



**AUSTRALIAN HONEY BEE INDUSTRY
COUNCIL**

BUSINESS PLAN

2001-2005

Submitted to: The AHBIC Council

July 2001

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1.0 EXECUTIVE SUMMARY

The following Business Plan has been prepared by the Executive Director of the Australian Honey Bee Industry Council (AHBIC) in cooperation with the AHBIC Executive and is submitted for approval by the Council. The business plan has been prepared following an extensive review of AHBIC and its effectiveness and efficiency by Ms Carolyn Tanner, Senior Lecturer Agricultural Economics, University of Sydney.

When the Australian Honey Bee Industry Council (AHBIC) was established in 1998, the Memorandum and Articles of Association provided for a review of the organisation's operations after two years. At the Annual General Meeting of AHBIC in July 2000, a Steering Committee was appointed to co-ordinate the review comprising:

Winston Lamb, Federal Council of Australian Apiarists' Associations (FCAAA)
Bob McDonald, National Council of Pollination Associations (NCPA)
Eduard Planken, Honey Packers' and Marketers' Association of Australia (HPMAA)
Colin Wilson, Australian Queen Bee Breeders' Association (AQBBA)
Carolyn Tanner (Chairperson)

In addition to the above, Laurie Dewar, the inaugural Chairman of AHBIC, and Stephen Ware, Executive Director of AHBIC, attended meetings as observers.

The terms of reference for the review were:-

1 To review AHBIC's:

- (a) Corporate structure and management;
- (b) Relationship with member bodies;
- (c) Relationship with Federal and State Departments and instrumentalities; and
- (d) Voluntary funding base.

If necessary, develop proposed amendments to AHBIC's Constitution.

2 To determine industry members' views on:

- (a) AHBIC's membership of the Australian Animal Health Council and the Australian Plant Health Council (including the need for a statutory AAHC levy);
- (b) AHBIC's promotional strategy;
- (c) AHBIC's communication strategy for both sector and non-sector organisations; and
- (d) AHBIC's educational strategy.

Arising from the review process, some twenty-one recommendations were made each of which is dealt with within the business plan. The current plan also attempts to incorporate industry's previous strategic plans namely:

- The December 1995 Strategic Plan
- The December 1997 Vision for the Honey Industry
- The Australian Apicultural Industry Strategic Plan 1992 – 1997
- AHBIC Business Plan 1998

The resulting document seeks to provide a blueprint for the next five years outlining the organisation's immediate goals and long term objectives.

Each year the document will be reviewed to measure the organisation's performance and ensure industry's goals are being met.

2.0 BUSINESS PROFILE

2.1 Business Overview

The Australian Honey Bee Industry Council (AHBIC) was incorporated in Western Australia in April 1998. The company has two full-time employees at the office situated in Sydney.

AHBIC has achieved an excellent reputation as the peak industry association for the honey bee industry in Australia.

This Business Plan has been developed to enable AHBIC to clearly see what business it is in and where it is headed. In doing so, the Council has identified some significant new opportunities which could increase industry profile quite substantially. The company no longer sees itself in the business of merely lobbying. By defining the business in terms of industry needs, the organisation has identified possible new services such as quality assurance and industry training which would fit well with its existing role.

AHBIC is the peak industry body for the apiculture industry comprised of the four sector bodies: FCAAA, HPMAA, AQBBA and NCPA. The objectives of AHBIC are very broad but are essentially aimed at fostering, promoting, enhancing and protecting the interests of members of the Australian honey bee industry. The formation of AHBIC provided a vehicle for the industry to speak with one voice on major industry issues. This has allowed the industry to make one submission — rather than potentially four — on a wide range of issues and facilitated communication of the industry's viewpoint at the federal level.

2.2 Unique Features of AHBIC

One of the unique features of AHBIC is the structure of the industry.

There are currently around 673,000 registered hives in Australia, with an unknown number of hives estimated to be in use but not registered. Actual numbers vary from year to year, depending on seasonal conditions and relative price movements in the industry's major products. These major products are :

- honey
- beeswax.

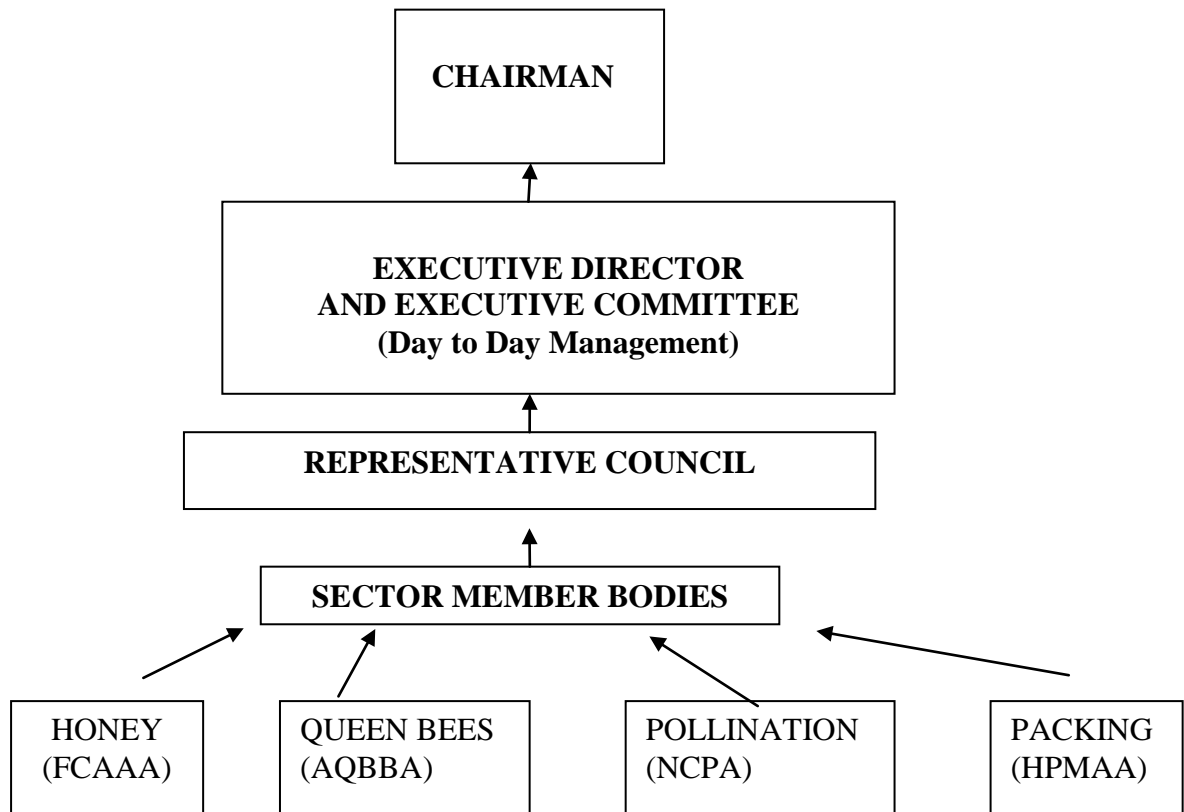
In addition, specialised segments of the industry concentrate beekeeping activities towards the production of :

- queen bees
- package bees
- the provision of specialist paid honey bee pollination services to Australian horticultural and agricultural industries.

Queen bees and package bees are sold to other beekeepers both within Australia and overseas. Honey and beeswax are still produced by queen and package bee producers, but these products are not the prime goal of their beekeeping activities. Other minor products from the industry include :

- pollen
- royal jelly
- propolis
- bee venom.

Industry is organised on the following basis:



The representative Council holds its Annual General Meeting (AGM) in July of each calendar year. Elections are held for senior positions including the Executive Committee. Each AGM also sees the election of members to various committees namely, Resource, Education, Quarantine and Food Safety and Quality Assurance. Two single purpose companies, Apimondia 2005 Pty Limited and B-Qual Australia Pty Limited have been established to achieve specific goals.

To assist industry to achieve the objectives set for the single purpose companies, the AHBIC Executive will seek to appoint directors with special expertise to ensure a skills base that will enable these companies to achieve their goals.

3.0 BUSINESS PRINCIPLES

3.1 Specific Programmes

The funding of operations will continue to be primarily by way of voluntary contributions. The funding of Apimondia 2005 will be by admission fees and sponsorship. The funding of B-Qual Australia will be by way of FarmBis funding and participation fees. Additional funds may be provided by industry or by use of other government programmes.

3.2 Programme Management

Programme direction will be achieved through the:-

- Board of AHBIC providing strategic direction
- AHBIC Council where all members are represented
- Use of AHBIC Committees to provide assistance in maintaining action on specific components of the AHBIC programme
- Preparation of an annual report by the AHBIC Secretariat to be submitted to the members at each Annual General Meeting.

Day to day management is the responsibility of the Executive Director who has specific responsibility for:

- ensuring the key performance indicators of the business plan are delivered within the agreed time lines and budget;
- regularly informing the Executive Committee of progress being made;
- liaison with relevant members to ensure that they are kept informed of current activities;
- the conduct of monitoring and where appropriate audits, to ensure the agreed outcomes are delivered within budget and in a timely and effective manner
- development and maintenance of appropriate contract arrangements between AHBIC and outside contractors to the programme

3.3 Operational Activities

Operational activities will be developed in conjunction with the AHBIC Executive and other organisations where appropriate.

3.4 Programme Reporting

The Executive Director will report to members on achievements at the Annual General Meeting in July of each year and to the AHBIC Executive. Achievements of the specific key performance indicators listed in this business plan are:-

- Operations
- Publicity for the programmes outlined in the business plan will be contained in the AHBIC newsletter which will be sent to key stakeholders in the industry.

3.5 Budgeting and Expenditure Control

Preparation of the budget for AHBIC is generally the responsibility of the Executive Director in conjunction with the Executive.

All expenditure will be related to the specific projects and monitored against the budget for each project and/or company.

Expenditure will not exceed budgeted provisions for the programme and/or activities unless specifically approved by the Executive Director in consultation with the AHBIC board as appropriate.

AHBIC will attempt to carry forward an operating surplus in line with the company's decision to become operationally self sufficient in ten year's time and hence to reduce members' voluntary contributions over the longer term.

The AHBIC board is to be provided with financial reports detailing expenditure to budget and any reasons for significant variations at all AHBIC Executive meetings.

Apimondia 2005 and B-Qual Australia have separate individual legal entities whose board will ensure the management of the budget against key performance indicators for their relevant activities. The draft budget in relation to Apimondia 2005 has been prepared by The Conference Organisers and will be provided to the board of AHBIC for discussion and ratification. The ongoing funding of B-Qual Australia will be the responsibility of the board of the company who will liaise with relevant state and federal regulatory authorities and the AHBIC board.

The budget requires the approval of the AHBIC board before being provided to members for their formal agreement. All expenditure of AHBIC and of Apimondia 2005 and B-Qual Australia will be recorded in an acceptable accounting format and invoiced with appropriate supporting documentation.

4.0 RISK ASSESSMENT

The operational companies of AHBIC, Apimondia 2005 and B-Qual Australia have had their risks assessed by the application of a risk management matrix. Plans to address the risks identified have been developed.

Areas where risk has been assessed as being large enough to warrant specific attention have been separated into individual company identities. Thus Apimondia 2005 and B-Qual Australia have been developed as separate identities in their own right.

It is noted that the company is currently dependent upon voluntary contributions from industry, a situation which will need to continue for some time. The organisation, as part of its long term goals, is working to achieve self-sufficiency. Clearly, however, in the short to medium term, the greatest risk to the organisation is ensuring financial viability by maintaining the support of industry contributors to this end.

5.0 AUDIT AND REVIEW PLAN

Management of the budgets for AHBIC, Apimondia 2005 Pty Limited and B-Qual Australia Pty Limited is the responsibility of the Executive Director who will report monthly to the AHBIC Executive and, where appropriate, to the directors of the subsidiary companies.

Where funds are to be used for the purchase of goods or services, such expenditure is required to conform to the organisation's relevant policies and procedures.

All accounts will be audited by the AHBIC auditors and presented at the Annual General Meeting for scrutiny and adoption by Council.

6.0 BUDGET

6.1 Background

AHBIC is currently funded by industry contributions from honey producers, packers, queen bee breeders and the providers of pollination services. In addition, membership fees for each voting right have been set at \$200. The voluntary funding arrangements have led to a situation in which there are those in industry who are ‘free riding’ on those who are making contributions.

The industry is of the view that AHBIC needs to build up financial reserves — through investments, the establishment of a quality assurance program and industry training — in order to ensure AHBIC’s longer term financial viability and to reduce its reliance on voluntary funding.

6.2 Revenue and Expenditure

AHBIC	2000	2001	2002	2003	2004	2005
Revenue	338,135	334,237	320,000	300,000	300,000	300,000
Expenditure	277,274	295,725	310,000	290,000	290,000	290,000
Net Profit	60,861	38,512	10,000	10,000	10,000	10,000
Apimondia 2005	2000	2001	2002	2003	2004	2005
Revenue	N/A	N/A	-	-	-	2,150,000
Expenditure	N/A	5,000	5,000	5,000	5,000	2,000,000
Net Profit	N/A	(5,000)	(5,000)	(5,000)	(5,000)	150,000
B-Qual Australia	Last Year	This Year	2002	2003	2004	2005
Revenue	N/A	N/A	1,454,500	-	-	
Expenditure	N/A	N/A	1,454,500	-	-	
Net Profit	N/A	N/A	-	-	-	

6.3 Consolidated Budget – Net Profit

Name	(Actual) 2000	(Actual) 2001	2002	2003	2004	2005
AHBIC	60,861	38,512	10,000	10,000	10,000	10,000
Apimondia 2005 Pty Limited	-	(5,000)	(5,000)	(5,000)	(5,000)	150,000
B-Qual Australia Pty Limited	-	-	-	-	-	-
Total	60,861	33,512	5,000	5,000	5,000	160,000

6.4 Operating Statement

Balance on hand 30/04/01	\$ 312,574
Anticipated Revenue	\$4,824,500
Proposed Budget Expenditure	<u>\$4,654,500</u>
Operating Surplus	\$ <u>170,000</u>
Closing Reserve at 03/04/05	\$ 482,574
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6.5 Measuring Performance – 2001/2

Budget For Year Ending 30/4/2002

INCOME:

Membership subs (14 voting members)	\$ 2,800
Miscellaneous income	3,000
Bad debts recovered	-
Interest	13,200
Promotional video income	1,000
Combined industry contributions	<u>300,000</u>
TOTAL	<u>\$320,000</u>

EXPENDITURE:

Contingency investment fund	5,000
Representative expenditure	17,000
Annual meeting	14,000
Audit fees	2,500
Bank charges	1,000
Cleaning and rubbish removal	900
Couriers	260
Debt collection	1,000
Electricity	500
Insurance	3,000
Membership	
- Animal Health Australia	4,000
- Plant Health Australia	1,500

Office Supplies	
- Email expenses	1,340
-FCAAA supplies	500
Postage	4,500
Printing and stationery	10,000
Promotion – Video costs	2,500
Quality Assurance Programme	5,000
Remuneration – Executive Director and Secretary	124,200
Rent	18,000
Repairs and maintenance	3,000
Staff amenities	500
Subscriptions and publications (including Apimondia)	6,500
Superannuation	10,800
Telephone (including facsimile)	12,000
Travel	45,000
SUB TOTAL	294,500
Promotion	2,000
National Chairman	10,000
FCAAA Secretariat	2,000
Miscellaneous expenses	1,500
TOTAL	310,000
NET PROFIT	\$ 10,000
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Notes to Accounts

Representative expenditure has been set for the coming year at \$17,000. This includes beekeeper members of the Executive and Committees/Companies being paid a daily fee for their attendance.

4 AHBIC Meetings	\$5,000
4 B-Qual Australia Meetings	\$5,000
1 Apimondia Meeting	\$2,000
4 Quarantine and Other Meetings	\$5,000

Reimbursement of expenses has been calculated as follows:-

- AHBIC Chairman at \$300 per day
- Beekeeper members of the Executive at \$250 per day
- Chairman of Subcommittees at \$250 per day
- Beekeeper members of subcommittees at \$200 per day
- Apimondia and B-Qual Australia beekeeper Chairman at \$300 per day
- Beekeeper directors of companies at \$250 per day
- Outside directors of companies at \$250 per day

The Contingency Investment Fund will be used to invest surplus funds to assist in moving the industry towards financial self sufficiency

7.0 B-QUAL AUSTRALIA PTY LIMITED

7.1 Introduction

B-Qual Australia Pty Limited is a company incorporated to manage the Quality Assurance Programme. The purpose of the project is to accredit and have adopted a quality assurance programme for greater than 90% of the production of the Australian honeybee industry. The project will develop accreditation and train industry participants in QA standards, organic standards and biosecurity as well as providing on ongoing third party audit system.

It is well recognised in the honey industry that quality standards in relation to food safety are demanded by customers, wholesalers and governments. Also, it is necessary to comply with the Australia New Zealand Food Authority (ANZFA) Food Safety Standard, which requires food businesses to develop a Hazard Analysis and Critical Control Point (HACCP) based food safety programme.

7.2 Objectives

This project will include the production and delivery of:-

- Industry Food Safety Plan
- 'Honey Quality Standard' booklet
- QA templates to assist beekeepers with the writing of a quality manual
- Training material for industry facilitators
- Auditor training manual
- National 'Auditor Training Workshops'
- Templates including criteria for the production of organic honey.
- Development of an industry biosecurity plan

The project involves a three year programme with the ultimate aim of ensuring that in excess of 90% of all honey produced in Australia is quality assured for both domestic and export customers. The specific requirements of the European Union (EU) for the export of honey and honey products (including organics) will be met. The requirements of ANZFA Food Safety Standard will also be developed. The adoption of these standards will enable continued market access both in Australia and overseas. The project will produce for industry to adopt, an auditable biosecurity plan.

It is also proposed that the adoption of a national quality standard will form the basis of an ongoing programme to ensure industry best practice and ongoing industry training.

7.3 Outputs

The development of an organic standard provides a new niche market for honey and honey products. The prices of products of organic farming are generally higher than

alternative products as many people are willing to pay a premium because of environmental protection.

Product standards include all facets of production and services of the industry including honey, queen bees, pollination and honey packing. The resulting system provides a self-policing means of ensuring standards are both kept at industry best practice and meet the domestic and international market demands.

Milestones with underlying Activities	Start date	Finish date	What are the performance standards for each milestone and activity
<i>Milestone 1</i>	October 2001	December 2001	Completion of food plan.
<i>Activity 1</i>			Write template for industry food plan
<i>Milestone 2</i>	October 2001	December 2001	Produce industry biosecurity plan
<i>Activity 2</i>			Completion of biosecurity plan
<i>Milestone 3</i>	October 2001	December 2001	Development of Australian Honey Quality Standard
<i>Activity 3</i>			Completion of manual
<i>Milestone 4</i>	December 2001	February 2002	Develop Training Material
<i>Activity 4</i>			'Complete training manual including training material for beekeeper workshops 'Audit' manual
<i>Milestone 5</i>	March 2002	March 2002	Training of apiary officers/government officers and others to undertake audit procedures
<i>Activity 5</i>			Professional Workshop (Brisbane 3 days)
<i>Milestone 6</i>	April 2002	December 2002	300 beekeepers being audited and accredited. 100 commencing organic certification.
<i>Activity 6</i>			Beekeeper Workshops (20 to be held initially)
<i>Milestone 7</i>	January 2003	December 2003	The number of beekeepers to be trained and accredited increases to 900
<i>Activity 7</i>			Beekeeper Workshops
<i>Milestone 8</i>	January 2004	December 2004	900 Beekeepers to be trained and accredited. Total of 2,100 beekeepers.
<i>Activity 8</i>			Beekeeper Workshops
<i>Milestone 9</i>	December 2004	Ongoing	New entrants inclusive of part-time and amateur beekeepers trained and accredited
<i>Activity 9</i>			Beekeeper workshops and continuing third party audits

8.0 APIMONDIA 2005 PTY LIMITED

8.1 Introduction

Apimondia 2005 Pty Limited has been incorporated to manage the bid to host the Apimondia Conference in 2005 in Melbourne, Victoria. Currently budgets are being prepared by The Conference Organisers.

8.2 Objectives

To successfully manage and host an international convention of approximately 1,500 local and overseas visitors.

8.3 Outputs

- To successfully showcase the Australian apiary industry both politically and socially to Australia
- To produce a profit
- To enhance the image of the Australian apiary industry as a reliable supplier of clean, green products
- To enable contacts to be made between local and overseas industry
- To allow local industry greater insight and awareness of new research and technology developments.

9.0 AHBIC

9.1 Introduction

The AHBIC review made twenty one recommendations aimed at improving the effectiveness and efficiency of AHBIC's operations. Resolutions that recommended no further action have been omitted from the Business Plan.

9.2 Objectives

Recommendations that were agreed upon by the AHBIC Review Committee are as follows:-

Recommendation 3: The Steering Committee recommends that key members of the Executive Committee be provided with financial assistance to enhance their skills as directors

Recommendation 5: The Steering Committee recommends the Executive Committee seeks appropriate advice on suitable board structures, appropriate skills, remuneration and term of appointment for directors of AHBIC companies.

Recommendation 6: The Steering Committee recommends that the branches of FCAAA, AQBBA, HPMAA and NCPA be permitted to take issues directly to the Executive Director of AHBIC.

Recommendation 7: The Steering Committee recommends that the Executive Committee continues to pursue the objective of achieving financial self-sufficiency of AHBIC within 10 years to reduce its reliance on voluntary contributions.

Recommendation 8: The Steering Committee recommends that the Executive Committee develops a detailed proposal for the establishment of a quality assurance company to be wholly owned by AHBIC.

Recommendation 10: The Steering Committee recommends that the Executive Committee prepares a submission on the introduction of new R&D and NRS levies for Senator Troeth's Office.

Recommendation 11: The Steering Committee recommends that the strong beekeeper support for the establishment of an AHA levy for contingency funding and incursion management be conveyed to Mr Dean Merrilees, Acting Director Strategic Policy Unit, Product Integrity, Animal and Plant Health, AFFA.

Recommendation 12: The Steering Committee recommends that the strong beekeeper support for raising the maximum NRS levy on honey from 0.3 cents/kg to 0.6 cents/kg be conveyed to Dr Melanie O'Flynn, Manager Residue and Standards, Product Integrity, Animal and Plant Health, AFFA.

Recommendation 13: The Steering Committee recommends that no further action be taken to establish a Honey Masters Award.

Recommendation 14: The Steering Committee recommends that:

- the AHBIC website be expanded to include links to sector organisations;
- the Executive Director invite sector organisations to supply material suitable for the AHBIC website; and
- only contributors to AHBIC be linked to the website.

Recommendation 15: The Steering Committee recommends that the Executive Director develop the concept of a bee ‘hot line’ to cover bee emergencies, collection of swarms and general sources of information on the bee industry.

Recommendation 16: The Steering Committee recommends that the Executive Director identify opportunities for industry participation in domestic and international trade fairs but that the mounting of such promotional activities be the responsibility of the relevant sector

Recommendation 17: The Steering Committee recommends that AHBIC’s communication strategy be revised to provide:

- improved communication between the Executive Committee and the full AHBIC Council on financial matters and general correspondence;
- enhanced communication between state/sector bodies and their members on AHBIC’s role and activities;
- broader circulation of the Newsletter through greater use of email; and
- regular updates on progress with action items from the AGM via the Newsletter.

Recommendation 18: The Steering Committee recommends that the AHBIC Executive Committee reviews the new communication strategy by the 2002 AGM.

Recommendation 19: The Steering Committee recommends that the AHBIC Newsletter be provided free via email and through the AHBIC website and a fee be introduced to recover material costs for the supply of hard copies.

Recommendation 20: The Steering Committee recommends that the Executive Committee pursue the development of a media-training program.

Recommendation 21: The Steering Committee recommends that the Executive Director of AHBIC forward to the relevant state and sector bodies details of appropriate computer training courses.

9.3 Outputs (cont)

A number of constitutional amendments were recommended as a result of the AHBIC Review. These amendments are listed below (a) and their adoption by the organisation will assist in improved efficiency and accountability. Outputs from organisation in its day to day operations include its influence and ability to have implemented the decisions of industry and these are listed in Section (b)

(a) Constitutional Amendments

1. Replace ““Chief Executive Office” (CEO)’ in Section 3.1 and in all subsequent sections in which it appears with ““Executive Director” (ED) ’.
2. Amend Section 4.6 to read:
The register shall be available from the office of AHBIC during business hours.
3. Amend Section 5.3.4 to read:
The Deputy Chairperson shall be elected from nominations received from the HPMAA subject to Rule 5.3.6.
4. Amend the first sentence in Section 5.5 to read:
The affairs of AHBIC shall be directed by an Executive Committee of seven persons comprising the Chairperson, the Deputy Chairperson and five Committee Members, two nominated by the FCAAA and one nominated by each of the other member organisations.
5. Amend Section 9.3 to read:
Written notice of at least twenty-eight days shall be given for an Annual General Meeting. Unless otherwise agreed, fourteen days notice shall be required for Executive Committee and Special Meetings and seven days notice shall be required for adjourned meetings.
6. Amend the first sentence in Section 9.5 to read:
Annual Meetings shall deal with items of agenda, including business on notice, and any other items the Chairperson agrees to admit.

7. Insert 9.11 after 9.10 to read:
9.11 The Chairperson has the right to invite appropriate persons as presenters or observers at a meeting.
8. Amend Section 15.2(b) to read:
The Working Account which shall be operated upon by any one of the Treasurer, Chairperson, Deputy Chairperson or Executive Assistant.
9. Amend Section 15.4 to read:
The Executive Committee shall authorise the transfer of funds from the General Account to the Working Account.
10. Delete Section 23 Review Process
11. Amend Section 1.3 of the Regulations to Rule 7.1 of the Constitution to read:
All other contributors may pay the funds on a quarterly, half-yearly or yearly basis.
12. Notwithstanding Section 5.5 in the event of any organisation and its suppliers providing more than 30% of the total voluntary contributions/funding then that organisation shall be entitled to one additional voting Council member to the Executive Committee, provided that organisation is not already represented as a delegate from an industry Association under Section 4.1. Notwithstanding Sections 4 and 5.5 the number of voting entitlements would increase to 15 and the Executive Committee to 8.

(b) Operational Outputs

The role of AHBIC includes:-

- Liaison With Government
- Ideas From Industry To Government
- Industry Watchdog
- Implementation of Those Ideas
- Communication to Stakeholders
- Monitoring Industry Development and Highlighting Issues

The organisational outputs must be measured in terms of :-

- improved communication with members
- implementation of resolutions passed by the Executive and Council
- timely and satisfactory responses to industry concerns by government and third parties where decisions and actions intersect.

A number of subject areas are of major importance to industry, namely:-

- **Quarantine and Trade**
- **Education**
- **Resources**

10.0 QUARANTINE AND TRADE

10.1 Introduction

Quarantine and incursion management remain important issues to safeguard the Australian honey bee industry. The issue of disease control is the responsibility of states, however, since AHBIC joined Animal Health Australia (AHA), industry and government are increasingly working towards a national coordinated approach.

10.2 Objectives

- Maintenance of Australia's disease free status
- Ensure industry can respond adequately to incursions
- Maintain industry Ausvet Plan and quarantine protocols

10.3 Outputs

- Monitoring ongoing activities of OIE (World Animal Health Organisation)
- Maintenance of port surveillance programme
- Continued membership of Animal Health Australia and Plant Health Australia
- Ausvet Plan
- Codex Alimentarius
- Training and maintenance of industry readiness teams

11.0 EDUCATION

11.1 Introduction

The current educational strategy of the industry involves the use of the industry video, the Honey Book and the recently released Teachers Resource Kit and promotional brochure. AHBIC has also established a website with links to other related sites.

At a local level, individual state associations of FCAAA have been active in promoting the industry at agricultural shows and trade fairs.

11.2 Objectives

AHBIC has written to the Rural Industry Training Council with a view to discussing the international competency standards for industry. In the longer term, this would involve the establishment of a core curriculum nationally for the teaching of beekeeping.

In addition, AHBIC has been involved in discussions with FarmBis for the purpose of establishing training for a national quality assurance system (food safety).

11.3 Outputs

- Training of AHBIC Executive
- Readiness Teams established and adequately trained
- Development of industry competency standards

12.0 RESOURCES

12.1 Introduction

The issue of resource management is constitutionally the domain of the states and state issues are traditionally handled by state associations. However, AHBIC needs to take a proactive role in overseeing and coordinating the state's responses to issues

In the past twelve months, AHBIC has put submissions to states in respect of GMO's, and the inquiry into the keeping of bees in urban areas (NSW), and meetings have been held with the federal Minister for AFFA in respect of resource management.

12.2 Objective

Maintain apiary industry access to public lands.

12.3 Outputs

- Establish global positioning system (GPS) register for all apiary sites
- Ongoing consultation with state and federal ministers responsible for public land access
- Industry to maintain a database of publications supportive of the apiary industry and the environment

13.0 SWOT ANALYSIS

A simple SWOT Analysis was undertaken in respect of the industry.

13.1 Strengths

- High level of industry support
- Long history of industry organisation and policy development
- Wealth of expertise available through industry participants
- Favourable public image for industry and its products
- Well developed industry R & D process
- Industry sectors amalgamated by AHBIC

13.2 Weaknesses

- Demand for communication with industry participants not matched with resources
- Modest financial resources
- Large number of small and medium potential contributors who question the relevance of existing industry bodies

13.3 Opportunities

- Maintain contributors and increase industry support
- Secure production resources
- Increase public awareness of industry benefit to community
- Amalgamate sector interests via attention to common goals and objectives
- Become world leader in quality, value and service

13.4 Threats

- Mite incursions
- Depreciation of image of apiary products due to lack of adequate quality control including inappropriate use of chemicals
- Bee diseases
- Reduced access to resources

14.0 CONCLUSION

This represents an ambitious five year plan for industry. It identifies the major issues facing the Australian honey bee industry and challenges industry to develop the responses required to address them.

The plan ensures AHBIC's performance can be measured by industry

The implementation of AHBIC's five year plan should ensure enhanced efficiency and increase the profitability of industry. The plan's implementation should lead to the following outcomes.

- improved corporate governance;
- enhanced relationships with member bodies;
- improved communication with industry members, government departments and other agencies;
- increased self-sufficiency financially and less reliance on voluntary funding in the longer term; and
- improved targeting of promotional effort.