

## 6. Castletownbere Fishery Harbour Centre

Castletownbere is the principal whitefish Harbour Centre in the country. Its harbour is formed by Dinish Island to the south and the town of Castletownbere to the north. Dinish Island is connected to the mainland by a bridge.

Most of the fish processing activity and marine-related industry is based on the Island on property leased from the Department.

Castletownbere had a population of 868 in 2006, an insignificant drop on its 2002 population of 875.

### 6.1 Profile of the Fishery Harbour Centre

The Fishery Harbour Centre has a Full-Time-Equivalent staffing of 5.5 as follows:

- Harbour Master
- Assistant Harbour Master
- Three General Operatives
- Secretary (0.5)

About 40 vessels operate out of Castletownbere. EiraNova has transferred their Agency vessels to An Daingean due to space constraints. Originally, they had 22 vessels per month using the harbour; now, only about eleven vessels per month use the harbour.

Irish fishing boats pay annual Harbour Dues based on tonnage. In addition, they pay goods due based on the volume of catch. Spanish vessels pay €250 per visit independent of size.

### 6.2 Performance

#### 6.2.1 Catch

The value and volume of landings from Irish fishing vessels were as follows:

**Table 6.1: Value & Volume from Irish Fishing Vessels**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	72	28	12	7	40
<i>Demersal</i>	3,361	2,990	2,960	2,721	6,372
<i>Pelagic</i>	1,115	1,979	4,562	3,216	7,569
<i>Shellfish</i>	533	236	343	247	738
<b>Total</b>	<b>5,081</b>	<b>5,233</b>	<b>7,876</b>	<b>6,191</b>	<b>14,719</b>
<b>Value €'000</b>	<b>8,418</b>	<b>7,889</b>	<b>8,456</b>	<b>9,682</b>	<b>13,331</b>

Source: SFPA

Castletownbere Fishery Harbour Centre



The volume of landings from foreign fishing vessels were as follows:

**Table 6.2: Volume of Catch from Foreign Fishing Vessels**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	176	141	241	211	200
<i>Demersal</i>	6,483	5,703	5,027	4,696	7,545
<i>Pelagic</i>	15	41	27	23	102
<i>Shellfish</i>	376	404	275	311	282
<b>Total (tonnes)</b>	<b>7,051</b>	<b>6,289</b>	<b>5,570</b>	<b>5,241</b>	<b>8,129</b>

Source: SFPA

The total volume of landings from all fishing vessels were as follows:

**Table 6.3: Total Volume of Catch Landed at Castletownbere**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	248	169	253	218	240
<i>Demersal</i>	9,845	8,693	7,987	7,417	13,917
<i>Pelagic</i>	1,130	2,020	4,589	3,240	7,671
<i>Shellfish</i>	909	640	617	558	1,020
<b>Total</b>	<b>12,132</b>	<b>11,522</b>	<b>13,446</b>	<b>11,433</b>	<b>22,848</b>
<b>% Foreign</b>	<b>58%</b>	<b>55%</b>	<b>41%</b>	<b>46%</b>	<b>36%</b>

## 6.2.2 Financial Performance<sup>4</sup>

The financial performance of Castletownbere on a Receipts and Payments basis is as follows:

**Table 6.4: Financial Performance: Receipts and Payments Basis**

€	2004	2005	2006
<b>Income</b>			
<i>Harbour Dues</i>	295,007	288,242	344,184*
<i>Rents</i>	64,322	91,380	
<i>Sundry Receipts</i>		150	5,717
<i>Sale of Properties</i>		0	233,350
<b>Total</b>	<b>359,329</b>	<b>379,772</b>	<b>583,251</b>
<b>Payments</b>			
<i>Salaries &amp; Wages</i>	153,639	168,272	222,432
<i>Light, Heat &amp; Power</i>	37,434	21,339	30,002
<i>Maintenance</i>	35,646	30,867	177,905
<i>Telephone</i>	6,959	7,354	12,832
<i>Water Rates</i>	30,256	9,387	17,170
<i>Sundry Expenses</i>	53,362	56,984	29,393
<b>Total Payments</b>	<b>317,296</b>	<b>294,203</b>	<b>489,734</b>
<b>Surplus/(Deficit)</b>	<b>42,033</b>	<b>85,569</b>	<b>93,517</b>
<i>Oireachtas Grants</i>		45,000	21,000
<b>Net after Grants</b>	<b>42,033</b>	<b>130,569</b>	<b>114,517</b>
<b>Capital Account</b>			
<i>Oireachtas Grants</i>	1,152,041	2,637,124	9,962,560
<i>Expenditure</i>	1,943,585	2,107,910	10,896,518
<b>Nett</b>	<b>(791,544)</b>	<b>529,214</b>	<b>(933,958)</b>

Source: Department of Agriculture, Fisheries and Food

Note: \* Harbour Dues and Rents

The financial performance of Castletownbere in terms of Income and Expenditure is as follows:

<sup>4</sup> It should be noted that the 2006 figures are provisional only and have not been signed off by the Comptroller and Auditor General

**Table 6.5: Financial Performance: Income & Expenditure Account**

€	2004	2005	2006
<b>Income</b>			
<i>Harbour Dues</i>	358,160	296,250	224,469
<i>Rents</i>	66,172	78,401	183,039
<i>Sundry Receipts</i>		150	5,717
<i>Sale of Properties</i>		0	233,350
<b>Total</b>	<b>424,332</b>	<b>374,801</b>	<b>646,575</b>
<b>Payments</b>			
<i>Salaries &amp; Wages</i>	148,025	168,494	221,081
<i>Light, Heat &amp; Power</i>	36,514	26,345	23,506
<i>Maintenance</i>	43,759	22,438	169,772
<i>Telephone</i>	7,029	7,588	12,126
<i>Water Rates</i>	30,256	9,387	17,170
<i>Sundry Expenses</i>	49,889	58,737	28,663
<i>Bad Debt Provision</i>	1,954	15,426	8,064
<b>Total Payments</b>	<b>317,906</b>	<b>308,415</b>	<b>480,382</b>
<i>Oireachtas Grants</i>	0	45,000	21,000
<b>Surplus after Grants</b>	<b>106,906</b>	<b>111,386</b>	<b>187,193</b>
<b>Balance at Year-End</b>	<b>(300,231)</b>	<b>(188,845)</b>	<b>(1,652)</b>

Source: Department of Agriculture, Fisheries and Food

The Balance Sheet for Castletownbere at the respective year-end is as follows:

**Table 6.6: Financial Performance: Balance Sheet**

€'000	2004	2005	2006
<b>Fixed Assets</b>			
<i>Development Expenses</i>	16,095	18,498	29,651
<b>Current Assets</b>			
<i>Debtors</i>	193	173	228
<i>Bank</i>	(1,245)	(585)	(1,405)
<b>Total Current Assets</b>	<b>(1,051)</b>	<b>(412)</b>	<b>(1,177)</b>
<b>Total Assets</b>	<b>15,044</b>	<b>18,086</b>	<b>28,474</b>
<b>Current Liabilities</b>			
<i>Creditors</i>	94	388	228
<i>OPW Agency Account</i>	21	21	-1,405
<b>Total Current Liabilities</b>	<b>115</b>	<b>409</b>	<b>-1,177</b>
<b>Total Net Assets</b>	<b>14,928</b>	<b>17,677</b>	<b>27,826</b>
<b>Financed By</b>			
<i>Income &amp; Expend Account</i>	(300)	(189)	0
<i>Ace Capital Grants</i>	15,228	17,866	27,826
	<b>14,928</b>	<b>17,677</b>	<b>27,826</b>

Source: Department of Agriculture, Fisheries and Food

While generating a surplus on a day-to-day basis, this Fishery Harbour is technically insolvent.

### **6.3 Facilities**

#### **6.3.1 Quay Facilities**

The Mainland Quay and Dinish Wharf are the two piers of the harbour.

The Mainland Quay is some 304 metres long with a water depth of 4 metres MLWS. The Quay accommodates fish landing berths, an old auction hall (currently leased to private industry), Harbour Offices, BIM Training College, net repair area, harbour roads, open spaces (parking) and services. A ferry service operates from a Department owned slipway to the nearby, inhabited, Bere Island. It is proposed to develop a lifeboat station on the town side in the near future.

Dinish Wharf, located on Dinish Island, and accessed by road via a bridge, about 1.5 Km from the town, is 90 metres. The island comprises an industrial estate of sites leased by the Department to private industry, Dinish Wharf pier, an Ice Plant, a Synchrolift boat lifting facility and repair yard and other fishery related services.

Currently, there is a €40 million Harbour Development Project being undertaken driven by the 1998 Infrastructure Needs Study carried out by PwC in association with Ove Arup & Partners.

In October 2007, an allocation of €10 million was approved for the main project for 2008 to continue the ongoing construction of an extension to the existing wharf at Dinish Island. The Castletownbere project is the single most significant project being undertaken at present under the Department's Harbour and Coastal Infrastructure Programme. The development of the harbour will allow for increased draught for vessels thereby accommodating all of the new modern vessels that wish to use the harbour.

The overall project at Castletownbere involves dredging, construction of an extension to the existing wharf at Dinish Island, as well as replacing the existing structure, and the provision of a suitable harbour services building on reclaimed land for the Harbour Master and the Sea Fisheries Protection Authority. The dredging works which have been completed provided for a deepened and widened entrance channel allowing for a total berthage length of 210 metres alongside the new quay when constructed. The approach channel to the harbour has also been cleared providing increased width and depth. The project commenced in 2004 with approximately €13 million being spent over the 2004-2006 period. €12 million was allocated to the project for 2008.

Specifically the entrance channel now provides a 40 metre wide channel with



a depth at the entrance of the channel 6.2 metres at low tide.

Three further developments are underway:

- a berthing basin at the new Quay is being dredged which will offer 8 metres at low tide. This project was completed in 2008.
- An extension of the Dinish Quay by 120 metres and replacement of the existing quay that will bring the overall length to 210 metres. The pier will be 40 metres deep.
- A solid berthing wall along the new quay, replacing the existing open timber fendering arrangement, that will result in a reduction in maintenance costs

This development will result in alleviating pressures on the town side from a significant amount of HGV traffic and heavier fishery related activities. In addition, the transfer of the harbour administration offices at the mainland quay to the proposed new harbour services building on the island, will free up much of the mainland quay area for other uses.

### 6.3.2 Other Facilities

There is a synchrolift at Castletownbere. It is operated by the Harbour Master's staff and maintained by the OPW. This must now compete with dry dock facilities on Bere Island.

There is also a privately run marina on Bere Island at Lawrence Cove.

There is no Auction Hall at the Harbour; all of the fish is pre-sold.

### 6.3.3 Other Development Matters

There are a number of other development matters that should be noted:

- An effluent treatment plant, costing €1.6 million, is almost complete for treating all of the waste effluent from the fish processing activity on the island
- Security cameras and power ducting are to be upgraded on the island.
- There is a lot of congestion outside of the SuperValu shop; the Council is looking at introducing one-way traffic there and in the town generally. The Department and the Council are working in co-operation on traffic management options
- Some consideration has been given to the development of a marina on the mainland quay side; the marina would contain at least 100 berths but would require dredging
- The Department has prepared draft Terms of Reference for a Land Use Study of the area which would include waste management, traffic management, security, parking, marina siting, managing the interfaces between the town and harbour etc
- A new net storage compound is being put in place. This is one element in a progressive harbour improvement programme
- Close to the Synchrolift, the provision of a harbour slipway is being examined to provide minor boat maintenance works and as a landing facility for shellfish landings
- The Cametringane Hotel closeby has sought permission for a 20 berth marina and slipway; the decision is currently on hold

- Cork County Council has recently engaged Tobin Consulting Engineers to prepare a preliminary report for the upgrading and extension of the collection system and the provision of a wastewater treatment plant in order to meet the needs of Castletownbere and its environs to 2027

### **6.4 Local Stakeholders**

#### **6.4.1 Castletownbere Co-Op**

Castletownbere Co-Op was founded in 1968 to sell the fish of its members and to sell them fuel. It has 69 members with 40 boats between them. The boats employ about 220 of which the majority are non-Irish. It employs about 75, between full-time and part-time people. It has three processing factories: for white fish, pelagic fish for filleting, and salmon processing from the salmon farms. About 80 per cent of its processed fish is exported, and 60 per cent of the whitefish is exported to Spain. Irish customers include Donegal Catch, Ocean Pat and Wrights.

Turnover is of the order of €28 million of which €23 million comes from fish with the balance from fuel sales.

#### **6.4.2 BIM**

BIM has a Regional Fisheries Centre (RFC) in Castletownbere that has become a major focus for training and development activities in fisheries and aquaculture in the South West. This compact new centre is fitted with a simulated bridge deck containing equipment used on the bridge of a modern fishing vessel. It also has a comprehensively fitted out engineering workshop and IT training facilities.

Courses provided include first aid, health & safety, aquaculture and Certificates of Competency (fisherman's ticket).

About 2,000 students are taught there annually.

BIM also has an Ice Plant on Dinish Island.

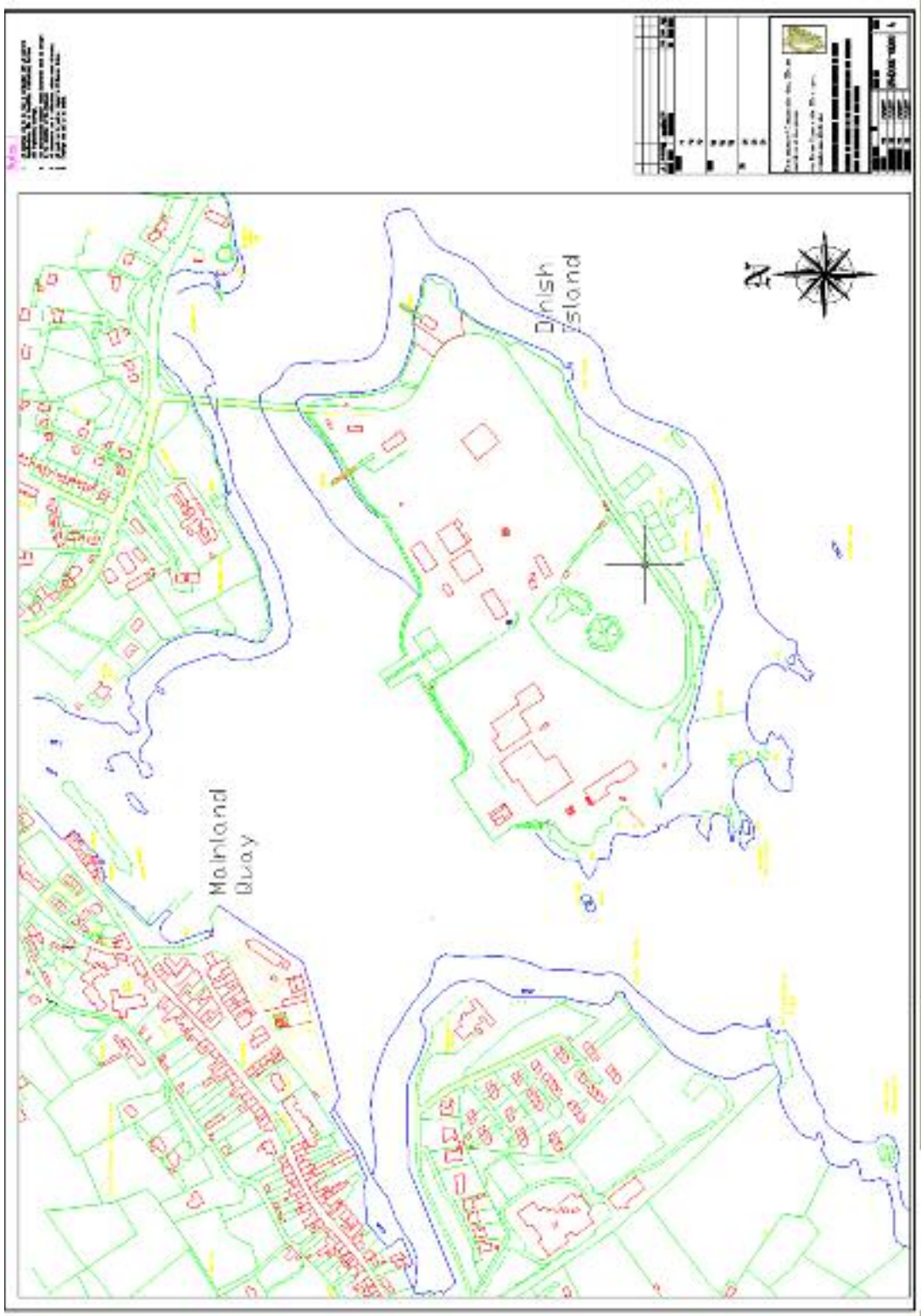
#### **6.4.3 Celtic Sea Minerals**

Established in 1989, Celtic Sea Minerals dredge, under licence, calcified seaweed from the shore at Bere Island. At its factory on Dinish Island, it dries, mills and bags the product that is then exported all over the world by container through the Port of Cork. The product, 'Acid Buf', is used for animal hygiene and nutrition purposes.

Between full-time and part-time staff, the company employs 30 staff in total: 14 in Castletownbere and 16 in Cork.



Figure 6.1: Castletownbere Fishery Harbour Centre



Source: Department of Agriculture, Fisheries and Food (Engineering Division)

The company brings a ship into Castletownbere every two months with particular material from its sister company in Iceland for blending purposes; the company would like to bring all of the material from Iceland, some 50,000 tonnes, with the intention of adding value which would result in a ship arriving every month. Currently, they are using a 3,000 tonne ship, the MV Haukur which has a 6 metre draft, but would like to use larger vessels.

The company is exploring other opportunities including fresh seaweed and pelletised products.

The bridge at Adrigole is a constraint for road freight. Water depth and length of pier are critical features for them.

### **6.4.4 Shell Fish de la Mer**

Shell Fish de la Mer is the largest employer in the area employing some 130 staff in the processing of fish such as shrimp, crab and prawns that are sourced in Ireland and abroad. The company is a leading seafood specialist and distributor, marketing over 140 different seafood products in Ireland and throughout the world.

Raw material is sourced from its own modern fishing fleet, consisting of five 40 foot day fishing vessels, as well as a range of other sources.

Over the last five years Shellfish De La Mer has undergone an expansion programme, which has culminated in a 20,000 sq foot state of the art processing facility.

Production facilities include:

- 20,000 sq feet HACCP approved processing facility
- Modern chilled and frozen cold storage facility to service customers needs
- A fully integrated state of the art crab processing facility

Shellfish De La Mer has a major presence in both the domestic and international markets; currently it is supplying to over 1,200 hotels and restaurants in Ireland as well as many wholesalers and retailers, and also caters for the retail and food sectors in countries such as: France, Spain, UK, Sweden, Portugal, Italy, Greece, Belgium, Poland, Japan, USA, and China.

The company believes there is a big future in servicing Spanish and French boats at Castletownbere.

It also has two major concerns:

- foreign trawlers emptying their bilges at weekend resulting in a lot of diesel getting into the waters
- the proposal to bring the town sewer out to the island; the company believes that one cannot mix a treatment plant and a fish processing plant.

### 6.4.5 EiraNova

In Ireland since 1981, this fish processing plant is located on Dinish Island dealing primarily in shellfish. It is also an agency for foreign vessels, mainly Spanish and French boats owned by Spanish companies. It handles about 15 vessels a week. However, due to space constraints on Dinish, these vessels now go to An Daingean.

Fish for processing is bought in the region and all exported to Spain. A shellfish company, about 230 tonnes of fish are processed annually consisting of about 150 tonnes of shrimp, 50 tonnes of high value fish such as prawns and crab, and 30 tonnes of locally processed fish.

A seasonal business, September to March, the company employs about 38: 30 production staff, six in administration and two technical staff.

### 6.4.6 Ferry Services to Bere Island

Bere Island Ferries Ltd is the principal ferry operator that provides a subsidised passenger and freight service to Bere Island. The journey takes about 15 minutes to make.

There is a second operator, Patrick Murphy, who operates from a pontoon a short distance from Castletownbere. They share the subsidy.

The main ferry can take up to 75 passengers and four cars and operates from its own slipway in the harbour opposite the Super Valu store.

### 6.4.7 Beara Tourism

Beara Tourism has 150 members with a remit to promote tourism in the local area.

It is confident that there are opportunities

- To attract cruise vessels to Castletownbere but that these vessels require pier facilities to be available to them
- To actively encourage the Spanish and French vessels to come to Castletownbere by offering them guaranteed slots
- To be the base for the offshore oil developments proposed – these vessels will require deep water
- To attract the Japanese tuna boats operating off the west coast that enter Cork for replenishment to come to Castletownbere instead

### 6.4.8 Agents

There are a number of local agents in Castletownbere that service the foreign fleet from Spain, France and the Netherlands that land their catch in Castletownbere. The agents look after their fuelling, provisions and other needs, as well as arranging the transport of their catch back to their homeland, primarily Spain.

The foreign vessels are usually between 30 – 40 metres in length catching

whitefish.

In general, foreign vessels land at a harbour nearest to where the fish are caught to minimise travel time and fuel consumption.

The economic impact of a foreign landing is significant. In addition to local harbour dues of €250 per boat, each landing is worth about €10,000 through local purchases of

- fuel, €4,500
- food €2,000
- transport costs to, say, La Coruna of €3,760

In addition, there would be the spend of the crew while the vessel is tied up.

### **6.4.9 Lifeboat**

Castletownbere has its own lifeboat.

Grant-aid of €1 million was also announced in October 2007 for the provision of a lifeboat shore facility for the RNLI which is due to be constructed on reclaimed foreshore within Castletownbere Fishery Harbour Centre. The project will provide a shore side berth on pontoons for the Severn class lifeboat currently based at Castletownbere Fishery Harbour Centre. The vessel will remain afloat on all stages of the tide and enable faster emergency response times. The RNLI will construct a station on the site at its own expense to provide modern crew facilities for the lifeboat crew. In the ten years that the lifeboat has been in Castletownbere, the lifeboat has received 161 shouts, 30 lives have been saved and 263 people have been brought ashore.

## **6.5 Marine Leisure Infrastructure Strategy - Cork County Council**

### **6.5.1 Background**

Cork County Council has prepared a Marine Leisure Strategy for the Western Division that includes Castletownbere.

A set of objectives is to be identified which will include the following

1. The rejuvenation of existing facilities
2. Creating opportunities for new development
3. The promotion of the marine leisure product in West Cork

These objectives can be achieved or realised through a series of actions including the following

- The Clustering of development
- The use of a Quality Mark/Brand/Network to promote and draw the Marine Leisure Sector in West Cork together.
- Co-ordinated Programme of Investments – Public and Private
- To inform the Review of the County Development Plan and Local Area Plans & other strategies of constituent bodies

- The creation of an Information System to promote the Marine Leisure Sector – the infrastructure and uses
- The inclusion of a Category for Coastal Development, Facilities and Marine Leisure under the Development (and Amenities) Contribution Scheme
- Tax Breaks
- Should include the provision for managed holiday facilities. (Marine Leisure activities may require other land uses).
- Ensure Public Access to the water
- Encourage activities that encourage wintering in West Cork. Funding: Any grant scheme or programme should have an emphasis on extending the tourism season.

In order to achieve the above, a partnership approach involving State, Local Authority, Private and Community Investment will be encouraged.

### 6.5.2 Hierarchy of Locations

The Council has identified a hierarchy of suitable locations, (Primary, Secondary and Tertiary Hubs) where activities could be encouraged.

These hubs are being proposed as follows:

**Primary Hub:** Castletownbere, Baltimore, Schull, Bantry

**Secondary Hub:** Courtmacsherry, Glandore Harbour, Crookhaven, Glengarriff, Rerrin

**Tertiary Hub:** Remainder of Council owned piers in Western Division.

There would be a minimum set of standards for each hub and for the Primary Hub there would be a standard of service to be provided for year round operations:

- Road, Water, Waste Management and Sanitary Services infrastructure to cater for medium to large scale marine developments and traffic.
- Year round assistance to Emergency Services for ease of access to facilities and adequate infrastructure for water based emergency services
- Future Planning and Development for the land based requirements such as tourism infrastructure, public facilities (toilets, showers, parking, disabled and elderly pier access etc) and support services such as boat repair, maintenance and chandlery services.
- Implementation of a Harbour Management Plan with the involvement of stakeholders and allocation of proper management services by Cork County Council.

This designation also works alongside the existing Strategic Infrastructure Plans for the Western Division and the designations and zonings that are part of the County Development Plans, Local Area Plans and relevant National Marine Leisure and Rural Development Strategies. In relation to Castletownbere, the Council would work with Department officials in the achievement of their objectives.

### **6.6 SWOT Analysis**

Arising from the consultation process and submissions received, the following are the key Strengths, Weaknesses, Opportunities and Threats

#### **6.6.1 Strengths**

- Location with two entrances around Bere Island
- Also, good access to fishing grounds
- Castletownbere is seen as a safe harbour
- A designated harbour for all species
- Has a valuable land bank on Dinish
- Offering sheltered anchorage and 24 hour access
- Provides a deepwater berth
- Certain services are available for visiting fishing boats
- There is no shortage of space for development

#### **6.6.2 Weaknesses**

- There is poor road access to the town
- Remoteness from Cork Airport for urgent parts etc
- The town is seen as too dependent on fishing
- No local repair resources – users must use dry dock on Bere Island
- Lack of cleanliness of the harbour area
- There is inadequate manpower to service the needs of the various users of the harbour

#### **6.6.3 Opportunities**

- Increased foreign landings
- Privatisation/outourcing of the synchrolift
- Exploiting offshore oil drilling business opportunities
- Deep sea facilities
- Development of local ship repair facilities
- Cannery for pelagic landings
- Marine Tourism including sea angling and a Marina
- Cruise business

#### **6.6.4 Threats**

- Reduction in fleet size
- Failure to complete the harbour development programme
- No improvement in road access
- 'Red Tide'



### **6.7 Key Matters Raised**

During the meetings with stakeholders and from submissions received, a number of matters were raised. They include:

- There should be controlled access to the Pier
- The jurisdiction of the harbour should be extended to avoid overlap with Bantry
- There should be a plan for the scrapping and disposal of the decommissioned vessels
- Fishermen should be able to register a boat from a FHC, i.e., the list of ports should be extended
- There is a need for clarity on who is going to run the marina at Castletownbere
- Need to keep the piers tidy and clean
- Improvements need to be carried out at the slipway at Filane
- There is a need to expedite the licensing process for aquaculture in the harbour area
- Castletownbere is poor in terms of proximity to a large town/city
- There should be 24 hour operations cover
- Castletownbere is 'crying out' for a Marina
- A Beach area for swimming and other water sports should be designated in the interest of public safety
- There are major infrastructure deficits in the town environs; principally, there are no sewerage treatment facilities, inadequate parking facilities and unacceptable congestion caused by traffic volumes through the town. A submission has proposed the extension of parking facilities at the east end of Castletownbere; a full traffic survey for the town; a re-alignment of the road opposite the supermarket and the installation of a zebra crossing, and the implementation of a one-way system around Castletownbere extending the road along the quay up to the West End
- There are opportunities for processing herring and mackerel, as well as King Scallops because Castletownbere is a natural habitat for them
- There should be a proper plan for the development of the Harbour
- Foreign vessels should be required to land in Castletownbere for control purposes
- There is a need for an Auction Hall to ensure competition between fish buyers – this would offer transparency
- Catch up to €3m per week caught by foreign vessels – can the low value fish they catch be auctioned in Ireland? Haddock has a low value in Spain

### **6.8 Key Priorities**

The key priorities identified were:

- Completing the harbour works
- Survival of the fishing fleet
- Attracting more foreign vessels business to the Harbour
- Growing marine tourism
- Dealing with the derelict vessels lying up in the Harbour
- Addressing the state of the Harbour area through land-use and traffic management studies



## **6.9 Vision, Objectives and Actions**

### **6.9.1 Vision**

Our vision for the Castletownbere Fishery Harbour Centre is:

*To have in place a safe, adequately-resourced, commercially-focused and viable harbour, professionally managed, that caters for the ongoing needs of the Irish and foreign fishing sector and other stakeholders, including marine tourism and harbour-related industry, operating in harmony together*

### **6.9.2 Objectives**

The Strategic Objectives for Castletownbere Fishery Harbour Centre over the next five years are

- To ensure that a commercial focus applies to the management and operation of the Fishery Harbour Centre
- To broaden the activity base of the Harbour Centres
- To increase total fish landings to 20,000 tonnes by 2013
- To grow Harbour Dues, Property and Other Income revenue to €716,000 by 2013
- To reduce the level of debtor days overall to 30 days
- To have in place a management structure and system that reflect good business practice
- To conform to all industry norms on Health, Safety, Security and the Environment

### **6.9.3 Actions**

We present below a range of inter-related Actions associated with each of the Objectives that we have established for Castletownbere Fishery Harbour Centre.

#### **Commercial Focus**

A key requirement for the ongoing success of the fishery harbour sector is a commercial focus. In this regard, Castletownbere harbour management

- will have a bottom-line focus through providing an input into, monitoring and management of the local budget
- will identify, promote and encourage commercial initiatives by the fishery harbour as well as by local stakeholders
- will, as part of the process of encouraging local development and initiatives, contribute to an integrated marketing programme with local stakeholders, e.g., marine leisure operators, chamber of commerce, tourism body, Cork County Council
- will review on an ongoing basis local assets for opportunities to generate revenue and reduce costs
- will contribute to the development and maintenance of a local website and promotional material
- will enhance relationships with local agents, industry, marine operators etc in the interests of growing traffic and trade
- will continue the practice of regular user meetings as a means of

exchanging information, proposals and concerns

### ***Broadening the Activity Base***

From our discussions, submissions and analysis, it is clear that Castletownbere has the potential to expand its activity and business base.

Possible areas include:

- Marinas
- Marine Leisure
- Local Sports and Activity Clubs
- Clean, Commercial Freight Traffic
- Offshore Oil Exploration
- Cruise Business
- Passenger Ferries
- Integrated Development of Local Proposals

Local harbour management and Department staff will work with relevant stakeholders to develop potential areas of activity and facilitate them as appropriate. In this regard, the proposed Marine Leisure Strategy prepared by Cork County Council is an obvious example.

### ***Increased Fish Landings***

While landings of fish from the fishery sector are unlikely to change significantly for quota reasons, there are opportunities to increase landings, and possibly local processing, from foreign vessels; the Japanese tuna fleet off the Irish coast is a particular opportunity. Local management will contribute to and support Departmental market effort to

- Arrange visits to principal foreign fleet owners
- Promote integrated marketing: fishery harbour, processors, agents
- Consider trade missions, e.g., to La Coruna/Figo
- Explore twinning/partnerships with foreign fishery harbour centres
- Promote relationships with agents, marine operators etc to encourage greater landings from foreign fishing boats

A large amount of fish caught by Irish vessels is landed in other countries. Every effort should be made to encourage back this fish to Irish Fish Harbour Centres through local discussions with vessel owners etc

### ***Revenue Growth***

It is important that all Fishery Harbour Centres optimise their revenue potential. This requires that:

- All properties have up-to-date lease arrangements and property valuations
- It is important to ensure that all tenants pay required lease charges
- There is also a major responsibility to ensure that all other harbour users pay their charges
- Harbour management should consider how harbour local assets, e.g.,

marinas, can be exploited from a revenue perspective

- The harbour manager has equally a responsibility to review his costs base and ensure value for money

### ***Improvement in Debtor Balances***

Debtor balances at many of the Fishery Harbour Centres are very high. The Harbour Master in consultation with SFAD should

- Contribute to a Review of the Debt Collection Process
- Play a role in ensuring that all payments are made on time
- Where there are outstanding debts, propose and recommend solutions for their resolution
- Advise on whether the use of a Debt Collection Agency is warranted
- Recommend, where appropriate, to proceed with legal enforcement

### ***Good Business Practice***

The operation and management of Castletownbere Fishery Harbour Centre will conform to good business practice. This requires

- Recognition of responsibility for the safe operation of the harbour while embracing the need for a commercial focus, the potential for growth and diversification of activity
- The application of Performance Management through the setting, monitoring and management of local revenue and expenditure budgets
- Participating in training opportunities
- Promoting good two-way communications with Department staff and stakeholders
- Scheduling regular user meetings
- Complying with all regulations and legislation
- Compliance with Job Description duties
- Offering leadership to local staff
- Clear accountability
- Embracing corporate social responsibility

### ***Health, Safety, Security and the Environment***

Health, Safety, Security and the Environment are major aspects of harbour control, and form a core part of harbour management's responsibility. The Harbour Manager should

- Ensure the harbour complies with all relevant legislation & EU Directives
- Have in place and implement communications & clear signage plan
- Contribute to and follow all Procedure Manuals for all core activities including accident, emergency, environmental, accounting, training needs analysis and recruitment procedures
- Provide CCTV facilities for enhanced security where required
- Commission an area masterplan addressing space/storage mgmt for nets, net repairs, waste etc
- Commission a local traffic management plan in association with Cork

County Council

- Ensure clear segregation between the various harbour activities, i.e., between the fishermen and maritime leisure activities
- Address and have disposed all derelict boats in the harbour

### **6.9.4 Key Performance Indicators**

The performance of Castletownbere Fishery Harbour Centre shall be monitored through the use of Key Performance Indicators.

The Key Performance Indicators to be monitored and reported over the five-year timeframe include:

- Revenue from Harbour Dues
- Revenue from Leases
- Other Income
- Costs
- Operating Surplus
- Capital Expenditure
- Debtor Days
- Bad Debts
- Vessel Arrival Numbers by Nationality
- Synchrolift Lifts
- Landings from Irish Vessels
- Landings from Foreign Vessels
- Health & Safety Incidents
- Training Days
- No of User Meetings

### **6.10 Outline Landings and Financial Targets**

Outline landings and financial targets for Castletownbere Fishery Harbour Centre for the next five years have been prepared.

The landings projections incorporate both landings from Irish vessels and landings from foreign vessels. The 2008 landings from Irish and foreign vessels are set at the average of the respective catches for each for 2005, 2006 and 2007. Given quota constraints, landings from Irish vessels increase marginally over the subsequent four years to take account of extra landings from non-quota fish etc while landings from foreign vessels grow at a rate of 10 per cent per annum from the 2008 base.

The income targets relate to Harbour Dues, Rental and Other Income only and exclude state grants and revenue from once-off income such as Property Sales and Lease Premia. A five per cent increase in harbour dues' rates from Irish fish landings is assumed from 2009.

Rental and Other Income grow at two per cent per annum from a 2008 base derived from historical expenditure over the last number of years.

Expenditure excludes any capital purchases such as trucks and vessels, and grows at a rate of 4.0 per cent per annum from 2006 but modified by the exclusion of any exceptional costs in that year.

Debtor Day targets are also presented.

**Table 6.7: Outline Catch and Financial Targets 2008 - 2013**

<b>Castletownbere</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Catch (Tonnes)</b>	16,000	16,600	17,350	18,100	19,000	20,000
<b>Dues, Rent &amp; Other</b>	537,500	630,600	650,000	670,000	692,000	716,000
<b>Expenditure (€)</b>	510,000	530,500	551,750	574,000	597,000	620,000
<b>Debtor Days</b>		90	75	60	45	30

*Source: Consultants' Estimates*

### **6.11 The Role of the Sea Fisheries Administration Division**

The Sea Fisheries Administration Division has a critical role in championing and driving forward the recommendations.

Its role is to

- Organise for the training and development of the harbour management staff to enable them oversee the management and development of the Fishery Harbour Centres.
- Endorse and recommend the Business Plan Report Proposals
- Lead Management Change
- Promote a Business and Commercial Focus
- Carry out Training Needs Analysis for Induction and Ongoing Training
- Put in place a Performance Management System and Database
- Establish Baseline and Target Values
- Implement Performance Monitoring
- Introduce greater devolvment of responsibility and accountability to Fishery Harbour Centre Managers
- Enhance the information exchange between the Fishery Harbours and Department Administration
- Consider outsourcing the operation and maintenance of synchrolifts and other plant through service contracts or other vehicles
- Ensure that harbour charges and lease agreements are and maintained up-to-date
- Finalise the preparation of Procedure Manuals
- Support and participate in the Fishery Harbour Centres' User Meetings
- Develop, fund and lead Marketing Initiatives including Websites and promotional literature
- Commission Area Masterplans where required
- Schedule and fund critical Infrastructure Needs
- Review progress of the recommendations on a regular basis and revise where required

## 6.12 Implementation and Monitoring

Implementing the plan will require significant change in the way in which the Harbour is managed with increased local discretion and decision-making but also increased responsibility in terms of delivering on strategic objectives and having responsibility for budgetary control.

A fundamental change will be the focus that the Department is placing on the Fishery Harbours having a commercial dimension, with specific financial objectives to be met.

Capturing the potential of Castletownbere Harbour will require a commitment to pursuing the various strands of the Plan's objectives. This will require management to be actively engaged in a range of marketing activities to promote the development of the Harbour. Many of these marketing activities will be undertaken in partnership with the stakeholders.

Implementation of the overall recommendations will be through joint action of Department management and FHC management with the relevant lead determined by the nature of the action.

We propose that the existing Performance Management and Development System should be used to track the performance and progress of harbour activity.

The following is a suggested template that could be used to monitor progress; the KPIs should be drawn from the list set out above, with the Baseline figures provided by the Harbour Master and the Target Values agreed between FHC management and their line manager.

The responsibility for recording progress should be that of the Harbour Master, and reporting each year should be at least half-yearly and, ideally, quarterly for the most critical KPIs, e.g. Debtor Days, where rapid reaction is necessary.

**Table 6.8: Performance Management Template**

<i>Castletownbere</i>	<i>2008</i>	<i>2009</i>		<i>2010</i>		<i>etc</i>
Key Performance Indicator	Baseline	Target	Actual	Target	Actual	
KPI1 (eg Harbour Dues)						
KPI2 (eg Debtor Days)						
KPI3 (eg No of User Meetings)						
KPI4 (eg Lease Income)						
Etc						

## **7. An Daingean (Dingle) Fishery Harbour Centre**

### **7.1 Profile of the Fishery Harbour Centre**

An Daingean (Dingle), County Kerry, Fishery Harbour is located in a Gaeltacht area where Údarás na Gaeltachta has a major role in local economic and cultural development. An Daingean has seen a population increase between 2002 and 2006 from 1,647 to 1,775, a 7.8% increase.

An Daingean is a major tourism town attracting many visitors annually and there is a strong local marine tourism business where Fungie, the local dolphin, is a major attraction. The Harbour Centre also manages a local and successful 80 berth marina.

An Daingean Fishery Harbour Centre was formerly a Regional Harbour operating under the 1946 Harbours Act. Following a period of consultation, it was designated a Fishery Harbour Centre on the 14<sup>th</sup> May 2007.

Located in the Tourist office in the centre of the town on Departmental land, the staffing of the An Daingean FHC consists of the Harbour Master, Harbour Foreman, and a Marina Superintendent. An electrician is also employed part-time. Additional staff are required for the summer months.

In the same complex are the offices of the local Sea Fisheries Protection Authority staff that monitor the landings of the various fishing boats at An Daingean.

The Harbour can handle trawlers up to 35 metres. In addition to about 25 foreign vessels that land their catch there including EiraNova that brings in up to nine French and Spanish vessels on an agency basis, the harbour is home to about six large 20m+ fishing boats, 40 half-deckers and four day fishing boats. In addition, the harbour is used by miscellaneous Irish boats from other harbours depending on the fishing campaign in place at the time. Seven vessels are also laid up there.

Both whitefish and pelagic fish are landed at An Daingean, as well as lobster and crayfish hake, monk and tuna are transported straight to the market.

Scottish boats land pre-sold prawn at An Daingean during the summer.

A single entry charge of €250 is applied to casual landings of non FHC based vessels and foreign vessels which includes all charges.

In addition, there are a number of ferry vessels to the offshore islands, sea angling boats as well as pleasure boats that bring visitors and tourists to see Fungie.

The harbour is tidal and there is an objective to have a water depth of five metres.

A study in 2002 carried out for Dingle Harbour Commissioners by the Coastal Resources Centre of UCC, with financial support from Údarás na Gaeltachta, found that the estimated socio-economic contribution of water based leisure activities was of the order of €1.1 million with a total local employment of 30 full-time jobs.



The details are set out in the Table below.

**Table 7.1: Value & Volume from Irish Fishing Vessels**

Activity	Revenue (€ 000)		Employment (FTE)
Fishing			
Fishing	Value of landings in 1999	13,700	273
Water sports and leisure activities			
Combined water sports and leisure activities	Total direct Total associated	794.25 311.70	
TOTAL		1,105.95	~ 30
Shore-based activities			
Shoreline activities: beaches, swimming, Fungie watching, sight seeing, shore angling, bait, winkles, etc.	Taken as equivalent to 10 – 20 % of water sports and leisure activities for comparison	101.5 – 223	3 –
Nature tours (bird watching, etc.)	15 tours of 20 people brought to Dingle area annually by one operator: estimate up to 24 tours in total by all operators. (No local tour groups revenue generated goes overseas.) Estimated associated spending at €63.5 per day for three days	- 85.7	1 – 2
Landscape	UK-based research indicates that up to 60 – 70% of employment in rural areas relies directly on a high quality environment. Research carried out for KITE shows that the local landscape is the most significant of Kerry’s attractions for tourists to the county.	Data not available as basis for meaningful local estimate.	
TOTAL (€’000)		15,004 to 15,116	307 - 311
Potential activities			
Aquaculture	Bulk export quality, sales value 0.5 – 0.75 ha	19 - 42	1 (seasonal)
Local restaurant quality, sales value 0.5 – 0.75 ha		57 – 126	2 (seasonal)

Source: Coastal Resources Centre, UCC

**An Daingean Harbour**



## **7.2    *An Daingean Local Area Plan***

An Daingean Local Area Plan, prepared by Kerry County Council, notes that the town is seen as the main focal point for the ongoing and future development of the Corca Dhuibhne peninsula. The Council's development strategy is to enhance the town's physical assets and promote economic growth, while seeking to maintain and enhance its unique character, ambience and cultural attributes. Development should be of a high visual and architectural standard so as to enhance the attractiveness of the town to both residents and tourists alike.

An Daingean's agricultural, fishing and tourism industries and its access by sea have mitigated the effects of its peripherally and remoteness from the county's major economic centres. The town has innate strengths including its harbour, scenery, leisure activities, culture & Irish language; all of which can be capitalised on to develop local markets and opportunities. The vibrancy of the town and the future growth of population and services are largely dependent on the provision of secure year round employment opportunities. The decline in the number of people employed in agriculture in the catchment area of the town is an on-going trend, leading to less demand for traditional services from this sector. This loss in agricultural jobs has been offset in recent years by the buoyancy of the tourism and construction sectors.

Kerry County Council recognises the need to conserve and enhance the environmental qualities of An Daingean while accommodating and integrating substantial development.

The Council is mindful of the need for a balanced economic base for the town and region. In particular the Council wish to upgrade land uses to realise the potential of the waterfront to contribute to the amenity and economy of the town. The development of this area in an ordered and attractive way is necessary in order to provide a new precinct and focus that will enhance the town as a whole.

The Plan notes that given that the town is a major tourist destination, the demand for services varies considerably throughout the year. Fully maximising its potential will increase the level of economic activity including the development of year round employment (to counter the seasonal nature of the tourism and fishing industries) and serve to counteract its locational disadvantages, as well as creating the critical mass of permanent residents necessary to sustain the demand. This can be achieved by making An Daingean a more attractive place to live by the provision of high quality health, educational, amenity, retail, housing, social and cultural facilities. It is, therefore, an objective of this plan to facilitate the provision of high quality facilities in these sectors.

The presence of a working fishing port, the intrinsic character of the town itself, its cultural and linguistic heritage as well as its very fine restaurants, pubs and shops are all attractions for the provision of the marina within the town, the Plan notes, is a major amenity and tourism asset and capitalises on the maritime tourism, which it is

hoped will act as a catalyst for further development. Fishing trips, boat tours, sailing, rowing, angling and diving provide further recreational activities. Tourism has generated a level of prosperity in An Daingean that is not in other remote towns on the west coast of Ireland. It is in the area of tourism where the town displays its greatest potential for employment growth.

## 7.3 Performance

### 7.3.1 Catch

The value and volume of landings from Irish fishing vessels were as follows:

**Table 7.2: Value & Volume from Irish Fishing Vessels**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	511	363	429	311	109
<i>Demersal</i>	1,568	1,083	955	771	867
<i>Pelagic</i>	1,664	1,607	5,929	5,037	3,852
<i>Shellfish</i>	209	107	200	203	286
<b>Total (tonnes)</b>	<b>3,952</b>	<b>3,161</b>	<b>7,513</b>	<b>6,322</b>	<b>5,114</b>
<b>Value €'000</b>	<b>4,277</b>	<b>3,622</b>	<b>6,099</b>	<b>5,575</b>	<b>4,906</b>

Source: SFPA

The volume of landings from foreign fishing vessels were as follows:

**Table 7.3: Volume of Catch from Foreign Fishing Vessels**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	187	311	161	164	123
<i>Demersal</i>	3,151	3,405	2,401	2,098	2,363
<i>Pelagic</i>	8	11	32	16	58
<i>Shellfish</i>	105	135	223	217	125
<b>Total (tonnes)</b>	<b>3,451</b>	<b>3,862</b>	<b>2,817</b>	<b>2,495</b>	<b>2,669</b>

Source: SFPA

The total volume of landings from all fishing vessels were as follows:

**Table 7.4: Total Volume of Catch Landed at An Daingean**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	697	674	589	475	232
<i>Demersal</i>	4,719	4,495	3,350	2,869	3,230
<i>Pelagic</i>	1,672	1,618	5,961	5,053	3,910
<i>Shellfish</i>	314	242	422	420	411
<b>Total (tonnes)</b>	<b>7,403</b>	<b>7,030</b>	<b>10,323</b>	<b>8,817</b>	<b>7,783</b>
<b>% Foreign</b>	<b>47%</b>	<b>55%</b>	<b>27%</b>	<b>28%</b>	<b>34%</b>

### 7.3.2 Financial Performance

The most recent Accounts for Dingle Fishery Harbour Centre, for the year ending 31 December 2006, were prepared while the harbour was a regional harbour operating under Regional Harbour Commissioners. The Accounts were prepared by local auditors.

The financial performance of An Daingean in terms of Profit and Loss is as follows:

**Table 7.5: Financial Performance: P & L Account**

€	2005	2006
<b>Income</b>		
<i>Harbour Dues</i>	139,712	121,645
<i>Gross Marina Income</i>	110,017	92,767
<i>Other Income</i>	73,265	105,811
<b>Total</b>	<b>322,994</b>	<b>320,223</b>
<b>Payments</b>		
<i>Salaries &amp; Wages</i>	137,434	145,413
<i>Light, Heat &amp; Power</i>	17,688	13,412
<i>Maintenance</i>	24,873	20,673
<i>Telephone</i>	8,448	5,661
<i>Water Rates</i>	24,400	20,876
<i>Other Expenses</i>	33,304	65,109
<b>Total Payments</b>	<b>246,147</b>	<b>271,144</b>
<b>Surplus at Year-End</b>	<b>76,847</b>	<b>49,079</b>

Source: An Daingean Harbour

The Balance Sheet for An Daingean at the respective year-ends is as follows:

**Table 7.6: Financial Performance: Balance Sheet**

€'000	2005	2006
<b>Fixed Assets</b>		
<b>Tangible &amp; Other Assets</b>	218,394	193,767
<b>Current Assets</b>		
<b>Debtors</b>	403,678	225,699
<b>Bank</b>	131,697	218,392
<b>Total Current Assets</b>	535,375	444,091
<b>Total Assets</b>	753,769	637,858
<b>Current Liabilities</b>		
<b>Creditors</b>	228,912	117,203
<b>Total Net Assets</b>	<b>524,857</b>	<b>520,655</b>
<b>Financed By</b>		
<b>Income &amp; Expend Account</b>	332,316	373,037
<b>Ace Capital Grants</b>	192,541	147,618
	<b>524,857</b>	<b>520,655</b>

Source: An Daingean Harbour

As Dingle Harbour Commissioners never owned the harbour infrastructure, their value has not been included in the Fixed Assets.

## 7.4 Facilities

### 7.4.1 Quay Facilities

There is 500 metres of quay space overall; the main ('old') pier is 180 metres long with a water depth of five metres and there is a pier for the day boats which has a water depth of 2.6 metres. At the end of the main pier is the BIM Ice Plant.

The commercial small boats tie up inside the East Pier

There is a slipway adjacent to the main pier that is used for Fungie boat trips, Eco Tours and angling trips.

There are also a slipway for vessel maintenance and launching near the marina.

The depth of water in the access channel is inadequate for larger vessels and the harbour is tidal that also affects vessel access.

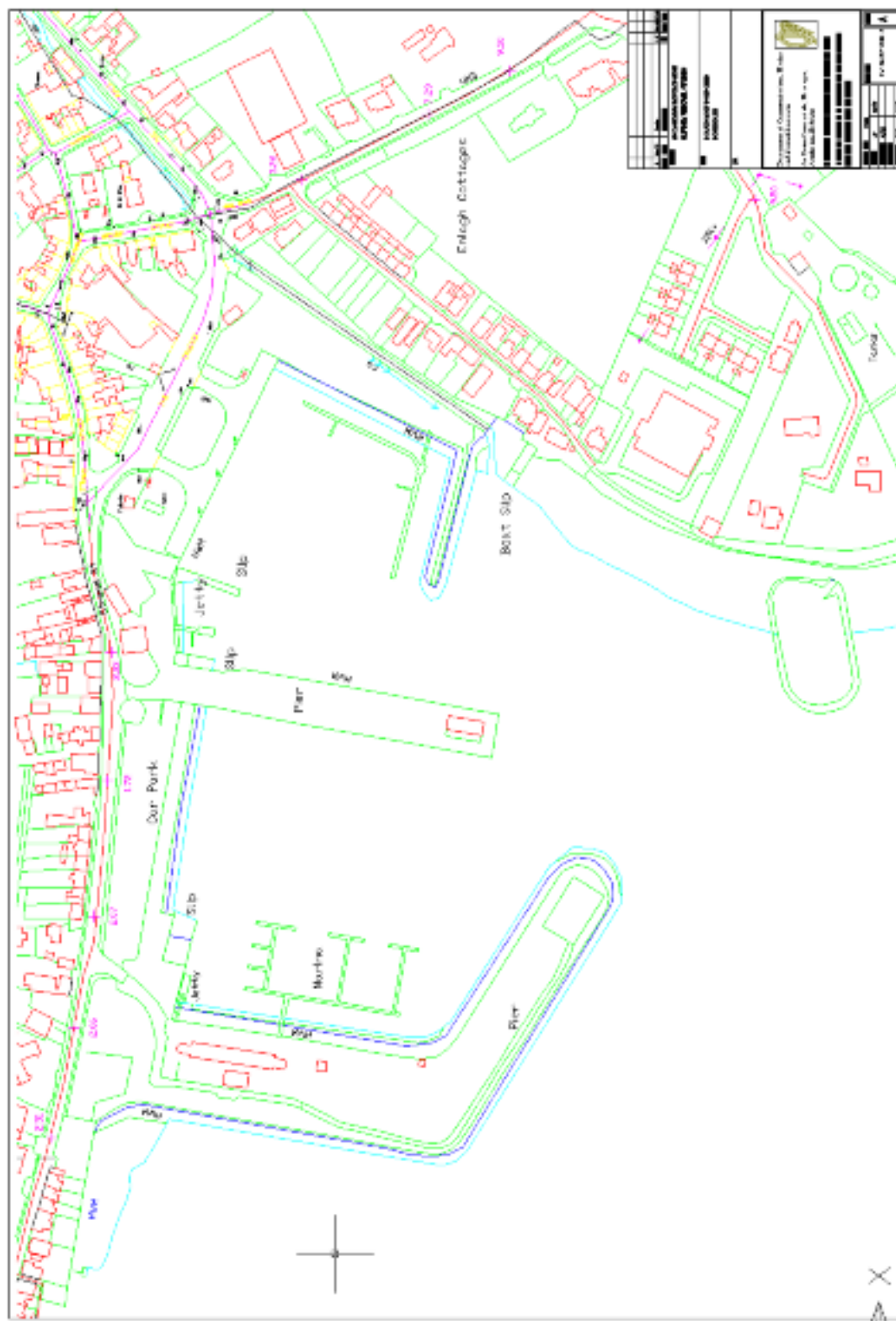
Some of the adjacent harbour land is leased to Kerry County Council for car-parking purposes.

The harbour centre has a forklift truck and this and its driver available for hire at an hourly cost of €30.

The harbour layout is presented in Figure 7.1 overleaf.



Figure 7.1: An Daingean Harbour



Source: Department of Agriculture, Fisheries and Food (Engineering Division)



### 7.4.2 Marina

The marina can handle about eighty boats, depending on their size, of which about 20 spaces are reserved for visiting boats. Extremely busy during the summer months, the marina gets about 350 visitors annually who remain there for anytime between 1 and 14 days depending on the weather. At this time, there is a waiting list of 22.

There are some twelve moorings outside the harbour and there is a long-term aspiration to provide additional berths. These are unofficial moorings not registered with the harbour.

A number of high-profile events are attracted to the harbour based on the marina facilities. The Harbour Master makes arrangements for the biennial Dun Laoghaire to Dingle sailing race. The Harbour Commissioners also hosted the prestigious La Solitaire du Figaro long-distance sailing event, which came to Dingle for the first time in 2001. The race attracted a large following and carried extensive television and media coverage in France, the country of origin of many visiting yachts to Dingle. The event provided very positive publicity for the marina and the town as well as generating significant local economic benefit. Dingle will host the Figaro race again later this year. The biennial Dun Laoghaire to Dingle race will also take place again later this year.

As noted elsewhere, major marina events generate significant economic benefit; for instance, it is estimated that the Volvo Ocean Race, which will visit Galway later this year, will attract over 140,000 visitors to the city and generate €44 million of direct and indirect expenditure for the country.

The following are some of the other main sailing events involving Dingle Harbour:

- Lorient – Dingle - Galway Transceltic Yacht race.
- Solitaire du Figaro.
- South Coast Cruising Association Annual Race from Cork to Dingle.
- Fenit to Dingle events.
- National and regional dinghy sailing events.

The rates for the marina are as follows:

- Annual Rate per Metre       €180
- Summer Rate per Metre     €150
- Winter Rate per Metre       €80
- Overnight Rate per Metre    €2.25 (minimum charge €16)

Electricity, water and diesel are available at the marina.

The Dingle marina has its own website <http://www.dinglemarina.com/>

### 7.4.3 Fuel

There are a number of fuel suppliers that sell fuel to the fishing boats.

### **7.4.4 Pollution Control**

The harbour has its own basic pollution control resources.

### **7.4.5 Helicopter Pad**

Helicopters can land at the end of the West Pier.

### **7.4.6 Navigation Aids**

DHC also operates a large number of navigation aids (15) to ensure safe navigation within the harbour.

### **7.4.7 Auction Hall/Synchrolift**

There is no Auction Hall or Synchrolift in An Daingean.

### **7.4.8 Life Boat**

The nearest lifeboat is at Valentia, some 45 minutes away. An Daingean has an active and well-equipped Coast Guard unit with water and cliff capabilities.

### **7.4.9 Rigid Inflatable Boat and Trailer**

To aid health and safety, the Department has purchased a Rigid Inflatable Boat with twin engines and a quick launch and recovery road trailer, for one crew and five passengers.

### **7.4.10 Planned and Required Developments**

There is a €15 million proposal for a new building complex on the boatyard site which is owned by a private individual. Kerry County Council is currently seeking a Compulsory Purchase Order for the site.

The site will contain

- Offices for the Harbour Master
- Offices for the Fishery Officers
- Stores/maintenance facilities
- Offices for BIM
- Retail outlets and a
- Theatre

This development will open up a connection between the eastern side of the Harbour to the Main Pier.

It is expected that the Office of Public Works will fund and project-manage its development.

The boatyard slipway is in a derelict state and is a hazard to navigation. €60,000 was approved under the 2008 programme for the removal of the old slipway.

There is a need to dredge the entrance channel (3,000 m by 40 m) to – 5 metres from its existing –2.6 metres. This could cost up to €13 million.

A new slipway for marine leisure vessels on the western Breakwater

commenced in Jan 2008.

### **7.4.11 New Berthing Pontoon Works**

The Department has recently awarded a contract for the construction of new berthing pontoons at An Daingean FHC and this will help alleviate congestion in the harbour.

## **7.5 Key Stakeholders**

There are a number of major users of the Harbour. Some of these are profiled below.

### **7.5.1 Dingle Marina Centre (Lathair Muirina an Daingin)**

This is owned by a company limited by guarantee and was built and is operated by a voluntary committee formed for the purpose of providing marine leisure facilities and supporting the marina. The constituent units employ 18 during the summer and the project is financially self-sufficient. The Dingle Marina Centre comprises a

- Sailing Centre (Dingle Sailing Club)
- Diving School/Centre
- Café/Restaurant
- Chandlery
- Meeting Room
- Rowing Club and
- The Marina Superintendent's office

It also provides showers and toilets for the marina.

Some of these facilities are open only during the summer time.

The Dingle Sailing Centre offers ISA-approved sailing courses for both adults and children from April to September. The Sailing Club, located at the Centre, has about 40 members. In addition to running sailing sessions for its members on weekends and weekday evenings, including a summer race series, held on Thursday nights, it also organises the annual Dingle Regatta with 15 races over two days.

### **7.5.2 Dingle Bay Charters**

Located at the Yacht Marina, Dingle Bay Charters provide a wide range of options for visitors. From its chandlery "Dingle Marine & Leisure" in the Marina Centre, it operates Blasket Island Ferries, Eco Tours, Sea Angling and Yacht charters.

### **7.5.3 Dingle Oceanworld Aquarium**

An Daingean is home to a major purpose-built aquarium where some 110,000 visitors annually come to see the many tropical and other fish on show.

### **7.5.4 Dingle Boatmen's Association**

The Dingle Boatmen's Association is a Co-Op of 10 boats operating to the

dolphin. The Association offers two-hour trips daily from An Daingean Pier to see Fungie.

### **7.5.5 Ó 'Catháin Iasc Teo**

Established in 1975, Ó'Catháin Iasc is the principal primary processor in An Daingean that exports mostly pelagic fish but also some whitefish to the EU. The company employs up to 70 during the winter. It has a subsidiary company in Germany.

Half of its raw material is sourced locally, with a further third from other Irish ports and the balance is imported. It has four vessels of its own. The whitefish is exported 'on the hoof'.

The company plans to open a fish shop shortly.

### **7.5.6 Iasc Uí Mhatúna Teo (Ballyhea Fisheries Ltd)**

Employing nine, this small fish processing company, located in Ballyhea, is involved in whitefish sales. Most of its inputs come from landings at Ballydavid, some eight miles west of An Daingean. The company has little involvement with An Daingean as only one vessel in An Daingean provides raw catch. About 40 per cent of the output is exported.

The company also imports salmon from the Faroe Islands and Iceland for smoking.

### **7.5.7 Iasc O'Bruin**

This local fish processor adds value to shellfish, primarily crabfish, caught locally and other ports. Very little of it is exported and most of it is sold to catering outlets around the country. The company employs of the order of 60 staff for nine months of the year. The company is effectively closed for the remainder of the time.

## **7.6 SWOT Analysis**

### **7.6.1 Strengths**

- Location on the Atlantic
- Shelter and safety
- Good quay space and pontoons
- Good support infrastructure
- Marina and associated website
- Various tourist activities and profile
- Good working relationship with Kerry County Council and Údarás na Gaeltachta
- The Council is well advanced with the planning of the ring road around the town

### **7.6.2 Weaknesses**

- Lack of land for local expansion

- Distance from main centres of population
- Markets for the fish
- Decline in fish landed at An Daingean

### 7.6.3 Opportunities

- Growth in foreign landings
- Ensuring that the appropriate fees are charged and collected
- Increased marina berthage
- Trans-shipment of landed catch to Spain
- Further development of marine tourism/leisure
- Proximity to Kerry Airport for UK vessel owners

### 7.6.4 Threats

- Further decline in fish landings
- Failure to develop the boatyard site
- Risk of accidents through failure to comply with Health & Safety regulations

## 7.7 Key Matters Raised

During the meetings with stakeholders, a number of matters were raised. They include:

- At Valentia nearby, a marina comprising initially about 50 berths is being developed by local fishermen
- Road access to the boatyard site is very narrow
- Agents are key drivers of new business
- Clear quay space, no delay and one-day turnaround makes a harbour attractive for vessels
- There are questionable opportunities for down-stream processing
- Any significant decline in the economy could affect revenue, particularly marine leisure and tourism
- There is likely to be TBT present at the slipway which will have cost and time impacts
- There should be greater linkage with BIM
- The Harbour Centre receives no local funding/reward for providing a local tourism amenity
- Uncompetitive labour costs hinder the development of local fish processing
- Foreign vessels will not come into Irish harbours because of increased monitoring and enforcement
- Údarás na Gaeltachta will be working with fishermen who want to start up their own business through training etc
- There are opportunities for Cultural Tourism in An Daingean
- Pelagic catch is being landed in Norway because of higher prices to be obtained there

## 7.8 Key Priorities

The key priorities for the An Daingean Fishery Harbour Centre are

- Dredging the access channel

- Other harbour works including the old slipway
- Increased foreign landings
- An increase in marina berthage

### 7.9 Vision, Objectives and Actions

#### 7.9.1 Vision

Our vision for An Daingean Fishery Harbour Centre is:

*To have in place a safe, adequately-resourced, commercially-focused and viable harbour, professionally managed, that caters for the ongoing needs of the Irish and foreign fishing sector and other stakeholders, including marine tourism and harbour-related industry, operating in harmony together*

#### 7.9.2 Objectives

The Strategic Objectives for An Daingean Fishery Harbour Centre over the next five years are

- To ensure that a commercial focus applies to the management and operation of the Fishery Harbour Centre
- To broaden the activity base of the Harbour Centres
- To increase fish landings to 10,750 tonnes
- To grow Harbour Dues and Other Income revenue to €410,000 by 2013
- To reduce the level of debtor days overall to 30 days
- To have in place a management structure and system that reflect good business practice
- To conform to all industry norms on Health, Safety, Security and the Environment

#### 7.9.3 Actions

We present below a range of inter-related Actions associated with each of the Objectives that we have established for An Daingean Fishery Harbour Centre.

##### **Commercial Focus**

A key requirement for the ongoing success of the fishery harbour sector is a commercial focus. In this regard, An Daingean harbour management

- will have a bottom-line focus through providing an input into, monitoring and management of the local budget
- will identify, promote and encourage commercial initiatives by the fishery harbour as well as by local stakeholders
- will, as part of the process of encouraging local development and initiatives, contribute to an integrated marketing programme with local stakeholders, e.g., Dingle Marina Centre, marine leisure operators, chamber of commerce, tourism body
- will review on an ongoing basis local assets for opportunities to generate additional revenue and reduce costs
- will contribute to the development and maintenance of a local website and promotional material

- will enhance relationships with local agents, marine operators etc in the interests of growing traffic and trade
- will continue the practice of regular user meetings as a means of exchanging information, proposals and concerns

### ***Broadening the Activity Base***

From our discussions, submissions and analysis, An Daingean has the potential to expand its activity and business base. Likely areas include:

- Dingle Marina through the provision of additional berths and races
- Marine Leisure and Tourism – building on the Fungie experience
- Local Sports and Activity Clubs, e.g., sea angling
- Integrated Development of Local Proposals

Local harbour management and Department staff will work with relevant stakeholders to develop potential areas of activity and facilitate them as appropriate. Critical priorities are the dredging of the access to the harbour and other harbour works including the old slipway.

### ***Increased Fish Landings***

While landings of fish from the fishery sector are unlikely to change significantly for quota reasons, there are opportunities to increase landings, and possibly local processing, from foreign vessels. Local management will contribute to and support Departmental market effort to

- Arrange visits to principal foreign fleet owners
- Promote integrated marketing: fishery harbour, processors, agents
- Consider trade missions, e.g., to La Coruna/Figo
- Explore twinning/partnerships with foreign fishery harbour centres
- Promote relationships with agents, marine operators etc to encourage greater landings from foreign fishing boats

A large amount of fish caught by Irish vessels is landed in other countries. Every effort should be made to encourage back this fish to Irish Fish Harbour Centres through local discussions with vessel owners etc

### ***Revenue Growth***

It is important that all Fishery Harbour Centres optimise their revenue potential. This requires that:

- All properties have up-to-date lease arrangements and property valuations
- It is important to ensure that all tenants pay required lease charges
- There is also a major responsibility to ensure that all other harbour users pay their charges
- Harbour management should consider how harbour local assets, e.g., marinas, can be exploited from a revenue perspective
- The harbour manager has equally a responsibility to review his costs base and ensure value for money



### ***Improvement in Debtor Balances***

Debtor balances at many of the Fishery Harbour Centres are very high. The Harbour Master in consultation with SFAD should

- Contribute to a Review of the Debt Collection Process
- Play a role in ensuring that all payments are made on time
- Where there are outstanding debts, propose and recommend solutions for their resolution
- Advise on whether the use of a Debt Collection Agency is warranted
- Recommend, where appropriate, to proceed with legal enforcement

### ***Good Business Practice***

The operation and management of An Daingean Fishery Harbour Centre will conform to good business practice. This requires

- Recognition of responsibility for the safe operation of the harbour while embracing the need for a commercial focus, the potential for growth and diversification of activity
- The application of Performance Management through the setting, monitoring and management of local revenue and expenditure budgets
- Participating in training opportunities
- Promoting good two-way communications with Department staff and stakeholders
- Scheduling regular user meetings
- Complying with all regulations and legislation
- Compliance with Job Description duties
- Offering leadership to local staff
- Clear accountability
- Embracing corporate social responsibility

### ***Health, Safety, Security and the Environment***

Health, Safety, Security and the Environment are major aspects of harbour control, and form a core part of harbour management's responsibility

- Ensure the harbour complies with all relevant legislation & EU Directives
- Have in place and implement communications and clear signage plan
- Contribute to and follow all Procedure Manuals for all core activities including accident, emergency, environmental, accounting, training needs analysis and recruitment procedures
- Provide CCTV facilities for enhanced security where required
- Commission area masterplan addressing space/storage management or nets, net repairs, waste etc
- Commission local traffic management plan in association with Kerry County Council
- Ensure clear segregation between the various harbour activities, i.e., between the fishermen and maritime leisure activities
- Address and have disposed all derelict boats in the harbour

### 7.9.4 Key Performance Indicators

The performance of An Daingean Fishery Harbour Centre should be monitored through the use of Key Performance Indicators.

The Key Performance Indicators to be monitored and reported over the five-year timeframe are:

- Revenue from Harbour Dues
- Revenue from Marina Activities
- Other Income
- Costs
- Operating Surplus
- Capital Expenditure
- Debtor Days
- Bad Debts
- Vessel Arrival Numbers by Nationality
- Marina Occupancy
- Landings from Irish Vessels
- Landings from Foreign Vessels
- Tourism Activity
- Marketing Initiatives
- Health & Safety Incidents
- Training Days
- No of User Meetings

### 7.10 Outline Landings and Financial Targets

Outline landings and financial targets for An Daingean Fishery Harbour Centre for the next five years have been prepared.

The landings projections incorporate both landings from Irish vessels and landings from foreign vessels. The 2008 landings from Irish and foreign vessels are set at the average of the respective catches for each for 2005, 2006 and 2007. Given quota constraints, landings from Irish vessels increase marginally over the subsequent four years to take account of extra landings from non-quota fish etc while landings from foreign vessels grow at a rate of 10 per cent per annum from the 2008 base.

The income targets relate to Harbour Dues, Rental, Marina and Other Income only and exclude state grants and revenue from once-off income such as Property Sales and Lease Premia. A five per cent increase in harbour dues' rates from Irish fish landings is assumed from 2009.

Rental, Marina and Other Income grow at two per cent per annum from a 2008 base derived from historical expenditure over the last number of years.

Expenditure excludes any capital purchases such as trucks and vessels, and grows at a rate of 4.0 per cent per annum from 2006 but modified by the exclusion of any

exceptional costs in that year.

Debtor Day targets are also presented.

**Table 7.7: Outline Catch and Financial Targets 2008 - 2013**

<i>An Daingean</i>	2008	2009	2010	2011	2012	2013
<b>Catch (Tonnes)</b>	9,100	9,300	9,650	10,000	10,400	10,750
<b>Dues, Marina &amp; Rental, Other Income (€)</b>	322,000	363,000	373,000	384,000	395,600	410,000
<b>Expenditure (€)</b>	350,000	364,000	378,500	394,000	410,000	422,000
<b>Debtor Days</b>		90	75	60	45	30

*Source: Consultants' Estimates*

### **7.11 The Role of the Sea Fisheries Administration Division**

The Sea Fisheries Administration Division has a critical role in championing and driving forward the recommendations.

Its role is to

- Organise for the training and development of the harbour management staff to enable them oversee the management and development of the Fishery Harbour Centres.
- Endorse and recommend the Business Plan Report Proposals
- Lead Management Change
- Promote a Business and Commercial Focus
- Carry out Training Needs Analysis for Induction and Ongoing Training
- Put in place a Performance Management System and Database
- Establish Baseline and Target Values
- Implement Performance Monitoring
- Introduce greater devolvment of responsibility and accountability to Fishery Harbour Centre Managers
- Enhance the information exchange between the Fishery Harbours and Department Administration
- Ensure that harbour charges and lease agreements are and maintained up-to-date
- Finalise the preparation of Procedure Manuals
- Support and participate in the Fishery Harbour Centres' User Meetings
- Develop, fund and lead Marketing Initiatives including Websites and promotional literature
- Commission Area Masterplans where required
- Schedule and fund critical Infrastructure Needs
- Review progress of the recommendations on a regular basis and revise where required

### **7.12 Implementation and Monitoring**

Implementing the plan will require significant change in the way in which the Harbour

is managed with increased local discretion and decision-making but also increased responsibility in terms of delivering on strategic objectives and having responsibility for budgetary control.

A fundamental change will be the focus that the Department is placing on the Fishery Harbours having a commercial dimension, with specific financial objectives to be met.

Capturing the potential of An Daingean Harbour will require a commitment to pursuing the various strands of the Plan's objectives. This will require management to be actively engaged in a range of marketing activities to promote the development of the Harbour. Many of these marketing activities will be undertaken in partnership with the stakeholders.

Implementation of the overall recommendations will be through joint action of Department management and FHC management with the relevant lead determined by the nature of the action.

We propose that the existing Performance Management and Development System should be used to track the performance and progress of harbour activity.

The following is a suggested template that could be used to monitor progress; the KPIs should be drawn from the list set out above, with the Baseline figures provided by the Harbour Master and the Target Values agreed between FHC management and their line manager.

The responsibility for recording progress should be that of the Harbour Master, and reporting each year should be at least half-yearly and, ideally, quarterly for the most critical KPIs, e.g. Debtor Days, where rapid reaction is necessary.

**Table 7.8: Performance Management Template**

<i>An Daingean</i>	<i>2008</i>	<i>2009</i>		<i>2010</i>		<i>etc</i>
Key Performance Indicator	Baseline	Target	Actual	Target	Actual	
KPI1 (eg Harbour Dues)						
KPI2 (eg Debtor Days)						
KPI3 (eg No of User Meetings)						
KPI4 (eg Marina Occupancy)						
etc						