



North Western Inshore Fisheries and Conservation Authority

Annual Report 2024/25



August 2025

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Contents

1. Introduction.....	3
2. Governance.....	4
3. Resources	5
3.1 Officers and Assets	5
3.2 Financial.....	6
4. Performance Against Annual Plan Objectives	9
4.1 North Western Protector	9
4.2 Capital Asset Replacement Scheme.....	10
4.3 Drones	10
4.4. Office Moves.....	11
4.5 Research	11
4.6 Academic Partnerships	12
4.7 New Intel Database.....	12
4.8 New Permit Database.....	12
4.9 Allonby Bay HPMAs.....	12
4.10 MPA Environmental Impact Assessments.....	13
4.11 Cockle Fisheries Management Plan	13
4.12 Netting Byelaw	13
4.13 Byelaw 1 – Minimum Conservation Reference Size Byelaw	13
4.14 Byelaw 3 – Cockles and Mussels Permit Byelaw.....	14
4.15 Byelaw 4 – Potting Permit Review	14
4.16 Byelaw Strategy Review	15
4.17 Stakeholder Engagement Events.....	15
4.18 Website and Social Media Strategy	16
4.19 Risk Register	16
4.20 Performance and Development	16
4.21 Policies and Procedures	16
4.22 Green Officer	17
5. Case Studies	18
5.1 Case Study – Science.....	18
5.2 Case Study – Enforcement	19
Appendices	21
Appendix I – Map of District.....	21
Appendix II - Organogram as of Year-End	22

Appendix III – Committee Members as of Year-End.....	23
Appendix IV – 2024/25 Budget	25
Appendix V – Balance Sheet as of Year-End.....	26
Appendix VI – Assets as of Year-End	28
Appendix VII – Staff Training	29
Appendix VIII – H&S Occurrences	30
Appendix IX – Fishing Vessels Operating within District.....	32
Appendix X – Inspection and Compliance Data	33
Appendix XI – District MPAs.....	38
Appendix XII – Science Annual Cockle and Mussel Survey Data	39
Appendix XIII – Marine Licence Consultations	41
Appendix XIV – Scientific Dispensations	43
Appendix XV – Performance Assessment of Success Criterion.....	44

1. Introduction

North Western Inshore Fisheries and Conservation Authority (NWIFCA) is the lead statutory regulator under the Marine and Coastal Access Act 2009 ('the Act') responsible for protection of the marine environment and sustainable use of sea fisheries resources within our district. Our statutory duties are defined in the Act, which include the requirement for us to publish an annual report detailing how we delivered against our main objectives and priorities for the previous financial year; this is that report covering the period of April 2024 through to March 2025 and should be read in conjunction with the associated 2024/25 Annual Plan.



2. Governance

The Authority's full Committee has 30 members as defined in UK Statutory Instrument 2010 No. 2200. Ten members come from the Authority's nine constituent councils, with 17 appointed by the Marine Management Organisation (MMO) from a variety of stakeholder groups, each with skills and experience relevant to the management of inshore fisheries and marine conservation. There are three statutory members from the MMO, Environment Agency (EA) and Natural England (NE). Appendix III lists the Authority's members in 2024/25 with dates of appointments. At year-end, the Authority was carrying three member vacancies, all MMO appointees.

Standing Orders and other corporate governance policies and procedures are laid out in the Authority's Constitution available on the website. The current edition of the Constitution was published in March 2022.

The Committee held quarterly meetings face-to-face in June, September, December and March. Meetings of the Technical, Science and Byelaw Sub-Committee (TSB) were held in May, August, September, November and February. The Finance and Personnel Sub-Committee met four times within the reporting period and the General Purposes and Standards Sub-Committee met once.

There are several national IFCA groups established to provide coordination and exchange of experience across the ten IFCAs. The Association of IFCA (AIFCA) is a policy and strategy committee attended by IFCA Chairs and Chief Officers. Defra's Marine and Fisheries Chief Officer Group is an operational-level group consisting of IFCA Chief Officers and Defra Policy colleagues and meets on a quarterly basis. The IFCAs' Chief Officers' Group is a working group to discuss delivery approaches, develop solutions and agree coordinated implementation of national marine fisheries policy. This group met quarterly online and in person during the reporting period. In addition, there were enforcement meetings of the National Inshore Marine Enforcement Group (NIMEG) which are attended by the Head of Enforcement, and scientific meetings of the IFCA Technical Advisory Group which are attended by the Head of Science. An IFCA Strategic Operations Group, made up of members of the Chief Officers' Group, NIMEG and the MMO, has a remit to report to both groups and assist with strategic themes in the inshore marine environment.

3. Resources

3.1 Officers and Assets

NWIFCA began 2024/25 with 20 permanent staff and three Defra-funded fixed-term staff, with no vacancies. Early in the year, one Science Officer left the Authority, and, following a minor restructure, a fixed-term Science Officer was made permanent, and a fixed-term Inshore Fisheries and Conservation Officer (IFCO) was moved into a fixed-term Science Officer role, giving an overall headcount of 22 (20 permanent and two fixed-term). The Authority's organogram can be seen in Appendix II.

Premises, vessels and vehicles are listed in Appendix VI. Implementation of a vehicle replacement strategy continued in 2024/25 with ageing vans, pick-up trucks and all-terrain vehicles (quad bikes) replaced, moving towards a policy of routine replacement. The Authority retained our three maritime assets during the year, our main patrol vessel North Western Protector, plus two rigid inflatable boats (RIBs), Protector Gamma and Bay Protector.



North Western Protector

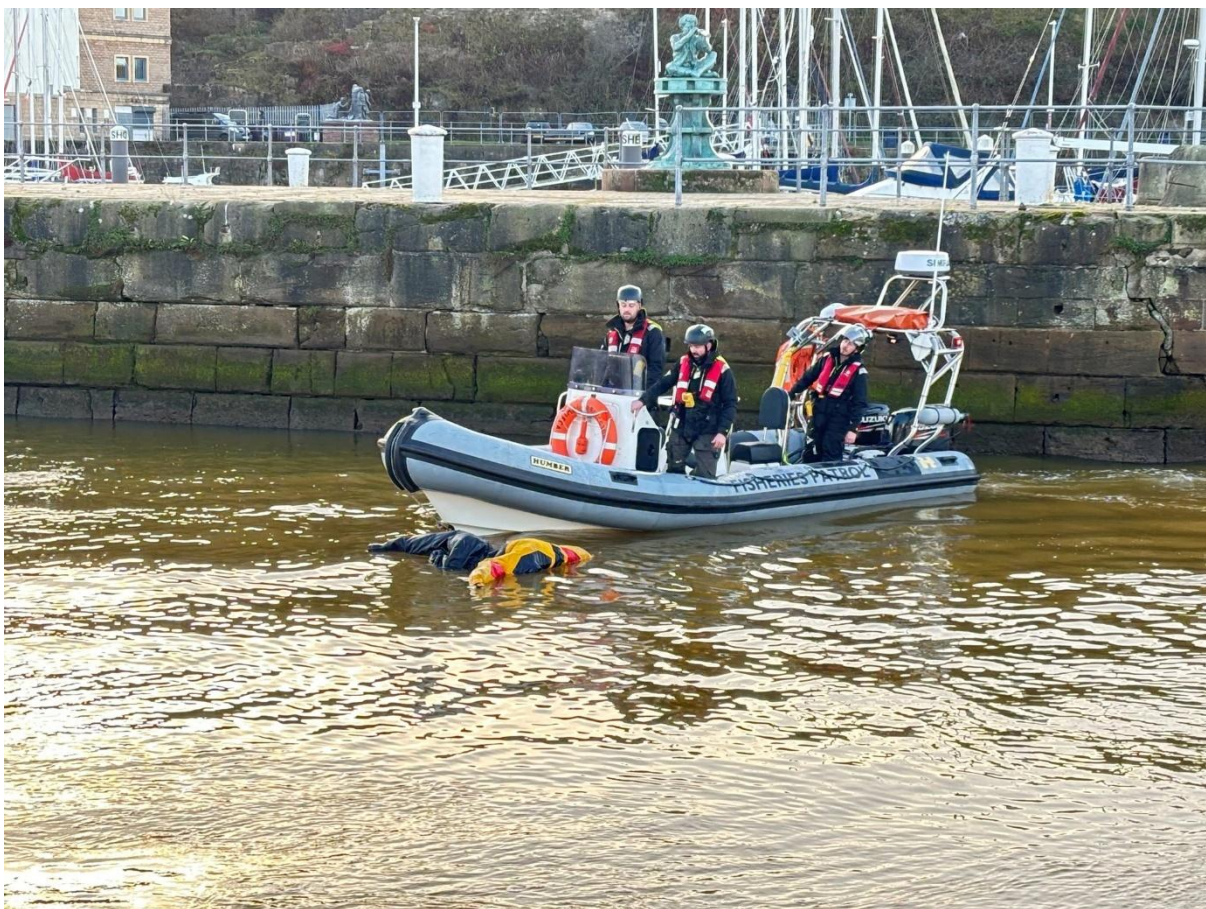
3.1.1 Training

Officers' skills were updated under the Authority's training programme. Training objectives were identified in staff reviews and an organisational training programme included:

- Defined training aimed at specified roles and responsibilities provided in house or by IFCA's as a group, the MMO or external providers
- Tailored training to meet organisational and personal objectives for each officer delivered by the Chief Executive Officer (CEO), Head of Enforcement or Head of Science

- Assessment of the Authority's existing and future skills and needs by the Senior Management Team
- Consideration of external training available to bridge capacity gaps
- Monitoring and evaluation of training to achieve added value and effectiveness
- Specific training to ensure compliance with the Maritime and Coastguard Agency's new Workboat Code Edition 3.

Four officers attended the IFCAs' national competent officer training course. The Head of Enforcement completed an Internal Quality Assessor Qualification, and the Head of Science continued to progress a qualification in Chartered Management Institute Level 5. Other mandatory and essential training undertaken by staff in 2024/25 is set out in Appendix VII.



Man overboard training by our North Western Protector crew

3.2 Financial¹

The budget for 2024/25 was passed by the Authority's Committee in December 2023. An unprecedented 21% increase was agreed due to historic low-level budgetary increases in the

¹ All figures quoted here are rounded to the nearest £1,000 for illustrative purposes; for exact figures, see Appendix VI.

preceding years which had led to a real terms decrease for the Authority. The Budget Review for 2024/25 is shown in Appendix IV.

The Authority's accountants continued to deliver payroll and financial reporting and oversight services in 2024/25.

3.2.1 Income

As a result of the agreed 21% increase in local authorities' levies, 2024/25's levy increased to £1,750,000; this income remained the Authority's primary source of income. In addition, the Authority received £18,000 in shellfish sampling fees from local councils' environmental health departments, on whose behalf we deliver this work. £81,000 was received in permit fees and £4,000 in fines for non-compliance. £53,000 was received in miscellaneous income, which was mainly from NE for assisting them with delivering their monitoring work in Allonby Bay Highly Protected Marine Area (HPMA). £105,000 of interest was earned on monies in reserve. £325,000 was received from Defra as capital funding to contribute towards the engine remanufacturing for North Wester Protector. Also, £130,000 of revenue funding was received from Defra, which is provided to all IFCAs for increased responsibilities around marine protected area (MPA) management, marine spatial prioritisation and fisheries management plans. This was intended to support an increase in resources for IFCAs to take on this additional work and in 2024/25, the Authority continued to use this to fund two fixed-term staff.

3.2.2 Expenditure

The Authority's biggest expenditure continued to be around staff expenses (e.g. salaries, expenses and National Insurance and pension contributions). For 2024/25, this totalled £1,187,000, which was in line with what was budgeted (less than £3,000 over). Expenditure on premises topped out at £194,000, which was £20,000 less than expected for the year, mainly due to anticipated rent increases not materialising due to office moves not going ahead. Transport costs were significantly over by £53,000 collectively, against a budget of £124,000. This was primarily due to large scale, unanticipated repair costs for North Western Protector. The value of the Authority's main capital assets, our vessels and vehicles, depreciated by £120,000 in 2024/25. This is primarily due to ageing vessels and is despite the replacement of several old vehicles with new. The Authority continued to contribute a significant proportion of our levy income towards our Capital Asset Replacement Fund in 2024/25; this amounted to £144,000. Finally, Corporate expenditure totalled £224,000 by year-end, against a budget of £169,000. This was primarily due to a significant increase in the Authority's insurance costs, after our having been found to be underinsured, and due to some costs for external services that had not been identified in the budget setting exercise in late 2023.

Overall, the Authority ended the year with a surplus budget of just £42,000. This was despite some significant over-expenditure against the Transport and Corporate budgets, which were offset by high levels of interest earned and the fees earned from the HPMA work with NE.

3.2.1 Balance

The balance sheet for the Authority at year-end is shown in Appendix V. This shows the Authority held tangible assets to the value of £726,000 along with financial assets of £4,232,000. We had

total creditor amounts failing due within one year of £1,893,000 and, after taking into account the year's earnings, our total in capital and reserves was £3,065,000.



4. Performance Against Annual Plan Objectives

2024/25 marked the first year in which the Authority's Annual Plan set out specific objectives for the year ahead regarding the fisheries, MPAs and organisational challenges associated with NWIFCA specifically, rather than more generalised, opaque IFCA objectives. Therefore, this Annual Report for 2024/25 can report against these objectives and describe if and how we met them.

4.1 North Western Protector

The crew members who all joined in 2023/24 continued to be trained in 2024/25 and worked towards becoming competent in their respective roles. Despite some mechanical issues with the patrol vessel, a total of 39 fisheries protection patrols covering 2,592 nautical miles were carried out over the year, with 1,104 inspections of vessels and static gear. North Western Protector also conducted 25 patrols of the newly designated Allonby Bay HPMA and carried out nine potting survey trips and one sidescan survey in partnership with NE to facilitate their monitoring work. In total, the vessel conducted ten research trips during this period.



Potting gear seized by North Western Protector crew

In 2024/25, development began on new standard operating procedures for North Western Protector, which included a comprehensive review of all current documentation and the creation of new pre-patrol plan and post-patrol report templates, along with checklists for equipment and other requirements. These new standard operating procedures would be implemented in early 2025/26.

<i>Objective Status</i>	<i>Met</i>
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4.2 Capital Asset Replacement Scheme

The Authority's previously agreed strategy for the replacement of our capital assets continued to be implemented in 2024/25. During this period, we moved towards a business as usual process for replacing our vehicles and ended the year in the position where all our ageing vehicles falling outside of the new replacement policy had been replaced.

For the replacement of our two RIBs, the Authority agreed to a Vessel Asset Replacement Strategy during our quarterly meeting in March, with a view to replacing both RIBs *and* North Western Protector in the coming years with new, more suitable maritime vessels.

<i>Objective Status</i>	<i>Met</i>
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4.3 Drones

The operational competence of the Authority's trained drone pilots was further developed in 2024/25. Whilst one of the four trained officers left the Authority early in the year, the other three continued to develop their competencies and increase their recorded flight hours. This culminated with the Enforcement Team's drone being used on several operational exercises, including in partnership with the EA, and in the Science Team's nominated drone pilot receiving additional training in aerial surveying, including the use of DJI Terra.

<i>Objective Status</i>	<i>Met</i>
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Senior Science Officer Jon Haines flying our Science drone

4.4. Office Moves

Suitable replacements for the Whitehaven and Carnforth offices were explored throughout the reporting period. An opportunity to occupy and develop a dual purposes property in Whitehaven was identified, but this latterly fell through after many months of planning and financial issues for the prospective new owner. Various offices were viewed in the Carnforth / Lancaster area as a replacement for the Authority's Head Office, but nothing suitable was found. Searches will continue in 2025/26.

<i>Objective Status</i>	<i>Working Towards</i>
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4.5 Research

The Authority's CEO and Head of Science examined the Authority's requirement to produce an Annual Research Plan as part of Defra's IFCA Success Criteria. However, due to one having never been produced before, it was deemed appropriate that more time and thought be given over to this with a view to producing a longer-term strategy for all the Authority's science work, including research. Initial planning for this was carried out in the second half of the year, and it was agreed that the CEO and Head of Science would work together in 2025/26 to produce a five-year Science Plan for the Authority to include research as well as a focus on the development of our wider scientific work, including the Science Team itself.

<i>Objective Status</i>	<i>Working Towards</i>
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4.6 Academic Partnerships

The Head of Science continued to develop the Authority's partnerships with several academic institutions throughout the year. This included partnering with Lancaster University to take on two Marine Biology Masters students on nine-week placements, both of whom subsequently worked with the Science Team on their dissertations on crabs and mussels respectively. Science Officers also worked with Salford University, taking out some of their Marine Biology undergraduates on Foulney mussel bed for a demonstration on Dutch Wand surveys and discussion regarding fisheries management.

The Authority's close working relationship with Bangor University culminated in discussions taking place later in the year regarding a potential PhD project looking at cockle larval dispersal in the district; this PhD will commence in 2025/26 and run for the next four years.

<i>Objective Status</i>	<i>Met</i>
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4.7 New Intel Database

The new national intel database, shared between the MMO and IFCAs, was implemented successfully into the Authority's operational processes over the course of the year. Officers received training from the MMO, and further internal training was conducted to ensure officers understood how to use the database and what tools it offers. The new database has already been shown to add value to our operational tasking and enforcement work, as well as our investigation case management.

<i>Objective Status</i>	<i>Met</i>
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4.8 New Permit Database

The new IFCA Permit Database, which is a collaboration between several IFCAs, with the Authority acting as one of the frontrunners, was successfully implemented in 2024/25. Permit holders for our Byelaw 3 (Cockles and Mussels) and Byelaw 4 (Potting) were integrated into the new database and comms, and one-to-one support was provided to fishers to help them provide statutory returns information in an accurate and timely manner. This included the Authority's Admin Team providing support to cockle fishers out at the fisheries themselves and at stakeholder events that had been organised. Fishers who could not provide returns digitally via the database were provided with 'digital assistance', allowing them to continue to submit paper returns for Admin Officers to then input manually. Internally, staff were trained in how to use and interrogate the permit database and further improvements to it were secured through staff liaising directly with the developers.

<i>Objective Status</i>	<i>Met</i>
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4.9 Allonby Bay HPMAs

In 2024/25, the Authority conducted 25 at sea patrols in and around Allonby Bay HPMAs, alongside 48 shore-based patrols on foot and quadbike. Senior officers continued to liaise with the MMO on the planned fisheries byelaw for the HPMAs, although this was not confirmed during the reporting period.

Science and Enforcement officers also worked closely with colleagues from NE to develop a bespoke potting survey methodology to enable them to monitor crab and lobster populations in and around the HPMa. Three potting surveys over nine separate days were carried out during the year, with the shooting and hauling of over 720 pots. The survey identified areas close to shore where populations of crab and lobster were present and tagged a total of 32 lobsters. It is hoped this survey will form a baseline for future surveys to monitor the changes in the Allonby Bay HPMa.

<i>Objective Status</i>	<i>Met</i>
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4.10 MPA Environmental Impact Assessments

Outstanding assessments for the Ribble Estuary, Wyre and Lune, and Solway Firth Marine Conservation Zones have all had first drafts completed and the former two submitted to NE; these are anticipated to be completed in 2025/26 along with the final Cumbria Coast Marine Conservation Zone assessment.

<i>Objective Status</i>	<i>Working Towards</i>
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4.11 Cockle Fisheries Management Plan

Our Head of Science continued to develop our internal Cockle Fisheries Management Plan during the year. This culminated in a completed draft covering all aspects of our cockle fisheries management for the district, including parameters against which future decisions of the Authority will be taken. In early 2025/26, this will be shared with senior officers with a view to it then being shared externally for stakeholder consultation and member approval. The final agreed Fisheries Management Plan will not be ready in time for the 2025/26 season, but it is hoped it will be in place ahead of the 2026/27 season.

<i>Objective Status</i>	<i>Working Towards</i>
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4.12 Netting Byelaw

Throughout 2024/25, the Authority progressed our internal development of our new Netting Byelaw ('Byelaw 7' as it will be known). This included informal consultation with stakeholders, final stages of drafting, led by our Head of Enforcement, and feedback from members via our Byelaw Working Group and TSB. The Byelaw was then made at our September Authority meeting, and then formally consulted on with stakeholders in the proceeding weeks. It was submitted to the MMO for formal quality assurance in December, and by year-end, this quality assurance process was still underway. It is hoped Byelaw 7 will be confirmed in 2025/26.

<i>Objective Status</i>	<i>Working Towards</i>
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4.13 Byelaw 1 – Minimum Conservation Reference Size Byelaw

The Authority's new Byelaw 1 prescribing minimum conservation reference sizes for the district's main species was fully and successfully implemented in 2024/25 with guidance and compliance checks becoming routine for our IFCOs.

<i>Objective Status</i>	<i>Met</i>
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4.14 Byelaw 3 – Cockles and Mussels Permit Byelaw

As per our objective for the year, in early 2024/25 we reviewed the responses from our exercise to refresh our Byelaw 3 permit waiting list and removed 26 individuals who no longer wished to be on it. Following this exercise, the CEO brought recommendations to our TSB to consider several policies which would support increased access to our cockle and mussel fisheries for young people and local communities, as well as ensuring maximum utility was achieved by those 150 individuals taking up permits. Later in the year, members agreed to the development and future implementation of a ‘use it or lose it’ policy for Byelaw 3 permit holders, along with a potential handover scheme to allow those not wishing to renew their permits to nominate a relative to take on their permit in their stead. Further development work on these policies will continue in 2025/26.

Objective Status	Met
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Members, stakeholders and officers at a meeting of the Authority's TSB in August 2024

4.15 Byelaw 4 – Potting Permit Review

After an initial research project in 2023/24 provided some whelk samples from different parts of the district, our Science Team coordinated a second round of sample collation in 2024/25 to better inform our TSB members on a decision to set a final minimum conservation reference size for whelk under our Byelaw 4. This detailed study concluded with a recommendation from Science Officers to retain the pre-existing minimum conservation reference size of 65mm and not to increase to 75mm as had been planned. This recommendation was approved by our TSB and subsequently implemented under our Byelaw 4 flexible permit conditions.

Objective Status	Met
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4.16 Byelaw Strategy Review

Over the course of the first half of the year, the CEO, assisted by the Head of Enforcement, carried out a comprehensive review of the Authority's pre-existing Byelaw Strategy, and found it wanting in several areas. A new strategy was drafted, and this was brought to the TSB in September after informal consultation with our Byelaw Working Group. It was subsequently agreed by members and published, and thus provides clarity to Authority staff, members and stakeholders on the future plans for regulation of the district's fisheries. The new five-year Byelaw Strategy includes a clear internal byelaw making process to be followed, and plan to streamline our suite of byelaws through the creation of gear-specific byelaws that provide for flexible permit conditions, retain relevant management from legacy byelaws whilst at the same time revoking those byelaws. This will in turn reduce our number of fisheries byelaws over the next five years from the current 43 down to just 13.

Objective Status	Met
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4.17 Stakeholder Engagement Events

Several stakeholder engagement activities were held during the year. Staff organised two events for our Byelaw 3 fishers and other stakeholders in Grange-over-Sands and Wallasey in January, which were well attended and well received. Additionally, engagement activities were held targeting Byelaw 4 permit holders with reference to proposed changes to the whelk minimum conservation reference size, as well as consultations regarding the proposed Netting Byelaw and early cockle open season.

Objective Status	Met
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4.18 Website and Social Media Strategy

The Authority's website was refreshed and updated in early 2024/25 with the move to a new platform and this presented an opportunity for staff to review the existing format and suggest changes. A new page was created introducing all Authority staff, and we also updated our webpages on Drones, fisheries management plans and MPAs. Furthermore, we updated our News posting procedures to provide better clarity and categorisation for stakeholders. A raft of new images was used to refresh the appearance and engagement of the website.

The CEO and Comms Officer did not have opportunity to review and update the Authority's strategy on social media in 2024/25. Some changes were made to how we use social media, with more focus on using Facebook and less on our other platforms (*i.e.* X and LinkedIn). This was on the back of feedback received from stakeholders about how they tended to use Facebook or our website as their primary means of accessing NWIFCA-related information.

Objective Status	Working Towards
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4.19 Risk Register

An organisational risk register is required for the Authority. However, due to other priorities, this was not developed during the reporting period. This objective has been deferred until 2025/26 and is included in the Authority's Annual Plan.

Objective Status	Not Met
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4.20 Performance and Development

A formal system for planning, monitoring and evaluating staff performance and development was introduced within the Authority's Executive in 2024/25. This included the implementation of a formal performance management process, with personal objective setting at the beginning of the year and mid-year and end-of-year appraisals for staff with their line managers.

In addition to individual development objectives, the Authority's training budget was used to deliver a multitude of mandatory and desirable training to staff, as set out in Appendix VII. Development of a new staff induction policy was started during the year, although this was not progressed to completion, in part due to no new staff members being appointed over the course of the year.

Objective Status	Met
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4.21 Policies and Procedures

New policies were developed and existing ones updated across various aspects of HR and Health and Safety in 2024/25, including around medicals, pay and grading, equality, diversity and inclusion, safeguarding, lone working, vehicles, drones and quadbikes.

Objective Status	Met
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4.22 Green Officer

One of our Science Officers was nominated as the Authority's inaugural Green Officer and progressed this role significantly, including moving us to more environmentally friendly cleaning products and widening our office recycling regimes.

<i>Objective Status</i>	<i>Met</i>
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5. Case Studies

In addition to working towards meeting our main objectives and priorities as set out in the previous section, the Authority also made a significant number of achievements in other areas that were not part of our Annual Plan at the beginning of the year.

5.1 Case Study – Science

The Science Team have undertaken a variety of additional work this year not previously captured in the Annual Plan. Drone training and analysis, shrimp fishery research, and the upgrading of officer sightings data have all been large projects undertaken by the team.

In 2024/25, a project lead by Lucy Loud looked to identify the current state of the district's shrimp fishery. Concerns had been raised by stakeholders regarding a significant decline in the size and number of shrimps being caught across the district. Further investigation into the fishery identified that there was very limited information on the current status of fishery, mainly due to its intertidal nature and variety of fishing practices. It was, therefore, determined that a larger investigation into the fishery, including identifying key stakeholders, their fishing methods and gear, historical data on landings and sizes, and identifying key life-history characteristics of the species, would be useful for building a baseline understanding of the current fishery, and identifying future next steps.



The work involved extensive research into the shrimp industry and historical archives. A questionnaire was developed and received a good response rate from those known to be fishing in the district. Engagement with the project was excellent, and a final report detailing the findings was presented at the February 2025 TSB meeting. This report will provide the foundation for future research work in 2025/26 and beyond and support efforts to try and improve the North West's shrimp fishery.

5.2 Case Study – Enforcement

Enforcement officers spend a significant amount of time training every year for times when they need to follow procedures and adhere to legislation relating to the detection of crime like other law enforcement officers such as EA bailiffs or indeed police officers. In October 2024, this training was brought into use when staff detected three individuals on the shores of Walney Island in Cumbria having retained 33 European seabass from beach-set nets. The officers diligently recorded the offences on their body worn video cameras, recorded all the details for the individuals and issued receipts of inspection and interaction.



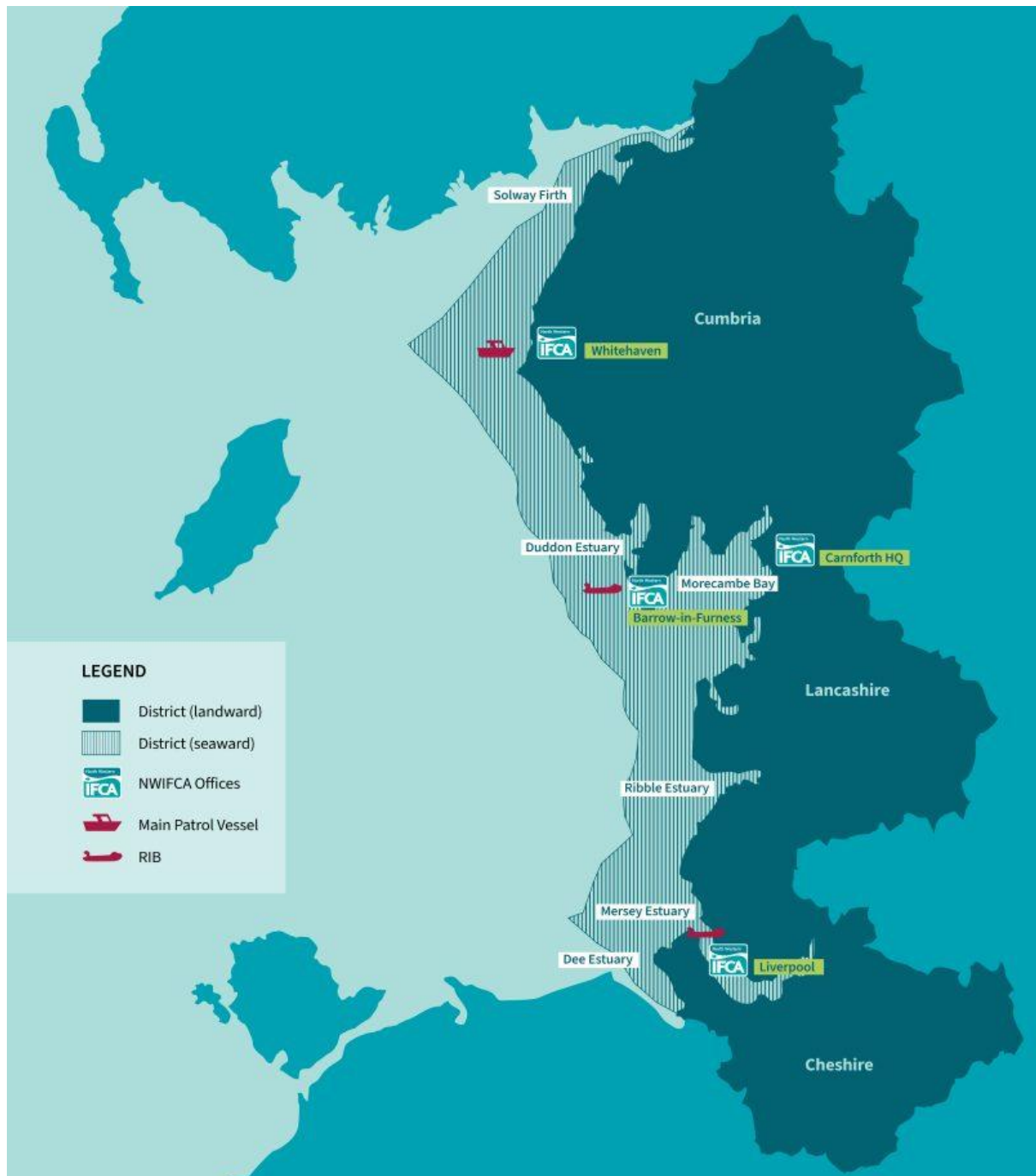
Seized seabass from the October 2024 offending

Having gathered evidence of the suspected breaches of legislation, officers liaised with Cumbria Constabulary to use Barrow Police Station to interview the suspects. Based on the evidence gathered during investigation, a case was brought before Magistrates at Furness & District Magistrates' Court in Barrow-in-Furness for one of the individuals, with official warning letters issued to the other two for less serious involvement. At court, the suspect pled guilty and was issued fines and costs totalling £2,756 as well as the fish being forfeited for destruction.

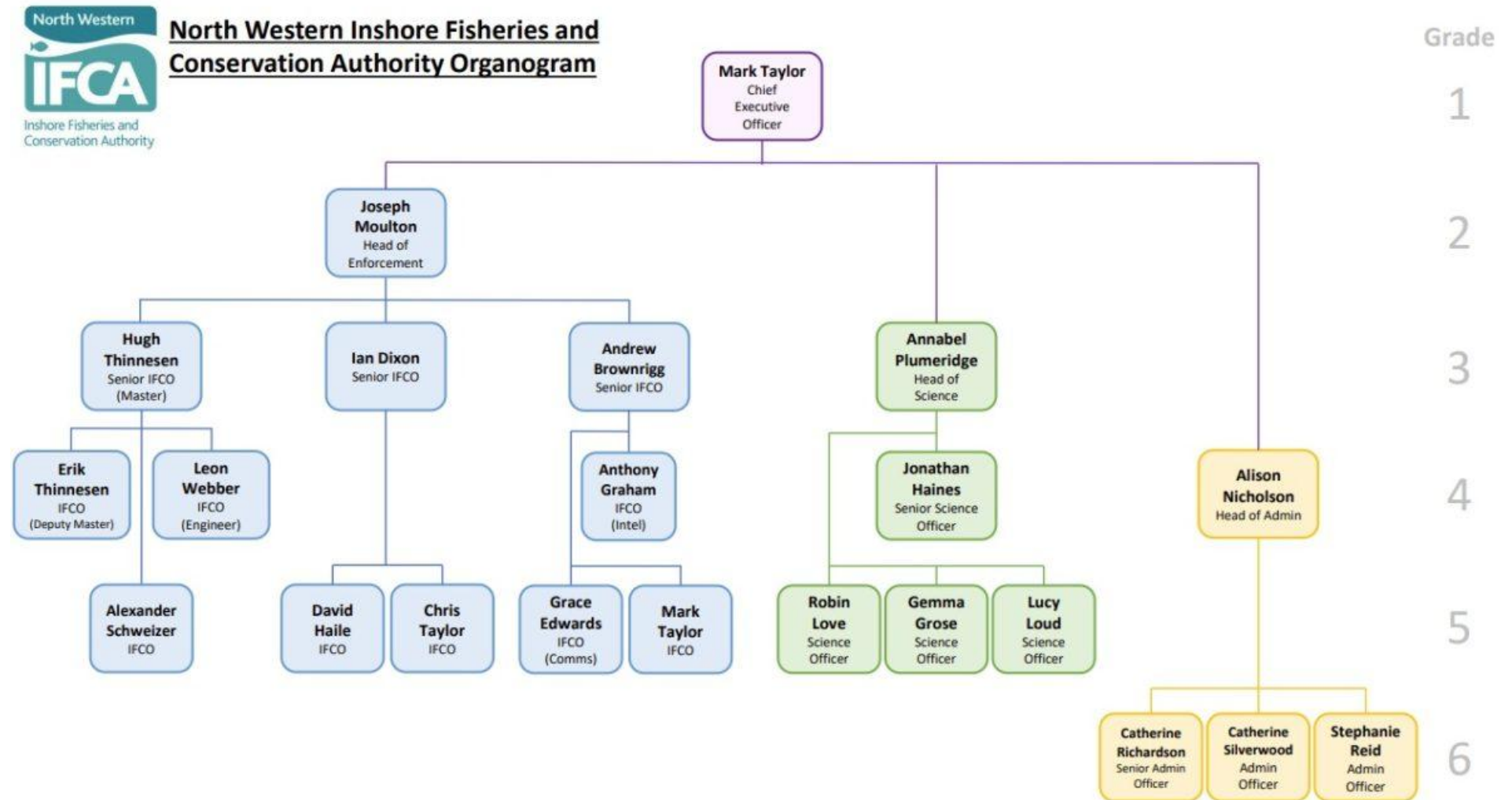
Responding to the prosecution, our Head of Enforcement, Joseph Moulton said "This investigation has made clear that NWIFCA will not tolerate any failure to abide by the regulations concerning the conservation of European seabass. This species is important environmentally and socio-economically for commercial and recreational fishers alike. NWIFCA officers produced a diligent and robust case for prosecution which achieved a significant outcome. The Authority remains committed to the protection of fish stocks and coastal fisheries ensuring healthy seas and a viable fishing industry."

Appendices

Appendix I – Map of District



Appendix II - Organogram as of Year-End



Appendix III – Committee Members as of Year-End

Council Members		Date Appointed
Blackpool Council	Cllr. S. Brokes	June 2024
Cheshire West and Chester Council	Cllr. H. Deynem	August 2023
Cumberland Council	Cllr. A. Markley	October 2010
Halton Council	Cllr. B. Woolfall	May 2015
Lancashire County Council	Cllr. J. Parr	May 2021
	Cllr. S. Clarke	May 2021
Liverpool City Council	Cllr. P. Norris	July 2024
Sefton Council	Cllr. C. Richards	July 2024
Westmorland and Furness Council	Cllr. J. Boak	April 2023
Wirral Council	Cllr. G. Davies	August 2023
MMO Appointees		Date Appointed
Marine Environment	Mr. N. Baxter	March 2020
Commercial Fisheries	Mr. R. Benson	December 2018
Recreational Fisheries	Mr. S. Brown	October 2017
Marine Environment	Mr. P. Capper	May 2021
Marine Environment	Ms. G. de Jong Cleyndert	July 2024
Commercial Fisheries	Mr. R. Donnan	May 2021
Recreational Fisheries	Mr. W. Friend	March 2020
Commercial Fisheries	Mr. T. Jones	March 2024
Recreational Fisheries	Mr. B. Leigh	March 2015
Recreational Fisheries	Mr. R. Lomax	May 2021
Commercial Fisheries	Mr. G. Pidduck	March 2020
Recreational Fisheries	Mr. L. Stainton	March 2020
Commercial Fisheries	Mr. K. Thompson	October 2014

Marine Environment	Dr. M. Tupper	November 2024
Recreational Fisheries	Mr. D. Williams	October 2023
Statutory Appointees		Date Appointed
MMO	Mr. S. Johnston	June 2022
EA	Mr. J. Turner	June 2022
NE	Mr. L. Browning	March 2021

Appendix IV – 2024/25 Budget

Budget Heading	Actual	Budget	Variance
INCOME			
Levy	£1,750,272	£1,750,272	£0
Sampling	£18,113	£0	£18,113
Permit Fees	£80,680	£85,000	(£4,320)
Interest	£104,682	£0	£104,682
Enforcement Fines	£4,250	£0	£4,250
Miscellaneous	£53,200	£0	£53,200
Gross Profit	£2,011,197	£1,835,272	£175,925
EXPENDITURE			
Employees	£1,187,235	£1,184,401	(£2,834)
Estates	£194,328	£214,000	£19,672
Transport	£176,876	£124,000	(£52,876)
Capital Asset Replacement Fund	£144,151	£144,151	0
Corporate	£224,426	£168,720	(£55,706)
Vessel / Vehicle Depreciation	£125,720	0	(£125,720)
Gross Expenditure	£2,052,736	£1,835,272	(£217,464)
Net Budget	(£41,539)	£0	(£41,539)

Appendix V – Balance Sheet as of Year-End

FIXED ASSETS	
Vehicles	£315,163
Vessels	£410,856
Total Fixed Assets	£726,019
CURRENT ASSETS	
Cash at Bank and In Hand	£3,806,608
Debtors' Control	£275,724
Payments in Advance	£149,353
Accrued Income	£675
Total Current Assets	£4,232,360
CREDITORS ²	
Accruals	£1,576
Creditors' Control	£15,737
Deferred Income	£1,855,358
Employee Super	£19,187
Inland Revenue Suspense	£23,230
VAT Liability	(£22,055)
Total Creditors	£1,893,033
Net Current Assets (Liabilities)	£2,339,327
Total Assets ³	£3,065,347
Net Assets	£3,065,347
CAPITAL AND RESERVES	
Capital Asset Replacement Fund	£1,139,939
RDEL	£368,342

² Amounts falling due within one year

³ Less current liabilities

Current Year Earnings	(£41,539)
General Reserves	£458,818
Other Reserves	£1,139,786
Total Capital and Reserves	£3,065,346

Appendix VI – Assets as of Year-End

Buildings	Carnforth Office	Leased, head office, 12 staff
	Whitehaven Office	Leased, six staff
	Barrow Office / Lock-Up	Leased, two staff and vessel, two vehicles and two quadbikes
	Liverpool Office / Lock-Up	Leased, two staff, two vehicles and two quadbikes
	Carnforth Lock-Up	Leased, vehicles and quadbikes
	Whitehaven Lock-Up	Leased, vessel, vehicles and quadbikes.
Vessels	North Western Protector	2018 20m aluminium catamaran hull based in Whitehaven Harbour
	Protector Charlie	2018 5.3m daughter craft / boarding vessel for North Western Protector, constructed of aluminium alloy with rigid collared sponsons
	Protector Gamma	2011 6m Humber RIB based in Barrow Store
	Bay Protector	2013 7.5m Humber RIB based in Liverpool Marina
Vehicles	Pick-Up Trucks (four)	One each in Whitehaven, Barrow, Carnforth and Liverpool
	Small vans (four)	One each in Whitehaven, Barrow, Carnforth and Liverpool
	Crew van (one)	Carnforth
	Quadbikes (11)	Two in Whitehaven, two in Barrow, five in Carnforth and two in Liverpool

Appendix VII – Staff Training

Type	Training	Number of Staff Trained
Health and Safety	ML5 / ENG1 Seafarer Medical	9
	Personal Survival Techniques ('Sea Survival')	1
	Fire Fighting	12
	Fire Safety	2
	RYA First Aid	12
	First Aid at Work	2
	Conflict Resolution	1
	Breakaway Techniques	16
Maritime	Powerboat Level 2	4
	Professional Practices and Responsibilities	9
	Vessel Stability	3
	Small Ships Navigation and Radar	5
	VHF and DSC	4
	Approved Engine	2
	Safe Slings and Lifting	2
	Lifting Equipment and Record Keeping	2
	Crane Loader, Slinger and Signalling	4
	Food Hygiene	6
IT	Sharepoint	5
	QGIS	1
Other	Equality, Diversity and Inclusion	19

Appendix VIII – H&S Occurrences

Date	Type	Location	Description	Outcome
04.04.24	NM	1.5 mile NW Whitehaven at sea	Lost steering on port side jet drive. Back up steering was engaged.	New sensors order. Spare to be kept onboard.
02.05.24	NM	At sea	Master of vessel locked in toilet. Door opened with crowbar and handle removed.	Door handle replaced.
03.07.24	NM	Whitehaven Harbour	Crane operated intermittently with jerky movement and sticking controls leading to unpredictable and incorrect movements.	Crane fixed.
02.08.24	I	Carnforth Office	Incident with stakeholder who became agitated and self-harmed. Police called and stakeholder was asked to leave.	Increased security measures at offices. Peepholes, door chain and panic alarm installed at Carnforth.
06.09.24	NM	Flookburgh Airfield	Officers in tonning up area nearly hit by forklift trucks.	Officers to wear hi-vis in transport interface areas.
03.10.24	NM	HPMA	Zipper on life jacket was protruding when shooting pots from the back of NWP.	Spin lock life jackets reassigned to NWP.
09.10.24	I	Morecambe Bay	Quadbike slipped into deeper hole in the channel. Officer thrown off to one side. quadbike removed.	Quadbike checked for water ingress. Tow straps purchased for all quadbike boxes.
10.02.25	NM	Whitehaven Harbour	Fire extinguishers identified as not meeting regulations for vessels.	Marine Fire Safety contracted to undertake annual workboat 1, 2, 3 servicing of NWP and Protector Charlie, including fixed fore systems and portable fire extinguishers.
12.02.25	NM	Carnforth lock up	2 new heaters plugged in to one double socket, caused socket, wiring and wall to become hot.	Electrics checked by qualified electrician. No faults found. Heaters to be plugged in to separate sockets in future.

25.02.25	I	Officer home address	Officer received a series of unsolicited and harassing phone calls to his personal mobile. Reported to Cumbria constabulary for investigation.	HOE issued email reminder about personal safety, personal mobile phone numbers, social media and security at offices.
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Appendix IX – Fishing Vessels Operating within District

Type	Number
<10m District Commercial	69
>10m District Commercial	21
<10m Visitor Commercial	3
>10m Visitor Commercial	8
Unregistered / Unlicensed	20

Appendix X – Inspection and Compliance Data

Summary of quarterly reports 2024/25

Q1:

- I. Trawling – Moderate reports of Nephrops occurred during this period with fewer visiting vessels. Fishers reported fuel prices as detrimental to the cost of making a trip.
- II. Angling – Specimen angling for tope and other species was a focus in the middle of the district around Morecambe Bay, Mackerel was well caught from the Cumbrian coast but bass was not seen in the same numbers as previous years by anglers.
- III. Potting – Much of the fleet targeted Whelk grounds outside of the NWIFCA district, some fished for crustacea inside with mixed reports. Creel pots for shrimp and prawns have continued to be used for small quantities of catch under the potting permit scheme.
- IV. Cockle and Mussels – Seasonal closures remained in place during this quarter. Normal levels of activity were observed on the Foulney mussel bed with gatherers accessing spring tides to fulfil orders for depuration.
- V. Netting – Seasonal closures under Byelaw 10 in Cumbria were in place with low levels reported elsewhere in the district, with poor catches where they were utilised by stakeholders.

Q2:

- I. Trawling – Vessels have continued to land to cooperatives in Maryport and Whitehaven with fishers targeting *Nephrops* inside and out of the district with 10 to 40 stones reported per day as well as landings of plaice and dogfish for potting bait.
- II. Potting – Vessels have continued to land up to three or four tonnes of Whelks per trip from pots set across the Irish sea including in the district under Byelaw 4. The majority of the potting vessels fished out of Whitehaven during the reporting quarter with some activity out of Barrow.
- III. Angling – Activity was most prevalent in the Liverpool area during the quarter with 117 inspections of anglers across Kings Parade, New Brighton and along the River Mersey. Other areas saw reduced angling effort except for catch and release of large species.
- IV. Netting – Routine inspections of regular netters continued through this quarter across the Wirral and Sefton coastlines; limited activity was reported at Pilling and in Morecambe Bay as whole
- V. Shrimping – Similar to reports of previous years, shrimp numbers continue to be low and smaller in size. Very limited fishing has taken place by tractor units in North Morecambe Bay.
- VI. Bait Collection – Has continued to take place along the coastline by spade as well as hand pump was seen during the quarter.

- VII. Hand Gathering bivalves – Flookburgh and Pilling Cockle beds were open during this quarter and attended by upwards of 120 permit holders. Good returns were seen at Flookburgh for the opening with fishers then switching to Pilling where significant minimum size issues were documented by IFCOS resulting in widespread enforcement action being taken.

Q3:

- I. Trawling – Nephrops and baitfish continued to be the predominant species landed from vessels fishing inside and outside the NWIFCA district, some vessels fishing in Scottish waters. Weather played a crucial role in disrupting fishing activity during this quarter with five storm cycles causing vessels to cease operations.
- II. Potting – Whitehaven and Fleetwood vessels fished whelks across the Irish sea with some as far as way as North Wales. Mixed reports of Crab and Lobster from vessels fishing north of Whitehaven were recorded but is normal for the winter period.
- III. Angling – Mackerel continued to be caught along the Cumbrian coast well into November with reports of plentiful small whiting earlier in the quarter but becoming size by the end. Further south angling effort decreased with anglers only targeting winter species such as Cod.
- IV. Cockle and Mussel Hand Gathering- Mid November saw the opening of the Leasowe Cockle fishery on the North Wirral coastline. A peak of 122 permit holders was recorded with a daily average of 80 fishers. 1400 inspections of permits, cockles and fishing methods were undertaken by IFCOs with 560 tonnes of cockles taken from the 570T total allowable catch. In January the pilling cockle fishery reopened five days per week with strict access requirements to prevent disturbance for overwintering geese, the fishery was accessed on a limited basis by a maximum of five permit holders.
- V. Occasional reports of commercial bait digging and commercial bait pumping for worms were recorded across the NWIFCA coastline.

Q4:

- I. Trawling – A continuing theme relatively light catches through the trawling fleet was evident. Nephrops catches were reported from 10 to 40 stones per day with landings to the co-ops or direct to public.
- II. Shrimping – Shrimping was again at a very low level, early season prospecting activity was observed and reported, but changes to the Leven channel, with obstructions such as boulders uncovered by the movement of the course of the channel and several scars being uncovered, meant that it was difficult to locate a suitable area to tow the chassis. Similar reports were received for the Kent channel area, with no suitable locations being found. No more than four tractors were observed or reported shrimping.
- III. Potting – Activity continued at expected levels with several vessels landing three to four tonnes of Whelks per trip from pots set across the Irish Sea. Crab and Lobster landings

were at the consistent lower levels now with whelks the predominant target species. Small artisanal catches of Shrimps and Prawns in post have continued.

- IV. Angling – Good numbers of Bass started to be seen from fishing marks around Morecambe Bay with officers targeting patrols to ensure compliance with bass regulations. Good catches of plaice, flounder and sole reported.
- V. Bait Collection - During the quarter the peeler crab gathering started, with large numbers of tiles/guttering observed in Walney channel, and the area between Roa Island and Foulney mussel bed, and in the Millom area of the Duddon estuary, occasional inspections were undertaken to check for the presence of undersize edible crabs, no offences were recorded.
- VI. Netting – Commercial operators were reluctant to set nets in Morecambe Bay due to large numbers of smooth hounds. There were occasional sightings of vessels betting for pot bait observed. Inspections of intertidal netters on the Wirral coastline demonstrated catches of sole, plaice, thornback and mullet.
- VII. Mussels & Cockles Hand gathering – Small numbers of permit holders continued to fish size mussels from Foulney Island in North Morecambe Bay for depuration orders. Low levels of up to 10 permit holders were fishing the Flookburgh Cockle bed for small orders with the classification being a seasonal A they could be exported to the continent.

Activity type noted throughout 2024/25 – key indicates the level of activity in each area

0 = none, 1 = low, 2 = medium, 3 = high

Area	Activity / Area	Species	Q1	Q2	Q3	Q4
Burgh Marsh to Haverigg Point	Trawling	Wet fish	1	1	1	2
		Nephrops	1	1	1	2
	Potting	Lobster and crab	1	2	2	2
		Whelks	2	2	2	2
		Shrimps	0	1	1	1
	Angling		1	1	2	2
		Bass	1	1	1	1
	Netting		0	0	0	1
	Bait digging		0	0	1	0
	Bi-valves	Cockles	0	0	0	0

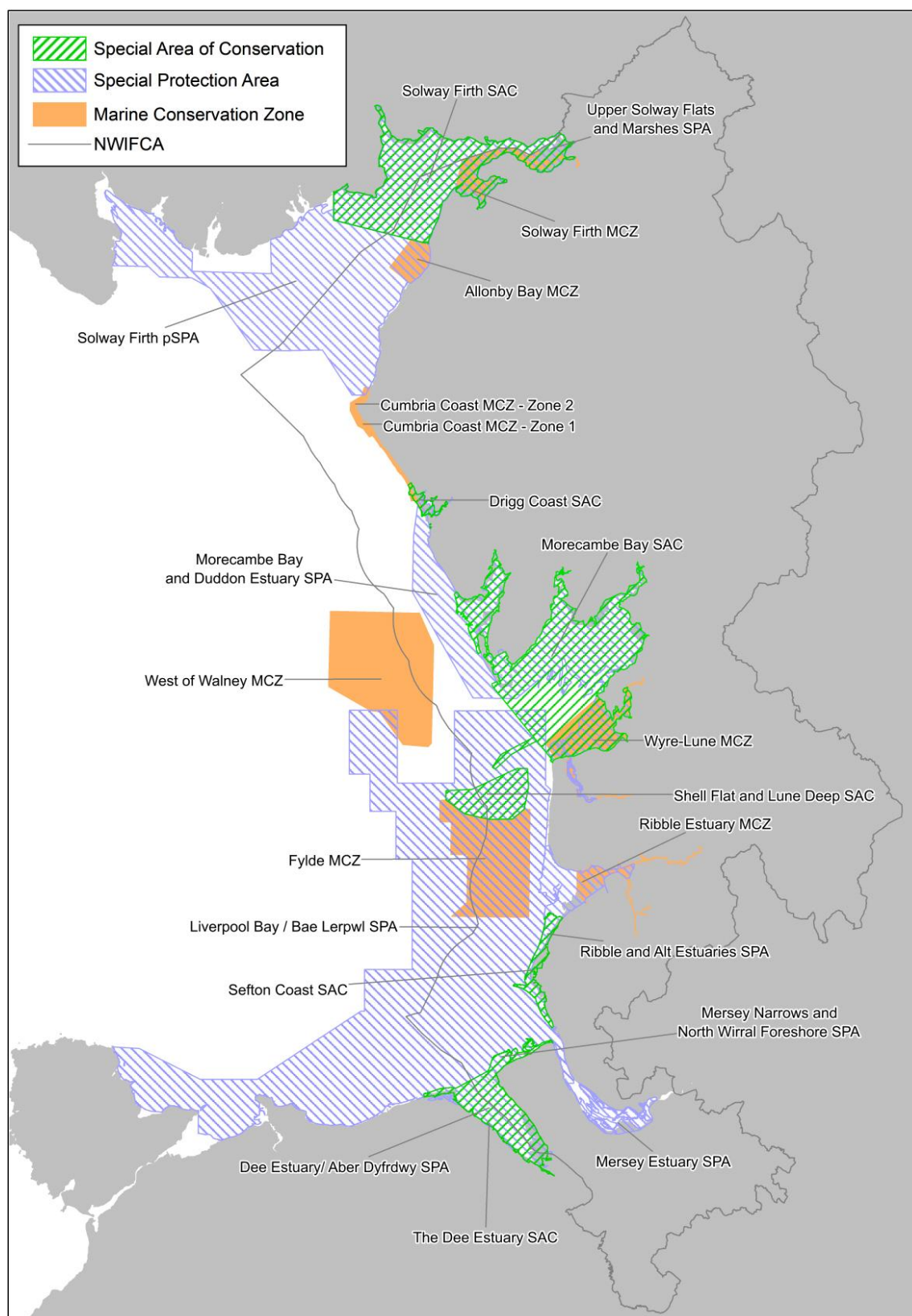
Haverigg Point to Arnside		Mussels	1	2	1	1
	Potting		1	0	1	1
	Netting		1	2	0	1
	Angling		2	2	1	1
	Bait digging		0	0	1	1
	Shrimping		0	1	1	1
Arnside to Knott End		Cockles	0	0	0	0
	Foulney	Mussels	0	0	0	0
	Angling	Bass	2	2	2	1
	Netting	Bass	1	2	0	1
	Bait collection		1	1	1	1
River Wyre to River Dee	Angling		2	2	2	2
	Bi-valves	Cockles	0	1	2	0
	Netting		1	2	1	1
	Bait collection		0	1	2	2
	Shrimping		0	1	0	1
	Potting		0	1	0	0
	Premises		0	0	0	1

Patrol and Inspection Data 2024/25

At Sea	Vessel patrols	45
	Boardings	12
	Closings (not included as boardings)	44
	Fishing vessel sightings	239
	Gear inspections	1,104
On Land	Shore patrols	1,014

	Quadbike Patrols	180
	Premises inspections	4
	Inspections	4,872
Outcomes	Verbal warnings	4
	Written warnings / advisory letters	45
	Formal cautions	0
	FAPs	11
	Cases pending court proceedings	1
	Individuals prosecuted in court	0

Appendix XI – District MPAs



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Appendix XII – Science Annual Cockle and Mussel Survey Data

Year	Month	Day	Surveys
2024	April	8 th	Foulney DW survey
2024	April	9 th	South America inspection
2024	April	12 th	Low Bottom and Walney Channel DW
2024	April	23 rd	Flookburgh survey
2024	April	24 th	Flookburgh survey
2024	April	26 th	Pilling survey
2024	April	29 th	Leven survey
2024	April	30 th	Middleton survey
2024	May	1 st	Aldingham and Newbiggin survey
2024	May	7 th	South America inspection
2024	June	4 th	Heysham inspection
2024	June	7 th	Wyre End inspection
2024	June	10 th	Lytham cockle inspection
2024	June	11 th	Thurstaston and West Kirby inspection
2024	June	19 th	Solway Firth sidescan survey
2024	June	26 th	Fleetwood inspection
2024	June	27 th	South Penfold survey
2024	June	28 th	Leven survey
2024	July	2 nd	Middleton survey
2024	July	3 rd	Pilling survey
2024	July	9 th	Flookburgh survey
2024	July	10 th	Flookburgh survey
2024	July	11 th	Aldingham and Newbiggin
2024	July	23 rd	Heysham inspection

2024	July	24 th	South America inspection
2024	July	25 th	Leasowe survey
2024	August	8 th	Fleetwood inspection
2024	September	10 th	Leasowe survey
2024	September	13 th	Pilling size check
2024	September	18 th	Foulney DW survey
2024	September	20 th	Walney channel and Low bottom DW
2024	November	14 th	Heysham
2025	December	7 th	Walney method trial DW
2025	February	4 th	Leasowe survey
2025	March	5 th	Heysham inspection
2025	March	27 th	Bare Ayre inspection

Appendix XIII – Marine Licence Consultations

Date	Marine Licence
22/04/2024	HyNet carbon dioxide transportation and storage project - offshore
22/04/2024	Mostyn Energy Park Extension (April)
03/05/2024	Mersey Tidal Power Project - Baseline surveys
09/05/2024	MOD Eskmeals Artillery Trial Year 2-4
10/05/2024	A595 Grizebeck improvement scheme
25/06/2024	River Esk/Esk Viaduct - Construction of new works
26/06/2024	Anchorholme Coastal Protection Scheme 2024
26/06/2024	Lidge Gate Wall
10/07/2024	Janson Pool Culvert Replacement
30/07/2024	Woodside Ferry Terminal Upgrade Scheme
01/08/2024	Maryport South Beach, tidal deposit removals
07/08/2024	Transmission Assets of Mona Offshore Windfarm
14/08/2024	HyNet carbon dioxide transportation and storage project - offshore (Further information)
21/08/2024	The Wild Oysters Project Conwy Bay - Cultch Re-levelling
22/08/2024	Liverpool Bay Alternative Disposal Site
04/10/2024	Living Sea Walls installation
15/10/2024	Port of Mosytn port expansion - compensation proposal
06/11/2024	Mersey Tidal Power Project - Baseline surveys - Biosecurity Plan
14/11/2024	A494 River Dee Bridge Over-slabbing
07/01/2025	Replacement of winter storm sediment back onto beaches across Anglesey
07/01/2025	Protection measures associated with the Inland Sea tern colony
08/01/2025	Proposed Dee Estuary Special Area of Conservation Boundary Extension
08/01/2025	Water Injection Dredging of the Wet Basin, Birkenhead
30/01/2025	Rhuddlan Marsh Embankment Staircase Replacement

30/01/2025	Removal of up to 20 Groyne posts at Penmaenmawr Beach, Conwy
30/01/2025	Reinforcements + minor repairs to a section of sea wall at Penmaenmawr, Conwy
03/02/2025	Lynster Farmers Group R.Winster Rehabilitation Project
19/02/2025	Mersey Tidal Power Project - Baseline surveys - Updated Biosecurity Plan
21/02/2025	HyNet carbon dioxide transportation and storage project (realignment cable route)
25/02/2025	Transmission Assets of Mona Offshore Windfarm Further Information
27/02/2025	Offshore Landing Platform Replacement
05/03/2025	Anchorsholme Coastal Protection Scheme 2025 (Rock Overlays/ Groynes)

Appendix XIV – Scientific Dispensations

Date	Dispensation
02/05/2024	Westinghouse Springfields Fuels Limited
10/05/2024	Wyre Rivers Trust Bioblitz 2024
20/05/2024	CEFAS Irish Sea Beam Trawl Surveys 2024
23/08/2024	Environment Agency
23/08/2024	APEM - Mersey Tidal Baseline Surveys
02/09/2024	Natural England - Allonby Fish Surveys
11/09/2024	Environment Agency - Mersey Estuary fish surveys
09/01/2025	Natural England - Allonby Fish Surveys
07/02/2025	CEFAS Nephrops Catch Sampling 2025

Appendix XV – Performance Assessment of Success Criterion

Indicators	Tasks Completed	Performance Assessment (RAG)
SC1A: The IFCA will maintain a database of stakeholder contacts reviewed and updated by 31 st March each year.	The Authority maintained an up-to-date stakeholder database from which the following permit schemes were operated in 2024/25: NWIFCA Byelaws 3 and 4; NWSFC Byelaws 9, 26, 27, 30; CSFC Byelaw 26. The website's 'Register as a stakeholder' button supports development of stakeholder contacts and their interests.	Completed and Ongoing into 2025/26
SC1B: The IFCA will review its communication strategy and implementation plan by 31 st March each year.	The Authority reviewed our communications strategy by 31 st March 2025. The website continued to work well and had good utility.	Completed and Ongoing
SC1C: The IFCA will review its website by the last working day of each month.	A comprehensive review was undertaken by the Senior Management Team in conjunction with our Comms Officer. A full refresh was implemented. Ongoing reviews are carried out.	Completed and Ongoing
SC1D: The IFCA will ensure its website meets the objectives of its communication strategy by 31 st March each year.	The website was assessed against the communications strategy.	Completed and Ongoing
SC1E: The IFCA will review all Memoranda of Understanding (MoUs) by 31 st March each year. It will have plans in place to update MoUs to agreed timescales.	National MoUs are in place with NE, EA, Cefas and MMO. Review of these MoUs are national tasks led by NE, EA, Cefas and MMO beyond control of each IFCA.	Completed and Ongoing
SC1F: The IFCA will participate proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.	The Authority continued to contribute to all relevant activity as required and within available resources. Bodies active in 2024/25 included the Chief Officers' Group, Association of IFCA, NIMEG, Technical Advisory Group, Strategic Operations Group, North West Regional Fisheries Group, Defra' Marine and Fisheries Chief Officer Group, Defra MPA committees and <i>ad hoc</i> policy meetings, regional coastal fora (e.g. Solway Firth	Completed and Ongoing

	Partnership, North West Coastal Forum, Dee Estuary Cockle Fishery Advisory Group, Morecambe Bay Partnership).	
SC2A: The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 st April each year.	The enforcement strategy was reviewed by 31 st March 2025. Risk-based enforcement will continue.	Completed and Ongoing
SC2B: The IFCA will demonstrate in Annual Reports work with other regulators to achieve consistent quality, application and enforcement of management measures.	Joint working to achieve consistent quality, application and enforcement of management measures has been reported within this Annual Report.	Completed and Ongoing
SC2C: The IFCA will record enforcement activity in a standard format, provide to NIMEG and publish on its website.	Enforcement activity was reported to the Committee in quarterly reports and made public via the website. Data continued to be securely stored on the Authority's intelligence management system and with the Central Intelligence Team of the MMO.	Completed and Ongoing
SC2D: The IFCA will adopt the National Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 st April each year.	The Code was adopted by the Authority back in 2012. The annual review of code is a role of NIMEG	Completed and Ongoing
SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for all IFCOs.	As in previous years, new IFCOs were trained to comply with the code through the competent officer training course. Performance was assessed and continually monitored by the Head of Enforcement and discussed in annual appraisals. Training was kept up to date.	Complete and Ongoing
SC2F: IFCOs attain accreditation and undertake Continuing Professional Development (CPD).	IFCOs' work towards accreditation was paused in 2023/24 due to other operational priorities and lack of operational value it affords. The Authority contributed to training development in 2024/25. IFCOs mandatory training was kept up to date to nationally agreed standards. All IFCOs were given CPD to meet organisational needs identified by the Senior Management Team and individual needs identified by line managers. An internal training register was maintained. Training provided in 2024/25 is set out in Appendix VII.	Partially Met

SC3A: The IFCA will record site-specific management considerations for MPAs and report progress to the Committee.	Government MPA policy continued to be implemented and MPA management reviewed in collaboration with other regulators.	Complete and Ongoing
SC3B: The IFCA will publish data analysis and evidence supporting new management measures on its website	Data and evidence were compiled in regulatory impact assessments for new measures. Stakeholders were consulted before introduction. Evidence was publicly reported to the Committee. Impacts of new measures are being assessed from survey and enforcement data.	Complete and Ongoing
SC3C: Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate their effectiveness.	Post-implementation surveys jointly with partners informed ongoing fisheries management and effectiveness of new measures. Results were reported to Committee and on the website. Inspection and enforcement data informed the Committee of the effectiveness of measures.	Complete and Ongoing
SC3D: The IFCA will develop criteria-based management options, explained to stakeholders through the website and review annually by 31 st March.	New management measures were developed after assessment of options against criteria defining objectives.	Complete and Ongoing
SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales.	The byelaw review followed agreed priorities. Byelaw development followed Defra guidance.	Complete and Ongoing
SC3F: The IFCA will include shared agreed objectives and actions from fisheries management plans in its own Annual Plan, published by 31 st March each year.	Objectives from plans such as cockle and mussel plans were approved by bivalve working groups and reported in the Annual Plan.	Complete and Ongoing
SC3G: Progress made in relevant fisheries management plan areas, including Maximum Sustainable Yield (MSY) commitments, will be noted in the IFCA's Annual Report.	Cockle and mussel management and priority byelaws were further developed in 2024/25, but no formal fisheries management plans have been implemented. The Science Team planned the development of species-specific fisheries management plans within available resources and continued the development of a priority internal Cockle Fisheries Management Plan in 2024/25. This will be finalised in 2025/26, before moving onto a Mussel Fisheries Management Plan. Further priority species fisheries management plans will be developed over the longer-term.	Partially Met

SC4A: The IFCA will publish an Annual Plan on its website by 31 st March each year, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State (SoS).	Annual Plan for 2024/25 was published at March 2024 meeting and sent to Defra. Plans include objectives and priorities under criteria set by Defra and local priorities.	Complete and Ongoing
SC4B: After the end of each financial year, the IFCA will publish an Annual Report on its website describing its activities, performance and a summary of audited financial information in that year, by 30 th November. A copy will be sent to the SoS.	An Annual Report for 2023/24 was agreed by member in August 2024 and sent to Defra. Activity in the year and audited financial information were included.	Completed and Ongoing
SC4C: IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 st May each year.	Performance Objectives for 2024/25, derived from the Annual Plan, were agreed for all officers. Appraisals for 2024/25 were completed by April 2025. A formal performance management regime was implemented in 2024/25.	Completed and Ongoing
SC4D: An efficient secretariat of IFCA staff support IFCA meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.	An efficient secretariat remained in place. Documentation was produced and meetings were run in line with Standing Orders.	Complete and Ongoing
SC4E: The IFCA will show, in its Annual Report, how marine, land and water management mechanisms in the district have worked responsively and effectively together.	Targets for Marine Strategy and Water Framework Directives are delivered as directed by EA. These were not required in 2024/25.	N/A
SC5A: The IFCA will show progress towards identifying evidence needs by publishing a research plan each year.	No research plan has previously been published by the Authority. A strategic objective for the Authority's 2025/26 Annual Plan was set to create a five-year Research Plan.	Not Met
SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.	All research work in 2024/25 was reported to the Committee at quarterly and TSB meeting, and in this report, showing how evidence is used to support decision making. However, no standalone Research Report has ever been published.	Partially Met

SC5C: The IFCA's contribution to TAG and progress towards a national evidence needs programme will be recorded in the IFCA's Annual Report.	The Authority continued contributions to national programmes and reported to the Committee.	Complete and Ongoing
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