Apiary Business Fitness Checklist




## Partners

This Business Fitness Checklist has been developed by Dairy Australia in collaboration with the NSW

Department of Primary Industries and Agriculture Victoria. It will be used to support the roll out of the Farm Business Resilience Program, a key initiative of the Australian Government’s Future Drought Fund.



This version of the checklist was developed by Agriculture Victoria in partnership with the Victorian Apiary Association and Apiary Branch of the Victorian Farmers Federation.

The checklist is designed to assist all businesses

to be more prepared and better planned, ultimately making them more resilient and able to meet challenges and grasp opportunities.

Dairy Australia would like to acknowledge the support of the Gardiner Dairy Foundation and DairyNZ.

The Gardiner Dairy Foundation has supported the development and roll out of the Our Farm, Our Plan program to all dairy farmers, reinforcing the value

of the dairy industry working together. DairyNZ kindly gave permission to Dairy Australia to adapt their Farm Fitness Checklist for use in the Our Farm, Our Plan program, another example of Trans‑Tasman collaboration

providing benefit to Australasian dairy farmers.



## Business Fitness Checklist

### WHERE ARE YOU AND YOUR BUSINESS AT NOW?

A fit and healthy business provides the platform needed to achieve your goals (business and personal), and be profitable and resilient

in the long term.

How well do you and your partners know your farm

and your business, and its fitness for the future?

Use this checklist to assess where you’re at now

and to help identify opportunities for improvement. It also suggests where to go to get the information, resources and support you need to make it happen.

### NOW, WHERE, HOW?

Completing the checklist will give you a good sense about where you and your business are at now.

This is an important step in the planning process, followed by clearly identifying your ‘where and how’ and, preferably, getting it down on paper.

Review

Do It !

**e**

Now

**e**

How

Where


## How to use this checklist

This process will help you to focus on what’s achievable — none of us

can do everything at once.

After completing each section think about how you’ve rated yourself and list some goals and actions that you reckon will make the biggest difference

in improving what you do.

Each section of this checklist is designed to prompt your thinking about different aspects of your business. It’s a ‘self‑assessment’ and there are

no right or wrong answers. Your job is to identify areas that might be a priority for you by ticking the box that best describes where you are

at for each question.

Yes, we’ve nailed it

|  |  |  |
| --- | --- | --- |
| Ok, but we could do better | No, and we should do somethingabout it | No, and it’s notrelevant to us |
|  |  |  |

Try scanning through the checklist before you start ticking so that you have an idea of what’s included. The aim is to identify and focus on a small number

of areas that will move you forward significantly.

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| Yes, we’ve nailed it | Ok, but we could do better | No, and we should do something about it | No, and it’s notrelevant to us |
| We know who our neighbours are and we help them in times of need |  |  |  |
| We really enjoy what we are doing |  |  |  |
| We know what we want our life to look like in 5 years’ time |  |  |  |
| We have considered our retirement needs and what it will take to get there |  |  |  |
| We have a plan to develop our skills (e.g. communication,people management, financial and safety) |  |  |  |
| We have enough time to spend with family and friends |  |  |  |
| Most days I am happy to go to work |  |  |  |
| We have a healthy lifestyle and have an annual health check |  |  |  |
| We are compliant with our legal obligations when employing staff |  |  |  |
| We have the right number of people for the tasks we need to complete |  |  |  |
| We have a documented plan of our labour requirements for the business |  |  |  |
| Our staff are adequately trained for the roles they perform including appropriate licences(e.g. ChemCert, heavy vehicle and forklift licenses) |  |  |  |
| Our team understands our business’ purpose and their role in achieving that purpose |  |  |  |
| Our employees / contractors have been inducted and the induction process is recorded |  |  |  |
| We have regular team meetings to discuss plans, progress and opportunities for improvement |  |  |  |
| Our contractors are appropriately licensed and legally compliant |  |  |  |
| We are involved in local groups and activities that strengthen the local community |  |  |  |
| We have and emergency management plan in place |  |  |  |
| We are up to date with vaccines including tetanus |  |  |  |
| We have a safety plan in place for remote workers |  |  |  |
| Staff are trained in Safe Work Practices |  |  |  |
| We provide access and awareness to Mental Health Support programs for ourselves and our staff |  |  |  |



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| Things to think about (goals / actions) | Who is responsible | Priority level | Timeframe |
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| Yes, we’ve nailed it | Ok, but we could do better | No, and we should do something about it | No, and it’s notrelevant to us |
| The accommodation is suitable(e.g. family home and staff accommodation) |  |  |  |
| We have a plan to improve our business infrastructure to meet future needs |  |  |  |
| Our hive boxes are in good condition and we have a replacement plan recorded and in place |  |  |  |
| Our supplement feed and product storage capacityis sufficient |  |  |  |
| We had sufficient apiary stock water supplyin the last drought |  |  |  |
| We have a water use plan for drought conditions |  |  |  |
| We had enough house water to get us through the last drought |  |  |  |
| Our investment in plant, equipment and technology is well planned and suitably matched to the needs and scale of the operation |  |  |  |
| We plan our hive movements a season in advance |  |  |  |
| We monitor and record our business informationon a regular basis (e.g. fuel, breeding, hive health, water, sites, biosecurity, honey volume) |  |  |  |
| We operate under a documented quality assurance system (e.g. BQual) and are registered with BeeMax |  |  |  |
| We have sufficient bee sites for our business |  |  |  |
| We have a suitable base of operations / honeyflow locations |  |  |  |



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| Yes, we’ve nailed it | Ok, but we could do better | No, and we should do something about it | No, and it’s notrelevant to us |
| We have a written business plan and a list of goals that we are working towards |  |  |  |
| I feel we are in control of our business |  |  |  |
| We have measures and targets for our apiary production |  |  |  |
| We are aware of our financial performance measured by profitability and net worth over time |  |  |  |
| We know our cash flow position and abilityto pay bills on a monthly basis |  |  |  |
| We have a good handle of our costs of productionand profit‑making commodity price targets |  |  |  |
| We develop an annual plan and budget and update it throughout the year |  |  |  |
| We look at other businesses for ways we can improve what we do |  |  |  |
| We have a documented succession plan which is regularly reviewed and discussed with family members |  |  |  |
| We have a good relationship with our accountant, our bank and other service providers |  |  |  |
| We have non‑apiary income streams (e.g. rental income, day job, contracting) |  |  |  |
| We understand what the likely effects of climate change will be on our business and have plans (short / long) to adapt accordingly |  |  |  |
| We, as much as possible, take a pro‑active rather than reactive approach to running our business but remain flexible |  |  |  |
| We are members and / or connected with an industry body |  |  |  |



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| Things to think about (goals / actions) | Who is responsible | Priority level | Timeframe |
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| Yes, we’ve nailed it | Ok, but we could do better | No, and we should do something about it | No, and it’s notrelevant to us |
| We have documented procedures in place for identifying environmental risks for bee sites and depots (e.g. waterways, wells, bridges, culverts, infrastructure, steep slopes) |  |  |  |
| We encourage responsible spray practices to those we offer pollination services to and educate them on the impact of sprays to the bees and pollination |  |  |  |
| We are on track to leave an improved natural resource base for the next generation |  |  |  |
| We monitor our bee / hive health, and our management strategies to enhance our bee / hive capability |  |  |  |
| We know our resources and what’s needed to manage any constraints |  |  |  |
| We participate in projects that increase the plantingsof beneficial plants for future pollination |  |  |  |
| We encourage and work with land managers to improve / enhance the local landscape |  |  |  |
| We encourage strategic use of plants as bee food and / or a pollen / nectar source |  |  |  |
| We have procedures in place to ensure farm properties and public land is preserved(e.g. vehicle hygiene to avoid transporting weeds and other pests and diseases) |  |  |  |
| We are aware of land use practices surrounding bee sites and watering points for beesare effectively managed |  |  |  |
| We ensure there is suitable resource base forour hives and plan in place to ensure we can maintain the resource base as required |  |  |  |
| We are prepared to provide supplemented feed in times of minimal resources availability |  |  |  |
| We are aware of and manage fire / flood risk |  |  |  |
| We plan our working season/equipment to reduce environment impacts |  |  |  |



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| Things to think about (goals / actions) | Who is responsible | Priority level | Timeframe |
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| Yes, we’ve nailed it | Ok, but we could do better | No, and we should do something about it | No, and it’s notrelevant to us |
| Our business is robust and can withstand various ‘shocks’ (e.g. commodity price drops, interest rate hikes, drought, floods, staff vacancies) |  |  |  |
| In the event of these shocks, we have recovery plans and know where to access support information |  |  |  |
| We have an appropriate business structure in place (e.g. sole trader, partnership, company or trust) |  |  |  |
| We have effective insurance coverage (e.g. business and life insurance) |  |  |  |
| We have identified the major risks associated with ourbusiness and have risk mitigation strategies in place |  |  |  |
| We have access to finance that allows us to investin development work or opportunities when they arise |  |  |  |
| We have identified and documented the hazards within our business which are effectively managed to keep ourselves, our team and our visitors safe |  |  |  |
| In the last drought we had enough supplementary feed to meet requirements |  |  |  |
| We have a plan for managing the hives during extremeweather e.g. droughts, fire, floods, storms |  |  |  |
| We have a biosecurity plan in place |  |  |  |
| We are confident that our bees are healthyand well fed, and meeting biosecurity obligationsas per the Apiary Code of Practice |  |  |  |
| We are effectively managing chemical resistance for pests of bees (OTC) |  |  |  |
| We are developing plans to manage new pests and diseases, such as Varroa mite, in preparation for incursions |  |  |  |
| Our team has health and safety front of mind, the safety risks are identified and systems are in place to isolate or minimise these |  |  |  |
| We use short‑ and long‑term seasonal forecasts to make informed decisions and adapt our management practices and business plans (e.g. Apiary Flora Map) |  |  |  |



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| Things to think about (goals / actions) | Who is responsible | Priority level | Timeframe |
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Notes

# SWOT Analysis

Considering your business **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats (**SWOT**) after completing Checklist questions can assist with your next move and priorities.

**Strengths**

“Build on…”

**INTERNAL**

**Weaknesses**

“Correct or avoid…”

**FACTORS**

**Opportunities**

“Take advantage of…”.

**EXTERNAL**

**Threats**

“Mitigate…”

**FACTORS**



Developing strategies will help you achieve your goals and objectives. Use your strengths to take advantage

of opportunities, and work to mitigate your weaknesses and minimize threats. Remember that creating

a **SWOT** plan is an ongoing process. You should continually assess your **S**trengths, **W**eaknesses, **O**pportunities

and **T**hreats, and adjust your plan accordingly to stay ahead of the curve.

|  |
| --- |
| Strategies to build on |
| Ways to build on STRENGTHS |  |
| Ways to take advantage of OPPORTUNITIES |  |
| Ways to reduce the effects of WEAKNESSES |  |
| Ways to reduce the effects of THREATS |  |

# Your Farm Business Plan

Putting your goals and actions on in a plan will help you to focus on the things that matter the most.

It means you have taken the plans

in your head and put them on paper, which also means you get the full picture of the things you’d like

to achieve next in one place.

This gives all of the decision makers in your business the chance to see the plan and to make sure you’re

all on the same page.

Importantly it allows you to:

* be confident that you have

a shared view of what’s next

* communicate your plan with other people, either inside or outside your business
* refer back to your plans and track your progress

**Farm business planning resources and information**

The following resources and information will support you with farm business planning.

Author

Producer name:

Business farm details

Business / Property name:

Farm address:

Town:

Enterprise(s): Sheep Mixed Horticulture

and achievements.

**Climate Services for Agriculture**

The Climate Services for Agriculture (CSA) tool helps farmers understand the historical, seasonal and future climate at their location to help them make informed decisions

for their farm business.

It provides farmers with historical data (1961‑2021), seasonal forecasts (1‑3 months) as well as future climate projections based on the 15 years before and after 2030, 2050 and 2070, for a given location.

The CSA tool can also be accessed on the Farm Business Resilience Program webpage: **agriculture.vic.gov.au/FBRP**

**Farm Fitness Checklist**

The Farm Fitness Checklist helps farmers assess where their business is at currently, and to identify areas and opportunities

to strengthen their farm business.

It covers subjects including people management, skills and training, business planning and financial performance, emergency management, infrastructure, water supply, natural resource management, risk management, succession planning, off‑farm activities and more.

Completing the Checklist helps farmers identify areas to prioritise in their farm business plan.

The Checklist can be accessed on the Farm Business Resilience Program webpage: **agriculture.vic.gov.au/FBRP**

Beef

Other:

Dairy

Grains

Farm size (Ha):

Farm business vision statement

**Goal Setting**

A key benefit of setting goals is to describe what you want to achieve. Once a goal

is set, the resources and skills required can be identified. Importantly, priorities can also be set.

To make sure your goals are clear and achievable, each one should be **S.M.A.R.T**:

* **S**pecific (simple, sensible, significant).
* **M**easurable (meaningful, motivating).
* **A**chievable (agreed, attainable).
* **R**elevant (reasonable, realistic and resourced, results‑based).
* **T**ime bound (time‑based, time limited, time / cost limited, timely, time‑sensitive).

**SWOT Analysis**

**SWOT** (**S**trengths, **W**eaknesses, **O**pportunities and **T**hreats) analysis can be used to assess and plan for your short, medium or longer term goals for your farm business.

It can assist with decision making in a wide variety of circumstances, such as climate risks (e.g. drought, fire, flood, frost), holding or selling stock, farm finances, managing people on farm, and pasture

/ crop management practices.

Where do you want your farm business to be?

**Action Plan**

2

**SWOT** Analysis of:

**1**

[EXAMPLE my business finances or climate risk]

3

Set **S.M.A.R.T.** Goals for:

[EXAMPLE my business finances or climate risk]

An analysis of your current enterprise(s) in comparison with other enterprise possibilities. The analysis of your **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats (**SWOT**) can be a useful decision making tool for both small and large scale decisions.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Issue or opportunity identified | Priority (1‑5) | Farm management action proposed | Time frame | Information or support required | Outcome | Review date |
| S H O R T– T E R M |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| M E D I U M– T E R M |  |  |  |  |  |  |  |
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| L O N G– T E R M |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

Strengths Weaknesses

To make sure your goals are clear and achievable, each one should be **S.M.A.R.T.** (**S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime bound.) **S.M.A.R.T.** goals are also easy to use by anyone, anywhere, without the need for specialist tools or training.

Goal 1: [EXAMPLE my business finances]

Overview

**PRIORITY:** 1 = High | 3 = Medium | 5 = Low

Opportunities

Ways to build on STRENGTHS

Ways to take advantage of OPPORTUNITIES

Ways to reduce the effects of WEAKNESSES

Strategies to build on

Threats

1 year

5 years

10 years

Goal 2:

Overview

1 year

5 years

10 years

[EXAMPLE climate risk]



**The Farm Business Resilience Program is supporting farmers to build stronger, more productive agricultural businesses. Visit: agriculture.vic.gov.au/FBRP**

Ways to reduce the effects of THREATS

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The Farm Business Resilience Program is jointly funded through the Australian Government’s Future Drought Fund and the Victorian Government’s Future Agriculture Skills Capacity Fund. 4 5

**You can find the Farm Business Plan template and other resources on the Farm Business Resilience Program webpage: agriculture.vic.gov.au / FBRP**

Scan for more

16



Notes

Notes

18



Notes

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