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**Rural Industries Research and
Development Corporation**



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Chicken Meat Program Five Year RD&E Plan 2014-2019



MAY 2014

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RIRDC Corporate Plan 2012-2017 – Summary

VISION

Enhanced prosperity for Australian rural industries and their communities

PURPOSE

To invest in research and development that is adopted and assists rural industries to be productive, profitable and sustainable

GOALS

Promote leadership and innovation
in the rural sector

Increase profit and productivity
in rural industries

Enhance sustainability
across the rural sector

STRATEGIES

Deliver analysis on issues of national importance to the rural sector and broader community

Assess the feasibility, value and potential competitiveness of new plant and animal industry opportunities

Encourage research that fosters science and industry creativity

Manage demand driven RD&E that meets industry needs

Facilitate investments that deliver economic social and environmental benefits for rural industries

Adopt a life-cycle approach to investment in new, developing and established industries

Work collaboratively on cross sector issues that impact across industries

Increase knowledge about rural industry options that offer regional economic development opportunities

Encourage the sustainable use and management of natural resources

Promote leadership, capacity, skills and pathways that create opportunities

OUTCOME

Increased knowledge that fosters sustainable, productive new and existing rural industries and furthers understanding of national rural issues through research and development in government-industry partnership.



Australian Government

**Rural Industries Research and
Development Corporation**

CHICKEN MEAT PROGRAM FIVE YEAR RD&E PLAN 2014-19

by AgEconPlus Pty Ltd

May 2014

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What is a Five Year Plan?

This Five Year Plan has been developed by RIRDC, in consultation with industry stakeholders, to outline the Chicken Meat industry's research, development and extension (RD&E) objectives until 2019. These objectives have been shaped by the goals and strategies of the RIRDC Corporate Plan 2012-2017 (RIRDC 2012). The Corporate Plan is available on the RIRDC website, www.rircd.gov.au/about-rircd.

In developing the Chicken Meat Program Five Year RD&E Plan, the current national Poultry Industries RD&E Strategy (AgEconPlus 2010) has been considered. The National Primary Industries RD&E Strategy Framework (<http://www.npirdef.org/>) aims to ensure more efficient and effective RD&E in primary industries, through better coordination and collaboration. The Five Year RD&E Plan development process will also inform a future update of the Poultry Industries RD&E Strategy.

The Chicken Meat Industry

Industry profile

Chicken is Australia's most consumed source of meat protein. Chicken meat is consumed fresh, or in a variety of further-processed and/or cooked products at home or in a wide variety of food service situations. Australians are consuming more further-processed chicken products today than ever before, and this trend is ongoing.

The chicken meat industry in Australia is vertically integrated. Seven privately owned chicken meat companies dominate the industry. The two largest, Baiada Poultry and Inghams Enterprises, supply approximately 75% of Australia's chicken meat (ABARES 2013). The integrated company's business will include processing plants and possibly also breeder farms, hatcheries, company owned chicken grow-out farms, feed mills and even quarantine stations and laboratories. However, the chickens produced by the integrated chicken meat companies are mostly grown out on farms owned and operated by contract chicken growers. Approximately 800 contract growers rear about 80% of Australia's meat chickens, with the remainder being produced on farms owned by the integrated companies or by smaller, independent operators.

In 2013 ABARES estimated that the gross value of poultry meat at the time of slaughter was \$2.2 billion. Retail spend on chicken, including both retail outlets and restaurants, was estimated by industry to be \$5.6 billion in 2011 (ACMF 2011).

Chicken meat exports account for less than 5% of total production and are dominated by low value cuts such as edible offal and chicken feet. Export markets have in recent years included South Africa, the Philippines, Hong Kong, Singapore and the Pacific. While Australia is a technically efficient producer of chicken meat, it is not internationally competitive on a cost-of-production basis.

Importation of fresh chicken does not generally occur, due to strict protocols that must be met for biosecurity reasons, and which effectively preclude importation as an option from most countries. A small quantity of fully retorted or cooked-in-can product, such as canned soup or canned chicken, is imported.

The industry has a strong presence in rural and regional communities. In regional locations the chicken meat industry employs people in both agricultural and food processing environments. Industry direct employment is estimated at 40,000 with a further 100,000 jobs directly dependent on chicken meat production. The chicken meat industry purchases over 5% of all grain grown in Australia (ACMF 2011).

The chicken meat industry has grown strongly and consistently since the 1960s. Australian chicken meat production is forecast to continue to grow at 4% per annum from 2012-13 through to 2017-18 and per capita consumption (currently at 44.6 kg) is forecast to grow to 47.1 kg over the same period (ABARES 2013). Growth in production and demand for free range chicken meat has been particularly strong over the past five years (currently approximately 15% of the total market) and this trend is expected to continue.

Industry position in the RIRDC life cycle

RIRDC's commitment to rural industries is to support appropriate RD&E given their stage of maturity in the Australian market. RIRDC clearly defines its role as an investor in industries based on their development stage and the unique attributes of each specific industry. Much of RIRDC's portfolio is in the new, developing or maturing phase of industry development. Unlike much of the RIRDC portfolio, the chicken meat industry is an established, mature rural industry. It has a levy arrangement in place to support RD&E. The industry chooses to operate its RD&E Program within RIRDC as this arrangement delivers a number of benefits, including a range of administrative efficiencies. The position of the chicken meat industry in the RIRDC life cycle is shown in the table below.

	<i>Chicken Meat Industry Development Stage</i>				
	<i>New</i>	<i>Developing 1</i>	<i>Developing 2</i>	<i>Maturing</i>	<i>Established</i>
<i>Current stage</i>					●
<i>Stage goal, to be achieved: already achieved</i>					●

Being a mature industry, chicken meat has the ability to rapidly adopt new technology. However, the state of knowledge is also mature; most of the simple solutions to challenges amenable to RD&E have been found and this means that remaining issues or problems require more complex, often higher risk and difficult scientific, technological or engineering investments.

The chicken meat industry is committed to ongoing improvement and growth, and to support the RD&E necessary to achieve this. The Australian Chicken Meat Federation, the industry's peak body, provided significant input into the development of this RD&E Plan.

Financial commitments

The Chicken Meat RD&E Program is supported by a statutory levy on meat chickens hatched. Industry levies are matched by the Australian Government. The Australian chicken meat industry has made an annual average contribution to the RIRDC Chicken Meat Program of \$1.1 million over the period 2009-10 to 2013-14. Over the same period Commonwealth contributions averaged \$1.5 million per annum and other income, including interest, royalties, sales of publications, etc. has averaged almost \$300,000 per annum.

It is expected that the industry will commit a total of \$5,892,000 in levies over the life of this RD&E Plan (2014-15 to 2018-19). Australian Government contributions to the Program's investments are expected to total \$7,542,000 over the period. Income from other sources, in particular from royalties and interest, is forecast to contribute just under \$750,000 dollars towards the Program's activities.

Program commitments to cross-sectoral research issues are expected to represent a minimum of 5% of Program RD&E investment over the life of the Plan. The primary cross-sectoral issues that the Program will address are animal welfare, resource use efficiency, climate change adaptation and mitigation, and human capacity building in the rural sector and supporting RD&E community.

Chicken Meat Industry RD&E Objectives, 2014-2019

Five Year R&D Plan 2009-2014: Review summary

A review of performance of the Program against its R&D Plan 2009-2014 was undertaken to inform the development of the 2014-2019 Plan. The review included both quantitative and qualitative data and was based on the following:

1. Stakeholder consultation – thirty four informed industry stakeholders were interviewed to obtain their views on the performance of the Program. This group included all Chicken Meat Advisory Committee members. These interviews included a survey of their views on whether:
 - a. the objectives of the Chicken Meat Program R&D Plan proved to be relevant
 - b. the R&D Plan priorities were set in response to chicken meat industry needs
 - c. the R&D undertaken covered most of the industry's interests and needs and delivered outcomes that were of benefit to most of the industry
 - d. the Program has enabled the maintenance of, or enhanced the capacity (researchers, skills, and research infrastructure) for undertaking R&D for the chicken meat industry
 - e. the Program provided effective communication between researchers and industry
 - f. a change or reemphasis of Program objectives was needed.
2. Collation, interrogation and critical evaluation of Program investments - information collected included, for all projects supported over the period 1 July 2009 – 30 June 2014:
 - a. RIRDC dollars invested; the principal investigator and host research organisation
 - b. Plan objective(s), strategies and KPIs addressed
 - c. Australian Government Rural R&D Priorities addressed
 - d. RIRDC Corporate Plan 2012-2017 Goal and Strategy addressed
 - e. type of research - fundamental, applied or extension
 - f. project risk rating - high, medium, low
 - g. whether other funding partners were involved, dollars leveraged and whether the investment was cross-sectoral in nature
 - h. whether the project was completed on time, or milestones delivered as per schedule
 - i. whether the project delivered on expected outputs and intended R&D Plan KPIs

- j. whether industry economic benefits and/or community social or environmental benefits were delivered
- k. linkages with other projects
- l. products delivered
- m. whether the project would have been undertaken in the absence of RIRDC funding.

The collation of this data was undertaken by the Senior Research Manager and the Program Project Manager. Analysis of this data was undertaken by AgEconPlus.

3. Qualitative assessment of the extent to which Program KPIs were achieved was undertaken by AgEconPlus based on input from the Program Senior Research Manager and the Advisory Committee Chair.

The 2009-2014 RIRDC Chicken Meat Plan addressed six objectives: production efficiency; animal welfare; food safety; climate change and environment; market research; and human capital and extension. Actual program expenditure was broadly in line with planned estimates. More was spent on production efficiency and less was spent on food safety, climate change and environment. Stakeholders indicated that the plan was relevant. Investment analysis showed that forty five of fifty five strategies proposed were achieved and twenty four of twenty eight KPIs had either been realised or partially realised. The program review also revealed good alignment with national Rural R&D Priorities and RIRDC Corporate Plan objectives and strategies. Investment in the Chicken Meat Program had contributed to the realisation of RIRDC Corporate KPIs.

The objectives described in the 2009-2014 RIRDC Chicken Meat Plan remain relevant to establishing the Plan for the period 2014-2019. The Chicken Meat Industry is mature and 'easy', low risk projects have largely been completed. Consequently, it may be appropriate to increase the number of higher risk projects during the next plan period. The review has also pointed to the ambitious nature of the 2009-14 R&D program and, given static revenues and limited management resources, a less ambitious program may be appropriate for 2014-19. The review highlighted the need for greater emphasis on communication of research outputs and achievements and involvement in extension activities in the coming five years.

Taking into account (a) the stakeholder feedback that the research pursued was relevant and (b) that the vast majority of projects funded wouldn't have been funded without the RIRDC Chicken Meat Program, then the Program has addressed significant market failure.

A detailed report on the review of the Chicken Meat Program against its R&D Plan 2009-2014 is available from RIRDC on request.

Chicken meat industry RD&E objectives, 2014-2019

The Chicken Meat Industry's priorities were developed through review of the performance of the Program against the 2009-2014 Plan, consultation with key stakeholders (primarily industry) to identify RD&E gaps and priorities, a SWOT analysis and analysis of drivers relevant to the Program, preparation and distribution to stakeholders of a briefing paper based on the performance review and a strategic planning workshop. Full reports on the outcomes of these activities are available from RIRDC on request.

Feedback from all those consulted in the development of the Plan, as well as from a broader stakeholder group, was invited and considered in the revision and ultimate finalisation of the Plan.

Specific tasks and their timing were:

- Initial research and draft Program review (May and June 2013).
- Consultation with stakeholders and Program review finalisation (June and July 2013).
- Preparation and distribution of a briefing paper prior to a workshop (July 2013).
- Chicken Meat RD&E Planning Workshop (Stamford Plaza, Sydney Airport 29 July 2013).
- Draft plan preparation, feedback invited and considered in revisions (various drafts prepared August through November 2013)
- RD&E Plan finalisation, following AC Committee sign-off, input from RIRDC Executive, and Board input and approval (4 December 2013 through to March 2014).

RIRDC is committed to achieving significant benefits to industry within its available resources, through the implementation of **targeted** and **high-impact** RD&E projects. The consultation process and research driver analysis completed as part of the program review highlighted a number of issues that the chicken meat industry considers roadblocks to growth and development. Of these impediments, those that can be addressed with targeted RD&E have shaped RIRDC's investment priorities for the next five years. Whilst not every problem raised can be addressed, these priorities aim to achieve high-impact, far-reaching benefits for the industry.

Objectives will be reviewed annually, as part of RIRDC's Annual Industry Review process. Further consultation and feedback will be sought from stakeholders, to adjust or amend objectives as the Plan is implemented.

Allocation of funding for these priorities will also be considered annually, as part of RIRDC's Annual Operating Plan (AOP). The AOP is available on the RIRDC website, <https://rirdc.infoservices.com.au/items/12-001>.

Objective 1: Increase the productivity and efficiency of chicken meat production

This objective aims to:

Improve the productivity and efficiency of chicken meat production by addressing feed use efficiency, nutrition, bird health, management of the environment that the birds experience and ensuring access to sustainable supplies of feed ingredients, litter, water and energy. Addressing this objective will add value to imported meat chicken genetics and is a proven driver of Australian chicken meat industry productivity. This objective will target productivity and efficiency improvements in both conventional and the rapidly expanding free range farming sectors.

Strategies

- Invest in research to optimise the range, quantities and quality of feed ingredients available and the efficiency with which they are used.
- Continue to invest in the development of a net energy system or other approaches to enable nutritionists to formulate more efficient or economical diets.
- Develop indicators and rapid tests for measuring the nutritional value and/or quality of feed ingredients that can be implemented at receipt on an individual load basis.
- Investigate the roles and relationship between raw feed grains, disease and gut micro-flora in determining gut health and bird performance.
- Investigate economically important endemic diseases and develop better management tools where needed.
- Research unexplained field performance issues including mortalities during the first seven days.
- Support initiatives which help to conserve the effectiveness of existing antibiotics for both veterinary and human applications. This could include investigating alternative preventative measures and treatments for infectious diseases of meat chickens and breeders.
- Understand the effects of incubation conditions on meat chicken performance.
- Investigate biosecurity risks and develop mitigation options and strategies. In particular, review techniques and management strategies to mitigate the risk of disease transmission from wild birds and rodents.

- Provide tools and training to assist industry to better manage the chicken's environment to optimise flock performance and other outcomes.
- Investigate creative solutions for securing supplies of litter (including reuse) and evaluate novel low cost sources of litter, including recycled materials.
- Research cost effective water treatment options, including additives and reverse osmosis, to improve the quality of farm water supplies and to allow the industry to tap alternative and lower cost water sources, with a particular emphasis on mineral and salt content and pH.
- Monitor and communicate changes in energy generation technology and cost, and energy efficiency of equipment and practices, and formulate recommendations and communicate these outcomes to industry.
- Monitor and invest to ensure that Australia has appropriate feed, nutrition and bird health research capacity both during the life of the Plan and into the future. Investigate ways of tapping into overseas expertise in relevant areas (eg embryology) where local capacity is limited. Options may include utilising overseas researchers to investigate targeted problems during sabbaticals or joint research collaborations between local and overseas researchers.

Key performance indicators

- A reduced incidence of foot pad dermatitis and hock lesions.
- Industry further reduces its usage of antibiotics. Changes in antibiotic use will be assessed using opinions of industry veterinarians or by publically available surveillance data, where it is available.
- By 2019, each major company able to report an improvement in at least one key indicator of on-farm productivity or efficiency, such as reduced mortality, improved FCR (beyond that attributable to genetics), improved cost effectiveness of feed formulation, or energy utilisation / kg of live bird produced.
- At least one alternative source of litter evaluated by 2019.
- Current capacity available to the Program in the bird nutrition research area is maintained.

Impact and consequences

- Per capita consumption of Australian chicken meat will continue to grow in line with ABARES forecasts and chicken will retain its status as the most popular and best value source of animal protein available to Australian consumers.

Indicative share of RD&E budget

- 45% of Program budget is allocated to Objective 1.

Objective 2: Deliver safe food and good animal welfare outcomes

This objective aims to:

Address consumer expectations pertaining to safe food production using husbandry practices that deliver acceptable animal welfare outcomes. Delivering safe food to Australian consumers will include ensuring that effective industry pathogen control systems are informed by up to date research findings. Bird welfare decisions will be informed by science.

Strategies

- Support the industry in evaluating the effectiveness of food safety programs and practices in place and build awareness and adoption of more effective pathogen control interventions.
- Review and communicate leading edge overseas food safety research. Develop systems to share 'collective good' food safety knowledge.
- Monitor overseas and local developments with respect to allowable options for pathogen reduction during processing and develop response strategies to ensure Australia has appropriate solutions in place.
- Investigate inexpensive testing tools to both detect and enumerate *Campylobacter* during processing and in finished products.
- Consider opportunities for the development of new interventions for key pathogens, particularly *Salmonella* and *Campylobacter*, but only invest where these are assessed as genuinely novel or highly prospective.
- Maintain a watching brief on Australian and overseas developments with respect to other potential food-borne pathogens that may be linked to chicken meat.
- Use literature reviews as a means of identifying and prioritising gaps in the science and social science underpinning animal welfare standards and to identify opportunities for productive investment.
- Invest to develop a better understanding of the many factors (feed, water, ventilation, equipment and shedding, infectious agents and environmental) that interact to contribute to wet litter, and develop relevant diagnostic and management strategies for these, commencing with a review.
- Investigate the relationship between stocking density and welfare, including any adverse outcomes associated with lower stocking densities.

- Investigate whether shed enrichment devices have a significant impact on welfare outcomes.
- Decrease the incidence of leg strength issues by investigating possible causal factors and focusing research on factors, other than genetics, which can be controlled by local management and nutritional strategies.
- Generate objective data on both shed lighting type and intensity to inform development of Welfare Standards and Guidelines.
- Understand predisposing factors for foot pad dermatitis and hock lesions early in the bird's life and develop strategies to reduce the incidence of these over the whole of the bird's life.
- Continue to support the development of objective animal welfare measures, with a focus on pain assessment, in partnership with other funders.
- Invest to improve bird welfare outcomes, biosecurity and efficiency in free range production systems.
- Support initiatives which assist in the adoption of improved animal welfare practices, including training to facilitate the creation of animal welfare officers.
- Work collaboratively to ensure retention of current animal welfare research capacity.

Key performance indicators

- Processing plant microbiological test results demonstrate an ongoing reduction in key pathogen levels.
- Consumers indicate that chicken meat is a wholesome and safe product through a Usage and Attitudes (U&A) survey in 2018.
- Research outputs funded by the Program inform Welfare Standards and Guidelines development in 2014 and 2015.
- By 2019, have access to data (original research or literature reviews) that provides further insight into the connection between stocking density, housing, husbandry and management and bird welfare and farm sustainability.
- Animal welfare research capacity is maintained at current levels throughout the life of the 5-Year Plan.

Impact and consequences

- The Australian public will retain its confidence in the safety of chicken meat and the welfare of birds during production. Consumption will grow in line with ABARES forecasts.

Indicative share of RD&E budget

- 20% of Program budget is allocated to Objective 2.

Objective 3: Manage the environment for sustainable development

This objective aims to:

Manage environmental issues so that the Australian chicken meat industry receives both community and planning support and is able to increase production to meet expected growth in demand. Key environmental issues include odour management and litter disposal.

Strategies

- Research ways to lower the cost of gaining planning approval and prepare materials to support favourable government planning policy.
- Identify, and if necessary generate data or other information and materials to support approvals for free range farms.
- Evaluate meat chicken farm odour management options, including the costs and benefits of alternative treatment and dispersal technologies and the feasibility of engineering solutions for odour management.
- Add to the industry's research knowledge on uses and markets for spent litter.
- Consider options for spent litter management, treatment and/or disposal in areas where disposal options are limited, for example by stable fly breeding issues.
- Support industry efforts to adapt to and to mitigate its contribution to climate change.

Key performance indicators

- Planning and environmental support tools available and used by growers and local government by 2019.
- The industry has access to at least one additional odour management option that is economically feasible.
- New uses and markets for spent litter have been identified, and specifically, a solution has been found to the issue of spent litter disposal in WA.

Impact and consequences

- Environment impacts will be minimised and the industry will have appropriate access to land and support for expansion, allowing it to meet growth forecasts.

Indicative share of RD&E budget

- 15% of Program budget is allocated to Objective 3.

Objective 4: Create foundations for the future, including capacity and market insight

This objective aims to:

Lay foundations to continue the delivery of important research services post Poultry CRC cessation in 2017. This objective includes human capital creation, dedication of resources to long term blue sky research, understanding future consumer and market demands and ensuring the chicken meat Program is appropriately resourced.

Strategies

- Develop human capital within the chicken meat research community. Human capital development will include researcher and early career scientist development and graduate, post-graduate and undergraduate education.
- Identify, and where necessary develop, experts in priority research fields.
- Support human capital development within industry itself by creating leadership, tertiary and VET sector training opportunities.
- Ensure an appropriate mix of RD&E including a proportion in long term, and possibly blue sky, research to develop far reaching technologies with applicability beyond today's immediate production and market issues.
- Complete research to understand how the industry will need to adapt to future market demands.
- Prepare a RIRDC R&D levy increase business case and have the business case formally considered by industry.
- Ensure that the Program is adequately resourced to allow research sub-programs to be properly scoped out.

Key performance indicators

- Critical and high priority researcher and early career scientists continue to be supported through provision of appropriate scholarships and projects.
- The industry has demonstrably benefited from the availability of international specialists.
- Opportunities for further education and up-skilling of industry participants have been created and taken up.

- Cooperative research structures for the post CRC period are considered prior to 2016.
- Usage and attitudes research is completed by the end of 2018.
- A business case for a RIRDC Chicken Meat levy increase is prepared by 2017.

Impact and consequences

- Australian chicken meat research is appropriately resourced.

Indicative share of RD&E budget

- 8% of Program budget is allocated to Objective 4.

Objective 5: Ensure research adoption via extension and communication

This objective aims to:

Deliver industry extension through the publication of research findings, preparation of extension materials, development and support of training courses and workshops. Technology transfer targets policy makers as well as the production and processing components of the industry.

Strategies

- Ensure a RIRDC Chicken Meat Program Communication Plan is developed and effectively rolled out over the life of the 5-Year Plan.
- Provide tailored communication materials described in the Communication Plan to policy makers.
- Provide relevant training courses to producers and processors based on best practice and relevant research outputs.
- Develop a program of workshops to communicate current knowledge, including knowledge garnered from both local and overseas researchers.
- Support key meetings and events which provide opportunities for dissemination of results and to inform outcomes from funded research to industry participants.

Key performance indicators

- An RIRDC Chicken Meat Program Communication Plan has been developed and implemented.
- Policy makers are better informed about the outputs of the RIRDC research program and the needs of industry
- Producer and/or processor training is delivered and/or key meetings events supported in each year of the 5-Year Plan.

Impact and consequences

- Program outputs inform policy decisions and are adopted by industry.

Indicative share of RD&E budget

- 12% of Program budget is allocated to Objective 5.

Glossary

ABARES	Australian Bureau of Agricultural and Resource Economics and Sciences
ACMF	Australian Chicken Meat Federation
CRC	(Poultry) Cooperative Research Centre
FCR	Feed Conversion Ratio
KPI	Key Performance Indicator
R&D	Research and Development
RD&E	Research, Development and Extension
RIRDC	Rural Industries Research and Development Corporation
SWOT	Strengths, Weaknesses, Opportunities and Threats
U&A	Usage and Attitudes (relating to consumer research)

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Appendix 1 Alignment of Program objectives with RIRDC Strategy and Government research priorities

Strategic Research Priorities	Rural Research Priorities	RIRDC Strategies	Program Objectives and Strategies
Lifting productivity and economic growth	Productivity and adding value	<p>Manage demand driven RD&E that meets industry needs</p> <p>Facilitate investments that deliver economic, social and environmental benefits for rural industries</p> <p>Increase knowledge about rural industry development options that offer regional economic development opportunities</p> <p>Adopt a lifecycle approach to investment in new, developing and established industries</p>	Objective 1: Increase the productivity and efficiency of chicken meat production
	Supply chain and markets	<p>Deliver analysis on issues of national importance to the rural sector and broader community</p> <p>Assess the feasibility, value and potential competitiveness of new plant and animal industry opportunities</p>	Objective 2: Deliver safe food and good animal welfare outcomes
Promoting population	Biosecurity	Work collaboratively on cross sector issues that	Objective 2: Deliver safe food

health and wellbeing		impact across industries	and good animal welfare outcomes Objective 1: Increase the productivity and efficiency of chicken meat production
Living in a changing environment	Climate variability and climate change	Work collaboratively on cross sector issues that impact across industries	Objective 3: Manage the environment for sustainable development
Managing our food and water assets	Natural resource management	Encourage the sustainable use and management of natural resources	
Securing Australia's place in a changing world	Innovation skills	Promote leadership, capacity, skills and pathways that create opportunities.	Objective 4: Create foundations for the future, including capacity and market insight Objective 5: Ensure research adoption via extension and communication
	Technology	Encourage research that fosters science and creativity	

Source: http://www.innovation.gov.au/research/Documents/SRP_fact_sheet_web.PDF accessed 3 December 2013

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In developing the Chicken Meat Program Five Year Plan, the current national Poultry Industries RD&E Strategy has been considered. The National Primary Industries RD&E Strategy Framework aims to ensure more efficient and effective RD&E in primary industries, through better coordination and collaboration.

The Five Year Plan development process will also inform a future update of the Poultry Industries RD&E Strategy.

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