

BICWA Strategic Plan 2018-2028

VISION

BICWA is the highly respected peak body leading a vibrant, dynamic, diverse and profitable bee industry in WA.

MISSION

Our mandate is to provide support to the WA bee industry, producers and aligned organisations in the development of their industry via leadership, advocacy and active participation in education, policy and planning.

OBJECTIVES

- Sustainably boost industry profitability, employment opportunities, and to encourage and support new industry participants**
- Promote the industry through leadership, communication and public relations** (*Generate an operating income of \$400,000pa*)
- Enhance and fund research into bees and bee products** (*Develop a WA based R&D Plan for co-funding*)

OUR VALUES

- ✓ **Leadership**
- ✓ **Respect**
- ✓ **Collaboration**
- ✓ **Professional**

STRATEGIES

1. Industry Leadership

Enable and lead the WA bee industry through advocacy and support, policy development and planning with stakeholders and develop strong partnerships and alliances.

2. Financial Security

Secure long-term financial security for BICWA via multiply revenue streams and funding sources.

3. Governance & Structure

Establish the Council as the industry peak body for advice, support, advocacy, policy development.

4. Communication

Connect and promote the industry with inclusive communication, timely dissemination of information, extensive consultation and a future focus.

TACTICS

- Represent industry in the development of policy and planning initiatives across all levels of government.
- Identify key stakeholders: internal (beekeepers – commercial and hobbyists) and external industry partners.
- Develop a roadmap to show value to industry to increase profits of beekeepers.
- Provide to Members and industry relevant bee industry education and support for business development, career development, and new entrants.
- Establish an industry Benchmarking Project, collaborating with academia, government agencies and industry.
- Establish a Horticulture Pollination Research Project including liaison with the horticulture industry.
- BICWA will have a funded employee to work with DBCA and other agencies to develop site access across WA, and liaise on biosecurity.

- Prepare a business case to industry and government for five-year funding package based on our ten-year strategic plan to secure funds for administration and operations.
- Develop an annual 'state and contribution of the Honey and Bee Industry to Western Australia.
- Secure funds to recruit key personnel – CEO, administration support, marketing and communications, biosecurity and IT.
- Create a range of reliable revenue streams, e.g. industry funds and levies, membership fees; Apiary Site licence, training and events; B-Qual payments; sponsorship; grants; and bank finance.
- Develop pathways and liaise with government and stakeholders to partake in industry trade delegations to potential export markets,

- Review and amend the Council's constitution as required to accommodate the provision of a commercial business arm of BICWA, and the recommended governance structure
- Our new governance structure with a paid skills-based board of directors and professional human resources team.
- Expand the membership base of BICWA and develop three levels of membership – Friends of BICWA; Industry and Alliance Partner memberships; and Producer memberships.
- Explore the potential for BICWA to establish a commercial business arm that is consistent with the Council's vision and strategy.
- Develop a package of industry Best Practice standards including Quality Assurance and honey provenance. Support industry to align with B-Qual quality assurance program.

- Prepare our communication and marketing plan to ensure industry and stakeholders receive regular communication about BICWA and showcasing industry members using several different channels
- Ensure all levels of government are informed and working collaboratively with BICWA.
- Industry publications – coordinate and disseminate bee industry publications, results of the Benchmarking Project and the Horticulture Pollination Project; and information on export market development.
- Share the learnings and research through BICWA's collaboration with the Chem Centre and future projects.
- BICWA to attend industry events, hold a WA Beekeeping conference; and BICWA to host the 212X Australian Bee Conference.