

Flock Safe Poultry Biosecurity Project

Final Report

June 2026

Poultry Farm Biosecurity Initiative
(SKI_ANN_2425_007)



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This Skills Insight JSC project is being managed with the support of MINTRAC as part of our collaborative partnership with Skills Insight. MINTRAC has a strong history working with the Australian meat processing industry on skills and training solutions and have been engaged by Skills Insight to deliver this project in partnership.



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Executive summary

The Australian Chicken Meat Federation (ACMF) has identified Animal Welfare and Health, Food Safety, Trade, and Workforce Development as key strategic priorities (Building people capability and a diverse and sustainable workforce Australian chicken meat industry workforce strategy). In support of these priorities, ACMF Chief Executive Officer Dr Mary Wu endorsed a MINTRAC-led workforce development initiative designed to strengthen national biosecurity capability and awareness across the sector. This work also aligns with AgriFutures' Chicken Meat RD&E Plan (2022–2027) (AgriFutures Australia, 2023) priority to “*enhance chicken biosecurity, health and welfare and build workforce capability and resilience*”.

Project Purpose

The project's aim was to uplift biosecurity awareness, preparedness and response capability across the poultry industry through targeted training and education. Literature review and industry consultation conducted confirmed that education and training were key drivers of compliance, adoption, and sustained biosecurity practice change. Improving understanding and planning at the workforce level remained central to preventing and mitigating future outbreaks.

Methodology

The project progressed through a structured nine-step methodology as summarised:

Stage	Activities
1-2	Baseline capability survey and literature reviews
3-5	Workshop content, lesson plans, and learning resources developed.
6-7	A Pilot workshop was completed; participant feedback.
	Facilitate national roll out of the training workshops to target audience.
8-9	Conduct ongoing post-workshop “Check-Ins”

Target Stakeholder audience

Poultry industry stakeholders from the following cohorts were targeted and invited to participate in the project.

- Egg producers/farmers
- Mid-tier poultry farmers
- Meat chicken slaughterers
- Broiler operations
- Small holders
- Caravan/hobby farmers.

Highest participation rates came from meat chicken growers at 40% of total participation, with Egg Producers representing 32% of participants.

Early Insights

Feedback demonstrated that the training program delivered high impact. Participants reported high satisfaction with the learning experience, confidence in applying biosecurity principles, and clear commitment to implementing improvements. Participant feedback also indicated what changes they intended to make, and in what period after attending the training. Feedback highlights included:

- Training workshop satisfaction between 95%-100% satisfaction.
- 25% of participants developed a Biosecurity Management Plan (BMP).
- 68% of participants said they would be taking "Immediate" corrective actions.
- 42% of participants rated their biosecurity preparedness as only "Partially Prepared".
- During the workshop, 100% of participants were able to state at least three distinct biosecurity risks.

Monitoring Practice Change

Post workshop 'Check Ins' with participants was conducted to identify whether changes recorded in training evaluation feedback had been implemented. Participants were asked:

- What changes had been made
- The value or cost of these changes
- Follow up workforce capability and biosecurity training needs within the sector.

Monitoring and Evaluation Insights

Monitoring and evaluation activities uncovered strong industry commitment to improving biosecurity management efforts. Participant feedback highlights included:

- 71% of participants reported that they had introduced changes
- 60% of participants indicated that they had made changes to their Rodent Control systems and practices.
- Top 3 benefits reported were risk reduction, ensuring business continuity, and maintaining animal health.
- Management practice change costs ranged from under \$1000 to over \$10,000.
- Just under half of participants (43%) indicated that they intended to make further investments in better biosecurity management practices.

Summary

Project outcomes and evaluation data collected demonstrates direct correlation with validated practice changes, and an industry commitment to improving. By embedding education, awareness, and practical planning capability, the project has directly supported ACMF's strategic priorities and AgriFutures' RD&E objectives by strengthening Australia's capacity to prevent, prepare for, and respond to biosecurity threats.

Project overview

Background

The Australian Chicken Meat Federation (ACMF) is the poultry industry's peak body. The ACMF's workforce plan indicates that Animal Welfare and Health, Food Safety, Trade and Workforce Development are key pillars of the industry's strategy. Dr Mary Wu, Chief Executive Officer of the ACMF, acknowledged and endorsed a MINTRAC led workforce development project to help meet the strategic goals of the Federation. In a letter of industry support, Dr Wu writes:

"We recognise the threat that a biosecurity and emergency animal disease incursion would have on the poultry industry and fully support all initiatives to uplift preparedness, awareness, and responsiveness to biosecurity risks within the sector. We believe that MINTRAC's research proposal represents a valuable opportunity to deliver education, knowledge, and skills training to influence industry practice change in biosecurity management and planning."

Egg Farmers of Australia (EFA) also supported the MINTRAC proposal and were pleased to see the program come to fruition. The commercial industry has invested time into focusing on biosecurity measures and resources that assist on farm. Uptake of QR codes to help with tracking of people and products, a traceability system 'EggTrace' available to all farms, a key Australian Eggs project, and working on resources to support in disease responses is of great importance to EFA members. The industry has also worked to provide information to smaller farmers so they can understand the importance of biosecurity. Biosecurity is not just a key focus of EFA; it is everyone's responsibility. Whether they are a recruit in the egg industry supply chain or a staff member upgrading or refreshing skills, EFA has encouraged MINTRAC's modules to be implemented and become best practice and a standard in everyday work.

Additionally, AgriFutures, the poultry industry's Research and Development Corporation (RDC), has developed a five-year plan (5 Year Research Development and Extension (RD&E) Plan 2022-2027) (AgriFutures Australia, 2023) seeking to address a key industry priority of "Enhancing chicken biosecurity, health and welfare". To identify the need and benefits for investing in poultry industry workforce capability development in biosecurity, animal health and welfare, MINTRAC conducted initial

research and literature review (see [References](#)), and presented the following research and case study justifications for such investment:

- Non-compliance with biosecurity practices has been related to inadequate training and education of farmers. (Akpabio, Umoh, Edward, & Akporube, 2023)
- Educational efforts such as workshops or information sessions can be conducted to improve the level of adoption and compliance. (Scott A. B., et al., 2018)
- Producers' knowledge of biosecurity methods and importance might have a positive influence on their willingness to implement biosecurity practices. (Ward, Schemann, & Paquette, 2020)
- Implementing a biosecurity practice was significantly correlated with an increased perception of importance by producers. (Scott A. B., et al., 2018)
- Development of targeted educational programs and programs to promote stakeholder communication and trust may be beneficial in encouraging producers to report. (Ward, Schemann, & Paquette, 2020)
- Further education of producers on the benefits of onfarm biosecurity and surveillance could promote uptake of practices by increasing self-efficacy of producers. (Ward, Schemann, & Paquette, 2020)
- Understanding of EAD is still lacking across both large- and small-scale producers. (Hernandez-Jover, Taylor, & Dhand, 2012)
- Focus should be on understanding gaps in knowledge that can be addressed by targeted educational programs. (Akpabio, Umoh, Edward, & Akporube, 2023)
- Education, training, and the involvement of all stakeholders are essential for the success of biosecurity at the enterprise, regional, and national levels; these stakeholders include owners, managers, and workers on livestock enterprises, industry bodies, and rural and urban communities. (Robertson, 2020)
- Development and implementation of a biosecurity plan in a livestock enterprise requires a documented approach. (Scott A. B., et al., 2018).

MINTRAC's focus was to deliver improved biosecurity awareness via training workshops. The results of initial literature review (noted above) clearly state that industry training is critical to avoiding biosecurity risks and to drive greater adoption of biosecurity practices. MINTRAC's initial industry engagement with poultry industry leaders, including Dr Mary Wu, CEO of the Australian Chicken Meat Federation, confirmed that "workforce training and capability development activities are best

done during times of peace". Unfortunately for the Australian poultry processing industry, outbreaks of the highly pathogenic H7N3 and H7N9 strains of avian influenza was detected and announced in 2024.

This detection in poultry farms resulted in the following Emergency Action Disease (EAD) protocols being initiated:

- Affected poultry farms were subject to strict quarantine and birds slaughtered for disposal.
- Sites required approved cleaning and decontamination to remove infection.
- Movement controls were enforced declaring restricted and control areas in surrounding regions.
- Sites in restricted and control areas were subject to Housing requirements including all poultry farms, backyard flocks and bird owners extending the impacts of the issue beyond source sites.
- Contact tracing was undertaken to identify the source of the outbreak.

These EAD incursions expanded into surrounding states, demonstrating broad impacts to the Australia poultry industry, Australia's global reputation, and the continuation of poultry processing. Clearly, uplifting workforce capability in terms of prevention rather than response is critical and underpins MINTRAC's industry backed proposal. MINTRAC's proposed research and industry training workshops closely aligned to industry priorities set out in the Chicken Meat RD&E Strategy:

Priority 2 - Enhancing chicken biosecurity, health and welfare which includes:

- Support communication and adoption activities related to emergency disease preparedness.
- Support the creation of training programs and provide training opportunities that help industry participants achieve good biosecurity and welfare outcomes.
- Undertake extension and adoption activities to improve practices throughout the supply chain.

Priority 5 - Building people capability and a diverse and sustainable workforce which includes:

- Deliver educational opportunities to and support training of industry participants.

(AgriFutures Australia, 2023)

MINTRAC secured written support for the implementation of this project from industry peak bodies and regulators, demonstrating industries intent to address stated workforce challenges.

Advisory Group

As part of phase 2 activities, an industry advisory group was formed. Members of the *Flock Safe Project Industry Advisory Group (IAG)* were identified as individuals with in-depth knowledge of their field, who were willing to volunteer as advisory participants in the project to develop a poultry industry biosecurity training program, and support industry engagement and adoption of learning.

The IAG assisted in shaping the training that was developed, ensured it met industry needs to influence industry practice change.

Members of the IAG:

- Hazeldenes Chicken Farm
- Turosi Foods/ ACMF
- Queensland Farmers Federation
- Hatch House Australia
- Inghams
- ACMF
- Egg Farmers Australia

IAG member involvement included:

- Identifying key job roles, competencies, and workforce capability priorities.
- Recommending key stakeholders and consultation methods relevant to the project.
- Ensuring the use of correct technical, industry, and scientific terminology.
- Validating training program content to ensure alignment with current and emerging industry practices.
- Reviewing training materials and delivery progress against project milestones.
- Promoting participation and awareness of the training program through their professional networks.

IAG members were asked to:

- Confirm that relevant legislation, standards, and regulatory requirements were accurately reflected in the training materials.
- Attend meetings, workshops, or webinars—either online or in person—to provide input and review program development.
- Provide feedback and advice via meetings, email, or phone.
- Circulate draft materials within their networks to obtain additional expert input.

- Support communication and awareness of the project within the broader industry.
- Review and endorse draft training materials prior to delivery.

Pilot Session

A pilot workshop event was held in Brisbane at the start of May 2025 with attendance from 9 industry experts. Overall feedback from participants in the MINTRAC Poultry Biosecurity Pilot Training Event was positive. Participants described the training as informative, practical, and relevant to industry. The combination of theoretical learning, case studies, and interactive group discussion was consistently highlighted as a key strength.

The pilot demonstrated that the workshop format effectively supported workforce capability development, improved understanding of biosecurity principles, and built participant confidence in applying practical measures on farm or in processing environments.

Pilot participants provided recommendations to:

- Change the order of the training workshop modules to improve flow.
- At completion of each module, ask attendees to work on the section of their BMP that module pertains to.
- Consider sending out introductory information and plan template prior to the workshops.
- Ask attendees to bring their current BMP with them if they already have one.
- Have attendees bring a map of their property where applicable.

Objectives

The Poultry Biosecurity Workforce Development Project aimed to strengthen biosecurity awareness, capability, and preparedness across the Australian poultry industry by equipping enterprises and their workforces with the skills, knowledge, and tools needed to effectively minimise, manage, and respond to biosecurity risks.

The key objectives of the project were to:

- Develop and deliver national training workshops designed to improve practical knowledge of biosecurity management and emergency disease preparedness.
- Support participants to document or update BMPs during the workshops using recognised templates.

- Enhance workforce understanding of biosecurity risks, control measures, and response protocols through a mix of theory, hands-on activities, and interactive group learning.
- Encourage the adoption of improved on-farm biosecurity practices through post-training evaluation and structured follow-up “check-ins” at one, three, and six months.
- Create sustainable learning resources including facilitator guides and participant resources to enable ongoing delivery of biosecurity capability training across the sector.

These objectives directly supported the Australian Chicken Meat Federation’s strategic priorities in Animal Welfare and Health, Food Safety, and Workforce Development, as well as AgriFutures’ Chicken Meat RD&E Plan (2022–2027) (AgriFutures Australia, 2023) priorities to enhance biosecurity, health, and welfare outcomes.

Methodology

The project methodology combined research, industry consultation, and practical workforce training to build biosecurity capability and preparedness across the Australian poultry industry. A structured, evidence-based approach built in conjunction with our Industry Advisory Group (IAG) was used to ensure training was relevant, practical, and aligned to industry needs.

Initial stages of the project involved conducting literature review and verbal stakeholder capability assessment discussions to identify workforce knowledge gaps and inform the design of training content. Insights from these activities, along with input from the IAG informed the development of facilitator and learner resources, lesson plans, and competency assessments.

In-person workshops were delivered in Queensland, New South Wales and Victoria, using a blended learning model that combined theory and interactive group activities. This approach enabled participants to apply biosecurity principles directly through the practical development of a Biosecurity Management Plan (BMP) during the workshop, supported by structured discussion, real world scenarios, and guided facilitation. For participants who already had a BMP, the training workshops provided the opportunity to test and evaluate the robustness and breadth of current plans, enabling improvements to be realised.

Training was underpinned by adult learning principles, encouraging active engagement, peer learning, and reflection of current on-farm practices. Participant evaluations were collected after each workshop to assess satisfaction, learning outcomes, and readiness to implement corrective actions.

Ongoing monitoring and evaluation activities including post training follow ups, were scheduled to monitor the adoption of improved biosecurity practices and the sustained impact of learning outcomes. A continuous improvement methodology was adopted, enabling participant feedback to inform refinements to workshop content,

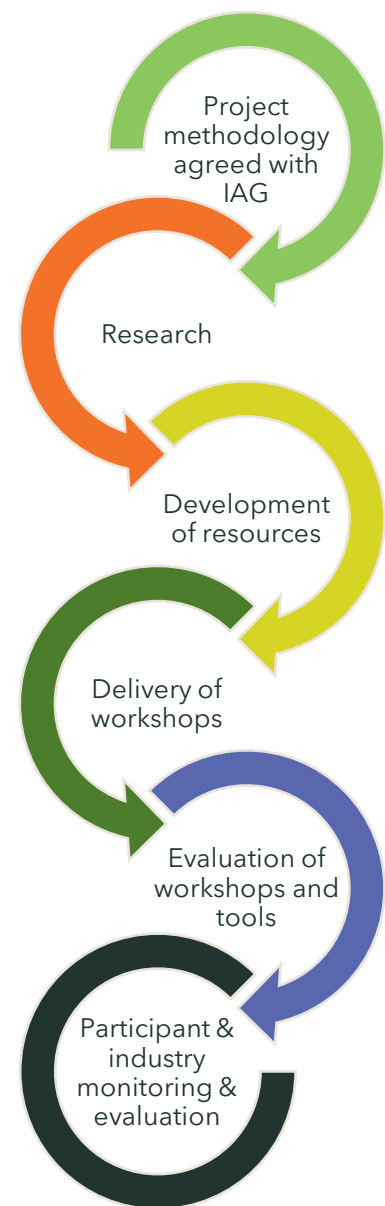


Figure 1 Flock Safe project process

pacing, and resource design to maximise learning transfer and industry practice change.

Deliverables

The following sections outline the nine key milestone requirements established for this project. All deliverables have been successfully met, with the implementation process and outcomes for each detailed below.

1

The research plan will include collecting current state capability data, to identify workforce training needs and capability gaps. We propose to do this by deploying a data collection survey which we will distribute through the networks of the industry project stakeholders who have committed to supporting this effort. Verbal conversations and/or online meetings to collect this information will be facilitated to suit stakeholders' needs.

Completed Oct 2024

Project staff identified that stakeholder engagement preferences leaned towards direct verbal conversations rather than completing data collection tools. A copy of the discussion questions used to guide these consultations is provided in [Appendix A](#).

2

There will be a continuation of the desktop research to collect information and review content that can be included in future training workshops.

Completed Oct - Nov 2024

Research continued throughout the project to inform training workshop content. In particular, this included researching state-based regulations and legislation which was used to tailor relevant delivery of content in each state for participants.

3

After collecting the necessary technical data and information to be included in the workforce training workshop, a lesson plan, key learning objectives, competency assessments and activities will be developed in the form of a training workshop. Adult learning principles will be adopted along with blended and interactive training methods, including visual, auditory and kinaesthetic learning modes so that participants can be engaged. A facilitators resource and learners' workbook will be developed to facilitate the course.

Completed Nov - Dec 2025

MINTRAC contracted Avian Management Services as a poultry industry subject matter expert to consult on the project. Joint planning sessions to review the research findings from Steps 1 and 2 were held, with the aim of identifying the key learning objectives for the training program. These objectives were then used to develop a structured lesson plan framework designed to ensure each learning goal was effectively addressed.

The draft objectives, lesson plan framework, and supporting learning materials were circulated to the IAG for review and validation. IAG members provided detailed feedback on the technical accuracy, relevance, and industry alignment of the content. Their input was then reviewed and consolidated by the project team to refine the training materials, ensuring they reflected current regulatory standards, correct terminology, and emerging best practice. This collaborative review process helped confirm the quality and credibility of the resources used during the workshops.

4

Collaboration with industry project stakeholders including state regulators, peak industry bodies and private enterprises to leverage all available communication channels and pathways to promote workforce training workshop events. Current industry project stakeholders who have already supported this project have also committed to sharing and communicating the initiation of the project, and to encourage enrolment into the education program. Promotional activities using social media platforms to promote and invite participation will be undertaken and both Skills Insight and MINTRAC will use their respective monthly newsletters to reach out to subscribers to seek expressions of interest.

Completed Nov 2024 - Jan 2025

To ensure participants had adequate engagement and interaction with training workshop facilitators, workshop attendance was capped.

Training workshop events were promoted via:

- MINTRAC's website (where online registration was also facilitated)
- MINTRAC's newsletter
- Skills Insight newsletter and website
- LinkedIn and Facebook social media platform
- AIG member networks
- Peak Body member networks
- Avian Management Services networks.

5

Secure and book national venues and schedule workshop dates for delivery. Based on the preferences of training workshop participants, a blended model for delivery including face to face events, and live online learning events to be offered to reach remote participants who cannot attend face to face events.

Completed Nov 2024 - Jan 2025

National training venues were identified and a schedule of training workshops was advertised for industry to participate. Training workshop events were arranged for delivery in Queensland, New South Wales and Victoria along with one online session.

Note: The initial delivery schedule intended to include a training workshop in Tasmania, with Biosecurity Tasmania supporting promotion of the event to the poultry industry via their networks. Unfortunately, sufficient registration numbers were not able to be achieved to progress with a training workshop in Tasmania which was disappointing. Interested stakeholders in Tasmania were invited to register for the national webinar hosted in May 2026, and these stakeholders participated in the online event.

Similarly, the initial delivery plan intended to include a Western Australia event. Simultaneously to the MINTRAC program being rolled out, the WA Department of Primary Industries and Regional Development (DPIRD) launched its own biosecurity management planning training workshops which predominantly covered the same training workshop content as the MINTRAC program. As a result, the MINTRAC program was not delivered in WA to prevent competing with and duplicating the DPIRD program.

6

Delivery of the workforce training workshops will be the next step in the methodology. The core of the education program will revolve around the practical development of a Biosecurity Management Plan (BMP) during the workshop. A recognised BMP template such as the National Farm Biosecurity Manual Meat Chicken Production Area Audit Checklist could be used (for example) as the template for the training workshop.

Completed Feb - Oct 2025

All scheduled events were delivered, and the below table confirms actual attendance and participation numbers at each training workshop.

Workshop Delivery Timeline



Figure 2 Flock Safe Poultry Biosecurity Management Planning Training Event

7

Collect participant evaluation feedback from participants training experiences and assess learning outcome competency.

Completed Oct - Dec 2025

Feedback was collected from participants at the conclusion of their attendance at each of the training workshops. The below feedback results refer to the participants learning experience. (A copy of the workshop evaluation survey is available in [Appendix B.](#))

Participant Evaluation Results

Evaluation category	Satisfied (%)	Area for Growth (%)	Key Insights
Pace of the workshop	100%	0%	Delivery pace was appropriate for all participants.
Amount of content covered	98%	2%	Content volume was well received, with minimal indication of overload.

Evaluation category	Satisfied (%)	Area for Growth (%)	Key Insights
Balance of theory and participant activity	95%	5%	Theory-practice mix was well balanced, with a few requests for more hands-on time.
Facilitator quality and expertise	100%	0%	Facilitators rated highly for their knowledge and delivery.
Venue suitability	97%	3%	Venue met participant expectations and supported learning.

Overall participant satisfaction with workshop delivery and facilitation was extremely high. Across all indicators, more than 95% of participants rated their experience positively, highlighting strong engagement, clear facilitation, and an appropriate balance of theory and practice.

Learning outcomes and practice adoption

The feedback below refers to the participants' Learning Outcome Competency and commitment to take corrective actions.

Learning Outcome Measure	Participant Responses	Key Insights
Intended timeframe for corrective actions	Immediate (68%) Short-term (27%) Long-term (5%)	The majority plan to act quickly, showing high motivation to implement biosecurity improvements.
Biosecurity Management Plan (BMP) completion	New BMP documented (25%) Existing BMP updated (75%)	All participants now hold an up-to-date BMP. Practical BMP development proved an effective workshop outcome.
Usefulness of information provided	Extremely useful (80%)	Workshop content was highly valued, indicating strong relevance

	Somewhat useful (20%) Not useful (0%)	and alignment with participant needs.
Biosecurity preparedness post-training	Well organised (58%) Partially prepared (42%) Not prepared (0%)	Of concern was the high level of only "Partial Preparedness" highlighting the need for corrective actions
Risk identification and corrective action	100% identified 3 BMP risks All defined corrective actions	Demonstrates high engagement and clear intent to apply workshop learnings for real-site biosecurity improvements.

Participants reported strong knowledge gains, immediate readiness to act, and tangible outcomes including new or updated BMPs. Every attendee completed a risk assessment and defined corrective actions, with "wild birds" emerging as a recurring theme. These results confirm that the workshop design effectively supported practical capability development seeking to drive adoption of improved biosecurity practices.

8

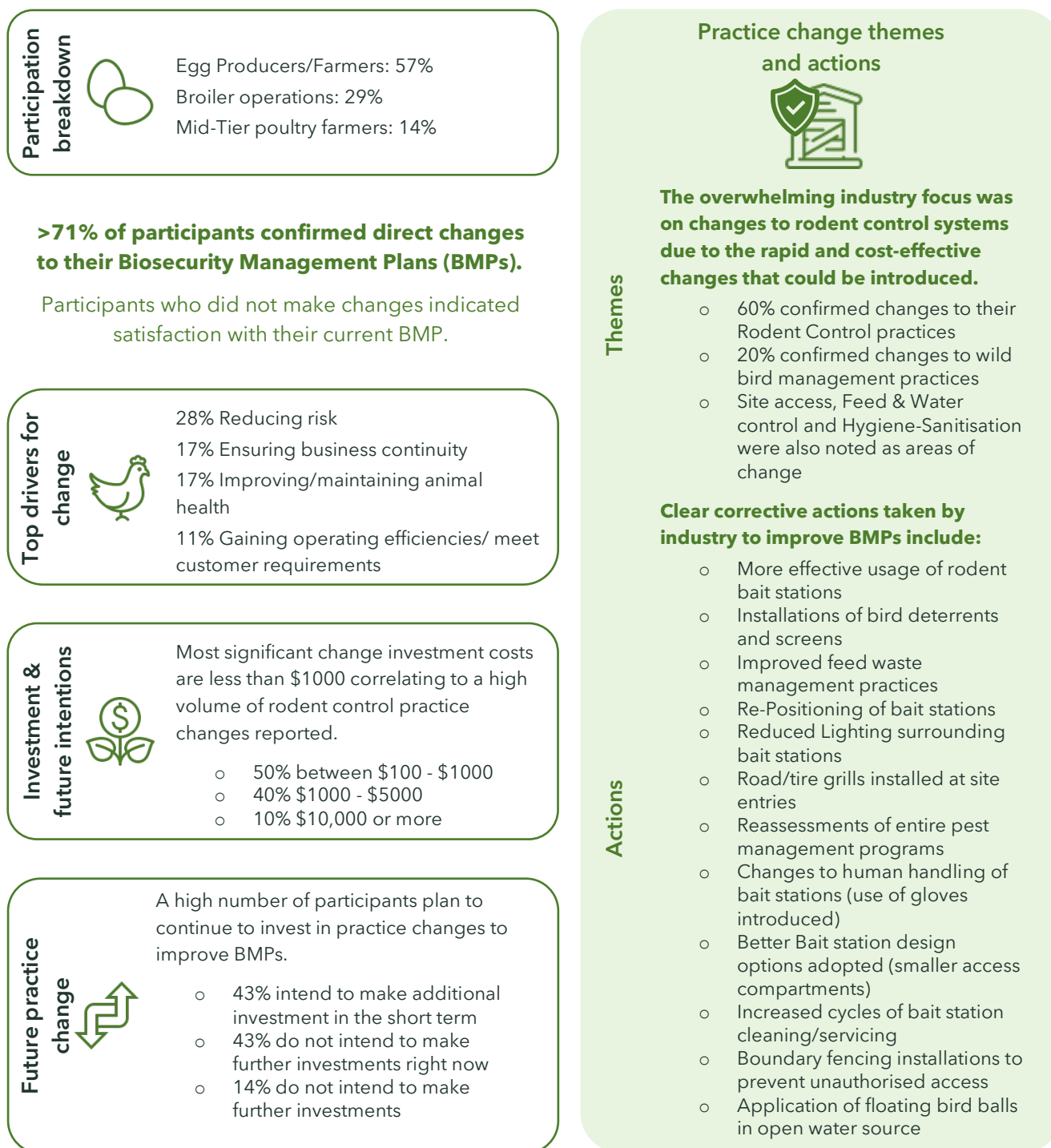
Schedule and conduct post workshop 'Check Ins' with workforce training event participants at the 1 month, 3 month and 6 month stage after each workshop. This is an important monitoring and evaluation activity to encourage and measure adoption of workshop outcomes, and drive industry practice change.

Completed Feb - May 2026

Training workshop participants were contacted over a series of months to conduct "check ins" to identify the adoption of new learnings and observe biosecurity practice changes. Feedback responses from participants via direct conversations and online data collection uncovered positive and clear monitoring and evaluation outcomes.

More than 100 individual check-ins occurred, collecting direct feedback on adoption of learning and industry practice changes. However, repeated 3 monthly check ins per participant ended up being too intrusive on stakeholders, so the number of check ins conducted varied between 1 to 2 per feedback provider. Results below refer to post training check in feedback received from participants pertaining to adoption of, or initiation of, industry practice changes.

Post-workshop check-ins and practice adoption



Document monitoring and evaluation reports on project outcomes, successes and identified industry practice changes achieved. Facilitate Steering Committee meetings and produce project reporting.

Completed June 2026

Two key governance activities and reports took place to provide monitoring and evaluation feedback to the project IAG, and industry stakeholders. These included:

- **A Poultry Biosecurity Management Planning Training Project - Industry Update and Briefing** was delivered by MINTRAC online on the 13th of February 2026. Stakeholders from the IAG, Skills Insight and industry attended the briefing, receiving an update on outcomes and insights from the conclusion of national delivery of training workshops. 20 stakeholders from these cohorts were invited to attend the briefing, with 12 joining the session.
- **This Final Project Report** was delivered to Skills Insight at the conclusion of the project on 26th June 2026 outlining project outcomes and recommendations.

Findings

The research, consultation, and training activities undertaken provided clear evidence that the Poultry Biosecurity Workforce Development Project has met its intended purpose of strengthening industry capability and preparedness. Findings highlight the high value of the training approach and the strong engagement of participants and stakeholders across the sector.

Research and Consultation Findings

The initial research and stakeholder engagement phases confirmed widespread recognition of the need for improved workforce capability in biosecurity, animal health, and emergency disease preparedness.

Literature review and consultation outcomes indicated that:

- Understanding and implementation of biosecurity practices vary significantly across enterprises.
- Training is most effective when it is practical, interactive, and grounded in real-world scenarios.

- There is a strong industry appetite for high quality and consistent workforce capability development programs.

These insights directly informed the design of the training objectives, content framework, and learning materials.

Workshop Findings

Five face-to-face workshops, including the pilot, have been delivered nationally. Participant feedback demonstrates exceptionally high satisfaction with both the learning experience and the relevance of the material. Across all indicators, more than 95% of participants rated their experience positively, citing clear facilitation, engaging delivery, and an effective balance of theory and hands-on learning.

Attendance was strongly represented by meat chicken growers (40%) and egg producers (32%), together accounting for over three-quarters of participants. The remaining attendees included a mix of turkey, duck, and specialty producers, alongside a small number of representatives from industry bodies, training organisations, and technical roles (e.g., veterinarian, manager, assessor).

Key findings include:

- Pace of delivery: 100% of respondents agreed the pace was appropriate.
- Content volume: 98% considered the amount of information well balanced.
- Theory-practice balance: 95% felt the mix was effective, with limited requests for more time on activities.
- Facilitator expertise: 100% rated facilitators as knowledgeable and professional.
- Venue suitability: 97% agreed the venues supported learning.

These results confirm the strength of the delivery model and validate the training design.

Learning Outcomes

Participants demonstrated measurable knowledge gains and a clear commitment to applying workshop learnings:

- Implementation intent: 68% plan to take corrective action within 30 days, and a further 27% within 90 days.
- Biosecurity Management Plans (BMPs): 75% updated their existing plan, and 25% documented a new BMP during the workshop.
- Usefulness of information: 80% rated the training as extremely useful, with the remainder rating it somewhat useful.

- Biosecurity preparedness: 58% now consider their sites well organised and prepared to manage biosecurity risks, with 42% partially prepared and working on improvements.
- Risk identification: 100% of participants identified three site-specific risks to address, with *wild birds* emerging as the most common. All respondents defined corrective actions they intended to implement.

These outcomes demonstrate strong engagement, knowledge application, and readiness to implement practice changes across participating enterprises.

Industry Advisory Group (IAG) Input

The Industry Advisory Group reviewed the project's learning objectives, framework, and resources to validate their accuracy and relevance. Feedback confirmed that the materials reflect current industry standards, correct scientific terminology, and contemporary biosecurity practices. The IAG's input strengthened the technical integrity of the program and ensured alignment with national expectations.

Recommendations

The completion of all planned workshops has demonstrated strong value, relevance, and demand for the Poultry Biosecurity Workforce Development training program. Participant feedback, attendance rates, and learning outcomes consistently indicate that the program delivered measurable improvements in workforce knowledge, capability, and preparedness.

Given these results and the ongoing need to strengthen biosecurity resilience across the poultry sector, it is recommended that the project be expanded to deliver additional workshops nationally.

1. Expand Workshop Delivery

- **Deliver additional sessions nationally:** The high attendance levels and positive evaluations across all workshops highlight sustained industry demand. Expanding delivery to additional regions would allow more producers, managers, and farm staff to participate and apply the training in their operations.
- **Target underrepresented regions and sectors:** Future sessions should prioritise regions or production sectors not yet reached through the rollout (e.g., smaller enterprises, contract growers, or integrated operations).

- **Repeat workshops for ongoing access:** Offering repeat sessions in high-demand areas will ensure that new staff and enterprises entering the industry can also access the training.

2. Justification for Expansion

- **High satisfaction and impact:** More than 95% of participants rated their experience positively, citing engaging facilitation, relevant content, and a balanced mix of theory and hands-on learning.
- **Demonstrated practice change:** All participants developed or updated a Biosecurity Management Plan (BMP) and identified three key risks to address, with 68% planning immediate corrective actions.
- **Widespread demand:** Attendance across all workshops was strong. Feedback from both participants and the IAG suggests strong interest from enterprises that were unable to attend.
- **Scalability of the model:** The existing facilitator guides, lesson plans, and participant resources provide a ready-made framework that can be delivered cost-effectively across additional sites.
- **Alignment with national priorities:** Expanding the program directly supports the Australian Chicken Meat Federation's workforce development goals and AgriFutures' Chicken Meat RD&E Plan priorities to enhance biosecurity, health, and welfare.

Summary

The project has successfully demonstrated the effectiveness and relevance of the training model in improving industry biosecurity awareness and preparedness. Expanding delivery will enable broader participation, reinforce practice change across the sector, and help embed biosecurity capability as a sustained component of workforce development within the Australian poultry industry.

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Appendix A: Interview questions

1. Can you describe your current role and typical tasks?
2. Which parts of your job do you feel confident doing, and which do you find challenging?
3. What technical skills or knowledge do you think you're missing to perform better?
4. Are there any soft skills (communication, teamwork, time management) you'd like to improve?
5. How do you notice when a skill gap appears (mistakes, feedback, inability to do tasks)?
6. What sources do you use to find out what training is needed (supervisors, colleagues, industry info, online)?
7. Have you participated in biosecurity training in the last 12-24 months?
8. What prevents you from accessing training (time, cost, transport, internet, employer support)?
9. Which training formats do you prefer (on-the-job mentoring, short workshops, online modules, block-release at TAFE)?
10. Do you hold any certifications or licenses relevant to biosecurity?

Appendix B: Workshop Evaluation Survey



Poultry Biosecurity Workshop Evaluation ☞

Please offer your feedback on the Poultry Biosecurity Management Planning Training workshop. Your feedback will enable improvements to the program to be made. Individual responses will remain anonymous, and respondents will not be identified in any way. Feedback collected will be summarised across all participants and included in a final project report to indicate the outcomes from the learning

* Required

Attendee Information

1. Name *

2. Organisation *

3. Which Workshop location did you attend? *

- ☐ QLD
- ☐ VIC
- ☐ NSW
- ☐ SA/TAS
- ☐ WA

4. Please tick the option that applies to you. *

- ☐ Meat Chicken Grower
- ☐ Pullet Grower
- ☐ Egg Producer
- ☐ Other

Workshop Learnings and Takeaways

5. How useful did you find the information provided in the workshop? *

- ☐ Extremely useful
- ☐ Somewhat useful
- ☐ Not useful

6. Please provide further information on your answer. *

7. During the workshop, did you document a new Biosecurity Management Plan (BMP) using the template provided, or did you update your existing BMP? *

- ☐ I documented a new BMP using the template provided
- ☐ I updated my existing BMP

8. As a result of attending the workshop, what are 3 risks that you identified in your BMP that you need to address? *

9. What specific corrective actions will you take to mitigate or remove the 3 risks you have identified? *

10. As a result of attending the workshop, which of the following statements best describes your biosecurity state of preparedness? *

- ☐ I believe we are well organised, with clear and actionable plans to manage our site/operations in a bio-secure way.
- ☐ I believe we are partially prepared to manage our site/operations in a bio-secure way, but we need to take further actions to improve our state of readiness.
- ☐ I believe we are not well organised or prepared, and there is the potential for biosecurity risks to emerge if we do not take corrective actions urgently.

11. How quickly do you intend to take corrective actions to address biosecurity risks you have identified? *

- ☐ Immediate – in the next 30 days
- ☐ Short term – in the next 90 days
- ☐ Long term – more than 90 days from now

12. If long term, please provide more information on your answer. *

How would you rate the following:

13. The pace of the workshop *

- ☐ Timing and speed of delivery was good
- ☐ Timing and speed of delivery felt rushed

14. The amount of content covered *

- ☐ Amount of information was good
- ☐ Amount of information was too heavy

15. The balance of theory and participant activity *

- ☐ The balance was good
- ☐ The balance needs to be adjusted

16. The quality and subject matter expertise demonstrated by the workshop facilitators *

- ☐ Workshop facilitators were knowledgeable in the subject matter
- ☐ Workshop facilitators need improvement

17. The venue was a suitable location for the workshop *

- ☐ Agree
- ☐ Disagree

Additional Feedback

18. Do you have any additional feedback you would like to share, or any improvement ideas? *

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