



Annual Business Plan 2025-26



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Aboriginal acknowledgement

The Victorian Fisheries Authority proudly acknowledges Victoria's Aboriginal community and their ongoing strength in practising the world's oldest living culture and pay respect to their Elders past, present and future.

We acknowledge Aboriginal people as Australia's first peoples, and as the custodians of the land on which we work and live.

We recognise the strength of Aboriginal people and their communities, and value the ongoing contribution of Aboriginal people to Victorian life, through their daily work, their application of Aboriginal knowledge and practice, and at key events; we recognise how this enriches us all.

We recognise that Aboriginal cultures and communities are diverse and should be celebrated.

We acknowledge that the land and water is of spiritual, cultural and economic importance to Aboriginal people. We embrace the spirit of reconciliation, guaranteeing equality of outcomes and ensuring an equal voice.

As part of the Victorian Government, we have distinct legislative obligations to Victorian Aboriginal groups related to cultural and natural heritage, that are paramount in our responsibilities in managing Victoria's resources in partnership with Aboriginal Victorians.

Message from our Board Chair and CEO

On behalf of the Victorian Fisheries Authority (VFA) Board, Executive and staff team, we are pleased to present the VFA Annual Business Plan for 2025-26.

We take this opportunity to reflect on the achievements of the VFA over the past eight years and are extremely proud of all that we have built and all that our organisation delivers for the fishing and boating community. We have achieved this through meaningful engagement, collaboration and partnerships with the fishing community, traditional owners, conservation groups and government agency partners.

Over the past year, we have undertaken significant changes to our structure to adapt to the modern fisheries management environment and to ensure long term financial sustainability. During this time our dedication to innovation, collaboration and stakeholder engagement has been instrumental in driving positive change and overcoming challenges.

In the year ahead, the VFA will focus on the continued implementation of the Victorian Government's *Go Fishing Victoria* initiative, with actions including:

- building more ramps, jetties and carparks across the State
- administering the Habitat Improvement Fund
- promoting and growing Victoria's aquaculture sector
- finalising the expansion of the Northern Native Fish Hatchery in Arcadia to increase fish production to future proof the recovery of high valued native freshwater fish and ensure the supply of fish for stocking into public waters
- finalising construction of new facilities at the Snobs Creek Hatchery to increase production of threatened species such as Macquarie perch and trout cod; and
- providing grants to support local fishing clubs and community organisations.

This year, we will also:

- continue our commitment to actively engage with Aboriginal Victorians through our initiatives and programs, ensuring these interactions are substantial and purposeful
- take a targeted approach to disrupting organised and serious fisheries crime to ensure our fisheries remain protected
- support and champion our commercial fisheries and aquaculture sectors to continue to provide top-quality seafood to both local and international markets, while delivering on our obligations as regulator; and
- implement a comprehensive community engagement and events program educating the public across Victoria about sustainable fishing practices.

The future is bright for Victoria's fisheries and we are proud to lead the VFA into another exciting year.



Graeme Dear
VFA Board Chair

A blue ink signature of Graeme Dear, written in a stylized, cursive script.



Travis Dowling
VFA Chief Executive Officer

A blue ink signature of Travis Dowling, written in a stylized, cursive script.

1. Who we are

Our purpose

The VFA is a statutory authority with the responsibility of managing Victoria's fisheries resources in a coordinated and strategic way to ensure their ongoing sustainability, while supporting the value they deliver to all users. The VFA supports the development of sustainable recreational, commercial and Indigenous fishing and aquaculture activities in Victoria and delivers recreational fishing and boating infrastructure projects and programs. We are committed to getting more people fishing and boating by creating opportunities for people of all abilities to try fishing; making it safer, cheaper and easier for the boating and fishing communities to get out on the water; and making local seafood more readily available for everyone to enjoy.

We work with government and stakeholders to optimise the social, cultural and economic benefits of Victoria's fisheries and aquaculture industries, while promoting sustainable and responsible practices.

Our function is to ensure that the Government, Victorian fishing sector and general community obtain the benefits of careful management to ensure demand can be sustainably supported into the future. This is achieved by matching demand to fish stocking and infrastructure, providing up to date information on resource condition and supporting regulatory requirements.

Our vision

The VFA's vision is to maintain **healthy, sustainable fisheries and better boating experiences for all Victorians**.

To achieve our vision, we operate under the *VFA Strategic Plan* (the Strategic Plan), which describes five high level focus areas:



Figure 1: The VFA's focus areas as described in the Strategic Plan.

Each of the focus areas has a series of priorities, measures and longer-term targets, which are described in the Strategic Plan. The focus areas are also used to establish the annual strategic priorities and associated targets outlined in this Business Plan (see section 5).

The VFA will be undertaking a review of our Strategic Plan in 2025-26 and will amend this plan as necessary following its approval.

Our Values



Figure 2: The VFA's values.

2. Our governance arrangements and structure

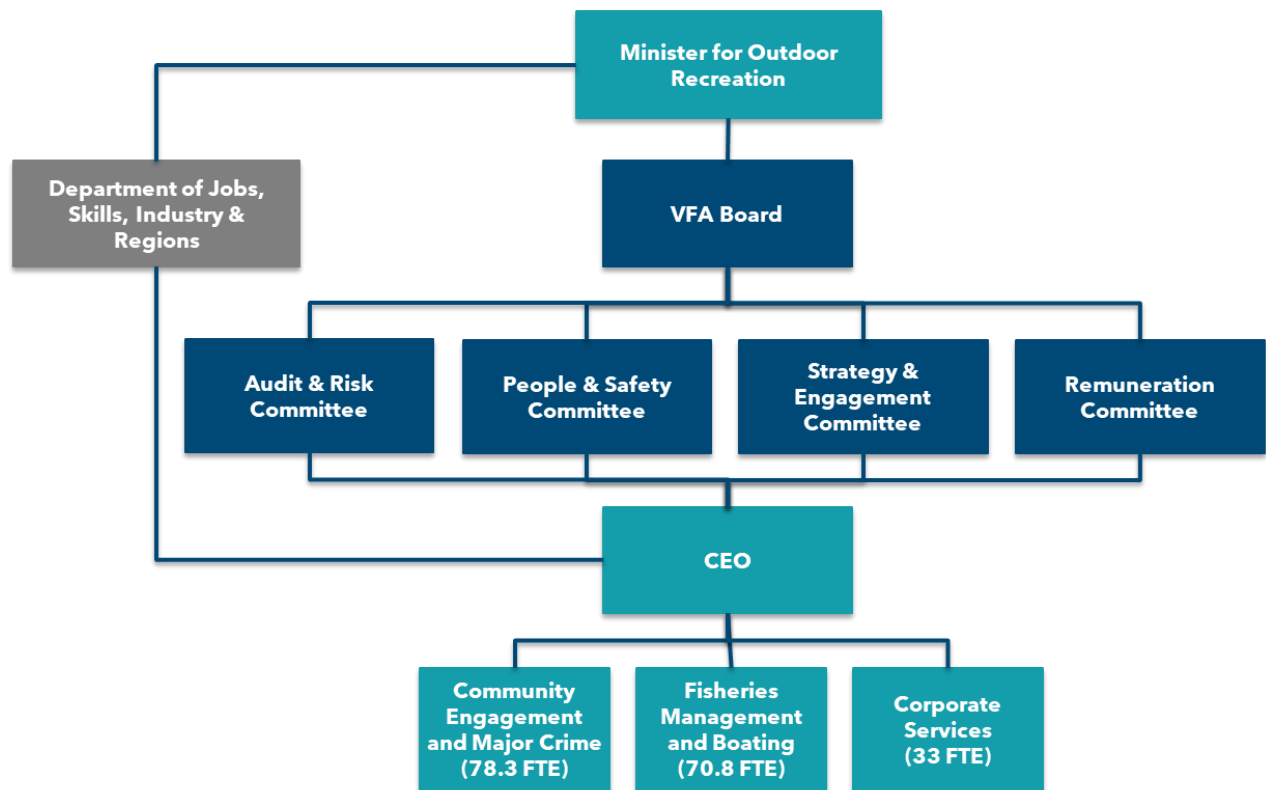


Figure 3: The VFA's organisational structure.

Our Minister

The Minister for Outdoor Recreation, Steve Dimopoulos MP is responsible for administering the *Victorian Fisheries Authority Act 2016* (VFA Act) and the *Fisheries Act 1995*. Under the VFA Act, the VFA and the Department of Jobs, Skills, Industry and Regions (DJSIR) Secretary work together on matters relating to public administration and governance to provide advice to the Minister on matters relating to strategic fisheries policy and to coordinate the development of regulation relating to fisheries.

Our Board

The VFA Act establishes the VFA Board as the governing body of the VFA. Members of the VFA Board are appointed by the Minister. The Board is responsible for the VFA's governance, strategic planning and risk management and is accountable to the Minister for Outdoor Recreation for the exercise of its functions.

The key responsibilities include:

- Approving the strategic direction of the VFA and significant strategic initiatives
- Approving annual targets, budgets and financial statements and monitoring financial performance against forecast and prior periods
- Considering and approving the VFA's overall risk appetite and frameworks for managing all categories of risk
- Approving the VFA's Risk Management Strategy and monitoring the effectiveness of risk management, including satisfying itself through appropriate reporting and oversight that appropriate internal control mechanisms, including policies are in place and are being implemented
- Selecting, appointing and terminating the internal auditor

- Monitoring litigation in which the VFA is involved
- Overseeing, through the Board Audit and Risk Committee, the auditor's performance and ongoing independence
- Approving the appointment of VFA Executives or Legal Counsel to the Board and monitoring the performance of senior management; and
- Providing oversight and monitoring of Occupational, Health and Safety (OHS) issues in the VFA considering appropriate OHS reports and information.

Four subcommittees have been established to assist the Board:

- Audit and Risk Committee
- People and Safety Committee
- Strategy and Engagement Committee; and
- Remuneration Committee.

Our CEO

The VFA CEO manages the day-to-day operations of the VFA under the direction of the Board and is responsible for implementing the VFA's vision and ensuring performance objectives are met. The CEO is accountable to the Board for the VFA's expenditure, operational activities and administration.

Our people

Three divisions deliver a suite of programs and initiatives to support the functions of the VFA:

Community Engagement and Major Crime

The Community Engagement and Major Crime Division undertakes engagement and enforcement activities directed at protecting our fisheries and ensuring sustainable and responsible fishing. The division also undertakes state-wide investigations and compliance operations to address serious fisheries criminal activity.

Fisheries Management and Boating

The Fisheries Management and Boating Division delivers core regulatory marine and freshwater fisheries management, fisheries science, and aquaculture management services, including undertaking fish stock assessment and monitoring and setting total allowable commercial catch for the rock lobster, abalone, giant crab, scallop, pipi, octopus and urchin fisheries. The Division delivers the VFA fish production and stocking program stocking 10 million fish into over 240 waters across Victoria. The Division also administers recreational and commercial licensing, quota trading, permitting and commercial catch and effort reporting, recreational fishing improvement activities and supports the disbursement of Recreational Fishing Licence funds to improve recreational fishing in Victoria.

The Division includes the Better Boating Victoria (BBV) team responsible for programs that make recreational boating cheaper, easier and more accessible for all Victorians. BBV oversees the reinvestment of boaters' licence and registration fees through the Better Boating Fund while progressing the state's biggest ever ramp construction program.

Corporate Services

The Corporate Services Division supports the day-to-day operations of the VFA. The Corporate Services Division provides essential support functions such as finance, human resources, IT, facilities management and governance to enable the organisation to operate efficiently and meet its strategic objectives.

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Workforce data

Current (as at 30 June 2025)									
Division	All employees		Ongoing			Fixed Term		Casual	
	Number (Headcount)	FTE	Full-time (Headcount)	Part-time (Headcount)	FTE	Number (Headcount)	FTE	Number (Headcount)	FTE
Corporate Services	35	33	23	4	26.3	7	6.40	1	0.39
Community Engagement and Major Crime	85	78.3	71	8	76	2	2	4	0.36
Fisheries Management and Boating	75	70.8	39	9	45.2	26	25.60	1	0.09
Total	195	182.3	133	21	147.5	35	36	6	0.84
June 2024									
Division	All employees		Ongoing			Fixed Term		Casual	
	Number (Headcount)	FTE	Full-time (Headcount)	Part-time (Headcount)	FTE	Number (Headcount)	FTE	Number (Headcount)	FTE
Total	182	172.49	135	21	150.1	23	21.6	3	0.79

Our stakeholders

The Victorian Fisheries Authority (VFA) is committed to establishing effective and pro-active fisheries consultation and engagement processes involving all stakeholders. Consultation occurs at a number of levels with fisheries stakeholders on a variety of fisheries and boating programs.

The VFA places a high priority on closely engaging with its many stakeholders to deliver the best possible outcomes for fisheries management in Victoria. The *Fisheries Act 1995* (Section 3) sets clear expectations on the VFA to encourage the participation of resource users and the community in fisheries management.

The VFA works with many stakeholders spanning government, public sector agencies, community groups, fishing sectors and conservation groups. Stakeholder engagement is delivered consistent with the VFA's *Stakeholder Engagement Strategy*.

3. Our regulatory operating environment

The Victorian Fisheries Authority Act 2016

The VFA was established on 1 July 2017 under the *Victorian Fisheries Authority Act 2016* (the VFA Act). The VFA Act outlines the objectives of the VFA and describes the operating environment as including regulatory enforcement; supporting the development of sustainable and responsible recreational and commercial fishing and aquaculture industries; development

of fisheries management plans; provision of advice to the Minister; and administration of the licensing scheme.

The objectives of the VFA Act are to:

- a) Promote sustainability and responsibility in fishing and fishing-related activities in Victoria
- aa) Promote sustainability and responsibility in boating and boating-related activities in Victoria
- b) Optimise the social, cultural and economic benefits of the fisheries sectors
- ba) Optimise the social, cultural and economic benefits of recreational boating and the recreational boating sector
- c) Support the development of recreational fishing
- d) Support the development of commercial fishing and aquaculture
- da) Support the development of recreational boating and access to waterways
- e) Work cooperatively with fisheries management bodies in other States, Territories and the Commonwealth; and
- f) To perform its functions and exercise its powers in any manner it considers best to achieve its objectives.

With the integration of Better Boating Victoria into the VFA, the VFA Act was amended through the *Transport Legislation Miscellaneous Amendments Act 2021* to add a range of new functions to the VFA's area of responsibility. These include:

- Informing and educating the recreational boating sector and public about their rights and obligations in relation to recreational boating
- Monitoring, investigating, enforcing and promoting compliance with the *Marine Safety Act 2010* in so far as they relate to recreational boating activities
- Developing operational plans and procedures under the *Marine Safety Act 2010*
- Providing advice on the development of strategic policy or legislation in relation to recreational boating facilities
- Administering grants for recreational boating and related matters
- Working with land, water, waterway and coastal managers and public sector bodies to improve recreational boating
- Supporting the provision and maintenance of fishing and boating infrastructure
- Controlling and managing land for fishing and boating purposes, including carrying out works, improvements and other related activities; and
- Responding to any emergency or undertaking compliance and enforcement activities.

Other acts relevant to the VFA

In addition to the VFA Act, the VFA exercises its functions through the *Fisheries Act 1995*, which provides a legislative framework for the regulation, management and conservation of Victorian fisheries and establishes the *Fisheries Regulations 2019* and the *Fisheries (Fees, Royalties and Levies) Regulations 2017*.

The VFA also exercises its functions through the *Marine Safety Act 2010* and the *Transport Integration Act 2010*.

4. Managing risk

The VFA identifies, prioritises and mitigates risk through its Risk Management Framework, aligned to the Victorian Government Risk Management Framework. The VFA is committed to risk management that involves a consistent application of a process to establish objectives and identify, assess and treat risk to assist the VFA to successfully achieve its objectives. The VFA's approach for risk management aims to integrate risk with strategy to drive improved performance and outcomes and establishes key objectives to effectively manage risk across the VFA.

The VFA Board is the primary risk oversight body for the VFA. It is responsible for approving the Risk Management Policy, Risk Management Framework, Strategic Risks, Risk Appetite, monitoring the implementation of policy and framework and endorsing the annual risk management attestation statement.

Embedded into the risk management process is an ongoing focus on key areas of strategic risk identified by the VFA Board, including:

- Sustainability of fisheries compromised
- Interruption to VFA business
- Funding certainty
- Non-compliance with laws, standards or policies
- Fractured relationship with service delivery partner or key stakeholder
- Change in the level of Government support
- Physical or mental injury to an employee, contractor or public
- Gaps occur in strategic capability
- Gaps occur in operational capability of physical, structural and human resource
- Fraud or corruption
- Implementation of services not meeting standards
- Emergency Management response below agreed standard; and
- Sexual harassment in the workplace.

The VFA's strategic risks are evaluated using bowtie risk analyses. The VFA bowtie analyses consider causes and consequences after a risk event at a group level. Each individual causal group including environmental risks are analysed in more detail in the VFA risk register. On an annual basis the Risk Management Policy, Risk Management Framework, Strategic Risks and Risk Appetite Statements are reviewed by the Board to ensure they remain current, and enhanced as required, to comply with requirements of the Standing Directions under the *Financial Management Act 1994*.

5. Our performance and reporting framework

The VFA has planning and reporting requirements that shape the funding arrangements, priority focus areas and performance measures. The VFA's performance and reporting framework is illustrated in Figure 4.

At a high level, the Victorian Government's State Budget and election commitments and the Minister's Statement of Expectations outline the services to be undertaken by the VFA, the funding provided, and the performance targets the VFA is required to meet.

These documents, in association with the VFA Strategic Plan, determine the priorities to be set out in the VFA's Annual Business Plan and the measures upon which the VFA reports through its quarterly and annual reports.

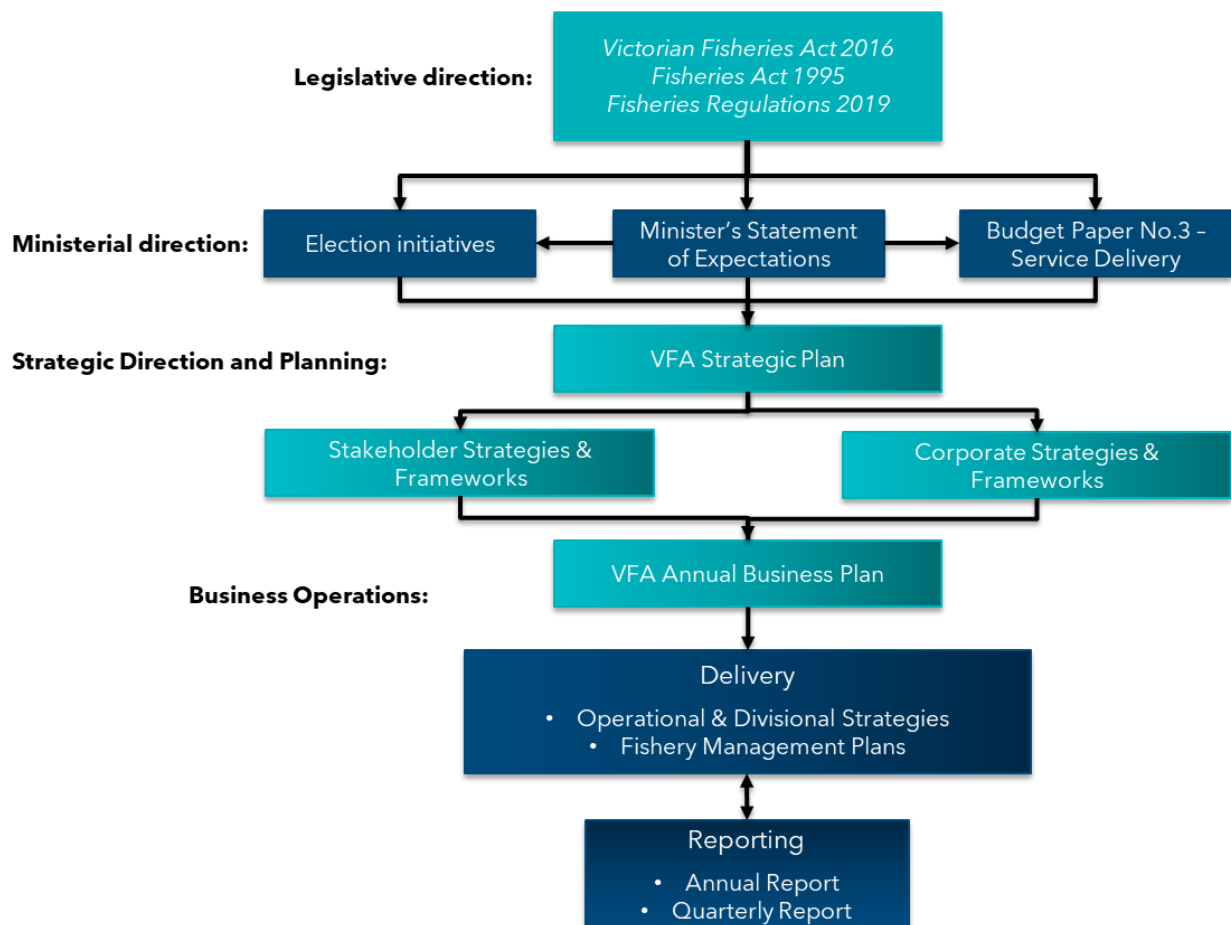


Figure 4: The VFA's performance and reporting framework.

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5.1 Key Performance Measures

The Government's 2022 'Go Fishing Victoria' election campaign included a package of initiatives to get more kids involved in fishing, deliver better boating and fishing infrastructure, and improve Victorian waterways to keep families out on the water for generations to come.

Election Commitments - Go Fishing Victoria			
Program	Description	Funding allocation	Key performance measures
Fishing			
Establish a Habitat Improvement Fund	Provision of grants to eligible organisations to preserve and improve marine, estuarine and freshwater fisheries.	<ul style="list-style-type: none"> • \$2.5 million over 4 years • \$0.625m 2024-25FY 	<ul style="list-style-type: none"> • Award second round of grants by August 2025.
Establish a Little Anglers Program	Grow participation of primary school-aged children in fishing. The program will provide 60,000 Little Angler Kits, which includes a fishing rod, tackle box, and a <i>Kids' Guide to Fishing</i> .	<ul style="list-style-type: none"> • \$1.5 million over 1 year 	<ul style="list-style-type: none"> • Commitment delivered.
Grants to support local fishing clubs to attract new members	Provision of grants of up to \$10,000 to angling clubs and associations for a range of different projects to assist them in retaining and attracting new membership.	<ul style="list-style-type: none"> • \$1.2 million over 4 years • \$0.30m 2024-25FY 	<ul style="list-style-type: none"> • Award second round of grants program by 30 September 2025.
Promote and grow Victoria's aquaculture sector	Increase the profile of the aquaculture sector, secure new industry investment and grow local jobs.	<ul style="list-style-type: none"> • \$1.0 million over 4 years • \$0.25m 2024-25FY 	<ul style="list-style-type: none"> • Vacant sites within Aquaculture Fisheries Reserves offered for leasing by 30 June 2026.
Establish Gunaikurnai Oyster Aquaculture in the Gippsland Lakes	Grant to establish the Gunaikurnai Oyster Aquaculture farm.	<ul style="list-style-type: none"> • \$0.25 million over 2 years • \$0.125m 2024-25FY 	<ul style="list-style-type: none"> • Commitment delivered.
Grant for the Corinella Boating and Angling Club	To enable the Corinella Boating and Angling Club to build new facilities.	<ul style="list-style-type: none"> • \$0.2 million over 1 year 	<ul style="list-style-type: none"> • Commitment delivered.

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Support Fishcare Victoria to promote sustainable fishing practices	Enable Fishcare Victoria to continue its community education program to promote sustainable fishing practice.	• \$0.1 million over 1 year	• Commitment delivered.
Fish production infrastructure			
Expand the Arcadia and Snobs Creek fish hatcheries.	Enable native fish hatchery production to significantly increase the production capacity to meet the growing demand for recreational fish stocking with particular emphasis on Murray cod, golden perch, Macquarie perch and trout cod production.	<ul style="list-style-type: none"> • \$15.0 million over 2 years • \$12.475m 2024-25FY 	<ul style="list-style-type: none"> • Practical completion of Snobs Creek Captive Breeding Centre by 31 December 2025. • Practical completion of fish production ponds, buildings, systems and infrastructure and upgraded essential services associated with fish production by 31 August 2025.
Program	Description	Funding allocation	Key Performance Measure
Boating			
Invest in better boating infrastructure by maintaining and rebuilding local piers, jetties and boating facilities	Improve 15 ramps, jetties and car parks across the State:	\$22.1 million over 3 years	
	• Avalon - Stage 2: jetty upgrade and extension.		• Commitment delivered.
	• Cowes - Stage 2: jetty upgrade and expansion.		• Commitment delivered.
	• French Island - Tankerton boat ramp and jetty upgrade.		• Commitment delivered.
	• Inverloch boat ramp upgrade and additional car parking.		• Commitment delivered.
	• Laanecoorie boat ramp relocation from Brownbill Recreational Reserve.		• Commitment delivered.
	• Lake Boga all-abilities accessible pontoon.		• Commitment delivered.
	• Lang Lang launching facility upgrade.		• Construction completed by 30 November 2025.
	• Limeburners (Stage 2: wave attenuator and ramps).		• Construction to commence Q4 2025-26.
	• Mildura - Redcliffs boating facility upgrade.		• Commitment delivered.
	• Torquay - Fishermans Beach carpark upgrade.		• Commitment delivered.
	• Howqua Inlet (Lake Eildon) - new boat ramp and car parking.		• Construction completed by 31 March 2026.

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	<ul style="list-style-type: none"> Mornington - Schnapper Point boat ramp upgrade. 		<ul style="list-style-type: none"> Construction to commence Q4 2025-26.
	<ul style="list-style-type: none"> St Leonards ramp upgrade. 		<ul style="list-style-type: none"> Commitment delivered.
	<ul style="list-style-type: none"> Tooradin boat ramp, jetty and carpark upgrade. 		<ul style="list-style-type: none"> Construction completed by 30 April 2026.
	<ul style="list-style-type: none"> Werribee South boat ramp and carpark upgrade. 		<ul style="list-style-type: none"> Construction to commence Q4 2025-26.
Develop a new boating facility at Tarago Reservoir	Facilitate upgrades at Tarago Reservoir, opening it up to motorised boats as well as recreational fishing.	<ul style="list-style-type: none"> \$4.4 million over 2 years 	<ul style="list-style-type: none"> Detailed design and approval complete 30 June 2026.

5.2 Ministerial Statement of Expectations for the VFA

The *Statement of Expectations* (SOE) sets out the Minister's expectations for the VFA's regulation of fishing and boating matters and outlines a range of improvements and performance targets to enhance administration and enforcement of regulations. The SOE applies for the period 19 March 2024 onwards until renewed and targets displayed below are relevant for delivery by 30 June 2026.

Ministerial Expectation	VFA performance target
1. Professionalism and upholding Victorian public service processes	
Processes and policies are in place that ensure compliance with the public sector values, Victorian Public Service codes of conduct, and public sector employment principles and standards.	The VFA's intranet is up to date with policies and procedures that enable staff awareness and compliance with the essential elements of public sector values.
	Regular communications are undertaken to ensure VFA staff are aware of obligations to support the delivery of high-quality services to the public, and their rights to be treated fairly and equitably.
	Training and education are provided to VFA staff covering key elements of the public sector values.
2. Outcomes for Traditional Owners	
Continue to actively engage with Aboriginal Victorians in appropriate and meaningful ways, focusing on sustainable fisheries management, recognition of Aboriginal customary fishing rights for Recognised Traditional Owner Groups and improving economic opportunities for all Aboriginal people in fishing, boating and related industries.	VFA Aboriginal Engagement Strategy reviewed by 30 June 2026.
	With Gunaikurnai Land and Waters Aboriginal Corporation, expand the Gippsland Lakes Sydney Rock oyster trail to test growth at commercial scale and gain further knowledge on preferred locations for Sydney rock oyster aquaculture in Eastern Victoria by 30 June 2026.
	Collaborate with Traditional Owners and First Nations people to identify opportunities for development of new aquaculture projects by 30 June 2026.

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Develop a plan for commercial fishing opportunities for Traditional Owners.	Continue engagement with the Aboriginal Victorians to identify commercial fishing and aquaculture opportunities.
Ministerial Expectation	VFA performance target
3. Encouraging more women to get involved in boating and recreational fishing	
Continue to consult and work with, amongst others, the Women in Recreational Fishing and Boating (WIRFAB) network to elevate the voice and profile of women to promote increased participation of women and girls in recreational fishing and boating.	At least five tailored women's fishing clinics held across Victoria with over 75 women participating by 30 June 2026.
	Membership of WIRFAB network increased by 30 June 2026.
Actively seek opportunities to communicate and promote to the broader community activities and initiatives that encourage the greater participation of women and girls.	WIRFAB social media platform/Facebook members only page utilised to provide a safe environment for women to engage in fishing and boating-related communications.
	VFA websites and social media are up to date with events that provide opportunities for women and girls to participate in fishing and boating activities.
4. Delivering for both commercial and recreational fishers	
Continue working with the Victorian seafood industry to optimise Victoria's fisheries and aquaculture industries.	Stock assessments and quota setting for the abalone (31 March & 30 June), Ocean Scallop (31 March), rock lobster (30 June), giant crab (30 June), octopus (30 June), pipi (30 June), Snapper (31 March), Banded Morwong (1 January) and sea urchin (30 June) fisheries completed prior to commencement of quota period.
	Review the stock sustainability status of Corner Inlet and Periwinkle fisheries by 30 June 2026.
	Explore opportunities to develop Pacific oyster and sea urchin aquaculture industries in Victoria by 30 June 2026.
Actively engage with commercial and recreational fishers, aquaculture licence holders and Traditional Owner groups who have a direct interest in fishing and in decisions that affect their fishing entitlements.	<p>Engagement activity is undertaken in line with the <i>VFA Stakeholder Engagement Strategy</i></p> <ul style="list-style-type: none"> • Aquatic Strategic Action Group - quarterly • Total Allowable Commercial Catch Forums - annually • Seafood Industry Victoria - as required • VRFish - as required • Boating Industry of Australia (Victoria) - quarterly

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Ministerial Expectation	VFA performance target
4. Delivering for both commercial and recreational fishers (continued)	
Continue exploring opportunities to support innovation in Victoria's commercial fishing and aquaculture sectors.	Explore opportunities for Aquaculture Fisheries Reserves in the Gippsland Lakes to support a Sydney rock oyster industry.
	Point Lillias Aquaculture Fisheries Reserve Management Plan declared.
	Leasing of vacant sites within Aquaculture Fisheries Reserves to successful leasing applicants with VFA as landlord completed.
	Finalise development of a new Licence and Quota Management System (LQMS) by 30 June 2026.
	Transition pipi, sea urchin, octopus, Banded Morwong, ocean scallop and scallop fishery catch reporting from Fisher Mobile to Vic e-Catch.
	Complete annual review of electronic monitoring program for the Giant Crab Fishery completed by 30 June 2026.
	Research project investigating the use of image capture and AI technology to collect giant crab length and sex data onboard vessels completed by 31 August 2026.
Investigate opportunities to increase consumer access to local markets, improve consumers' understanding of local products, and support seafood supply chain value-adding and diversification.	Development a Commercial Fishing Strategy to identify opportunities and support growth in the commercial fishing sector by 1 December 2025.
	Support at least two major industry-led events showcasing and offering Victoria's commercial seafood by 30 June 2026.
Continue engagement with the recreational fishing sector and seek feedback from fishers on topics to allow the VFA to invest in priority areas, make informed choices about improving recreational fishing opportunities across the State, and identify information and knowledge gaps, including research and data needs.	Hold at least one Recreational Fishing Leaders Forum to collaborate on strategic priorities for the recreational fishing community by 30 June 2025.
	Fish stocking consultation forums undertaken with anglers and local agencies and results documented in the Vic Fish Stock Report for six regions by 30 June 2026.
Continue to deliver the priorities outlined in the <i>Victorian Recreational Boating Strategy 2021 – 2030</i> for recreational boaters across the State.	Continue to remove boat ramp fees in line with set timelines.
	Victorian Recreational Boating Action Plan 2025-26 and previous plans implemented.
	Victorian Recreational Boating Action Plan 2026-27 developed.

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Ensure transparency on how the Better Boating Fund is used to invest revenue raised from marine licensing and boat registration fees into improving boating safety and facilities.	Better Boating Fund Financial Report 2024-25 made publicly available.
Ministerial Expectation	VFA performance target
5. Promoting environmental sustainability	
Periodic updates on the status of key Victorian fish stocks are prepared and made publicly available.	Stock assessment reports for quota fisheries are published annually on the VFA website by 30 June 2026.
	Native Fish Report Cards produced annually.
Existing marine, freshwater and aquaculture management plans continue to be implemented and routinely reviewed and for the VFA to develop new fishery management plans and strategies as the need arises.	Continue implementation of all existing fisheries management plans across marine, freshwater, and aquaculture sectors.
Continue to increase the awareness and understanding that all Victorians have a part to play in achieving sustainable and responsible use of Victoria's fisheries resources.	Events aimed at educating the public on the environmental stewardship of fisheries resources, including Snobs Creek and Arcadia fish hatchery Open Day's, 'Hooked on', fishing conferences and festivals, delivered by 30 June 2026.
	At least two public education communications delivered through the VFA's social media platforms annually.
	Marine and Freshwater Discovery Centre education services and programs (Schools Education Program, Holiday programs delivered by 30 June 2026.
	Compliance information - e.g. levels of compliance in recreational and commercial sectors - published on the VFA website on a quarterly basis.
	Explanatory details of relevant enforcement outcomes published on our education-specific social media platforms.
	Develop and implement the Community Engagement and Major Crime Action Plan and Control Strategy 2025-26.
	Analyses of 13Fish calls undertaken to identify common themes and locations in the calls.
	Annual review of enforcement actions required in recreational and commercial fisheries undertaken.

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Ministerial Expectation	VFA performance target
6. Developing a partnership approach to safety and regulation	
Continue efforts to collaborate with state-level agencies whose fishing, boating and enforcement responsibilities overlap those of the VFA, or where the VFA can provide assistance, knowledge and advice.	Intelligence services and enforcement support provided to assist Game Management Authority and Agriculture Victoria.
	Contribution to Victoria's All Hazards, All Emergencies approach to emergency management achieved.
	Collaboration with Department of Environment, Energy and Climate, Action (DEECA) on emergency management, particularly shark hazard management and cetacean entanglement in fishing gear, undertaken.
	Collaboration with water managers and work undertaken to translocate priority fish species from lakes, rivers and channels impacted by loss or redirection of waters.
Continue to foster strong relationships at the national level with other fisheries management and enforcement agencies.	National engagement through the National Recreational Fishers Forum and Australian Fisheries Managers Forum achieved.
7. Stakeholder consultation, engagement and education	
Ensure understanding of the changing needs and priorities of commercial fishers, aquaculture businesses, recreational fishers and boaters, Traditional Owner groups, and the broader community by continuing to focus on consultation and engagement.	Hold regular meetings with Seafood Industry Victoria and the Aquatic Strategic Action Group to collaborate on shared strategic priorities for Victoria's seafood industry.
	At least one Recreational Fishing Leaders Forums held to collaborate on strategic priorities for the recreational fishing community by 30 June 2025.
	Regular engagement with the Boating Industry of Victoria and VRFish.
	Regular public engagement on proposed boating facility upgrades.
	Effective collaboration undertaken with DEECA, Environment Protection Authority, Parks Victoria, local governments and asset/land managers to deliver boating facility upgrades, renewals and new facilities on schedule as per the annual Victorian Recreational Boating Action Plans.
Continue to support diversity and inclusion by removing barriers that may deter people from participating in fishing and boating	All-abilities access points installed on schedule and in accordance with the <i>Victorian Recreational Boating Action Plan</i> .
	Membership of WIRFAB Network increased by 30 June 2026.
	Membership on the Community Reference Group broadened to enable Cultural and Linguistically Diverse communities to engage with the VFA and provide input into fisheries management decision making.

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	Hold a tailored all abilities fishing event held with clinics building fundamental fishing skills by 30 June 2026.
Ministerial Expectation	VFA performance target
7. Stakeholder consultation, engagement and education (continued)	
Continue a focus on stewardship and education across the breadth of its stakeholders	Events aimed at providing a safe and enjoyable environment for people of all abilities, all communities and all ages, to learn about fishing and boating delivered.
	VFA Stakeholder Engagement Strategy 2024 - 2026 implemented.
	An annual <i>Community Engagement and Major Crime Control Strategy & Action Plan</i> delivered.
8. Improving infrastructure	
Continue to facilitate urgent upgrades and continued maintenance of boating infrastructure through the Better Boating Fund, including delivery of the high boat ramp renewals identified in the Victorian Boating Strategy.	Commence construction projects at Tooradin, Mornington – Schnapper Point, Werribee South, Howqua Inlet, Limeburners Point (Stage 2).
	Boating infrastructure election commitment projects progressed on schedule.
	Continue to enhance the Victorian boating experience by investing in renewed and new boating facilities across Victoria in accordance with the 2024-25 and previous <i>Victorian Recreational Boating Action Plan's</i> .
9. Accountability and transparency	
Ensure that fisheries management and boating-related decision-making processes are clear and visible to the public; that stakeholders have involvement in the processes, and that information is accessible, clear and easily understood and available in a timely manner on the VFA website.	Stakeholders are provided opportunity to make submissions on fisheries management and boating-related matters, as relevant.
	Outcomes of consultative processes are clear and easily understood and published on the VFA's website in a timely manner.
	Explanatory details of relevant enforcement outcomes published on the VFA's education-specific social media platforms.
Administration of regulation should be transparent and subject to public scrutiny through effective performance reporting.	VFA Annual Report is tabled in Parliament.
	Better Boating Fund Financial Report 2024-25 made publicly available.
Continue utilising its social media platforms as key avenues to ensure stakeholders and the community have access to accurate and up-to-date information.	Continued growth in the VFA's reach through social media achieved.
	At least two public education campaigns delivered through the VFA's social media platforms annually.

5.3 Victorian Government State Budget - Budget Paper No.3: Service Delivery

The Government's *Budget Paper No.3 - Service Delivery* sets the Government's priorities for the goods and services it provides to Victorians. It establishes strategic performance outputs and targets for departments and their agencies.

The VFA's Performance Indicators are:

- **Sustainability of assessed fish stocks**
- **Improved recreational fishing and boating services and facilities.**

The indicators support the development of sustainable fishing and aquaculture activities in Victoria and the delivery of improved recreational fishing and boating services and facilities so that boating and fishing are more accessible to more people and deliver outcomes that provide benefits to Victorians.

Delivering our BP3 performance measures in 2025-26

Performance measures	Unit of measure	2025-26 target
Quantity		
Community and stakeholder engagement information forums.	number	10
Complete quota setting processes for key quota managed fish stocks.	number	3
Develop, implement and review overarching fisheries compliance strategy.	number	1
Enhance levels of community participation in achieving fisheries compliance through calls to the 13FISH reporting line.	number	1,950
Key fisheries managed in accordance with fishery management plans.	number	7
Minimum uniformed fisheries officers maintaining operational coverage during priority fishing activity periods.	number	10
Native and salmonid fish stocked.	number (000)	10,000
Recreational boating and fishing infrastructure improvements delivered.	number	3
Quality		
Key statutory obligations relevant to the VFA complied with (tabling annual report, audits, business plan and board appointments).	percent	100
Percentage of intelligence-led targeted investigations into serious or organised fisheries offending that result in a prosecution, disruption or intelligence referral outcome.	percent	95
Timeliness		
Proportion of fisheries cost recovery levies reviewed and set prior to the commencement of the licensing year.	percent	100

5.4 VFA Strategic Plan

The Strategic Plan commits to increasing the number and diversity of people fishing and boating and enjoying Victoria's local seafood. It focusses on growing healthy and sustainable fisheries and aquaculture sectors and enhancing recreational boating experiences contributing to Victoria's social and economic prosperity.

The strategy guides the way we work with our diverse stakeholders to optimise the value of Victoria's fisheries resources now and into the future. Each of the five focus areas has associated priorities, measures and targets. A new VFA Strategic Plan will be prepared in 2025-26.

The table below describes the VFA's 2025-26 targets from the existing strategic plan.

Focus area: 1. Sustainable and healthy fisheries	
Priority	2025-26 Targets
1.1 Victorian marine and freshwater fisheries, fish stocks and habitats are healthy and productive.	<p>Stock assessments and quota setting for the abalone, rock lobster, giant crab, octopus, pipi and sea urchin fisheries completed.</p> <p>Fisheries management plans in place for all quota managed fisheries.</p> <p>Operations undertaken to detect, disrupt and dismantle serious and organised fisheries related crime.</p> <p>Collaborate and engage with water managers, state and federal government on potential actions to limit the environmental impact of carp on waterways.</p> <p>Deliver the Habitat Improvement Fund.</p>
1.2 Fisheries management is integrated, considers the interests of all stakeholders and reflects community values.	<p>Hold 10 community and stakeholder engagement information forums.</p> <p>Fish stocking consultation forums undertaken with anglers and local agencies and results documented in the Vic Fish Stock Report for six regions by 30 June 2026.</p>
1.3 Decision making is transparent, proactive, reflects policy and leverages research, monitoring and evaluation.	<p>Review of <i>Sea Urchin Management Plan</i> commenced by 30 June 2026.</p> <p>Point Lillias Aquaculture Fisheries Reserve Management Plan declared by 30 June 2026.</p> <p>Engagement activity is undertaken in line with the VFA Stakeholder Engagement Strategy.</p> <p>Statutory consultation processes and outcomes detailed on the VFA website.</p>
1.4 Ethical, responsible and respectful practices are adopted across the sector.	<p>Regulation amendment package drafted to transition a number of Fisheries notices into regulations by 30 June 2026.</p>

Focus area: 2. Social and economic prosperity	
Priority	2025-26 Targets
2.1 Victoria's fishing and boating sector is dynamic and resilient, offering great economic	<p>Construction of expanded facilities at the Northern Native Fish Hatchery (Arcadia) completed to increase production of fish for stocking by 30 September 2025.</p>

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<p>opportunities and career pathways for Victorians.</p>	<p>Leasing of vacant sites within Aquaculture Fisheries Reserves completed by 30 June 2026.</p> <p>With Gunaikurnai Land and Waters Aboriginal Corporation, expand the Gippsland Lakes Sydney Rock oyster trail to test growth at commercial scale and gain further knowledge on preferred locations for Sydney rock oyster aquaculture in Eastern Victoria by 30 June 2026.</p> <p>Export approval applications completed and granted for Corner Inlet Fishery (31 March 2026), Rock Lobster (30 September 2025), Giant Crab Fishery (28 February), Sea Urchin Fishery (28 February).</p> <p>Continue to enhance the Victorian boating experience by investing in renewed and new boating facilities across Victoria in accordance with current and Victorian Recreational Boating Action Plan.</p> <p>Complete a review of the Yabby bait market.</p>
<p>2.2 Recreational, indigenous customary and commercial fishing, aquaculture, and recreational boating are all recognised for their contribution to the social and economic prosperity of Victoria.</p>	<p>Support at least 2 major industry-led events showcasing and offering Victoria's commercial seafood by 30 June 2026.</p> <p>Work continued with the Victorian Multicultural Commission and Cultural and Linguistically Diverse Community reference group.</p> <p>Work continued with community leaders to develop ways to increase the understanding of responsible fishing across these communities.</p> <p>Promotion of the Arcadia Visitors Centre to educate the community about our native fisheries.</p> <p>Hold free, public, VFA-led and VFA-supported events across Victoria with over 20,000 people collectively attending the events by 30 June 2026.</p>
<p>2.3 Victoria's high quality, fresh fish and seafood products are readily accessible at the source and across Victoria, the first choice for Victorians and recognised around the world.</p>	<p>Commercial Fishing Strategy developed sets a 5-year vision and priorities for the commercial fishing sector by 1 December 2025.</p> <p><i>Vic Fish Stock Plan</i> developed and implemented to achieve target of stocking 10 million fish by 31 August 2025.</p>
<p>2.4 Recreational fishing and boating are widely accessible and enjoyed by a diverse range and growing number of Victorians.</p>	<p>Free, public, VFA-led and VFA-supported events held across Victoria receive feedback indicating at least 80% of attendees at VFA-led events highly value the opportunity to gain information, advice and skills by 30 June 2026.</p> <p>At least at least 10 children's fishing clinics held across Victoria by 30 June 2026.</p> <p>At least five tailored women's fishing clinics held across Victoria by 30 June 2026.</p> <p>At least fifteen events held in regional Victoria by 30 June 2026.</p> <p>Construction of new all abilities access improvements at Blue Rock Lake, Apollo Bay and Mordialloc.</p>
<p>2.5 Victoria is renowned as a great fishing and boating destination.</p>	<p>Improved recreational fishing opportunities in lakes and rivers achieved by reaching target of 10 million fish stocked per year.</p> <p>Create new recreational fishing opportunities through stocking of lakes and rivers subject to risk assessments, consultation and Translocation Evaluation Panel approval.</p> <p>Boating infrastructure development and design planning completed in line with the current and previous Victorian Recreational Boating Action Plan's.</p> <p>Upgrade of new boating facilities completed in line with current and previous Victorian Recreational Boating Action Plan's.</p> <p>Expansion of the all-abilities boating network across Victoria in accordance with the Victorian Recreational Boating Action Plan 2024-25.</p>

Focus area: 3. Effective and innovative authority



Priority	2025-26 Targets
3.1 The health and safety of our staff and community comes first.	<p><i>Stop for Safety Program</i> undertaken annually.</p> <p>Provide all staff access to VFA Employee Assistance Program.</p> <p>Run a Health, Safety and Wellbeing program with a focus on psychosocial safety for all VFA staff.</p> <p>Promote the safe use of fisheries resources.</p> <p>Respond to aquatic related emergencies under Victoria's All Hazards, All Emergencies approach to emergency management.</p>
3.2 Diversity, inclusion and flexibility are valued, and our people can develop their skills, and experience rewarding career pathways.	<p>Progress audit and Progress report for 2023-25 to the Commission for Gender Equality in the Public Sector by 1 December 2025 and 1 May 2026 respectively.</p> <p>Develop and submit a <i>VFA Gender Equality Action Plan 2026-30</i> to the Commission of Gender Equality by 1 May 2026.</p> <p><i>Respect and Inclusion Framework 2026-30</i> approved.</p>
3.3 We are enabled by strong communication across the organisation and with stakeholders and the Victorian community.	<p>Continue to implement <i>Stakeholder Engagement Strategy</i>.</p> <p>Communicate with stakeholders and the Victorian community through our VFA social media channels.</p> <p>Internal communications continued.</p> <p>Recreational Fisheries Management Updates delivered quarterly.</p>
3.4 Business processes and systems are fit-for-purpose.	<p>Strategies and plans developed in accordance with the <i>Workforce Diversity and Inclusion Framework</i>.</p> <p><i>Respect and Inclusion Framework 2026-30</i> approved.</p> <p><i>Accommodation Strategy</i> reviewed by 30 June 2026.</p> <p>Finalise development of a new Licence and Quota Management System (LQMS) by 30 June 2026.</p> <p>Review the VFA Intranet to improve user experience by 30 June 2026</p>
3.5 We are a forward-looking, innovative, consistent and measured, and have a proud reputation for getting things done.	<p>Outcomes of People Matter Survey indicate annual improvement on the innovative behaviour, senior leadership, workgroup, and public sector values index.</p>

Focus area: 4. Strong and collaborative relationships



Priority	2025-26 Targets
4.1 Working relationships with our fishing and boating community are a cornerstone of how we do business.	<p>Regular meetings held with:</p> <ul style="list-style-type: none"> - Seafood Industry Victoria - the Aquatic Strategic Action Group - Recreational Fishers Leaders Forum - VRFish - Boating Industry of Australia (Victoria).

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	<p>Representation at national level continued: the Australian Fisheries Managers Forum and the National Fisheries Compliance Committee.</p> <p>Collaboration with water managers and recreational fishers to translocate priority species from impacted lakes and channels achieved.</p> <p>Collaborate with Arthur Rylah Institute to operate the VFA's conservation hatchery for threatened and endangered native fish species at the VFA Snobs Creek fish hatchery.</p>
4.2 Structured and clearly defined processes for consultation and co-management underpin broad participation in decision making.	<p>VFA <i>Stakeholder Engagement Strategy</i> implemented.</p> <p>Victorian Recreational Boating Action Plan 2025-26 developed.</p> <p>Hold at least 10 regional recreational fishing forums by 30 June 2026.</p>
4.3 Informed and capable stakeholders and representative bodies work closely with us to deliver well-planned and coordinated action.	<p>Engagement with the Victorian public to ensure feedback is received during planning for upgrades to boating facilities.</p> <p>Multicultural information available to culturally diverse communities on VFA's website and through culturally appropriate publications and other communication channels.</p>
4.4 Extend our reach and impact through partnerships with a diverse range of organisations.	<p>Continue engagement with Cultural and Linguistically Diverse Community Reference Group to enable communities to engage with the VFA and provide input into fisheries management decision making.</p> <p>Support and provide financial sponsorship for at least one culturally diverse event held with fishing skilled based activities by 30 June 2026.</p> <p>Support and provide financial sponsorship for at least two major industry-led events showcasing and offering Victoria's commercial seafood by 30 June 2026.</p> <p>Respond to aquatic related emergencies under Victoria's All Hazards, All Emergencies approach to emergency management.</p>
4.5 Work closely with Aboriginal Victorians to develop a greater understanding of culturally important matters.	<p>VFA <i>Aboriginal Engagement Strategy</i> reviewed.</p> <p>Collaborate with Traditional Owners to conserve and breed vulnerable and endangered aquatic species through innovative science and technology at the conservation hatchery.</p>
4.6 Enhance recreational boating by working closely with asset managers, authorities and stakeholders to improve access and safety.	<p>Hold at least two asset management forums by 30 June 2026.</p>

Focus area: 5. Enhanced boating experiences across Victoria



Priority	2024-25 Targets
5.1 Improve boating facility and boating access through the delivery of the Victorian	<p>Recreational Boating Action Plan 2025-26 approved by Premier, Treasurer and Minister.</p> <p>Development of Recreational Boating Action Plan 2026-27 by 31 May 2026.</p> <p>Complete construction projects at:</p>

<p>Recreational Boating Strategy.</p>	<ul style="list-style-type: none"> • Tooradin by 30 April 2026 • Howqua Inlet by 31 March 2026 • Port Welshpool pontoon with an all-abilities pontoon by 30 June 2026. <p>Commence construction projects at:</p> <ul style="list-style-type: none"> • Mornington – Schnapper Point by 30 June 2026. • Werribee South by 30 June 2026. • Limeburners Point (Stage 2) by 30 June 2026. <p>Recreational Boating Dredging and Access Program provided by September 2025.</p>
<p>5.2 Promote the boating across Victoria.</p>	<p>Continue delivery of a boating promotion program that highlights the boating experience across regional Victoria, building on projects delivered and promotional material developed in previous years.</p>
<p>5.3 Improve the quality of data and implementation of other reforms that improve the boating experience.</p>	<p>Fund Safe Transport Victoria-Maritime for the regulation and administration of recreational marine activities including high-risk vessel inspections, recreational vessel compliance, boating safety education, waterway management, approval of waterway rules and boating activity.</p>

5.5 VFA 3-year Strategic Priorities

In 2025-26, the VFA will develop a new strategic plan plotting the course towards the vision for Victoria's fisheries and boating infrastructure. Responding to the evolution of the state's fisheries over the past 10 years, the VFA's 3-year strategic priorities will include:

- Promoting and supporting the commercial fishing and aquaculture sectors to be productive, resilient, sustainable, innovative and contribute significantly to Victoria's economy
- Facilitating greater access to local and international markets for commercial fishing and aquaculture sectors
- Managing Victoria's diverse freshwater and marine fisheries so they are healthy, productive, sustainable and accessible for the benefit of current and future generations
- Focusing on organised and serious fisheries crime to ensure our fisheries remain protected
- Partnering with stakeholders and external science providers for best practice research and planning; and
- Maintaining a healthy and efficient organisation.

6. Financial estimates and forecasts

The VFA is primarily funded through government grants to deliver its legislative and regulatory functions, and key government priorities. These function and priorities include:

- The Government's budget initiatives and 2022 election commitments such as stocking 10 million fish each year, the expansion of the Arcadia and Snobs Creek fish hatcheries, and improvements to boating ramps and facilities across Victoria;
- Core regulatory priorities including the sustainable management of Victoria's fisheries through scientific analysis and research, development of fisheries regulation and management plans, and the education and enforcement of regulation and legislation; and
- Promotion of fishing and fisheries across Victoria.

Operating Statement

	\$ '000			
	2024-25 Outcome	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast
Income from transactions	74 697	70 548	59 545	54 615
Grants from Government	72 687	69 048	58 045	53 115
Third-party revenue and grants	2 010	1 500	1 500	1 500
Expenses from transactions	74 681	70 548	59 545	54 615
Grant disbursements	22 020	28 500	20 400	14 700
Employee Benefits	31 277	22 400	23 072	23 764
Interest Expense	128	100	105	110
Laboratory and livestock Expenses	5 405	4 500	1 000	1 000
Contracts and services	3 861	3 396	3 348	3 381
Computer services and equipment	2 317	2 363	2 411	2 459
Other operating expenses	9 673	9 289	9 210	9 201
Operating result before depreciation	16	0	0	0
Depreciation and amortisation	4 017	4 200	4 400	4 444
Net Result from Transactions	- 4 001	- 4 200	- 4 400	- 4 444

The VFA's financial outlook for 2025-26 forecasts the delivery of these priorities. Total income is expected to decrease in 2025-26 compared to 2024-25 by a net \$4.1 million, which primarily reflects lower recurrent funding from Government. Total income from 2026-27 is expected to be around \$11.1 million lower due to the timing of funding for boating commitments, and lower funding for fish stocking.

Expenditure on grants is expected to increase in 2025-26 by around \$6.5 million largely due to the timing of payment milestones for boating infrastructure improvement projects. Employee expenses are expected to decrease by \$8.9 million due to the VFA's restructure and lower staffing levels (total employee expenses in 2024-25 also included amounts for redundancy payments).

Annual changes to other expenditure categories are also expected to reflect the timing and delivery of government initiatives.

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Given current funding expectations, and current planned activity, the VFA expects to deliver a balanced operating result in 2025-26 (before depreciation). The VFA is not funded for depreciation and amortisation.

Balance Sheet

	\$ '000			
	2024-25 Outcome	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast
Assets	66 150	67 533	63 433	59 289
Cash and deposits	2 477	500	500	500
Other financial assets	10 722	10 722	10 722	10 722
Non-financial assets	52 951	56 311	52 211	48 067
Liabilities	24 501	23 601	23 301	23 501
Net Assets	41 650	43 933	40 133	35 789
Equity	41 650	43 933	40 133	35 789

The VFA's net assets are expected to total \$43.9 million by the end of 2025-26. This is a net increase of \$2.3 million which is primarily driven by the completion of the Government's expansion of the Arcadia and Snobs Creek fish hatcheries (offset by annual depreciation of \$4.2 million). Expected decreases in net assets in 2026-27 and 2027-28 are driven by the impact of unfunded depreciation and amortisation costs.

Cashflow Statement

	\$ '000			
	2024-25 Outcome	2025-26 Forecast	2026-27 Forecast	2027-28 Forecast
Net cash flow from operating activities	4 255	- 1 077	- 100	- 100
Cash receipts	80 293	70 171	59 745	54 315
Cash payments	76 038	- 71 248	- 59 845	- 54 415
Net cash flow from investing activities	- 10 443	- 7 560	- 300	- 300
Net cash flow from financing activities	8 248	6 660	400	400
Net increase / (decrease) in cash	2 060	- 1 977	0	0
Cash at the beginning of year	417	2 477	500	500
Cash at the end of year	2 477	500	500	500

Net cash flow from investing activities reflects the VFA's forecast capital investment program. Capital investment is to be \$6.7 million in 2025-26, reflecting the completion of the expansion of the Government's fish hatcheries at Arcadia and Snobs Creek.

Consistent with Government policies the VFA does not manage cash investments, it only projects to maintain transactional cash balances. The VFA draws down cash from the Government on an as-needs basis to ensure it maintains constant cash balances. As a result, the VFA's forecasted closing cash balances for 2025-26 and onwards are \$0.5 million.

Appendices

Appendix 1: Our Board

Graeme Dear

Mr Dear has served on the VFA Board since inception and most recently as Deputy Chair. He has 30 years of experience in Public and Private sector administration. A keen fisher all his life and former CEO of East Gippsland Catchment Management Authority, Graeme has extensive experience in fisheries practice, administration, research and policy.

VFA Board Chair

Remuneration Committee Chair



Anne Astin AM PSM

Dr Astin has held executive positions in government, industry research and development, and advocacy organisations. Dr Astin currently chairs the Boards of Australia's Food Agility Co-operative Research Centre, Agriculture Innovation Australia, Dairy Food Safety Victoria and Good Shepherd Australia New Zealand.

She is a recipient of an Order of Australia Medal (AM) and a Public Service Medal (PSM) for her services to Australia's food and agriculture industries. She is an inductee of Victoria's Women's Honour Roll, a Fellow of the Australian Institute of Food Science and Technology and a Member of the Australian Institute of Company Directors.

VFA Deputy Chair

People and Safety Committee Chair

Remuneration Committee Member



Dr Bernadette Northeast

Dr Northeast's formal qualifications relate to aquatic science and aquaculture (including a PhD relating to Australian freshwater fish). Dr Northeast's science expertise is well complemented by a number of directorship and regional community activities. Dr Northeast brings a solid knowledge of governance from her board and chair experience and is currently a director on the board of South West Healthcare.

VFA Director

Strategy and Engagement Committee Chair



Mr George Lekakis AO

George Lekakis is an experienced industry leader with a 45-year social work career in leadership roles in the not-for-profit sector and the Victorian Government. He is currently the President of the Victorian Government's creative and economic screen development agency, Vicscreen; and a board director of Chisholm Institute. Previously he was Chairperson of the Victorian Multicultural Commission 2001-2010, its longest serving Chairperson. He has also served as the Chief Executive of the New Hope Foundation, Fronditha Aged Care, and was an Executive Director at the Department of Business and Innovation. His professional career has also seen him a member of many other Government and non-government boards and committees in various executive roles. George has been a keen angler throughout his life.



VFA Director

Audit and Risk Committee Member

People and Safety Committee Member

Joelle Tabone

Ms Tabone is a Chartered Accountant with over 20 years' experience providing business advisory and compliance services to a wide range of private, government and not-for-profit organisations. Her expertise spans several disciplines, including business strategy, accounting, structuring and financial reporting, and her significant business, governance and accounting skills enables her to assist the VFA from a position of knowledge and experience.



VFA Director

Audit and Risk Committee Chair

Wambui Migwe

Ms Migwe is a strategic engagement and brand management professional with more than 20 years' experience in Australia and overseas. With academic qualifications in Finance and International Relations, Ms Migwe has held roles in infrastructure, not-for-profit and consumer goods sectors, always with a focus on strategy and engagement. Ms Migwe's professional experience is complemented by governance roles in the education and environmental management sectors, and membership to the Australian Institute of Company Directors.



VFA Director

Audit and Risk Committee Member

Strategy and Engagement Committee Member

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