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# BICWA STRATEGIC PLAN

*The Bee Industry Council of WA is the highly respected peak body  
leading a vibrant, dynamic, diverse and profitable bee industry.*

**2018-2028**



# BICWA STRATEGY AT A GLANCE

## VISION

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

## MISSION – PURPOSE

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.

## OUR FOCUS

BICWA operates as the peak bee industry representative organisation and we deliver success via a focus on four key strategic areas – secured funds, strong governance, visionary leadership and clear communication.

## OUR VALUES

*LEADERSHIP* - we generate and support growth within the industry via a strong united voice and a long-term vision.

*RESPECT* - we cultivate a supportive environment where industry, producers, trainers, researchers, policy makers, and funders respect our advice and actively seek our input.

*COLLABORATION* - we build strong partnerships that are industry driven and our collaboration helps to propel our industry.

*PROFESSIONAL* - we are exceptionally well governed and are valued as the independent “go-to” peak industry body representing WA honey bee producers and aligned industry associations.



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## FORWARD FROM THE CHAIR

### *2028 – A Vibrant Future*

The Bee Industry Council of WA (BICWA) is pleased to present its new ten-year visionary strategic plan. This new plan builds on the strengths of aligned WA and National bee industry associations and will establish BICWA as the peak representative body in WA.

The plan will launch BICWA as a secure organisation that supports, advocates and advances the industry via a focus on four core pillars: leadership, communication, governance, and finances. These four pillars will be delivered via strategic partnerships and vibrant collaboration with industry, business, and government.

Financing the Council's business will come from multiple revenue sources and BICWA will be known as the go to organisation where exceptional leadership, good governance, clear communication and secured funds establish a strong industry representative group.

Our effort will be focused to deliver the overarching strategic direction that the WA bee industry needs where access to sites is secured, natural resources are protected, the WA honey bee brand is advanced, government policy is supportive, research and innovation is promoted, and where producers learn, connect and engage.

The Strategy guides the Council into an exciting future where by 2028 it is firmly established as the peak bee industry representative group in WA in high demand from government, business, industry and producers for advice, input, training, and support. With a solid focus on all stakeholders, the strategy will expand our reach and consolidate our profile and purpose to position BICWA as an in-demand bee industry organisation.



*Our Four Strategic Pillars: Hitting the Sweet Spot for the Bee Industry*

## INTRODUCTION

The Bee Industry Council of Western Australia (BICWA) was established in 2015 as a unified representative body for the West Australian bee industry. The not-for-profit objects for which the company has been established are to foster, promote and enhance a sustainable bee industry in Western Australia and to protect the interests of producers and co-dependent industries and organisations.

BICWA fulfils its vision and mission through support and advocacy by performing functions that seek to:

- Differentiate Western Australian honey in Australian and international markets;
- Increase honey production;
- Sustainably boost industry profitability, employment opportunities, and to encourage and support new industry participants;
- Enhance and fund research into bees and bee products;
- Foster, promote and enhance biosecurity and environmental sustainability;
- Advocate for the industries advancement across the industry and at all levels of government;
- Encourage the adoption of best practice in production, quality assurance, and presentation and promotion of products;
- Gather and distribute industry intelligence from local and international sources;
- Promote high standards of education and training for all bee industries;
- Promote the industry through leadership, communication and public relations;
- Source funds to implement our strategy; and
- Collaborate with other organisations to progress the Council's mandate

## CRITICAL SUCCESS FACTORS

Of critical importance will be our effort to work with industry to create a long-term state-wide bee industry strategic plan. This is exciting and a unique opportunity to put in place new models and structures that advance our industry and support individual beekeeping businesses to be profitable and sustainable.

To deliver our commitment to be the highly respected peak body leading a vibrant, dynamic, diverse and profitable bee industry in WA we have identified several critical success factors.

### BICWA's Critical Success Factors 2018-2028

<b>GOVERNANCE</b>	Have in place strong governance with an experienced paid board that drives our long-term vision as the peak industry body.
<b>CAPACITY</b>	Establish an organisational structure with strong leadership led by a talented and skilled CEO and inspired people. Attract and retain a high-quality team to lead BICWA's efforts.
<b>COHESION</b>	Support industry growth and profitability via a state-wide WA honey bee industry development strategy.
<b>COMMUNICATION</b>	Secure industry participation and cohesion with consultation, communication, advocacy, leadership, training, research, and innovation.
<b>POLICY</b>	Represent the interests of the entire industry and have a positive influence on policy development and government decision making processes.
<b>FUNDS</b>	Establish multiply revenue streams and funding options to finance BICWA activities across the years.
<b>FOCUS</b>	Have in place our own visionary strategy with clear and vibrant goals that deliver success, create focus and consolidate the industry.

## BARRIERS TO OVERCOME

To address these critical success factors and deliver our mandate to provide support to WA honey bee producers in the development of their industry via leadership, advocacy and active participation in education, policy and planning, we must overcome several barriers.

Of note, the key barriers and obstacles identified include:

- 01 A lack of industry cohesiveness & consolidation
- 02 Access to secure revenue streams and funding options
- 03 Awareness of industry needs from govt policy perspective
- 04 Access to sites and protection of the natural asset
- 05 The risks of biosecurity threats
- 06 The profitability of bee keepers and their skills development
- 07 Reliance on volunteers
- 08 Innovation, research and development
- 09 Managing change
- 10 Having a clear overarching industry strategy

## OUR STRATEGY: FOUR PILLARS OF SUCCESS

Our strategy is built on four clear strategic focus areas that will drive success and direct energy. Through secured funds, strong governance, visionary leadership and clear communication we will work in partnership to support a profitable and sustainable WA honey bee industry.

Our collaboration and advocacy for supported policy development will back an industry that reaches new markets and customers. We will work with industry, producers, processors, and government to protect our natural resource, secure site access and to energise the WA honey bee brand.

BICWA delivers success via a focus on four key strategic areas – finances, governance, leadership and communication.

*Our focus on four strategic pillars to hit the sweet spot!*



### VISIONARY LEADERSHIP

Research, development and innovation will be a critical focus and based on industry demand and trends. Through a focus on biosecurity, benchmarking, environmental sustainability, policy progress and of most importance an overarching state-wide industry strategy the Council will work toward a cohesive and progressive industry that delivers new industry participation, employment opportunities and policy representation at all levels of government



## FINANCIAL SUCCESS

Financial success will see multiple partners and funding sources all contributing to support the Board and human resources. Through an initial focus on securing internal funds to establish the organisation, we will swing our efforts to get the funds in place to drive our external work, notably to consult with industry on the preparation of an overarching industry strategy.

## STRONG GOVERNANCE

Establishing a solid organisation based on strong governance and a professional structure, will be a critical focus. An independent skills-based board and dynamic team will be a priority. Of top priority will be the recruitment of a talented CEO to lead the Council's strategic endeavours and to be the industry spokesperson.

## CLEAR COMMUNICATION

BICWA is the go-to organisation providing leadership, advocacy, and support to industry actively participating in education, training, policy and planning for a sustainable industry. The Council will focus effort to gather and distribute intelligence, promote education, training and extension, and pull together a more cohesive industry.

## STRATEGIC GOAL I: INDUSTRY LEADERSHIP

*Our clear sense of purpose and strong leadership brings industry cohesion and focus*

**Enable and lead the WA bee industry through advocacy and support, policy development and planning with stakeholders and develop strong partnerships and alliances to progress to the next level and beyond.**

Our goal is to have an overarching honey bee whole of industry development strategy led by BICWA in place by 30/6/2020. The Council will drive the industry-wide consultation and development of the strategy, focusing on a vibrant and profitable industry, encouraging new industry participation, is focused on biosecurity, secured and managed site access, and environmental sustainability.

*Key Initiatives:*

- ❖ Identify key stakeholders: internal (beekeepers – commercial and hobbyists) and external industry partners (for example horticulture, pollination, government).
- ❖ Undertake rigorous consultation process with stakeholders and source funding to develop a comprehensive whole of industry development plan – source funds of \$50,000 to prepare a detailed strategy.
- ❖ Develop a roadmap to show value to industry to increase profits of beekeepers.
- ❖ Engage with stakeholders to provide education of industry (internal and external). Develop education pathways for career development in the bee industry. Support new entrants into the bee industry through participation, business development and learning opportunities.
- ❖ Represent industry in the development of policy and planning initiatives across all levels of government – local, state, national.
- ❖ Establish an industry Benchmarking Project, collaborating with academia, government agencies and industry.
- ❖ Establish a Horticulture Pollination Research Project including pollination requirements, access and availability to certified pollinators, pollination development strategy. Liaise with horticulture industry re the need for pollination (for example 300,000 hives by 2023) and the potential shortfall based on 2018 numbers of 60,000 disease free hives.
- ❖ Develop a package of industry Best Practice standards including Quality Assurance and honey provenance.

- ❖ Support industry to align with B-Qual quality assurance program, which will guide the industry to differentiate and value-add by maintaining the reputation of WA honey and bee products as natural safe, clean, pollution free as well as upholding the basic food safe and labelling requirements.
- ❖ BICWA will have a funded employee to work with Department of Biodiversity, Conservation and Attractions and other agencies to develop site access across WA. This staff member will support the bee industry and liaise with government agencies on biosecurity and act as an enabler by cutting through onerous 'red tape'. Some of the funding to support this employee may come from site levies. This includes developing support systems for beekeepers to align with the National Bee Biosecurity Plan and to remain free of Varroa in Western Australia.
- ❖ Expand the membership base of BICWA and develop three levels of membership – Friends of BICWA; Industry and Alliance Partner memberships; and Producer memberships.
- ❖ Develop pathways and liaise with government and stakeholders to partake in industry trade delegations to potential export markets, for example China, Japan, MENA (Middle Easter and North African) countries.





## STRATEGIC GOAL 2: FINANCIAL SECURITY

*Our financial security enables the future*

**Secure long-term financial security for BICWA via multiply revenue streams and funding sources including industry, government, sponsorship, advertising and commercial venture.**

By 2028, our secure annual budget will be approximately \$1 million comprised of multiple revenue streams and funding sources including industry funds and levy's, sponsorship, co-contribution from government, grants, advertising, and commercial endeavour.

Our reliable and secured funds enable the Board of BICWA to focus on strategic direction and allow for industry partnerships and alliances to support research, operational development and implementation all focused on industry progress and long-term success.

*Key Initiatives:*

- ❖ 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.
- ❖ Create a range of reliable revenue streams, for example from advertising on BICWA website; membership fees; training and events such as annual conference; B-Qual payments; sponsorship; grants; and bank finance.
- ❖ Secure reasonable industry funds and levies including from Apiary Site licence (site rental on crown land); registration APC Fee For Service (FFS) (per hive); volume levy (Australian Department of Agriculture and Water Resources), Agrifutures; voluntary levy paid by volume (Australian Honey Bee Industry Council); export levies; and site license fees (\$20 per site).



## STRATEGIC GOAL 3: GOVERNANCE & STRUCTURE

*BICWA is the respected 'Go To' peak industry body*

**Establish the Council as the industry peak body for advice, support, advocacy, policy development and to advance a progressive, profitable, innovative and energised WA bee industry.**

By 2028, BICWA is entrenched as the respected peak industry body with secure finances and a strong voice that is underpinned by good governance and a professional structure, including a paid independent board and a talented administration team led by a dynamic CEO.

*Key Initiatives:*

- ❖ Our new governance structure with a paid skills-based board of directors and professional human resources team is in place by 30 December 2020.
- ❖ Secure \$200k to engage a talented CEO by 1 July 2020.
- ❖ Secure funds to recruit other key personnel – administration support, marketing and communications, IT.
- ❖ Explore the potential for BICWA to establish a commercial business arm that is consistent with the Council's vision and strategy.
- ❖ Review and amend the Council's constitution as required to accommodate the provision of a commercial business arm of BICWA, and the recommended governance and human resource structure (independent paid board and administration team).



## STRATEGIC GOAL 4: COMMUNICATION

*Our strong voice champions the industry and we share our stories of success*

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

To drive our industries development, our goal is to develop a communication and marketing plan for BICWA by January 31, 2020.

*Key Initiatives:*

- ❖ Secure the resources needed to prepare our communication and marketing plan (approximately \$20k by April 2019).
- ❖ Ensure industry and stakeholders receive regular communication about BICWA and showcasing industry members using several different channels (Media statements, Newsletter, eNewsletter – bi-monthly, social media).
- ❖ Gather and distribute important and relevant information to members and share through the regular and relevant communication channels.
- ❖ Ensure all levels of government are informed and working collaboratively with BICWA regarding policy and planning through participation at events and regular meetings with/ across multiple government agencies and at Ministerial level.
- ❖ Attend industry events such as Farmer on a Plate; the Royal Agriculture Society's Royal Show; BICWA to hold a WA Beekeeping conference; BICWA to attend with the Australian Bee Conference; BICWA to host the Australian Bee Conference in 2021.
- ❖ Develop pathways and liaise with government and stakeholders to share information about industry trade delegations to potential export markets – eg China; Japan; MENA (Middle Easter and North African) countries.
- ❖ Share the learnings and research through BICWA's collaboration with the Chem Centre and focus on future projects.
- ❖ Refresh the BICWA Website ensuring it is dynamic, has current information on the industry for all to see and added value for the different Membership levels.
- ❖ Industry publications – coordinate and disseminate bee industry publications to members, industry stakeholders and government agencies such as Bee Informed and an eNewsletter bi-monthly. Include reports from Member bodies and Industry

members (beekeepers); disseminate the results of the Benchmarking Project and the Horticulture Pollination Project; plus, information on export market development.

- ❖ Develop a targeted media campaign of 'good luck stories', the need for bees and the benefits of honey. Incorporate that WA honey is best for therapeutic and / or nutraceutical qualities, clean and green; consistent supply; and highest quality. Include Government and the Buy West Eat Best campaign.



## KEY PERFORMANCE INDICATORS

<b>Financial Success</b>	<b>Target Measure</b>
<i>Prepare Business Case for five-year funding package</i>	March 30, 2019
<i>Audit of potential income streams including industry funds and levies – timeliness and value</i>	November 30, 2018
<i>Liaise with DPIRD and Agrifutures to ascertain support through ‘matched’ funding opportunities</i>	Nov/Dec 2018
<b>Governance</b>	<b>Target Measure</b>
<i>New governance structure incorporating a skill based paid board and professional human resource team in place</i>	December 10, 2019
<i>Secure funds to recruit key personnel – administration support, communications and marketing</i>	December 10, 2019
<i>Secure \$200K and engage a talented CEO</i>	July 1, 2020
<i>Explore potential for BICWA to establish a commercial arm which is consistent with the Council’s Vision and Strategic Plan</i>	December 30, 2019
<i>Review and amend BICWA Constitution as required to accommodate a commercial business arm and resource structure</i>	June 30, 2020
<b>Leadership</b>	<b>Target Measure</b>
<i>Develop comprehensive overarching Industry Development Strategy</i>	March 30, 2019
<i>Develop an industry Benchmarking Research Project</i>	March 30, 2019
<i>Develop an industry Horticulture Pollination Research Project</i>	September 30, 2019
<i>Provide education and training on value- adding in domestic and export markets</i>	June 30, 2019
<i>Provide support to educators and training RTO’s by holding industry development events</i>	September 30, 2019
<i>Support industry and work with DBCA to cut through regulatory burden and ‘red tape’</i>	November 1, 2018
<i>Support industry through education and support to implement B-Qual quality assurance program with enhancing industry production and long-term value/ profitability</i>	December 31, 2019
<b>Communication</b>	<b>Target Measure</b>
<i>Secure approx. \$20k to prepare Communication &amp; Marketing Plan</i>	April 2019
<i>Develop comprehensive Communications and Marketing Plan</i>	January 31, 2020
<i>Website, print media, Social Media Utilisation Metrics</i>	On-going
<i>Extension/Engagement: Strengthening profitability</i>	On-going
<i>Feedback Surveys</i>	On-going
<i>Refresh BICWA website and support the Communications Plan with engaging content and stories about industry members</i>	June 30, 2019
<i>Develop ‘good luck’ stories and disseminate through social media, engage support staff to send out via social media</i>	Nov 30, 2018
<i>Targeted media campaign – Buy West Eat Best</i>	On-going
<i>Co-ordinate information and disseminate to members, industry and government stakeholders about BICWA – what it is and what it does/ stands for</i>	On-going



## CONCLUSION – A VIVID FUTURE

*BICWA: Creating a Buzz for the Future*

By 2028, BICWA will have forged ahead with strong leadership building a solid organisational structure and a cohesive industry that is empowered and energised.

This has been done through relentless focus, exceptional leadership with strong governance, and a committed industry body providing advocacy and support to members and key stakeholders. BICWA is the 'Go-To' peak industry body for information, support and expertise about honey bees and honey production in Western Australia.

BICWA consistently delivers in four key strategic pillars – strong and visionary leadership; security of funding and a sustainable industry; strong governance and clear communication.

