



Australian Honey Bee
INDUSTRY COUNCIL

Strategic Plan 2018 - 2023

*A small industry with a **BIG** impact*

Australian beekeepers - mighty important!"



AHBIC Strategic Plan 2018 - 2023 - A Plan for a “New” AHBIC

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EXECUTIVE SUMMARY - THE TIME IS RIGHT!

AHBIC is keen to represent beekeepers and members of the Australian beekeeping industry with a new clarity of purpose, vision and strategic plan for the future. Now more than ever the breadth of complex and cumulative issues that businesses in the Australian Beekeeping sector must deal with continues to grow. The Australian beekeeping industry through AHBIC has achieved much with little however it needs to focus collectively on being a stronger, better resourced and more efficient and effective voice to government.

AHBIC's current income in the past year is \$105,000 from 93 voluntary contributors (1/4/18). Its operating expenses for 2016/17 were \$170,000 including GST. AHBIC's balance sheet currently sits at \$209,000 (30/4/17).

Frankly for the value and importance of the industry (with its flow on benefit estimated to be between \$8 and \$19 billion) and the fact that there are over 1500 commercial beekeepers and more than 22,000 hobby beekeepers ***the current level of funding is insignificant and well below where it needs to be to sustain AHBIC into the future.***

This Strategic Plan provides the clarity and transparency needed for a new AHBIC approach and implores beekeepers and industry dependent on beekeepers to get behind it urgently. To operate into the future AHBIC needs about 50% of commercial beekeepers and industry to become active contributors as “Friends of AHBIC”. It is hoped that through the delivery of outcomes guided by this plan trust can be built and outcomes valued so that in the future it will become irresponsible to not be a “Friend of AHBIC”.

Without funding through “Friends” AHBIC is severely limited in the work it can do and the outcomes it can achieve and Australia's food security is at risk.

For 20 years finding a funding model that allowed AHBIC to function effectively has been a great challenge. A new approach is urgently needed and is outlined to make it simple for beekeepers to ensure their best interests are protected and their voice is heard.

Now is the time we need all beekeepers and industry members to come together to fund AHBIC to achieve its full potential, employ a new CEO, deliver the strategic plan and equip itself to meet head on the challenges that affect the business of all beekeepers and industry members.



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If you answer yes to any of these questions then you need to be a “Friend of AHBIC” in order to protect your business.

1. Is access to and security of floral resources important to you as a beekeeper or indirectly to your business?
2. Is honey bee health important to you as a beekeeper or indirectly to your business?
3. Is protecting Australia from varroa for as long as possible (and other exotic pests) and Australia’s biosecurity important to you?
4. Is mitigating pesticide risks important to you?
5. Is securing market access and optimizing trade important to you?
6. Is focussing on a strong imported bee product testing program important to you?
7. Do you want AHBIC - the “go to” body for government, media and public - to lobby on your behalf to represent your voice?

Please join a united push to see AHBIC reach its full potential. Please choose to become a “Friend of AHBIC” - the time is right!



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HONEY BEE INDUSTRY OPERATING ENVIRONMENT

The Australian beekeeping industry is an important sector of the Australian economy with an estimated gross value of honey production of \$101million in 2014 - 2015. The primary commercial output of Australian beekeepers is honey, although paid pollination services, beeswax, and queen and packaged bees add to the industries income.

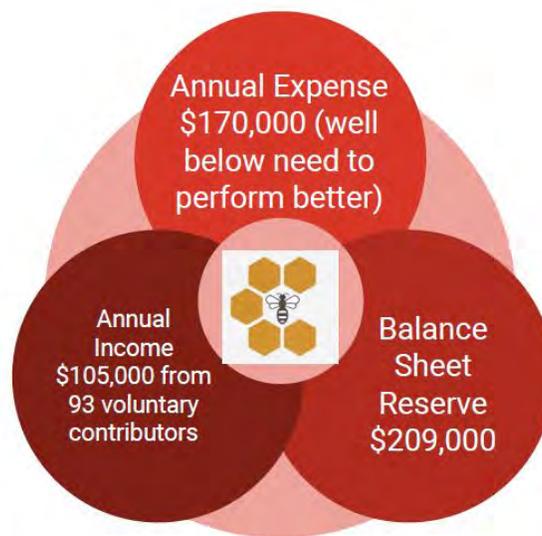


Figure 1: AHBICs current income in the past year as at 1/4/18. Operating expenses for 2016/17. Balance sheet currently at \$209,000 (30/4/17).

There are more than 1500 commercial beekeeping businesses in Australia and over 22,000 hobby beekeepers.

Over the 10 years to 2015-2016 the number of registered beekeepers rose by more than 3000, but during the same period the number of commercial beekeepers declined by 25% along with the number of hives. (Jeremy van Dijk et al. 2016)



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As at 31 August 2017 there were 20,801 beekeepers registered owning 647,090 hives (AHBIC figures). Of these 1,561 beekeepers own 50 hives or more. At 5 March 2018 there were 24,114 beekeepers registered. This last figure does not include the ACT or NT (B-QUAL figures).

250 beekeepers produce 62% of Australia’s honey (Veronica Boero Rodriguez et al. 2003).

The average income in 2014-15 was \$198,500 of which 93% was from beekeeping specific production activities. (Jeremy van Dijk et al. 2016)

The return to capital in 2014-15 nationally was 3.3% according to ABARES. (Jeremy van Dijk et al. 2016)

The pollination benefit of the Australian beekeeping industry to the agricultural and horticultural industries is between \$8.35billion and \$19.97billion (John M Karasinski 2018)

Honey derived from eucalypt and native flora production is estimated by honey packers (Capilano and Beechworth Honey) to be 70% of the total Australian honey crop.

Beekeepers are typically ageing and a typical beekeeper was reported in a 2008 study to be 58 years old and male. (Sarah Crooks 2008)

The primary beekeeping sector is supported by many important secondary industry sectors: honey packing and marketing sector, pollination sectors and beekeeping equipment supply sector, all of whom rely heavily on beekeepers for their incomes, products, services and markets. AHBIC estimates that there are many other secondary businesses whose businesses directly rely on Australian beekeepers. There has been an increase in the number of these secondary businesses involved as the hobby sector particularly has developed.

This means that AHBIC has to be across all issues that affect beekeepers as there is the flow on effect to the others. Also the others may have issues which AHBIC will need to take up e.g. maintaining market access for honey exports to China.

The Australian beekeeping industry is known for punching well above its weight and for being of critical importance to the production of food in Australia but if it is to become a more profitable, sustainable and vibrant industry able to face its current and future challenges it will need a strong AHBIC to advocate for and support beekeepers to navigate a more viable and profitable future. AHBIC must always keep abreast of



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industry challenges and respond both reactively and proactively to build a secure future for Australian beekeepers.

AHBIC OPERATING ENVIRONMENT

In 2018 AHBIC recognises its 21st year in existence. AHBIC was formed to provide a united co-ordinated voice of industry to government. During this time it has matured and achieved outcomes well above its weight compared to the limited resources that it has had access to. Whilst it has achieved above its weight there are many things it has had to do with limited resources and capacity which achieves a lesser standard than AHBIC would like. This will be the case unless things change.

AHBIC currently has a total of 93 people or organisations (1.4.18) who make voluntary contributions. This is out of 24,114 registered beekeepers and many businesses directly reliant on beekeepers. \$1,800 is derived from the “members” as defined in the constitution as the state beekeeping associations, Australian Queen Bee Breeders Association, Crop Pollinators Association and Honey Packers and Marketers Association of Australia. This funding in no way mitigates the need for individual funding contributions to ensure AHBIC existence.

Beekeepers often confuse Statutory Government levies collected on honey alone, which fund R&D, National Residue Survey and biosecurity activities run by Government or Plant Health Australia, with the need of AHBIC for funds. AHBIC receives none of these statutory funds at all.

AHBIC currently has an income from voluntary contributions of \$105,000 GST inclusive for the 2016-17 financial year.

AHBIC’s annual operating expenses is \$170,000 GST inclusive for the 2016-17 financial year.

AHBIC’s balance sheet value is \$209,000 as at 30 April 2017.

The AHBIC newsletter is the primary source of AHBIC information to industry and it is circulated to 311 names, some of whom include stakeholders such as government departments, research and development organisations and others. The other method of communication is via the AHBIC website. According to Jeremy van Dijk et al 2016 most beekeepers source their information from their honey packers, manufacturers and other beekeepers.



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AHBIC makes representations on behalf of beekeepers or has contact with the following:-

- Minister and Assistant Minister for Agriculture
- Minister for Trade
- Various areas within Department of Agriculture and Water Resources including National Residue Survey, imports, exports, biosecurity, levies
- Consultative Committee on Emergency Plant Pests
- National Management Group
- Australian Pesticides and Veterinary Medicines Authority (APVMA)
- Food Standards Australia and New Zealand (FSANZ)
- Plant Health Australia
- Various State Governments
- Australian Competition and Consumer Commission (ACCC)
- The general public
- State, national and Australian based international pollination dependent industries
- Food Safety QA organisations
- AgriFutures Australia
- Other research organisations, universities and researchers

AHBIC would have at least five (5) contacts every week with a Government Department, politician or bureaucrat on an active industry issue or topic.

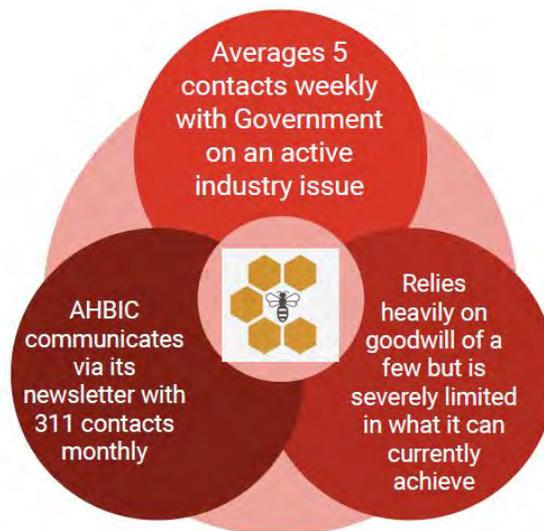


Figure 2: AHBIC today has the potential to become more effective



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The AHBIC Executive currently employs a part time Executive Director who is paid for an average 2.5 days per week and who is paid below current market rates in terms of remuneration, and who works far in excess of the hours he is paid for. The AHBIC Chair has a small payment to make a contribution to the time lost from their business. The AHBIC Executive are all voluntary and do not receive payment for their time other than some claiming their out of pocket travel and accommodation expenses.

AHBIC acknowledges that this is currently limiting its ability to operate at a level that is required to meet industry and government expectations.

The AHBIC Executive believe that the minimum level of staff resource required to allow AHBIC to achieve this strategic plan and meet industry expectations of a peak industry body is one full time Chief Executive Officer (CEO) supported by a part time, 1 - 3 day per week casual flexible resource, Industry Expert to provide the background, information, links to information and the past. The AHBIC Executive believes that AHBIC requires a minimum funding level of \$400,000 per annum to operate at a basic level and more to work more proactively on a broader range of issues.

Compared to most other agri political industry bodies AHBIC is under resourced to meet the growing need and expectations of industry and government.

As an example the National Farmers Federation (NFF) general operating costs are around \$2.5M annually.

It is fair to say in this 21st year of AHBIC, the peak industry body is at a crossroads. If it continues to operate as it has it is likely to become less effective in a crowded political environment. If it is to service the needs of the Australian beekeeping industry and achieve its vision it must set about creating a NEW VISION and PLAN for the future that ultimately industry members will judge and decide to back or not. With fresh resolve, creative thinking and the right combined and collaborative skill sets AHBIC can rechart the future for Australian beekeepers and aid a more secure future for the entire industry but it will take commitment from industry to fund this plan . The time has now come for the Australian beekeeping industry to ask themselves a range of critical questions which will ultimately determine the future course of AHBIC.



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These questions for beekeepers and businesses reliant of beekeepers are:

1. Is access to and security of floral resources important to you as a beekeeper or indirectly to your business?
2. Is honey bee health important to you as a beekeeper or indirectly to your business?
3. Is protecting Australia from varroa for as long as possible (and other exotic pests) and Australia’s biosecurity important to you?
4. Is mitigating pesticide risks important to you?
5. Is securing market access and optimizing trade important to you?
6. Is focussing on a strong imported bee product testing program important to you?
7. Do you want AHBIC - the “go to” body for government, media and public - to lobby on your behalf to represent your voice?

If you answered YES to any of these questions then you need to consider carefully AHBIC’s Strategic Plan and make a conscious decision to choose to be a “Friend of AHBIC” through making an annual voluntary contribution. It will only be through the combination of a strong plan, the best available leadership skills and the supporting funding that AHBIC can be a serious and effective peak industry body into the future. The time is now to act for all within industry.

An “AHBIC Surprise” pack has been developed by the AHBIC Executive to be delivered as the first phase of the delivery of this plan. Please read it carefully and AHBIC looks forward to having you on board as a “Friend of AHBIC”. Every beekeeper and industry member should be a “Friend of AHBIC” - this plan outlines why.



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BEEKEEPING INDUSTRY SWOT

- A detailed beekeeping industry strategic plan is contained as Appendix A

AHBIC SWOT - A RAW & HONEST LOOK AT AHBIC

- **Strengths**

- Members commitment to AHBIC and strong historical support of member organisations
- Well intentioned, agile, frugal, resourceful, hardworking and skilled industry leaders (past and present) who volunteer their time to AHBIC
- Strong relationships with Government, research and development bodies, and broader pollination and agriculture industries.
- Ability to influence government - recognized by Government as an industry who punches above its weight
- Detailed “industry memory” which dates well past current government officials and brings important perspectives to the table
- Ability to find the facts and communicate them under pressure
- Ability to mobilise beekeepers and broader industry when needed through networks
- Structure of AHBIC is mature, stable and can be united on common ground

- **Weaknesses**

- Lack of financial reserves and funds to carry on the business of AHBIC in today’s political and business environment
- Past funding mechanism and plans which have not been compelling enough to convince enough beekeepers and secondary industry members to contribute financially to AHBIC
- Current funding based on an historical complex per hive / per kg of honey basis is dependent on too few contributors, leaving AHBIC facing an uncertain financial future
- Beekeeper perception of AHBIC - Lack of past ability to navigate the sometimes fractious industry historical views and “baggage” to find “common ground” and a shared cause to pull together for which has led to perceptions that AHBIC is not as effective as it could be.
- Past communications limited by lack of resources means that many



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members of the industry don’t understand what AHBIC does or why it needs to exist let alone what it has achieved or still needs to do

- AHBIC hasn’t always known how to or had the resources to manage expectations or criticism leaving some members of industry as “AHBIC detractors”
- Lack of trust by some beekeepers of AHBIC due to Executive minutes not being reported to members

- **Opportunities**
 - Build on strengths, re chart the course of AHBIC (and industry), communicate better and meet more beekeepers expectations
 - Improve funding of AHBIC by linking it to a commitment to a clear plan
 - To make funding AHBIC simple, affordable and easy and a smart thing to do
 - Improve trust
 - Leverage the goodwill that exists for AHBIC amongst industry
 - Achieve better outcomes with Government and take a more planned and proactive approach into the future
 - Build the AHBIC brand through the development and use of secondary brands or taglines such as:
 - “Australian beekeepers - mighty important!”
 - “Australia’s beekeepers - the original conservationists”
 - “A small industry with a big impact” to be used when appropriate instead of the “less sexy”, more traditional and more formal AHBIC acronym or words.

- **Threats**
 - Lack of funds to support a new plan
 - If AHBIC does not own the peak industry body space effectively then industry credibility may eventually be eroded and Government will look to others for leadership
 - Possible rise of other organisations who may interfere with AHBIC’s role if they mobilise effectively, causing an uncoordinated voice to government



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ROLES & RESPONSIBILITIES OF AHBIC (As stated in the AHBIC Constitution)

1. To foster, promote, enhance and protect the interests of the Australian Honey Bee Industry and the viability of its members.
2. To represent industry policy at all levels of government, private enterprise and the public.
3. To promote, support, seek amendments to, or oppose any legislation or measure that may affect the industry.
4. To assist and/or cooperate with any organisation, body, association, person or persons in the best interests of AHBIC.
5. To enhance the industry by encouraging the adoption of best practice in production, quality assurance, presentation and promotion of its products.
6. To conduct educational, promotional and public relations campaigns in the best interests of the industry and AHBIC where appropriate.
7. To gather and distribute to members, industry intelligence from local and international sources, and to function as a channel for information exchange within Australia and between Australia and other countries, leading to better understanding.
8. To enhance the development of all industry sectors through education and extension to interdependent industries within the public and agricultural communities.
9. To act in any way not defined in these objects considered advisable in the best interests of the industry.
10. To be accountable to the members of AHBIC.



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VISION

A sustainable and profitable Australian honey bee industry providing food security and market opportunities.

MISSION

To represent the best interests of the Australian beekeeping industry through advocacy and the prioritizing of research, development and education.

VALUES

AHBIC believes the living of the following clear and strong values by its elected representatives and members is important to further uniting industry to a common purpose, vision, mission and plan. Members and contributors can expect AHBIC and its elected representatives to operate:

- Ethically, impartially, transparently, honestly and respectfully
- In the best interests of the industry
- To promote inclusion, diversity and fairness
- To always show strong leadership and exercise good judgement, good governance and accountability



KEY STRATEGIC GOALS

STRATEGY	GOALS
Upskill	Lift the profile of & upskill / upresource AHBIC
Resource (fund!)	Resource (fund) & equip AHBIC to be self sustaining, efficient and effective across the breath of work areas required and expected of it
Communicate	Be excellent communicators with beekeepers, industry, government & relevant others
Engage	Engage with and build stronger relationships with beekeepers, industry government, media and relevant others
Respond	Provide timely, professional, accurate, and strong responses on a broad range of issues on behalf of industry that are transparent and in the best interests of beekeepers and the majority
Advocate	Proactively advocate to progress results in 5-6 target high priority issues annually - determined for the year ahead as:
	1. IMPROVED FLORAL RESOURCE ACCESS and security through taking a national leadership role that supports and better equips State Beekeeping Member bodies
	2. MAINTAIN STRONG BIOSECURITY & A HEALTHY BEE POPULATION through: <i>“protecting what we have” (varroa free for as long as possible)</i> and <i>“living best with what we have”</i> approaches
	3. Be the “PESTICIDES WATCHDOG” to keep bees safe from pesticides and develop a Pesticides Action Plan
	4. Maintain access to WELL FUNCTIONING MARKETS & help maintain a VIABLE DOMESTIC HONEY MARKET
	5. HELP BEEKEEPERS see the link between QUALITY BEE PRODUCTS , market access, QUALITY ASSURANCE and good beekeeping practices that MEET PUBLIC EXPECTATIONS
6. Be ready for the “Top 10 Most likely negative Media issues”	



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Strategic Goal	Key Initiatives	Key Components
Lift the profile of & upskill / upresource AHBIC	Deliver a “New” AHBIC approach at Australian Bee Congress and State conferences	AHBIC “Surprise” envelope that shows the new AHBIC Vision and Plan
		Poses 7 questions to beekeepers which will determine if they need to support AHBIC
		Strategic Plan Summary - 1 pager
		20 AHBIC Achievements to date
		AHBIC Funding plan - Invitation to become a “Friend of AHBIC”
		Overview of how funds will be used
	Report AHBIC achievements clearly in newsletter and journals	In an easily read format that communicates progress on topics and issues
	Develop a clear workplan or brief for each advocacy area stating AHBIC’s position on issues and intended actions	Plan to include AHBIC position & advocacy goal, steps needed (what), resources needed (how & who), by when and success measure
	Develop a leadership development plan based on a skills based approach	Build on skills industry has by identifying current skills & skills needed on AHBIC Executive
		Advocate for members to support “Friends” approach to funding AHBIC to enable recruitment of a CEO (supported by part time Industry Expert) to replace outgoing Executive Director using a professional recruitment approach funded through support from When Bee Foundation
Open invitation to industry & select two observers to each AHBIC Executive meeting to allow up and coming industry members to observe AHBIC in action		
	Facilitate identification of young or new leadership talent and promote upskilling through Marcus Oldham program or the like annually	
Resource & equip AHBIC to be self sustaining, efficient and effective across the breath	Launch “Friends of AHBIC” funding request and “AHBIC surprise” pack at both State	“Friends of AHBIC” funding plan makes it “easy and smart” to support AHBIC at 3rd Australian Bee Congress June 2018, and also at State conferences held.



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<p>of work areas required and expected of it</p>	<p>conferences and Australian Bee Congress - June 2018</p>	<p>Invite beekeepers and secondary industry to become a “Friend of AHBIC”</p>
		<p>AHBIC Executive / AHBIC Friend recruitment team to personally approach every beekeeper at Congress to try to get sign ups and payments via the dedicated AHBIC credit card facility organised for congress</p>
		<p>Investigate equipping the website to take direct payments to join as a “Friend of AHBIC”</p>
		<p>Prepare and communicate progress on detailed funding targets in the “Friends of AHBIC” model</p>
		<p>Objective set to achieve a minimum base income from “Friends” of \$400,000 by 2019 AHBIC AGM with goal to build to \$912,300 by 2023</p>
<p>Be excellent communicators with beekeepers, industry, government & relevant others</p>	<p>Produce an effective communications plan</p>	<p>Begin to circulate summarised AHBIC executive minutes to Member Bodies for distribution to their members.</p>
		<p>Increase the AHBIC newsletter database to increase from 311 contacts to a minimum of 1000 contacts that includes all of the “Friends of AHBIC” by 2021</p>
		<p>Produce short, less formal communiques for industry titled something catchy eg. “Hot from the AHBIC CEO & Executive” & ensure AHBIC Achievements are well communicated</p>
		<p>Present annually and as appropriate at Beekeeping conferences</p>
<p>Engage with and build stronger relationships with beekeepers, industry government, media and relevant others</p>	<p>Build connections between AHBIC, CEO, Executive, member bodies & beekeepers starting with an open and inclusive approach at the Australian Bee Congress</p>	<p>AHBIC Trade stand in collaboration / connection with State beekeeping Associations</p>
		<p>Leverage off AHBICs hosting of the Australian Bee Congress</p>
		<p>Lead the “Young / Forward thinking beekeepers” section at Australian Bee Congress and present short overview of new AHBIC Approach amongst presentation by guest speaker.</p>
	<p>Document current / target relationships / contacts to ensure succession</p>	<p>Executive Director capture all contact and relationship details and hand these over to replacement CEO</p>
		<p>New CEO develops target contact / relationship list as appropriate</p>



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	Document a relationship development and improvement plan to be incorporated into the communications plan	New CEO to work with Executive / Industry Expert to determine engagement plan
React to & provide timely, professional, accurate, transparent and strong responses on issues that emerge on behalf of industry that are in the best interests of beekeepers and the majority of industry	Enhance the readiness of industry to REACT to hot and emerging issues	Finalise prepared positions and readiness statements on known key areas of public or stakeholder interest or issues that can be used when issues become public
		Develop a clear crisis management plan for handling potential unidentified or unplanned crises that involve media, incursions, public, etc as part of the communications plan and select spokespersons based on their skill in dealing with the subject topic and crises communications
		Where crises or issues are “live” ensure that beekeepers and industry have the facts and are well informed of AHBIC management approach specific to the issue.
Proactively advocate to progress results in 7 target high priority issues annually	Prioritise the 7 key high priority issues annually that AHBIC will proactively focus on and direct resources primarily to. Current priority issues determined as below.	Priority issues to be informed from current issues AHBIC is reacting to and advocating for as well as guided by motions adopted at AHBIC AGM annually
	Keep a list of all issues that impact beekeeper and industry viability and provide a priority rating or ranking so that additional funds and resources can be directed at these issues as and when they become available	Keep the list public so “Friends” can see what else could be achieved with additional or one off “campaign” type funding for additional issues
	<p>CURRENT ISSUES WORK PLAN</p> <p>1. IMPROVED FLORAL RESOURCE ACCESS and security through taking a national leadership role that supports and better equips State Beekeeping Member bodies</p>	<p>1.1 - Facilitate a National Resource Workshop in partnership with Agrifutures - submit funding proposal for \$60,000 - \$80,000 with workshop outcomes to capture:</p> <p>1.1.1 - What has worked, what hasn't</p> <p>1.1.2 - All relevant research to support access</p> <p>1.1.3 - Relevant models used to secure access in each state & current situation / position of security and access in each state</p> <p>1.1.4 - Delivery of a toolkit / collateral that supports the State Beekeeper Associations and others to lobby for improved access and security</p> <p>1.1.5 – Collation of previous documents produced by industry</p>



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		<p>1.2 - Provide a national co-ordinated approach to resource security development and be a central support to those States actively lobbying</p>
	<p>2. MAINTAIN STRONG BIOSECURITY & A HEALTHY BEE POPULATION through:</p> <p>“protecting what we have” (varroa free for as long as possible)</p> <p>and</p> <p>“living best with what we have” approaches</p>	<p>2.1 - Protect what we have - support and strengthen EXOTIC Bee Pest Biosecurity Measures - “Keep Australia Varroa Free (& other pests) for as long as possible”</p> <p>2.1.1 - Keep close watch on Varroa incursion in Townsville currently in “Proof of Freedom” stage</p> <p>2.1.2 - Support & strengthen “National Bee Pest Surveillance Program” as new ports come on board & identify program gaps to Government</p> <p>2.1.3 - Advocate for stronger Quarantine training through “Industry Liaison Officer (ILO) & Response Team” training & seek more industry volunteers to be trained</p> <p>2.1.4 - Advocate for stronger Port Staff / Stevedore & Northern Australia Quarantine Strategy Training</p> <p>2.1.5 - Submit a fresh application for “Re Categorisation of Varroa destructor” currently set as Default Category 3 under EPPRD Deed through submission to Plant Health Australia by trying to bring in farm lobby (NFF) and Grocery industry (AFGC) data and support</p> <p>2.1.6 - Solve the impasse on Quarantine Protocols for the importation of queen bees, semen & eggs & ensure Quarantine standards meet industry expectations</p> <p>2.1.7 - Participate actively in Biosecurity Round Tables lead by Government</p> <p>2.2 - Live best with what we have -</p> <p>2.2.1 - Support beekeepers to implement the National Bee Biosecurity Code of Practice</p> <p>2.2.2 - Facilitate education and support through Bee Biosecurity Code of Practice</p> <p>2.2.3 - Support and guide Bee Biosecurity Officers with Plant Health Australia and troubleshoot issues</p>
	<p>3. Be the “PESTICIDES WATCHDOG” to keep bees safe from pesticides and</p>	<p>3.1 - Improve reporting of Pesticides by acting as a collection point of incidents to be reported to APVMA</p>



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	develop a Pesticides Action Plan	3.2 - Review research developments and take action when new information changes the state of play
		3.3 - Feed relevant insights & updates to APVMA
		3.4 - Seek better labelling for chemicals from APVMA
		3.5 - Keep a watching brief on Extended and New Chemical Registrations
	4. Maintain access to WELL FUNCTIONING MARKETS	4.1 - Advocate for improved market access in “At risk/ or Lost Markets” for bee products
		4.1.1 - Regain China Market for honey by sorting out the current non tariff trade barrier China has imposed through rejecting honey with AFB spores currently stopping customs clearance of Australian honey
		4.1.2 - Keep a close watch on Middle East markets who are at risk of introducing AFB Barriers
		4.1.3 - Facilitate international trading country audits and delegations
		4.1.4 - Ensure National Residue Survey continues to maintain open markets
		4.1.5 - Watch for small market changes eg. Taiwan
	4.1.6 - Regain USA market for live bees	
	4.1.7 - Maintain Canada as a live bee export market	
5.Help maintain a VIABLE DOMESTIC HONEY MARKET and OPTIMIZE TRADE	5.1 - Take a strong Imported Bee Products and Imported Honey testing / protocol focus and act as “watchdogs” to ACCC and Government	
	5.1.1 - Imported beeswax project - testing samples and reporting non complying products to ACCC	
	5.1.2- Imported Honey project - testing samples and reporting non complying products to ACCC	
	5.1.3 - Feedback incidents to Government to improve Government incoming product testing protocols	
	5.2 - Advocate to increase Government imported honey testing protocol from current 5% of shipments	



AHBIC Strategic Plan 2018 - 2023 - A Plan for a “New” AHBIC

	<p>6. HELP BEEKEEPERS see the link between QUALITY BEE PRODUCTS, market access, QUALITY ASSURANCE and good beekeeping practices that MEET PUBLIC EXPECTATIONS</p>	<p>6.1 - Facilitate beekeeper education to increase uptake of Quality Assurance Programs by industry</p> <p>6.1.1 - Demystify B-QUAL & other QA programs and promote and support at every opportunity</p> <p>6.1.2 - Support uptake of National Bee Biosecurity Code of Practice</p> <p>6.1.3 - Lead the development of Sustainable Bee Feeding Guidelines and other relevant guidelines or codes that promote best management practices that mitigate product contamination or public perception risks</p>
	<p>7. Be ready for the “Top 10 Most likely negative Media issues”</p>	<p>7.1 - Finalise the Food Safety Sub Committee work on reviewing the dated Industry Readiness Plan to document 10 initial responses to the top 10 risks and keep ready to use if the issues become public</p>



AHBIC STRATEGY MAP - 2018 -2023

VISION - A sustainable and profitable Australian honey bee industry providing food security and market opportunities.

MISSION - To represent the best interests of the Australian beekeeping industry through advocacy and the prioritizing of research, development and education.

STRATEGY	GOALS
Upskill	Lift the profile of & upskill / upresource AHBIC
Resource (fund!)	Resource (fund) & equip AHBIC to be self sustaining, efficient and effective across the breath of work areas required and expected of it
Communicate	Be excellent communicators with beekeepers, industry, government & relevant others
Engage	Engage with and build stronger relationships with beekeepers, industry government, media and relevant others
Respond	Provide timely, professional, accurate, and strong responses on a broad range of issues on behalf of industry that are transparent and in the best interests of beekeepers and the majority
Advocate	Proactively advocate to progress results in 5 -6 target high priority issues annually - determined for the year ahead as:
	1. IMPROVED FLORAL RESOURCE ACCESS and security through taking a national leadership role that supports and better equips State Beekeeping Member bodies
	2. MAINTAIN STRONG BIOSECURITY & A HEALTHY BEE POPULATION through: “protecting what we have” (<i>varroa free for as long as possible</i>) and “living best with what we have” approaches
	3. Be the “PESTICIDES WATCHDOG” to keep bees safe from pesticides and develop a Pesticides Action Plan
	4. Maintain access to WELL FUNCTIONING MARKETS & help maintain a VIABLE DOMESTIC HONEY MARKET
	5. HELP BEEKEEPERS see the link between QUALITY BEE PRODUCTS, market access, QUALITY ASSURANCE and good beekeeping practices that MEET PUBLIC EXPECTATIONS
6. Be ready for the “Top 10 Most likely negative Media issues”	



AHBIC Strategic Plan 2018 - 2023 - A Plan for a “New” AHBIC

5 YEAR ROADMAP

2018 -19

DEAL WITH THE URGENT

Unlocking “Friends of AHBIC” to engage beekeepers, etc to

- fund the Strategic Plan
- Employ a new CEO
- & Reset the foundations / communications of AHBIC while delivering on the 6 key issues prioritised through

- Upskilling
- Resourcing (funding!)
- Communicating
- Engaging
- Responding
- Advocating



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2019 -21

DELIVER THE IMPORTANT

Leverage and build relationships that proactively deliver results for beekeepers and funders

- deliver the strategic plan
- demonstrate value to beekeepers



- Secure Floral Resources
- Strong Biosecurity
- Pesticide risks
- Well functioning markets
- Quality products



2021-23

OPTIMIZE THE RESULTS & WORK SMARTER

Focus strongly on reviewing results and tweaking for improvements

- Build on the 5-6 key issues
- Focus on the issues / campaigns as a seriously united industry
- Build strength through real partnerships with other advocates



AHBIC Strategic Plan 2018 - 2023 - A Plan for a “New” AHBIC

FUNDING ACTION DETAILS

- This strategic plan has tackled head on the big issue of AHBIC funding. It ambitiously seeks to call time with beekeepers and sets out the funding targets required for a fresh “Friends of AHBIC” approach that aims to deliver between \$400,000 and \$912,300 annually which is estimated as the range required to fund AHBIC.
- The plan has been informed through careful analysis of how many industry contributors make up each segment and is based on approximately 50% of persons or businesses in each segment deciding to become a “Friend of AHBIC”. This figure was referenced during the planning session by the NFF as a good result for farm industry peak body voluntary contributions.
- It is acknowledged that there will always be those who choose not to contribute and who will still benefit but the strategy in this plan is based on providing all the reasons why contributing makes good business sense and then providing a mechanism that is as easy as possible to make an affordable contribution.
- AHBIC will report on the targets set in this plan.
- Full details of the plan are attached as Appendix B and were provided to beekeepers at State Conferences and the 3rd Australian Bee Congress in June 2018 as the “AHBIC Surprise”



AHBIC Strategic Plan 2018 - 2023 - A Plan for a “New” AHBIC

RESOURCING AND SUCCESSION PLAN ACTION DETAILS

THE ‘AHBIC Surprise’ DELIVERED TO STATE BEEKEEPING CONFERENCES & THE AUSTRALIAN BEE CONGRESS - MAY - JUNE 2018

- As a result of the serious lack of funds and need for urgent and unified industry buy in to this strategic plan a pack of information was presented to all participants; delegates, sponsors, speakers and exhibitors at State beekeeping conferences and the Australian Bee Congress in June 2018.
- The AHBIC Executive and Executive Director worked hard to prepare this information to leverage the opportunity provided by the Congress in getting a large number of Australia’s beekeepers focused on the future of AHBIC.
- A copy of the AHBIC Surprise is attached as Appendix C



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AHBIC Strategic Plan 2018 - 2023 - A Plan for a “New” AHBIC

Appendix A

Industry SWOT presented at the Strategic Planning Workshop by Tim Burfitt & John McKenzie

Strengths, Weaknesses, Opportunities and Threats for the Australian Honey bee industry 2018

Tim Burfitt
25/02/2018

This incomplete SWOT Analysis is based on the strengths, weaknesses, opportunities and threats identified by the Australian Honey Bee Industry Council (AHBIC) in its 2012 - 2017 Business Plan, supplemented by the authors industry research and knowledge. It is intended as a source document for the 2018 AHBIC Strategic Planning workshop to be held 15 - 16 March 2018.

STRENGTHS - AHBIC

Business / Financial	Production & marketing	Human	Environment
Professional horticulturists recognize the value of pollination (<i>will they pay though?</i>)	Horticultural industries are pollination dependant (<i>how does this translate into \$</i>)	A large range of resident expertise characterises the industry.	Healthy bee population (<i>is this a sufficient description?</i>)
	Pollination services are complimentary to production practice.	A depth of knowledge, skills and abilities is held by current beekeepers.	An extreme uncosted value to pollination industries is often quoted and is realistic in its intent.
	Industry is characterised by its mobility (<i>how is this a strength if the cost of movement is not known?</i>)		Australia has a diverse flora – but there are barriers to access.
	Quality assurance programs are in place (<i>How do we know they are any good? How do you measure their effectiveness?</i>)		
	Recognised as a quality producer (<i>unique is not mentioned or identified here</i>)		
	STRENGTHS IDENTIFIED BY OTHERS		
Bee business' can accommodate a range of business sizes.	The pollination business opportunity is growing providing an additional income stream.	Excellent media profile and community awareness of the challenges to the beekeeping industry.	Native floral resource is an Australian comparative advantage over other beekeeping nations.
Start up is affordable with no barriers to entry.	Statutory levy system, matching R & D funds from Government.	Researchers are dedicated, skilled and world class.	Girt by sea is a natural barrier to exotic pests and diseases.
	A clean, green image internationally with strong global demand.	The intrinsic knowledge and skills required for beekeeping limit the ability for corporate involvement in the business.	

WEAKNESSES - AHBC			
Business / Financial	Production & marketing	Human	Environment
Poor business knowledge and skills in the beekeeping industry.	Beekeeper mobility provides the potential for the spread of pests and disease.	The accumulated knowledge held by the current generation of beekeepers will be lost to the next generation.	Inability to effectively lobby Government for access to public lands for bees.
AHBIC confronted with the lack of a sustainable financial base from the challenges involving long term funding.	The value to the consumer of a competent pollinator is not obvious or understood.	The Australian honey bee industry is fragmented.	<i>Apis cerana</i> now endemic.
	Limited or no control of the application of pesticides adjacent to areas of bee pollination activity.		
	Lack of understanding by pollinators in overall pollination practice (efficacy).		
	The biosecurity system is inadequate against exotic pests and diseases.		
	No targeted marketing.		
	Failure to consistently export live bees to the USA.		
	WEAKNESSES IDENTIFIED BY OTHERS		
Limited data and a resultant lack of key performance indicators for industry, <i>if you can't measure it you can't manage it.</i>	Lack of support / understanding from the broad pollination dependant industries.	Beekeepers must compete for limited floral resources where such competition creates / encourages limited communication between beekeepers.	Beekeepers are reliant on access to resources on public and private lands owned by others - therefore as non landholders they have limited control.
No national / state business or industry benchmarking projects in place.	Marketing and supply chain management is not well understood by beekeepers.	The attraction of an independent lifestyle, a nomadic type existence and the need for secrecy around floral resource locations provides a profile that clashes with the position description for a 21 st century beekeeper / pollinator.	Available bee sites on public and private lands are rare. Sites are securely held by other beekeepers and are difficult to obtain.
Historically beekeepers have rejected attempts to lift financial / business management skills - note <i>Honey Money</i> .	Industry underestimates the value of the product and pollination service and the strategic importance of the industry.	The role of a beekeeper is physically demanding while confronted with constant workplace health and safety issues and time away working that is not family friendly	Concerns regarding the adequacy of preparation to deal with an anticipated varroa incursion.
Likely pollination demand and predicted returns for beekeepers is not available or hard to obtain.	Significant reduction in the number of hives from 2006 to 2014.		
Difficulty in accurately identifying returns to beekeepers / pollinators for pollination.	Decline in queen bee breeding programs.		
Levy funds for R & D are declining due to lower honey production.			
Beekeepers are price takers.			

OPPORTUNITIES - AHBIC			
Business / Financial	Production & marketing	Human	Environment
Increased fees for pollinators	Improved queen bee breeding program based on imported genetics	Better cooperation in the industry nationally.	Containment program for <i>apis cerana</i>
	Opportunities to import superior genetic resistant material.	Greater cooperation and communication between pollinators and horticulturists.	An industry developed and driven national strategy to gain increased access to native forests.
	Promotion (adoption of non chemical disease control methods)	Continued research for productivity gains.	
	Improved industry image (<i>needs more detail</i>)		
	Coordinated marketing (<i>needs more detail</i>)		
	Recovery of market access to the USA		
	OPPORTUNITIES IDENTIFIED BY OTHERS		
Development of a pollination pricing regime and contracts that reflect this regime will provide confidence, stability and the willingness to invest and grow.	Develop a database of prioritised research areas of need that are aligned with benefit :cost analysis for promotion to the research and development providers.	Beneficial outcomes from constructive collaboration with horticulture and pollination dependent industries.	Development of a national strategic plan to support an Australian apiary industry that is inclusive of beekeepers / pollinators and pollination dependant industries.
Educate beekeepers (<i>through case studies</i>) on the advantages of enterprise diversification as a business strategy including pollination.	Identify opportunities for the highest value add possible to honey and by products (<i>medi honeys / health food and beauty aids</i>) and promote these through case studies.	Develop a communication / media strategy to address advocacy needs through to the development of linkages with agribusiness and potential investors in pollination dependant industries.	
Explore and promote the range of funding and networking opportunities for AHBIC and industry participants.	Target a price margin over imported product pricing and international competitors derived from the promotion and marketing of the unique characteristics of Australian honey as value to the domestic and international markets.	Development of a succession planning program to support the maintenance of current production levels.	
Grow the industry through promotion of the honey bee industry to amateurs and others from a whole of supply chain perspective	Further strengthening of biosecurity to protect current market advantage / our comparative advantage over competitor nations.		

THREATS - AHBIC			
Business / Financial	Production & marketing	Human	Environment
Lowering of profitability as a result of increased supermarket buying power.	Imported honey substitution.		"Other" honey producers importing pests and diseases.
			Pest and disease risk not understood by Government decision makers.
			Varroa mite.
	THREATS IDENTIFIED BY OTHERS		
Cost price squeeze for beekeepers.	Lack of a detailed and comprehensive national plan to address and give a clear position on areas such as biosecurity risk, imports, ageing industry participants, external challenges to production, research and development and mechanisms to grow the industry.	Reduced research and development.	Inadequately funded biosecurity services for both regulatory and extension services.
	Perceptions of quality especially maintenance of clean green claims.	Loss of critical mass of beekeeper expertise and training / mentoring through an ageing industry.	Lack of will and commitment on the part of Government to adequately support biosecurity measures to protect the Australian honey bee industry.
		Loss of beekeepers and associated production / pollination through retirement.	Locking up of / barriers to floral resources especially public and private native forests.
			Lack of acknowledgement of the threat posed by climate change to production and key resources.
			Threat of backyard/amateur beekeepers to biosecurity in the event of a disease outbreak.
			Bushfires, droughts, floods and storms / cyclones, land clearing and eradication of weeds all reduce the availability of floral resources
			Pesticide / insecticide spray drift from land users adjacent to hives.



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Appendix B

Funding plan

WHAT TYPE OF “FRIEND OF AHBIC” WILL YOU BECOME? - THIS IS THE ULTIMATE AIM! (& DESPERATELY NEEDED!)

TYPE OF “FRIEND”	Typical Friend’s characteristics	INVESTMENT ASKED OF THE “FRIEND” - you’d spend more on truck tyres!	TARGET Number Friends Needed	TARGET REVENUE NEEDED
“Platinum Plus Friend”	Large industry player	\$60,000	1	\$60,000
“Platinum Friend”	Larger, generous industry player, honey packer, almond company, equipment supplier	\$20,000 or above	5	\$100,000
“Gold Plus Friend”	Mid size industry player, honey packer, almond company, equipment supplier Larger forward thinking generous beekeeper or industry leader	\$10,000 or above	5	\$ 50,000
“Gold Friend”	Smaller industry player, honey packer, pollination dependent business, equipment supplier Larger generous beekeeper	\$2,000 or above	125	\$250,000

WHAT TYPE OF “FRIEND OF AHBIC” WILL YOU BECOME? - THIS IS THE ULTIMATE AIM! (& DESPERATELY NEEDED!)

TYPE OF “FRIEND”	Typical Friend’s characteristics	INVESTMENT ASKED OF THE “FRIEND” - you’d spend more on truck tyres!	TARGET Number Friends Needed	TARGET REVENUE NEEDED
“Silver Friend”	Larger beekeeper	\$1,000 or above	125	\$125,000
“Bronze Friend”	Mid size beekeeper or start up	\$500 or above	500	\$ 250,000
“Copper Friend”	Smaller beekeeper or Hobby beekeeper	\$150 or above	500	\$ 75,000
“Other Friend”	Anyone who just wants to help in a modest way	\$ anything below \$150	50	\$ 2, 500
Association Members	NSWAA, VAA, QBA, SAAA, TBA, WAFF, HPMAA, QBA, NCPA, AQBBA, plus non commercial and associate members	\$200 each	10	\$ 2,000.00
TOTAL GOAL	Needed annually and ongoing for AHBIC to operate well			\$914,500



AHBIC Strategic Plan 2018 - 2023 - A Plan for a “New” AHBIC

Appendix C

Handout to State Conferences and 3rd Australian Bee Congress

ARE YOU A “FRIEND OF AHBIC”?



Dear Beekeeper/Industry member - the time is right - we're at a crossroads!

AHBIC is keen to represent beekeepers and members of the Australian beekeeping industry with a new clarity of purpose, vision and strategic plan for the future.

To do this AHBIC needs the support of “friends” derived from beekeepers and members of the broader beekeeping industry. Without funding through “Friends” AHBIC is severely limited in the work it can do and the outcomes it can achieve.

For 20 years finding a funding model that allowed AHBIC to function effectively has been a great challenge. A new approach is urgently needed and is outlined to make it simple for beekeepers to ensure their best interests are protected and their voice is heard.

Now is the time we need all beekeepers and industry members to come together to fund AHBIC to achieve its full potential, employ a new CEO, deliver the strategic plan and equip itself to meet head on, the challenges that affect the business of all beekeepers and industry members.

Please choose to become a “Friend of AHBIC” - the time is right - we're at a crossroads!

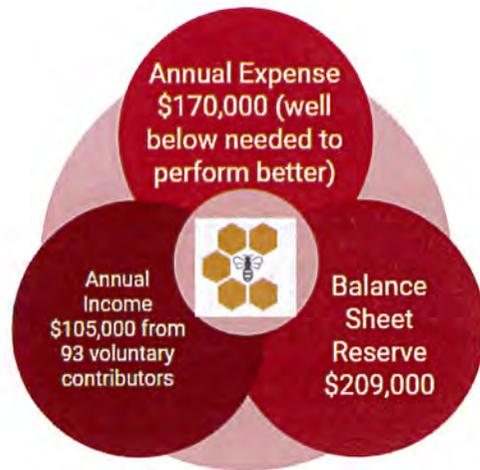
20+ Major Achievements of AHBIC

Biosecurity	1. Has managed 3 separate exotic pest incursions into Australia since its inception. Small Hive Beetle(2002), Asian Bees in Cairns (2007), <i>Varroa Jacobsoni</i> (2016). This has been the most exotic incursions in any equivalent period in Australian honey bee history.
Biosecurity	2. Has assisted with the response to exotic bee arrivals in Australia, e.g. <i>Apis cerana</i> , <i>A. dorsata</i> , <i>A. florea</i> and Bumblebees. These are distinct from incursions in that they were found and determined not to have spread at all.
Biosecurity	3. Has implemented a comprehensive early warning system in the NBPSP (National Bee Pest Surveillance Program). This is one arm of the newly developed National Bee Biosecurity Program(NBBP). The NBPSP built on the Port Surveillance Program which AHBIC and the Department of Agriculture in Canberra put in place in 2000.
Biosecurity	4. Implemented the second arm of the NBBP, the National Biosecurity Code of Practice. This is the largest change in the control on endemic disease since EFB entered Australia.
Structural	5. Established and bedded down AHBIC as the Peak Honeybee Industry body in Australia. In the process it consolidated 4 separate national peak bodies into one honey bee industry representative voice (FCAAA, NCPA, HPMAA, AQBBA).
Structural	6. AHBIC, through B-QUAL, has updated the program as an industry organisation to facilitate the quality production of honey bee products and underpin quality Australian products to secure export and domestic markets.
Structural	7. Worked at trying to find a viable queen bee breeding program (AQBPP) to develop and distribute quality Honeybee genetics to the whole Industry.
Marketing	8. Has managed many public media events over time to both protect and promote the Honey Bee Industry.
Marketing	9. Organised and ran the 3rd Australian Bee Congress, which is planning to return a profit to the Honey Bee Industry.
Marketing	10. Bid for and won, then subsequently organised and ran the 40th International Apimondia in Melbourne 2007. This event actively promoted Australian Beekeeping, took over 5 years of concerted effort and returned over \$200,000 to the Honey Bee Industry.

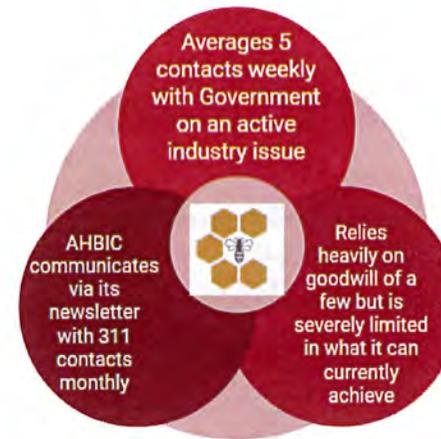
Biosecurity	11. Joined both Animal Health Australia(AHA) and Plant Health Australia(PHA) to improve the ability of the Honey Bee Industry to respond to exotic pest issues. Managed the transition out of AHA and continued improved relationships with PHA and pollination dependant industries to continue effective exotic pest response management.
Biosecurity	12. Arranged for shelf registration of treatments for Varroa Mite in preparation for an incursion of this exotic pest. Currently have 4 different treatments registered.
Biosecurity	13. Managed development of numerous documentations for the purpose of education of Honeybee Industry people on the management and control of endemic and exotic pests. These include: a Contingency Plan b Bee Aware Website c Transition to Management Plans d Biosecurity Manual for Beekeepers e Industry Biosecurity Plan for the Honey Bee Industry f testing Biosecurity Online Training (BOLT)
Biosecurity	14. Implemented and worked through the re-categorisation of Varroa Mite after the transition to PHA. Unable to get change but are in the process of re-trying. A successful re-categorisation has the potential to reduce costs to the Honey Bee Industry associated with any emergency response by 30%.
Communications	15. AHBIC has been available to report to members every year at their respective AGM's since its inception on accomplishments and progress. AHBIC sends out the annual report to all voluntary contributors who ask for it.
Communications	16. Produced a FREE monthly newsletter available to any Honey Bee industry participant upon request.
Biosecurity	17. Worked with Federal govt for improved biosecurity controls for the importation of Honey Bee queens into Australia. Were responsible for the implementation of a protocol for the importation of drone bee semen. Currently under review.
Communications	18. Promoted the use of the Bee Connected phone app in an attempt to improve communication between crop farmers and beekeepers to alleviate chemical poisoning events.

<i>Education</i>	19. AHBIC instigated and continues to be involved in updating accredited Certificate level III and Skill Sets training in Beekeeping
<i>Trade</i>	20. AHBIC was responsible for the opening of the export market for live bees to the USA. Unfortunately, the US closed this off when the Asian Bee incursion occurred in Cairns but AHBIC is attempting to have it re-opened.
<i>Trade</i>	21. AHBIC was also responsible for helping WA/TAS export packaged bees to Canada and re-opening the Canadian market to queen bees from eastern Australia. We have managed to maintain these markets in Canada.
<i>Structural</i>	22. AHBIC has set up various communication channels with various (40+) Government Departments and other organisations.
<i>Trade</i>	23. AHBIC helps industry by liaising with Government on Free Trade Agreements and keeping current honey export markets open and assisting with development of more.

AHBIC Today - 5 year roadmap



<i>Are these things important to you?</i>
Access to and security of floral resources.
HONEY BEE Health
Protecting Australia from Varroa/biosecurity
Mitigating Pesticide Risks
Securing Market access
Optimizing Trade
Having a group to lobby and represent you.



A new AHBIC Approach



Our 5 year roadmap

2018 -19
DEAL WITH THE URGENT

Unlocking "Friends of AHBIC" to engage beekeepers, etc to

- fund the Strategic Plan
- Employ a new CEO
- & Reset the foundations / communications of AHBIC while delivering on the 6 key issues prioritised through

↓

- Upskilling
- Resourcing (funding)
- Communicating
- Engaging
- Responding
- Advocating

2019 -21
DELIVER THE IMPORTANT

Leverage and build relationships that proactively deliver results for beekeepers and funders

- deliver the strategic plan
- demonstrate value to beekeepers

↓

- Secure Floral Resources
- Strong Biosecurity
- Pesticide risks
- Well functioning markets
- Quality products

2019 -21
DELIVER THE IMPORTANT

Leverage and build relationships that proactively deliver results for beekeepers and funders

- deliver the strategic plan
- demonstrate value to beekeepers

↓

- Secure Floral Resources
- Strong Biosecurity
- Pesticide risks
- Well functioning markets
- Quality products

**WHAT TYPE OF "FRIEND OF AHBIC" WILL YOU BECOME? - THIS IS THE ULTIMATE AIM!
(& DESPERATELY NEEDED!)**

Year 1 - 2 Target

TYPE OF "FRIEND"	Typical Friend's characteristics	INVESTMENT ASKED OF THE "FRIEND"	TARGET Number Friends Needed	TARGET REVENUE NEEDED
"Platinum Plus Friend"	Large industry player	\$60,000	1	\$60,000
"Platinum Friend"	Larger, generous industry player, honey packer, almond company, equipment supplier	\$20,000 or above	4	\$80,000
"Gold Plus Friend"	Mid size industry player, honey packer, almond company, equipment supplier Larger forward thinking generous beekeeper or industry leader	\$5,000 or above	10	\$ 50,000
"Gold Friend"	Smaller industry player, honey packer, pollination dependent business, equipment supplier Larger generous beekeeper	\$2,000 or above	100	\$200,000
"Silver Friend"	Larger beekeeper	\$1,000 or above	50	\$50,000
"Bronze Friend"	Mid size beekeeper or start up	\$500 or above	100	\$50,000
"Copper Friend"	Smaller beekeeper or Hobby beekeeper	\$100 or above	500	\$ 50,000
"Other Friend"	Anyone who just wants to help in a modest way	\$ anything below \$50	200	\$ 10,000
Association Members	NSWAA, VAA, QBA, SAA, TAA, WAFF, HPMAA, QBA, CPA	\$200 fee	9	\$ 1,800
TOTAL GOAL	Needed annually and ongoing for AHBIC to operate well			\$551,800

**WHAT TYPE OF "FRIEND OF AHBIC" WILL YOU BECOME? - THIS IS THE ULTIMATE AIM!
(& DESPERATELY NEEDED!)**

5 Year Plan

TYPE OF "FRIEND"	Typical Friend's characteristics	INVESTMENT ASKED OF THE "FRIEND"	TARGET Number Friends Needed	TARGET REVENUE NEEDED
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Association Members	NSWAA, VAA, QBA, SAA, TAA, WAFF, HPMAA, QBA, CPA	\$200	10	\$ 2,000.00
TOTAL GOAL	Needed annually and ongoing for AHBIC to operate well			\$914,500