

# 2021-2026 Snobs Creek Fish Hatchery Strategic Plan





# Introduction

*This Strategic Plan was developed by the Recreational Fishing Improvements team in consultation with the Snobs Creek Fish Production and Stocking Advisory Board. The Strategic Plan is a roadmap for successfully achieving the VFA's vision and the Snobs Creek Fish Hatchery's mission. It aligns with the following VFA strategic priorities:*

- Sustainable and healthy fisheries
- Social and economic prosperity
- Effective and innovative authority
- Strong and collaborative relationships

## VFA's vision

*Healthy, sustainable fisheries for all Victorians.*

## The Snobs Creek Fish Hatchery mission

*To improve fishing outcomes for all recreational anglers through fish stocking.*

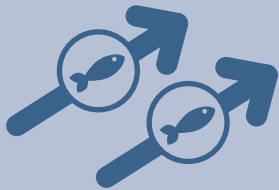
# Our values

*In everything we do we put safety first, support our people and demonstrate professionalism, leadership and accountability.*



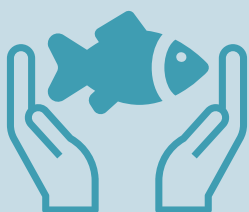
# Our focus and priorities

## 1. Production



Maximise stocked fish outcomes for recreational anglers

## 2. Conservation



Support the recovery of threatened and at-risk fish species

## 3. Innovation



Drive innovative, sustainable and ethical fish production

## 4. People



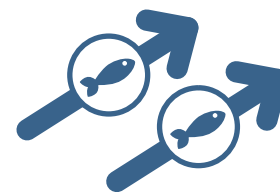
Invest in our people

## 5. Partners



Build collaborative relationships

# 1. Production: Maximise stocked fish outcomes for recreational anglers



## 1.1 Maximise stocked fish outcomes

The appropriate stocking of fish into suitable waters and habitat is key to improving the effectiveness of VFA's fish stocking program for environmental outcomes and to provide quality recreational fishing. We will improve our fish stocking techniques to improve survival and growth of fish stocked.

### To achieve this, we will:

1.1.1 Develop a fish stocking plan which identifies improved stocking techniques

1.1.2 Consider waterway environment and habitat when selecting stocking locations

1.1.3 Partner with fishery managers to evaluate stocking outcomes

### Our Success Indicators:

- Stocked fish survival and recruitment

## 1.2 Improve data collection and reporting

The VFA recognises the importance and need for quality data to support evidence-based decision making and improve stocked fish outcomes. Through efficient collection of high-quality data, the VFA will identify trends, reduce risk, support decision making and target knowledge gaps to maximise stocked fish outcomes.

### To achieve this, we will:

1.2.1 Improve data quality, management, and reporting

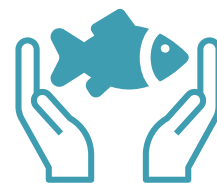
1.2.2 Increase automated data capture

1.2.3 Improve data collection instruments

### Our Success Indicators:

- Improved stocking decision making
- Increased knowledge and understanding of production and stocking outcomes
- Decrease in staff time used to collect data and maintain databases

## 2. Conservation: Support the recovery of threatened and at-risk fish species



Stocking can help protect and recover listed threatened and at-risk species, reduce vulnerabilities of fisheries to changing climatic conditions, facilitate environmental recovery and help secure sustainable fisheries and future recreational fishing opportunities. The VFA will build our capability and capacity to pioneer threatened species production methods and support preservation of the resource.

### To achieve this, we will:

2.1 Develop production targets for species produced at Snobs Creek Fish Hatchery

2.2 Pioneer innovative production methods for threatened native fish species

2.3 Contribute to the rebuilding of threatened species fish populations identified in the VFA Freshwater Fishery Management Plan

### Our Success Indicators:

- Increase in production numbers of threatened species
- Increase in production yield from trial production methods and techniques

## 3. Innovation: Drive innovative, sustainable and ethical fish production



Snobs Creek Fish Hatchery inspires creativity, innovation and experimentation, and fosters courageous and pioneering leaders. The aquaculture industry has a history of developing innovative production techniques and embracing technology to ethically and sustainably produce fish. As outlined in the VFA Fish Stocking Strategy, production will be informed by best practice, evidence and consultation to ensure optimal fish health and fitness, genetic resources and disease in fish stocking programs. To allow us to meet the Go Fishing Victoria Phase Two deliverable to stock 10 million fish in Victorian waters, Snobs Creek will need to develop and implement best practice production techniques.

### To achieve this, we will:

3.1 Invest in research and development for innovative fish production methods

3.2 Trial and evaluate new methods of production

3.3 Ensure fish health and genetic diversity meet Victorian requirements

3.4 Improve production survival rates

### Our Success Indicators:

- Adoption of trial production methods into standard production practices
- Annual increase in survival rate and fish condition

## 4. People: Invest in our people



The Snobs Creek team are our most important asset. Our focus is having the right people in the right jobs in order to deliver on our vision and mission. We recognise that a skilled and innovative workforce allows us to deliver on our production and stocking targets.

### To achieve this, we will:

- 4.1 Attract and retain a highly skilled workforce
- 4.2 Foster an inclusive and innovative workforce
- 4.3 Promote continuous workforce development
- 4.4 Promote diversity within the workforce
- 4.5 Recognise and reward staff excellence

### Our Success Indicators:

- Improved People Matter survey results
- Increase rates of staff retention
- Increase in staff participation in learning and development
- Increase in staff motivation, initiative, and drive

## 5. Partners: Build collaborative relationships



Strong relationships with agencies, recreational fishing community groups and private enterprise are core to the operation of the Snobs Creek Fish Hatchery and our stocking program. We will build on our existing relationships with community groups to create a network of volunteers for the purpose of delivering on stocking commitments. Snobs Creek will also foster bi-directional engagement with the recreational fishing community to identify stakeholder priorities and needs.

### To achieve this, we will:

- 5.1 Develop a recreational fishing volunteer database and distribution list
- 5.2 Streamline the process for stakeholder feedback on production and stocking
- 5.3 Increase connections with agencies, recreational fishing community groups and private enterprise
- 5.4 Promote fish production and stocking at public events, conferences and expos
- 5.5 Partner with fish health experts
- 5.6 Build strong and robust business relationships with private hatcheries

### Our Success Indicators:

- Increase in external stakeholder interactions
- Increase in knowledge share between VFA and partners



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