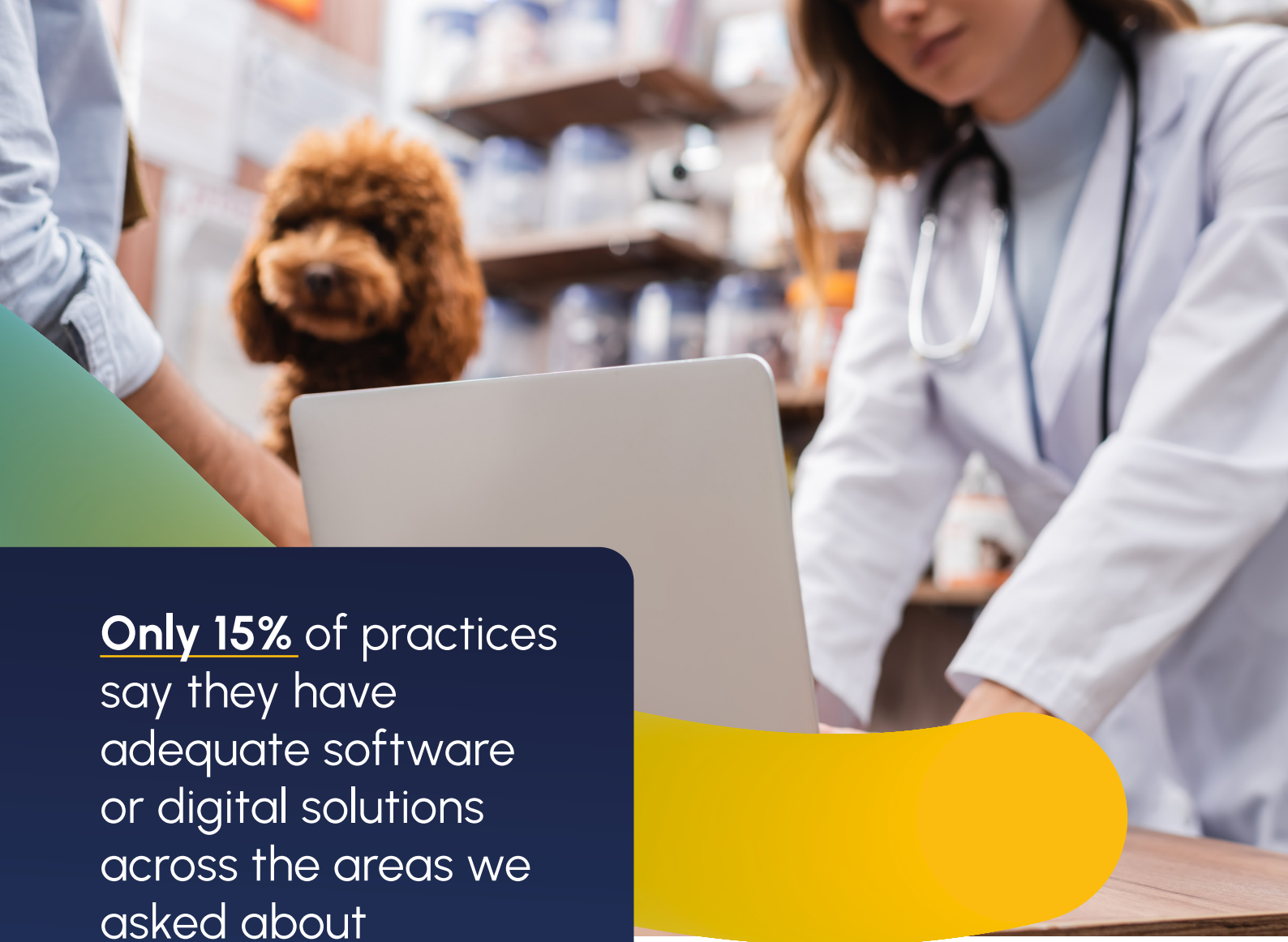
Respondents from independent practices were far more likely to rate their sense of being valued as very good – 35%<sup>130</sup> against 13%<sup>131</sup> of those in corporate groups. The pattern holds in the other direction too, as 30%<sup>132</sup> of corporate respondents say recognition of their role has decreased over the past three years, compared with 15% of independents<sup>133</sup>. Corporate respondents in this survey work at larger sites on average, which may be part of the picture, as the manager of a team of 11 could be more visible than a manager of 50.

### References

120. 76.30% (Q18: 132 of 173), 121. 5.20% (Q18: 9 of 173), 122. 63.58% (Q18: 110 of 173), 123. 10.40% (Q18: 18 of 173), 124. 58.38% (Q18: 101 of 173), 125. 19.65% (Q18: 34 of 173), 126. 57.23% (Q18: 99 of 173), 127. 18.50% (Q18: 32 of 173), 128. 49.71% (Q18: 86 of 173), 129. 24.86% (Q18: 43 of 173), 130. 35.14% (Q18: 26 of 74), 131. 12.64% (Q18: 11 of 87), 132. 29.89% (Q15: 26 of 87), 133. 14.86% (Q15: 11 of 74)



# **Section 5:** **Technology and systems**



## Only 15% of practices say they have adequate software or digital solutions across the areas we asked about

Most practices are working across more than one system. Only 18%<sup>134</sup> run a single integrated system, while over half (55%<sup>135</sup>) run two to three separate systems and a further 19%<sup>136</sup> run four or more. A small number use no software systems at all (5%<sup>137</sup>) and 3%<sup>138</sup> are unsure.

When asked how well those systems work together, 41%<sup>139</sup> describe them as adequate but not joined up, 21%<sup>140</sup> manage gaps with workarounds and 13%<sup>141</sup> say their systems create friction that slows them down. Just 23% say they

work well and are well connected. In terms of operational gaps, staff wellbeing monitoring tops the list, with 53% reporting no adequate software or digital solution<sup>142</sup>. CPD tracking and training compliance (51%<sup>143</sup>) follows closely behind, as well as staff scheduling and rota management (45%<sup>144</sup>) and appraisals and performance management (39%<sup>145</sup>). CMA compliance and pricing transparency was cited by 35%<sup>146</sup>. Only 15%<sup>147</sup> say they have adequate solutions across all these areas.

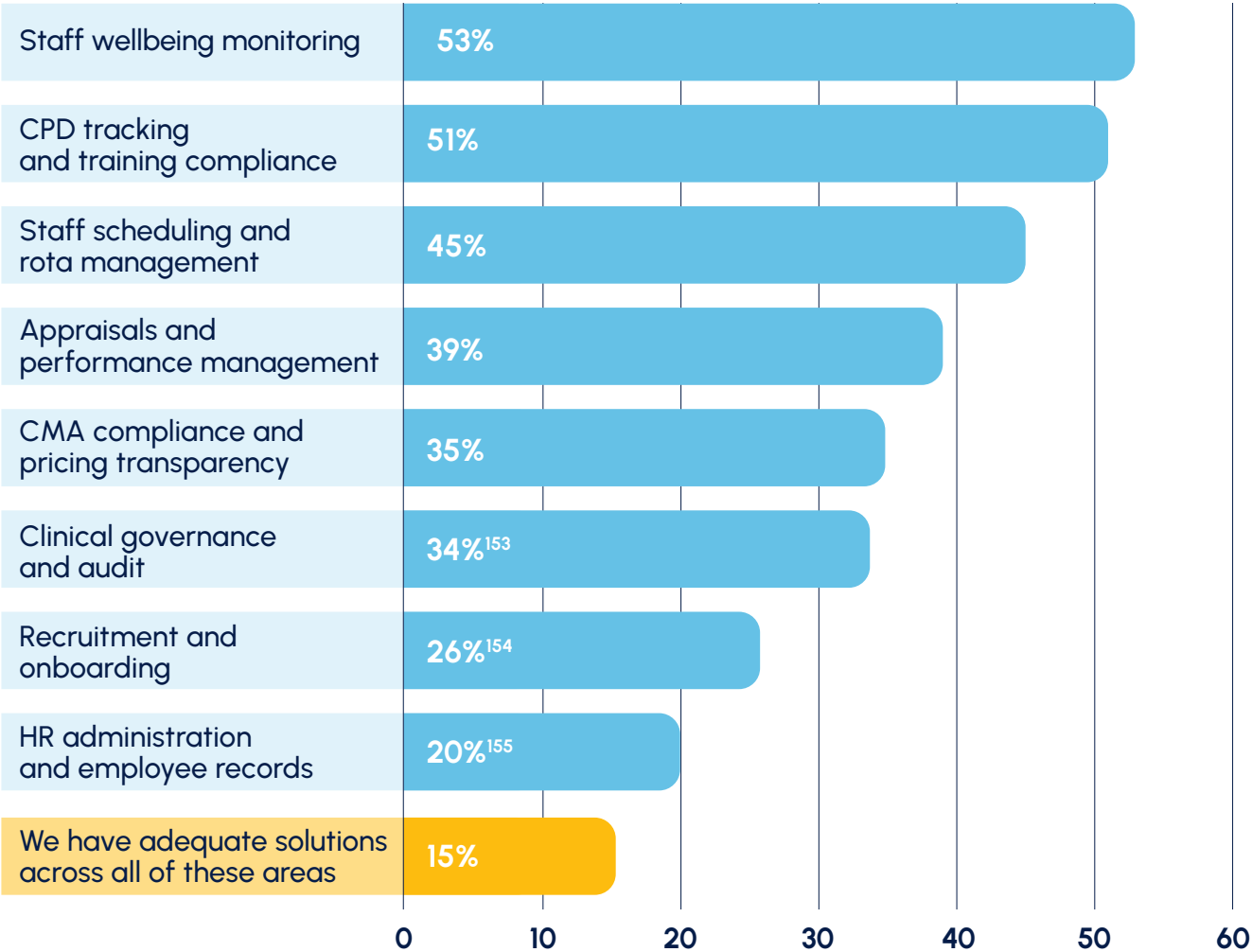
### References

134. 17.54% (Q19: 30 of 171), 135. 54.97% (Q19: 94 of 171), 136. 19.30% (Q19: 33 of 171), 137. 5.26% (Q19: 9 of 171), 138. 2.92% (Q19: 5 of 171), 139. 40.94% (Q20: 70 of 171), 140. 21.05% (Q20: 36 of 171), 141. 13.45% (Q20: 23 of 171), 142. 52.63% (Q21: 90 of 171), 143. 50.88% (Q21: 87 of 171), 144. 45.03% (Q21: 77 of 171), 145. 38.60% (Q21: 66 of 171), 146. 35.09% (Q21: 60 of 171), 147. 15.20% (Q21: 26 of 171)

Technology also drew the lowest concern of any pressure area over the next three years, at 25%<sup>148</sup>, and only 9%<sup>149</sup> chose it among their biggest current challenges. Yet better integrated software and systems was the single most requested improvement in the survey, chosen by 46%<sup>150</sup> – ahead of more time for team development (42%<sup>151</sup>) and more recognition of the role (40%<sup>152</sup>). Fragmentation appears to register as a daily friction rather than a looming risk.

**For Agilio, which commissioned the research with the VMG and provides connected practice management software, the findings underline the importance of reducing fragmentation between the systems practices rely on day to day.**

**Operational areas lacking a software or digital solution**



Respondents could select more than one area, so figures do not total 100%.

**References**

148. 25% (Q6: 47 of 188), 149. 9.04% (Q6: 17 of 188), 150. 45.75% (Q29: 70 of 153), 151. 41.83% (Q29: 64 of 153), 152. 39.87% (Q29: 61 of 153), 153. 33.92% (Q21: 58 of 171), 154. 26.32% (Q21: 45 of 171), 155. 20.47% (Q21: 35 of 171)



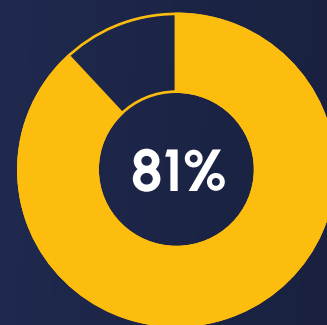
# **Section 6:** **CMA compliance**

The Competition and Markets Authority (CMA) published its final report on the veterinary market in March 2026, with legally binding requirements taking effect from September 2026. For practices, that has meant a defined deadline attached to a set of changes still working their way into day-to-day operations.

Most respondents say they feel ready for it. Around a fifth (22%<sup>156</sup>) describe themselves as very prepared and 59%<sup>157</sup> as fairly prepared, giving a combined 81%<sup>158</sup>. Only 17%<sup>159</sup> feel not very or not at all prepared, and a further 2%<sup>160</sup> are unsure what will be required of them.

That preparation has created extra work for many practices. Almost half of respondents (49%<sup>161</sup>) say compliance preparation has created additional work they are managing, and 12%<sup>162</sup> say it has created significant additional work that is stretching the team. Just over a quarter (27%<sup>163</sup>) prepared without significant disruption, while one in 10 (10%<sup>164</sup>) have not yet begun.

The earlier technology findings complicate that slightly. More than a third of practices (35%<sup>165</sup>) report having no adequate software or digital solution for CMA compliance and pricing transparency. So a large majority feel prepared, while a substantial minority have no system supporting the work, which suggests some practices may be managing the work through



**81% feel prepared for CMA requirements, but 35% have no software to support it**

manual processes or existing systems, on top of everything else. With the CMA requirements taking effect from September 2026, the findings raise a wider question about how practices will absorb that additional workload in the longer term.

Guidance is also being sought from a range of places. Six in 10 (60%<sup>166</sup>) turn to professional bodies such as the Royal College of Veterinary Surgeons, British Veterinary Association and British Veterinary Nursing Association, followed by corporate or group management teams (47%<sup>167</sup>), the trade press (33%<sup>168</sup>) and peer networks (21%<sup>169</sup>). Only 8%<sup>170</sup> turn to practice management software providers for CMA guidance, suggesting there may be scope for technology partners to play a greater supporting role as practices translate new requirements into day-to-day processes.

#### References

156. 22.49% (Q22: 38 of 169), 157. 58.58% (Q22: 99 of 169), 158. Rounded up from 80.7% (Q22: 137 of 169), 159. 16.57% (Q22: 28 of 169), 160. 2.37% (Q22: 4 of 169), 161. 49.11% (Q23: 83 of 169), 162. 11.83% (Q23: 20 of 169), 163. 27.22% (Q23: 46 of 169), 164. 10.06% (Q23: 17 of 169), 165. 35.09% (Q21: 60 of 171), 166. 60.36% (Q24: 102 of 169), 167. 47.34% (Q24: 80 of 169), 168. 33.14% (Q24: 56 of 169), 169. 21.30% (Q24: 36 of 169), 170. 8.28% (Q24: 14 of 169)

Behind these numbers, independent and corporate practices behave differently. Four in five corporate respondents (81%<sup>171</sup>) look to their corporate or group management team, a resource independents do not have. Independents rely more heavily on sources outside the practice: 70%<sup>172</sup> turn to professional bodies, 42%<sup>173</sup> to the trade press and 28%<sup>174</sup> to peer networks – in each case a higher proportion than among corporates. Both groups turn to professional bodies in large numbers. The difference appears to be whether or not their practice has internal support to look to first.

Independents are also the group feeling the least ready. More than a quarter (27%<sup>175</sup>) feel not very or not

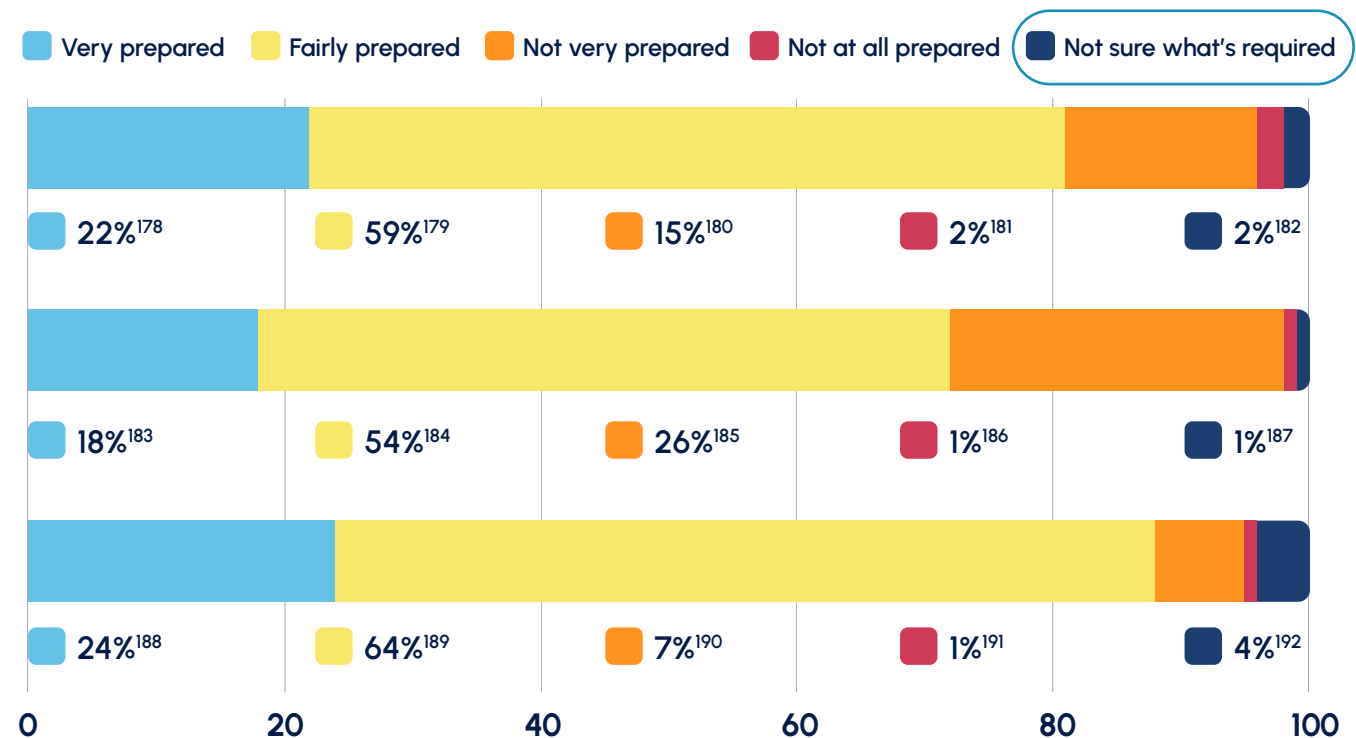
at all prepared, compared with 8%<sup>176</sup> of corporates, and 16%<sup>177</sup> have not yet begun preparing, compared with 6% of corporates. It is the clearest divide between the two groups anywhere in this section.

**"It is encouraging that most practices feel ready. But a third have no system supporting this work, rising to almost half among independents – the same group who tell us they feel least prepared. With the CMA requirements taking effect shortly, that is really worth paying attention to particularly if the systems needed are heavily manual as this could create marked inefficiency."**

**Rebecca Robinson**

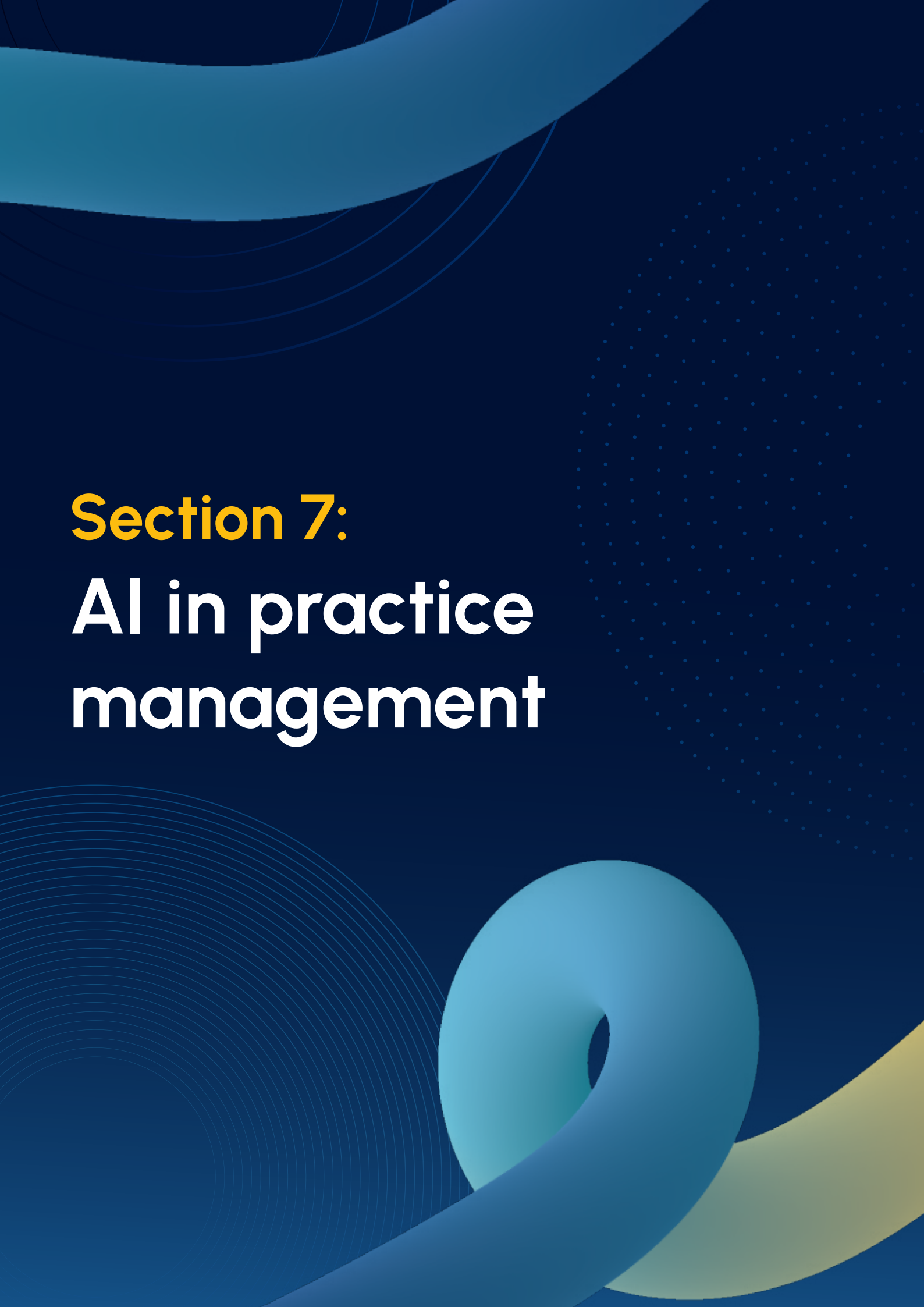
President of the Veterinary Management Group (VMG)

## How prepared do practices feel for CMA requirements?



### References

171. 80.72% (Q24: 67 of 83), 172. 70.27% (Q24: 52 of 74), 173. 41.89% (Q24: 31 of 74), 174. 28.38% (Q24: 21 of 74), 175. 27.03% (Q22: 20 of 74), 176. 8.43% (Q22: 7 of 83), 177. 16.22% (Q23: 12 of 74), 178. 22.49% (Q22: 38 of 169), 179. 58.58% (Q22: 99 of 169), 180. 14.79% (Q22: 25 of 169), 181. 1.78% (Q22: 3 of 169), 182. 2.37% (Q22: 4 of 169), 183. 17.57% (Q22: 13 of 74), 184. 54.05% (Q22: 40 of 74), 185. 25.68% (Q22: 19 of 74), 186. 1.35% (Q22: 1 of 74), 187. 1.35% (Q22: 1 of 74), 188. 24.10% (Q22: 20 of 83), 189. 63.86% (Q22: 53 of 83), 190. 7.23% (Q22: 6 of 83), 191. 1.20% (Q22: 1 of 83), 192. 3.61% (Q22: 3 of 83)



## Section 7:

# AI in practice management

## 64% are using or exploring AI tools; 63% of all respondents say they need more guidance or training first

Just over a quarter of practices (27%<sup>193</sup>) are actively using artificial intelligence (AI) tools in day-to-day operational and administrative tasks, and a further 37%<sup>194</sup> are exploring or trialling them, which makes close to two-thirds of respondents altogether (64%<sup>195</sup>). Of the rest, 24%<sup>196</sup> are aware of AI tools but have not looked into them, 7%<sup>197</sup> have looked and decided they are not right for the practice at this point in time, and 6%<sup>198</sup> are uncertain or concerned about using AI at all.

The next two questions – on what practices use AI for and which tools they use – were put only to those already using or trialling AI. Of the 108 who qualified, 107 answered.

Nearly two-thirds (64%<sup>199</sup>) use AI for drafting written communications such as emails, letters and client updates, and 62%<sup>200</sup> for summarising documents or meeting notes. After that, the numbers drop away: social media or marketing content (27%<sup>201</sup>), HR administration or policy drafting (20%<sup>202</sup>), answering client queries (19%<sup>203</sup>) and staff recruitment (18%<sup>204</sup>). Compliance documentation and audit preparation similarly sits at 16%<sup>205</sup>, and financial reporting at 11%<sup>206</sup>.

It appears that tasks where AI has taken hold are the ones that involve producing or condensing text. Use in operational areas is far more limited: 16%<sup>207</sup> for staff scheduling or rota planning and 6%<sup>208</sup> for CPD or training content. Scheduling and CPD tracking were also among the areas where practices reported the biggest software gaps earlier in this report, on a wider base of 171 respondents.

Two-thirds (67%<sup>209</sup>) rely on general consumer AI tools such as ChatGPT, Microsoft Copilot or Google Gemini. Four in 10 (40%<sup>210</sup>) use AI features built into their existing practice management software, 19%<sup>211</sup> have a bespoke or custom-built tool, and just 11%<sup>212</sup> use AI built into HR, scheduling or compliance software. For writing and summarising tasks, practices appear to be turning to the AI tools most readily available to them.

**“AI adoption in veterinary practice is already happening from the bottom up. Among practices using or trialling AI, two-thirds are turning to general consumer tools, mainly for writing and summarising. That shows the appetite is there, but training and governance need to catch up. The opportunity now is to help teams use AI safely and deliberately, with clear guidance on what information can be shared and where AI genuinely adds value.”**



**Jack Peploe**  
CEO of Veterinary  
IT Services

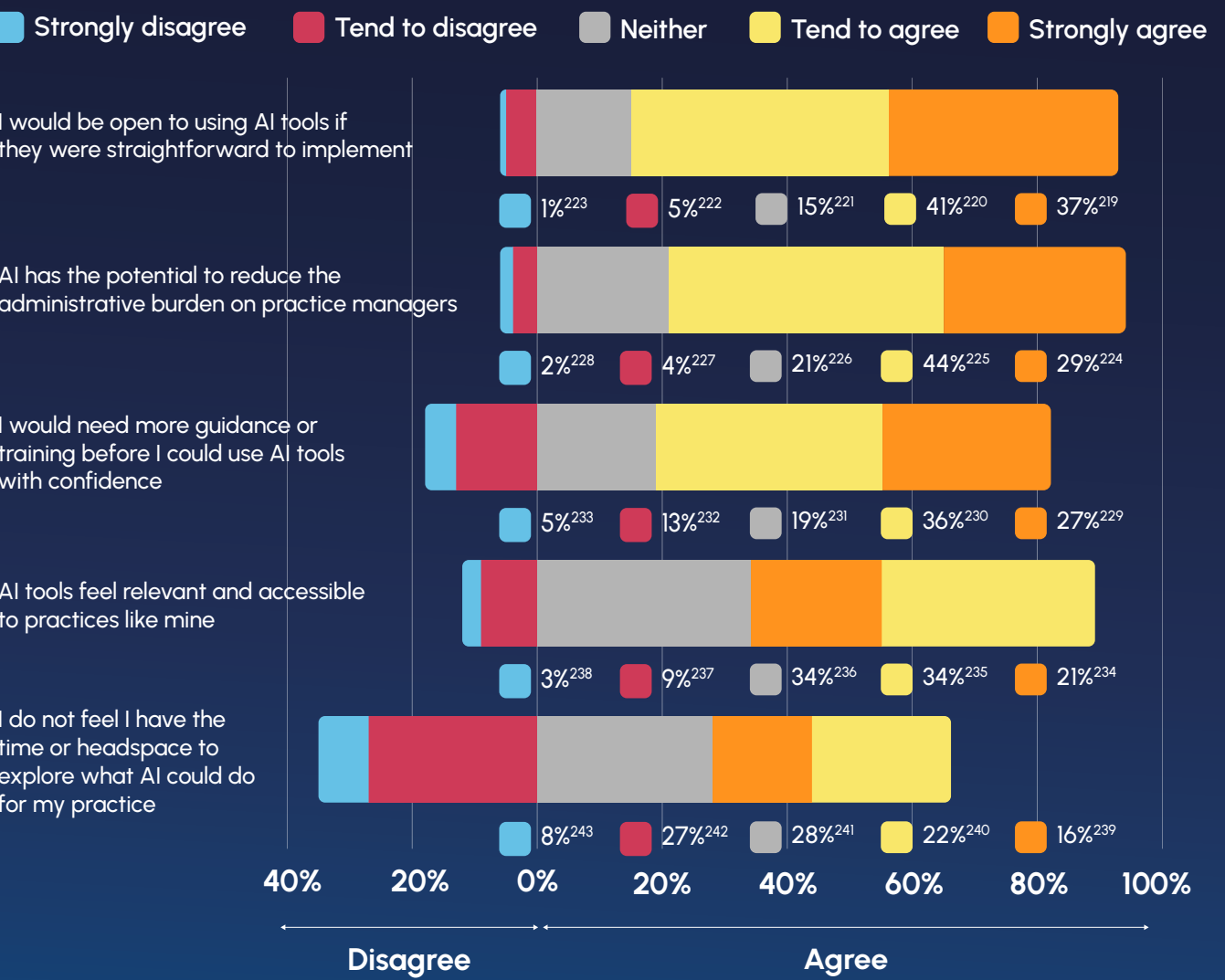
### References

193. 26.63% (Q25: 45 of 169), 194. 37.28% (Q25: 63 of 169), 195. 63.91% (Q25: 108 of 169), 196. 23.67% (Q25: 40 of 169), 197. 6.51% (Q25: 11 of 169), 198. 5.92% (Q25: 10 of 169), 199. 64.49% (Q26: 69 of 107), 200. 61.68% (Q26: 66 of 107), 201. 27.10% (Q26: 29 of 107), 202. 19.63% (Q26: 21 of 107), 203. 18.69% (Q26: 20 of 107), 204. 17.76% (Q26: 19 of 107), 205. 15.89% (Q26: 17 of 107), 206. 11.21% (Q26: 12 of 107), 207. 15.89% (Q26: 17 of 107), 208. 5.61% (Q26: 6 of 107), 209. 67.29% (Q27: 72 of 107), 210. 40.19% (Q27: 43 of 107), 211. 18.69% (Q27: 20 of 107), 212. 11.21% (Q27: 12 of 107), 213. 5.99% (Q28: 10 of 167), 214. 5.99% (Q28: 10 of 167)

The final question returned to all respondents and asked how strongly they agreed with five statements. Openness is high, with only 6%<sup>213</sup> disagreeing that AI could reduce administrative burden, and 6%<sup>214</sup> not open to using it if implementation were straightforward.

This hesitation also shows up elsewhere. Nearly two-thirds (63%<sup>215</sup>) say they would need more guidance and training before using AI with confidence, and a third (34%<sup>216</sup>) neither agree nor disagree that AI feels relevant and accessible to a practice like theirs – the highest neutral response of the five statements. Time is an area that respondents are split on: 38%<sup>217</sup> say they lack the headspace to explore AI, but 35%<sup>218</sup> disagree.

These findings suggest those involved in practice management are willing to use AI, but many want more support to do so with confidence. Most can see what it might do for them and would use it if it were straightforward, but guidance on how to use it appears to be what is missing.



**References**  
215. 62.87% (Q28: 105 of 167). 216. 33.53% (Q28: 56 of 167). 217. 37.72% (Q28: 63 of 167). 218. 34.73% (Q28: 58 of 167). 219. 37.13% (Q28: 62 of 167). 220. 41.32% (Q28: 69 of 167). 221. 15.57% (Q28: 26 of 167). 222. 4.79% (Q28: 8 of 167). 223. 1.20% (Q28: 2 of 167). 224. 28.74% (Q28: 48 of 167). 225. 44.31% (Q28: 74 of 167). 226. 20.96% (Q28: 35 of 167). 227. 4.19% (Q28: 7 of 167). 228. 1.80% (Q28: 3 of 167). 229. 26.95% (Q28: 45 of 167). 230. 35.93% (Q28: 60 of 167). 231. 18.56% (Q28: 31 of 167). 232. 13.17% (Q28: 22 of 167). 233. 5.39% (Q28: 9 of 167). 234. 20.96% (Q28: 35 of 167). 235. 33.53% (Q28: 56 of 167). 236. 33.53% (Q28: 56 of 167). 237. 8.98% (Q28: 15 of 167). 238. 2.99% (Q28: 5 of 167). 239. 15.57% (Q28: 26 of 167). 240. 22.16% (Q28: 37 of 167). 241. 27.54% (Q28: 46 of 167). 242. 26.95% (Q28: 45 of 167). 243. 7.78% (Q28: 13 of 167)



# Section 8: Looking ahead



## **46% say the profession's bodies should prioritise recognising practice management**

The final sections of the survey focused on what would make the biggest practical difference to practice managers and leaders, as well as what the profession and its bodies should prioritise. The two questions produced a few noticeably different priorities.

Respondents veered towards practical choices on what would most help them in their own role. Better integrated software and systems came first (46%<sup>244</sup>), followed by more time for team development and one-to-ones (42%<sup>245</sup>). More recognition of the practice manager role within the profession (40%<sup>246</sup>) follows, along with a stronger professional network at 34%<sup>247</sup> and financial investment in the practice coming last, at 14%<sup>248</sup>.

The picture changes when the question turns to the wider profession and its bodies. Greater recognition of practice management as a distinct profession came top (46%<sup>249</sup>), ahead of clearer guidance and practical resources on compliance and regulation (38%<sup>250</sup>) and a louder collective voice on the operational pressures facing practices

(34%<sup>251</sup>). Only 3%<sup>252</sup> said the profession's bodies are not responsible for these things.

Recognition is seemingly being sought both inside and outside practices. Respondents describe wanting to be understood by colleagues, but they are also asking for practice management to be treated as a profession in its own right, with the standing that implies. It is the one theme that surfaces in every part of this report. It appears in what has changed over three years, where 23%<sup>253</sup> say recognition of the role has grown and 21%<sup>254</sup> say it has fallen, and it appears in how valued people feel, with one in five rating that poorly (20%<sup>255</sup>).

**"I would reduce the administrative workload and paperwork so managers could spend more time supporting staff, improving patient care and focusing on the overall operation of the practice."**

**Practice manager**

### References

244. 45.75% (Q29: 70 of 153), 245. 41.83% (Q29: 64 of 153), 246. 39.87% (Q29: 61 of 153), 247. 33.99% (Q29: 52 of 153), 248. 13.73% (Q29: 21 of 153), 249. 45.75% (Q30: 70 of 153), 250. 37.91% (Q30: 58 of 153), 251. 33.99% (Q30: 52 of 153), 252. 3.27% (Q30: 5 of 153), 253. 23.12% (Q15: 40 of 173), 254. 21.39% (Q15: 37 of 173), 255. 19.65% (Q18: 34 of 173)

Wellbeing follows a less obvious pattern. Mental health and wellbeing across veterinary teams was chosen by 20%<sup>256</sup> as a priority for the profession, and better support for their own wellbeing by 24%<sup>257</sup> as a practical difference to their role. Both sit in the lower half of their respective lists, which is not what the earlier findings on wellbeing might suggest, given that nearly half of respondents identified burnout in their team (49%) and a quarter rated their own work-life balance poorly (25%<sup>258</sup>). Both final questions asked for two or three choices from a longer list, so a low percentage means an item was rarely picked above others, rather than dismissed.

Wellbeing also cropped up in the open responses, and came with specifics. One respondent wrote: **“Better support for managers and a counsellor visiting every week for both staff and managers. This would ease pressure on the managers and mental health first aiders.”** These findings potentially raise a question about where wellbeing sits when it competes against problems with clearer solutions.

The clearest divide in these final sections is over guidance. Clearer guidance on regulatory and compliance requirements would make the biggest difference for 44%<sup>259</sup> of independent respondents, against 15%<sup>260</sup> of those in corporate groups. That echoes the CMA findings in section 6 of this report, where independents were more likely than corporates to turn to external sources for guidance.

**“The clinical side of the profession does not always see the work that keeps a practice running. These findings tell me we should look harder. Much of what practice managers want is not expensive or complicated. Being understood by the people you work alongside costs almost nothing.”**



**Gerry Polton**

Hospital Director,  
North Downs Specialist  
Referrals

Recognition splits the other way among the two groups. More than half of corporate respondents (55%<sup>261</sup>) chose greater recognition of practice management as a distinct profession as a priority for the profession's bodies, compared with 31%<sup>262</sup> of independents. Corporate respondents also appeared more likely to say recognition of their role had decreased over the past three years (30%<sup>263</sup> against 15%<sup>264</sup> of independent practices).

On most other priorities, the two groups want similar things. Better integrated software was chosen by 46%<sup>265</sup> of both as the biggest practical difference. More time for team development sits at 41%<sup>266</sup> for independents and 45%<sup>267</sup> for corporates. The pressures may differ, but for the most part, what would help does not.

## References

256. 20.26% (Q30: 31 of 153), 257. 23.53% (Q29: 36 of 153), 258. 24.86% (Q18: 43 of 173), 259. 44.12% (Q29: 30 of 68), 260. 14.86% (Q29: 11 of 74), 261. 55.41% (Q30: 41 of 74), 262. 30.88% (Q30: 21 of 68), 263. 29.89% (Q15: 26 of 87), 264. 14.86% (Q15: 11 of 74), 265. Independents 45.59% (Q29: 31 of 68); corporates 45.95% (Q29: 34 of 74), 266. 41.18% (Q29: 28 of 68), 267. 44.59% (Q29: 33 of 74)

## What happens next

The staffing pressures, administrative load, technology gaps, sense of wellbeing, the CMA deadline and the arrival of AI – all of these things shape how the people running practices are doing. This report aims to put the whole picture together, and give the profession something to work from.

What respondents have described is a role that has grown considerably in three years, done by people who are confident in what they do but running short of time, and not always feeling recognised. Some of what they want is practical and specific: systems that connect and talk to each other, extra time to spend with their teams. Some of it is harder to deliver, and comes down to how valued they feel by the colleagues they work alongside, and by a profession still working out how to define a role that no two practices seem to describe the same way.

**The Veterinary Evolution Council will take these findings forward, with further work planned over the next 12 months. This report is the beginning, rather than a conclusion. The next part of the conversation belongs to the people who took part in it.**

### In their own words

The survey closed by asking respondents what one thing they would change about how their practice is managed or supported.

***"More recognition for the hard work that all the teams within practice provide to make the business grow."***

***"More autonomy in decision making on recruitment and investment."***

***"Clearer definition of my role without consistently being used as a 'fill in' for other roles"***

***"Management being on the floor to see day-to-day running especially on busy days."***

## About the Veterinary Evolution Council



**Veterinary  
Evolution Council**  
Convened by Agilio Software

The Veterinary Evolution Council is an advisory board brought together to promote the long-term sustainability of veterinary practice and the wellbeing of practice teams as the profession navigates regulatory, technological and societal change.

Convened by Agilio, it brings together respected senior voices from across hospital, frontline practice, education, nursing, business and technology to identify practical changes that help practices build a more resilient working culture, and to produce published guidance that makes a real difference to the people running and working in them.

### The Council members



#### **Emma Barnes (Chair)**

##### **Chief of Staff, Agilio and Co-Founder of Vetpreneur**

Emma's two decades across dental and veterinary sectors give her a clear view of the operational challenges the research examines. As the former Chief Operating Officer at Linnaeus, she helped scale the group to 165 practices and 3,000 staff. As Managing Director of Agilio's veterinary division, she works daily with practices on software gaps, CMA compliance, AI adoption and more.



#### **Kerrie Hedley**

##### **CEO, XL Vets**

Kerrie Hedley is CEO of XLVets, a community of independent practices, where she works with forward thinking independent veterinary practices across the UK to strengthen business performance, leadership capability and long-term sustainability.

A veterinary surgeon by background, Kerrie has combined clinical experience with senior leadership roles. Kerrie completed her MBA in 2019, with her dissertation focusing on a qualitative research project exploring the barriers and enablers to women becoming business owners in independent veterinary practices in the UK.

Kerrie subsequently co-founded the Veterinary Women in Leadership initiative and is passionate about supporting the evolution of the veterinary profession to ensure it remains progressive, values-led and capable of delivering high standards of care in a changing landscape. She brings a practical, systems-focused perspective and a commitment to working collaboratively across the profession to drive meaningful change.



### **Andrea Jeffery**

**RVN DipAVN, Lecturer and former Chief Nursing Officer, The Linnaeus Group**

Andrea Jeffery is an experienced veterinary nursing leader and educator, with a career spanning clinical practice, academia, and professional regulation. Andrea currently works as Commissioning Editor for VetSkill Publications Limited. Andrea has held senior executive roles, including Chief Nursing Officer at Linnaeus Veterinary Services, where she led strategic development of career pathways for over 2,000 veterinary nurses, and has provided consultancy to private equity-backed veterinary groups to improve clinical workforce utilisation.

Her academic career includes over two decades at the University of Bristol, where she was a Senior Teaching Fellow and Programme Director, shaping undergraduate and postgraduate veterinary nursing education.

A respected figure in the profession, Andrea has contributed extensively to regulatory and professional bodies, including long-standing roles with the Royal College of Veterinary Surgeons, and continues to serve on its Veterinary Nursing Disciplinary Committee. She is widely published, a co-author of leading veterinary nursing textbooks, and a frequent international speaker. Andrea holds a Doctorate in Education from the University of Bristol and has received multiple honours, including the RCVS Golden Jubilee Award for her sustained and influential contribution to veterinary nursing.



### **Jack Peploe**

**CEO of Veterinary IT Services**

Jack is the CEO of Veterinary IT Services, a specialist UK MSP helping veterinary practices modernise, secure, and streamline their technology. A Certified Ethical Hacker, international speaker, and veterinary technology expert, Jack works at the intersection of cyber security, cloud transformation, and operational efficiency.



### **Gerry Polton**

**Hospital Director, North Downs Specialist Referrals & Specialist Oncology Vet**

Gerry is a veterinary surgeon and an RCVS Recognised Specialist in Veterinary Oncology. He is Hospital Director at North Downs Specialist Referrals in Surrey. He derives pleasure from complex challenges and collaborative working.



### **Tracey Morley Jewkes**

**Co-founder of Vetpreneur and international veterinary business management consultant**

Tracey Morley Jewkes, MBA, DipMgt, FCMI, is a respected veterinary business management consultant dedicated to unlocking the potential of veterinary practices. With over two decades of international management consultancy experience, Tracey specialises in fostering competitive advantage through high-performing teams and exceptional service delivery.

A Fellow of the Chartered Management Institute, Tracey's career spans independent and corporate sectors, including business ownership and consultancy. With a Master's degree in Business and accreditation as a Business and Wellbeing Coach, she has made significant impacts in the veterinary industry both in General Practice and Referrals, including holding roles as Managing Director in both independent practices and within Mars Veterinary Health. Tracey's leadership has earned multiple accolades, including Best UK Vets awards, Veterinary Wellbeing Awards, Chamber of Commerce Client Experience and Team Awards and UKTI Exporter of the Year. She spearheaded the development of the UK's most successful health plan and is a recognised public speaker, columnist, and Channel 4 contributor, advocating for exemplary client experience in the veterinary sector. With a proven track record and a commitment to excellence, Tracey is passionate about guiding businesses towards growth and resilience in an ever-evolving market.



### **Rebecca Robinson**

**President of the Veterinary Management Group (VMG)**

Rebecca is President of the Veterinary Management Group, co-commissioner of this research. With 24 years' experience in practice as a vet, practice manager and director, she built a career on continuous improvement - refining operations, culture and leadership both in herself and within her teams.

Today, Rebecca works as a business consultant with Vet Dynamics, supporting independent practice leaders to grow and thrive. A qualified NLP (Neuro Linguistic Programming) Practitioner with training in performance coaching and business management, she brings a unique blend of clinical insight and people-focused expertise to her work. Rebecca is also an accomplished speaker, sharing her knowledge with audiences across the UK and internationally.

## Next steps for the Council

This report is one of the first pieces of work commissioned by Agilio, in partnership with the Veterinary Management Group (VMG). Over the next 12 months, the Veterinary Evolution Council will publish four further outputs, free to access for the whole profession:

- A position statement on the current state of veterinary practice management
- A commentary piece on staff wellbeing and what the data tell us
- A practical resource on nurse retention and development
- An open-access resilience guide for all practices

### Explore the findings with us

The findings in this report highlight some of the key challenges facing veterinary practice managers and leaders today and the opportunities to better support the people running practices.

Explore more insights, resources and updates from Agilio, and follow the conversation as we continue to share the findings and what they mean for veterinary practices.

[Visit Agilio Veterinary](#)

[Follow Agilio Veterinary on LinkedIn](#)

#### References

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- Royal College of Veterinary Surgeons (2024) 'Surveys of the Professions 2024: reports published'. Available at: <https://www.rcvs.org.uk/about-us/news-and-views/news/surveys-of-the-professions-2024-reports-published> (Accessed 26 August 2026)