

8. Dunmore East Fishery Harbour Centre

8.1 *Profile of the Fishery Harbour Centre*

Dunmore East Fishery Harbour Centre (FHC) is located in Waterford County in the South East of Ireland, at the entrance to Waterford Harbour. The village itself has a population of 1,547 (2006) with population levels having declined by almost 12% in the last 5 years.

In addition to servicing the local fishing fleet, there is a thriving local Adventure Centre and Waterford Harbour Sailing Club also operates there.

Waterford Harbour Company markets the south-east as a cruise destination and a number of cruise vessels come to Waterford annually. Those that cannot dock there moor offshore at Dunmore East. Passengers are brought ashore by tender to the pontoon where the lifeboat docks. In 2007, five cruise vessels visited Dunmore East, namely

- Explorer (105 passengers)
- Black Prince (456 passengers)
- Black Watch (802 passengers)
- Crystal Symphony (902 passengers)
- Prisendam (712 passengers)

In 2006, eight cruise vessels visited Dunmore East including the Star Princess with 2,516 passengers.

Between 50 and 100 visitor boats arrive annually and stay one night to sleep.

The staffing at the Harbour Centre is a Harbour Master supported by a General Operative. On the Engineering side, there is a Foreman and a General Foreman who is the acting Foreman. When extra engineering work is carried out, additional General Operatives are hired.

There are three quays: the East Pier, the Auction Hall/Landing Berth/South Pier and the West Wharf (including Ice Berth).

There is a home fleet of five vessels and 30 half-deckers catching crab, lobster and shrimp. Some of these half-deckers would also catch mackerel. Boats of all sizes from Clogher Head, Cork, Greencastle and Castletownbere also use Dunmore East. Some of the beamers from Kilmore Quay operate out of Dunmore East.

Only about ten foreign vessels visit Dunmore East annually but would come on a number of occasions; they are generally from France. Spanish boats generally do not come to Dunmore East. Foreign vessels are charged €250 per visit.

Crowded during the autumn herring and spring fishing seasons, the harbour is also busy during the summer when the harbour is visited by many leisure craft.

Dunmore East Fishery Harbour Centre



The local Auction Hall is managed by the Dunmore East Fishermen's Co-Op. Only shellfish is processed locally.

The biggest constraint at Dunmore East is water depth and the harbour is only accessible for the larger vessels about two hours before and after high tide. Due to exposure to south-east winds vessels can find it difficult and dangerous to tie up.

Five fishery officers operate from the Harbour Master's former house.

8.2 Waterford County Development Plan 2005 – Dunmore East

Key extracts from the 2005 Development Plan are as follows.

8.2.1 Services

The Plan notes that there is a relatively wide range of services available in Dunmore East. Community facilities are also available.

8.2.2 Infrastructure

There are a number of problems with sanitary services in Dunmore East. There are proposals for the construction of a new waste water treatment plant, under the "7 -Villages Scheme", construction of which is expected to commence in early 2007. The water supply to Dunmore is served from the East Waterford Regional Scheme (via the 250mm dia -10 inch) from Sporthouse reservoir. Additional supply is also obtained from Belle Lake. Belle Lake also supplies water to Killea, and this supply is adequate.

8.2.3 Industry

The harbour area of Dunmore East accommodates a number of operations that are related to the fishing industry. Both the port and its related industries are an important source of employment in the area. There are firm proposals for the development of an "outer" pier for commercial traffic and the inner pier will have amenity uses. Light Industrial zones are indicated at Killea (under the Killea Action Area Plan 2001). A further Light Industrial zone is also indicated in the backlands to the west of Horsequarter Bridge. This area can only be developed on the basis of adequate access being provided.

8.2.4 Development Strategy

There is sufficient land available in Dunmore East and Killea within the existing development boundary to cater for expected growth over the plan period and for a considerable time into the future. However, where difficult topography exists, density, design, access, siting of development and landscaping will be critical aspects to any development proposal along with satisfying the Planning Authority as to the standards for new development.

Any development, which impacts negatively on bathing water quality and hence human health, is unlikely to be favourably considered.

8.3 Performance

8.3.1 Catch

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

Table 8.1: Value & Volume from Irish Fishing Vessels

	2003	2004	2005	2006	2007
<i>Deepwater</i>	0	1	0	0	0
<i>Demersal</i>	3,273	4,196	5,458	3,820	5,649
<i>Pelagic</i>	2,211	6,682	3,575	1,508	865
<i>Shellfish</i>	774	953	2,312	1,270	2,069
Total	6,258	11,832	11,345	6,598	8,583
Value €'000	7,208	9,106	13,177	8,641	14,277

Source: SFPA

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

Table 8.2: Volume of Catch from Foreign Fishing Vessels

	2003	2004	2005	2006	2007
<i>Deepwater</i>	12	31	14	99	0
<i>Demersal</i>	0	0	0	0	4
<i>Pelagic</i>	0	0	0	0	0
<i>Shellfish</i>	2	13	13	25	4
Total (tonnes)	14	44	28	125	8

Source: SFPA

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

Table 8.3: Total Volume of Catch Landed at Dunmore East

	2003	2004	2005	2006	2007
<i>Deepwater</i>	12	32	14	100	0
<i>Demersal</i>	3,273	4,196	5,458	3,820	5,653
<i>Pelagic</i>	2,211	6,682	3,575	1,508	865
<i>Shellfish</i>	776	966	2,326	1,295	2,073
Total (tonnes)	6,272	11,877	11,373	6,723	8,591
% Foreign	0%	0%	0%	2%	0%

8.3.2 Financial Performance⁵

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

Table 8.4: Financial Performance: Receipts and Payments Basis

€	2004	2005	2006
Income			
<i>Harbour Dues</i>	64,483	87,455	225,759*
<i>Rents</i>	39,909	60,484	
<i>Sundry Receipts</i>	130	10,000	1,239
<i>Sale of Properties</i>	0	0	4,650
Total	104,522	157,939	231,648
Payments			
<i>Salaries & Wages</i>	38,608	53,173	101,896
<i>Light, Heat & Power</i>	10,192	33,023	22,279
<i>Maintenance</i>	59,926	31,602	95,686
<i>Telephone</i>	1,764	1,954	2,283
<i>Water Rates</i>	35,827	34,374	43,800
<i>Sundry Expenses</i>	102,765	52,372	8,395
Total Payments	249,082	206,498	274,339
Surplus/(Deficit)	(144,560)	(48,559)	(42,691)
<i>Oireachtas Grants</i>		45,000	21,000
Net after Grants	(144,560)	(3,559)	(21,691)
Capital Account			
<i>Oireachtas Grants</i>	513,674	988,107	518,287
<i>Expenditure</i>	908,690	603,548	566,441
Nett	(758,918)	384,559	(48,154)

Source: Department of Agriculture, Fisheries and Food; * Harbour Due & Rents

⁵ It should be noted that the 2006 figures are provisional only and have not been signed off by the Comptroller and Auditor General

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

Table 8.5: Financial Performance: Income & Expenditure Account

€	2004	2005	2006
Income			
<i>Harbour Dues</i>	159,303	137,634	145,295
<i>Rents</i>	36,733	26,502	81,145
<i>Sundry Receipts</i>	130	10,000	1,239
<i>Sale of Properties</i>		0	4,650
Total	196,166	174,136	232,329
Payments			
<i>Salaries & Wages</i>	37,229	53,300	101,391
<i>Light, Heat & Power</i>	10,261	33,104	22,129
<i>Maintenance</i>	129,080	(28,125)	77,379
<i>Telephone</i>	1,712	2,407	1,667
<i>Water Rates</i>	35,827	34,374	43,800
<i>Sundry Expenses</i>	101,539	59,113	7,383
<i>Bad Debt Provision</i>	5,880	11,058	18,350
Total Payments	321,528	165,231	272,099
<i>Oireachtas Grants</i>	0	45,000	21,000
Surplus after Grants	(125,362)	53,905	(18,770)
Balance at Year-End	(809,238)	(755,333)	(774,103)

Source: Department of Agriculture, Fisheries and Food

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

Table 6.6: Financial Performance: Balance Sheet

€'000	2004	2005	2006
Fixed Assets			
<i>Development Expenses</i>	6,340	6,947	7,527
Current Assets			
<i>Debtors</i>	190	195	178
<i>Bank</i>	(1,299)	(917)	(987)
Total Current Assets	(1,109)	(722)	(809)
Total Assets	5,231	6,225	6,718
Current Liabilities			
<i>Creditors</i>	73	24	47
<i>OPW Agency Account</i>	28	28	0
Total Current Liabilities	111	52	47
Total Net Assets	5,130	6,172	6,672
Financed By			
<i>Income & Expend Account</i>	(809)	(755)	(774)
<i>Ace Capital Grants</i>	5,939	6,927	7,446
	5,130	6,172	6,672

Source: Department of Agriculture, Fisheries and Food

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

8.4 Facilities

8.4.1 Quays

The harbour has three quays (see Figure 8.1 overleaf):

- The West Wharf, including the Ice Berth, is 160 metres in length. Vessels generally land their fish on this berth. There can be congestion both on and access to this berth
- The East Pier, including the Lighthouse berth, is 270 metres long. Fishing vessels tie up here after landing their catch. The Pier is also taken up by various properties leased to individuals and companies for business purposes. This Pier is a protected structure dating back to the 1840s
- The Auction Hall/Landing Berth/South Pier is 60 metres long. There is a small crane on this berth for lifting fish. The harbour Master's office is on this pier

The average water depth is about three metres but this is reducing because of silting and varies with the height of the tide.

The existing East quay is a protected structure.

Although well-sheltered, the harbour is subject to a considerable swell at high water in gales from the south east. This can cause damage to vessels tied up at the quays.

8.4.2 Auction Hall

The Auction Hall is managed by the Dunmore East Fishermans' Co-Op. The Co-Op has 24 active local members and sells whitefish, shellfish and some pelagic fish, with about 50 per cent of its produce exported mostly to Spain and France, with some to Italy. During the spring/summer season, some of the produce is exported to the UK. Irish sales include the Kilmore Fish Company, Beaumont Fish Sales, Nolans and Milligans in Northern Ireland. It also handles fish from non-members and fish landed at other harbours, e.g., Helvick and trucked to Dunmore East. The Co-Op employs about nine staff full-time with an additional 8/9 part-time.

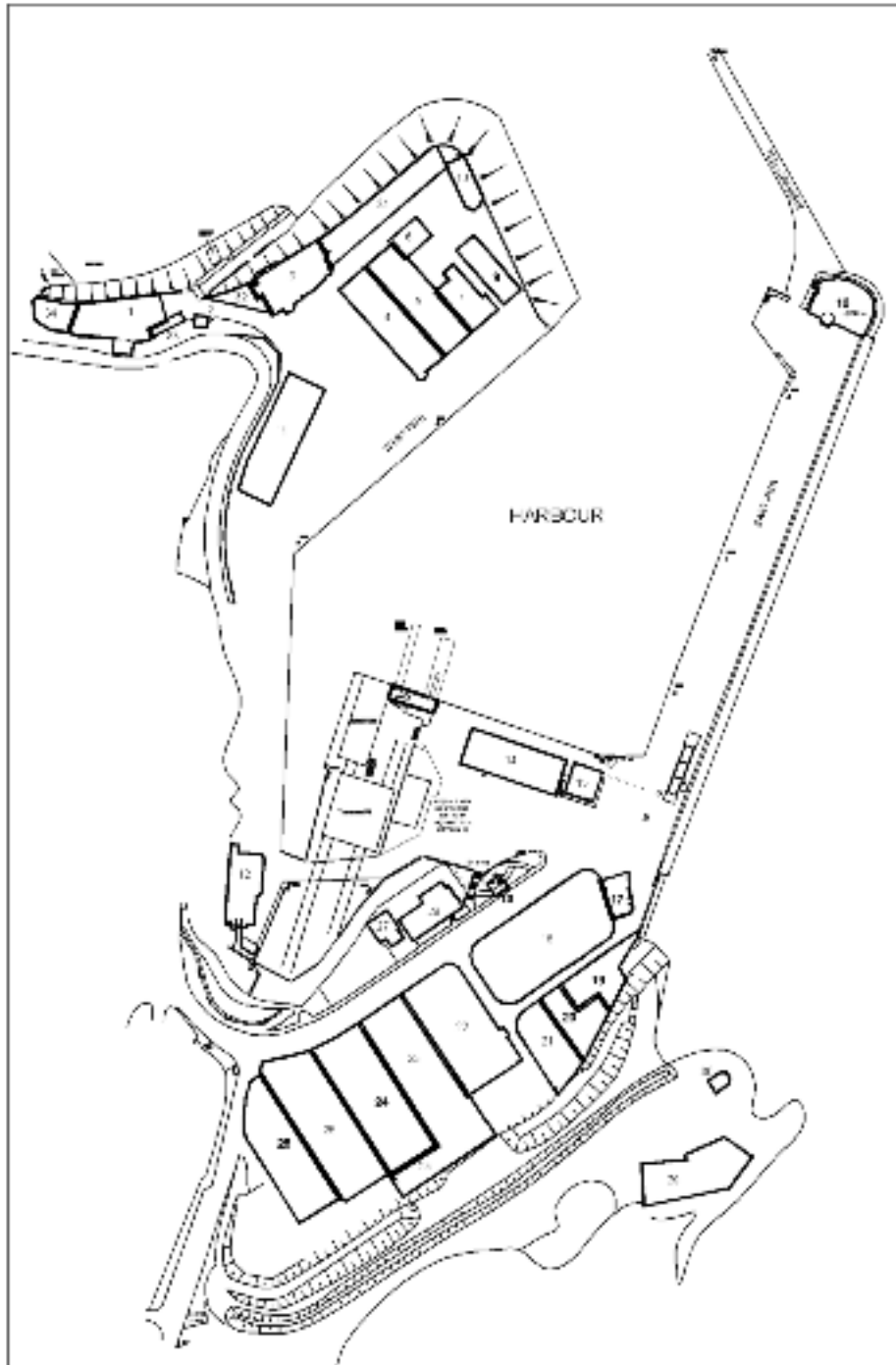
8.4.3 Properties

The Harbour Master's Office, the Auction Hall and the SFPA Office are owned by the Department. In the harbour area, there are also sites that are leased out to third parties.

8.4.4 Synchrolift

There is a synchrolift at Dunmore East but is only suitable for vessels with a maximum draft of about nine feet because of silting. Usage has been declining: in 2003, there were 14 lifts; in 2006, seven lifts and in 2007, four lifts. A shipwright from Arklow Slipways lays the blocks for the vessels.

Figure 8.1: Dunmore East Fishery Harbour Centre



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

8.4.5 Ice Plant

BIM has an Ice Plant at Dunmore East

8.4.6 Waterford Harbour Pilot Boat

The Waterford Harbour Pilot Boat operates from Dunmore East.

8.4.7 Dunmore East Lifeboat

The Dunmore East Lifeboat service operates from a modern building in the harbour area that contains training facilities, a locker for crew gear, a workshop and an office. The local lifeboat is called the 'Elizabeth & Ronald' and is a Trent class lifeboat with a crew of six and capable of 25 knots. It has a range of 250 nautical miles. It had 36 calls up to October 2007

8.4.8 Bus Service

There is a daily bus service between Dunmore East and Waterford City.

8.4.9 Current Proposals

The following are the current development proposals:

- Restructuring the slab works on the Eastern Pier
- Slipway by the Sailing Club to be widened
- Widening of access to the Western Wharf
- Auction Hall to be replaced on Health & Safety grounds

8.5 *Redevelopment of the Harbour*

RPS Consulting Engineers were commissioned by the Department of Communications, Marine and Natural Resources to prepare a Feasibility Report for the redevelopment of the harbour. Their Report, published in 2004, found that the existing infrastructure had the following limitations:

- The existing harbour does not meet the needs of the current fishing fleet
- There is inadequate berth length and navigable depth
- The harbour sediments contain high levels of contamination, particularly TBT
- Operation of the synchrolift is tidally restricted
- There is a problem with wave resonance in the harbour during certain storm events
- The harbour landside area is congested. Landside areas are used by the fishing industry, leisure users and members of the public which leads to concerns in relation to Health and Safety.

As a result of their analysis, they indicated that the harbour has the following needs:

- Approximately 510m berthing length is required to meet current needs and to allow for future development including accommodation of potential displaced beamers from Waterford (based on 75% of Waterford beamers plus additional visiting craft).
- Water depths up to 7.0m CD will be required to meet the future needs of the fishing industry and to maintain Dunmore East's status as a major fishery harbour centre
- It is desirable to separate fishing and leisure activities in the harbour, for both operational and health and safety reasons.
- It is desirable to provide a more formal infrastructural provision of leisure berthing facilities both for local and visiting yachtsmen. This should as a minimum include a

safe method of embarkation and disembarkation and approximately 50 berths.

- The Stoney Cove area should be maintained as an anchorage only with no formal pontoon/marina development. Fore and aft mooring may be provided to regularise mooring in this area.
- Development of land bank for harbour operations.

In coming to a recommended option, the consultants adopted the following three stage process:

- Stage 1 Five initial conceptual layouts, each with three sub options for various quay lengths
- Stage 2 Development of three refined layouts for more detailed consideration
- Stage 3 Identification of a recommended layout for the proposed harbour redevelopment.

Their recommended option for the redevelopment of Dunmore East FHC is to construct a new fishing harbour area to the east of the existing pier.

A two phase approach to the development of Dunmore East is suggested

Phase 1 comprises:-

- 370m outer quay
- reclaimed harbour area adjacent to Black Knob
- new slipway adjacent to existing breakwater
- marina at side of inner harbour adjacent to West Wharf (approx 75 berths)
- East pier remains in use for smaller fishing vessels (half deckers)
- Ice plant relocated to new outer pier

Phase 2 comprises:-

- construction of additional quay to outside of existing East pier for use by smaller fishing craft
- extension of marina berth over full area of inner harbour (approx 108 berths)
- possible provision of boat lift facilities at new quay.

The following table, extracted from the Poseidon Report⁶, provides cost estimates for those items associated with the development of a new harbour, as per the planning permission, and including a new auction hall building and a 68 berth marina. These costs represent best estimates (August, 2007) of the actual expenditure involved, subject to the provisos in the text below. Readers should refer to the 2004 Feasibility Report and subsequent planning application for detailed drawings.

⁶ *Cost Benefit Appraisal of Proposed Infrastructural Development of Dunmore East Fishery Harbour Centre, Co Waterford, August 2007, Poseidon Aquatic Resource Management Ltd*

Table 8.7: Costs associated with the Investment Option

<i>Item</i>	<i>Cost (Euro million)</i>
<i>Outer Quay Structure</i>	13.04 – 13.63
<i>Breakwater</i>	18.2 – 20.2
<i>Reclaimed harbour area (behind open piled structure)</i>	2.06 – 2.35
<i>Open piled landing quay</i>	3.06
<i>Additional harbour working area (adjacent to East pier)</i>	0.35 – 0.47
<i>Harbour services</i>	0.88
<i>Slipway to existing East pier</i>	1.06
<i>Marina (68 berths excluding admin building)</i>	0.85
<i>New auction hall</i>	1.0 – 1.5
<i>Ice plant</i>	0.5
<i>Construction cost (excluding VAT)</i>	41.0 – 44.5
<i>Contingency</i>	4.1 – 4.45
<i>Risk</i>	4.1 – 4.45
<i>Total Estimate (excluding VAT)</i>	49.2 – 53.4

Source: The Department/Kirk McClure Morton, 2007

At a meeting of the User Forum, it was proposed that the harbour be dredged as a stop-gap measure ahead of any major redevelopment of the harbour which is unlikely to occur for at least five years to allow for planning etc. However, discussions with RPS and the Department's Engineers suggest that the cost of dredging the harbour could cost in the region of €25 million given that the pier is a protected structure and that there is a danger that major dredging could undermine the pier walls.

RPS is finalising a Sedimentation Study to consider possible dredging in the inner basin.

8.6 Stakeholders

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

8.6.1 Dunmore East Adventure Centre

Established in 1993, Dunmore East Adventure Centre is a purpose built Centre located at the top of the slipway in the harbour, and is adjacent to two sheltered coves. It supplies land and water-based adventure sports including kayaking, sailing courses, windsurfing and powerboating to corporate clients as well as schools. The Centre employs seven full-time staff and an extra 25 between March and October which is the main activity season. Very successful, it attracts up to 30,000 visitors annually.

The Company has entered into an agreement with the South & East Co-Op to take over its building that is in need of refurbishment following a fire. It is now being used by it as a chandlery selling buoyancy aids, kayaks, wetsuits, boats etc. It also offers repairs, rock climbing and an archery range.

The company has a planning application with Waterford County Council for a significant adventure leisure complex outside the village.

8.6.2 Waterford Harbour Sailing Club

Waterford Harbour Sailing Club, based in Dunmore East Harbour, has about 120 family members with about 40 yachts and the remainder involved with dinghy sailing. Each family membership comprises, on average, four. Membership is buoyant and growing by about 20 family memberships annually. The Club has 21 moorings leased from the Department and there are about sixty private moorings in the harbour.

Family membership costs €600 and a club mooring costs €300. There would be extra charges for parking etc.

During the summer, the Club organises two sailing courses for the children of the families under the auspices of the ISA. About 100 children would pass through the various courses. In the winter months, there are also some 20/30 evening courses for adult members.

In addition to the normal race calendar, 2007 saw the SEVA European Event that took place over a ten day period. One hundred boats took part each with a crew of two adolescent children. This event would have seen up to 500 people in Dunmore. 2008 saw an Optimist event taking place in Dunmore East with up to 120 boats taking place.

Because of space constraints, the club has recently bought the lease on the Dunmore East Fishermen's Cooperative building on the west wharf. It will be used for boat storage and offices.

The club employs up to 20 people for four months of the year as bar staff, race officials, stewards, instructors, etc. A smaller number would be employed in the winter months to cater for local events.

Key issues for the Sailing Club include:

- Lack of marina facilities
- Possible loss of/damage to boats arising from inclement weather
- The dangers arising from the need to dock beside the half-deckers
- Insufficient water depth giving rise to potential health and safety concerns
- Space

The provision of a marina would likely see membership double, a longer sailing season and more sailing events, increased employment and greater income to the town.

8.6.3 Angling Boats

There are three angling boats licensed to carry 12 passengers available for charter hire: the *Sharpshooter*, the *Keltoi Warrior* and the *St Michael*. The season lasts from mid-March to the end of October. In addition, two boats from Kilmore Quay operate at weekends during the Summer. The activities

promoted include: deep-sea angling, wreck fishing, shark fishing, dolphin watching and diving trips. The cost for a day trip (9am – 4pm) is of the order of €400. Access is usually from the steps at the South Pier and at the East Pier.

8.6.4 South & East Fisherman's Co-Op

The Co-Op now employs one and is currently just selling diesel fuel. The Co-Op has a 49 year lease on its building with the Department. Previously, it processed pelagic fish.

8.6.5 Woodstown Bay Shellfish Company

Woodstock has a factory in the harbour area where it harvests oysters and mussels from the Woodstown Estuary and off the seabeds off Wexford and Arklow respectively. The former are exported to Belgium and France, while the mussels are exported to Holland. The produce is exported as unaccompanied Roll-On Roll-Off freight through Rosslare.

Alongside the factory is an engineering workshop for both the factory and the boat.

The company owns the Creadan Lady that is used for harvesting mussels.

The Company employs 14 full-time.

8.6.6 Irfish

The Irfish plant processes all types of seafish, shellfish and crustacea. All produce processed by the company, either fresh, frozen, cooked or smoked, is caught in and around Irish waters and supplied by local boats and fishing co-operatives. The company employs between 10 and 30 depending on the season.

Irfish exports its produce across Europe and the Far East and is currently exploring new market opportunities.

8.6.7 Sea Safari

The Sea Safari rib, with space for 12 passengers and two crew, offers trips out to the bay during the summer. In the winter, the vessel is moored in Waterford. The boat is launched from the West Wharf slipway.

8.6.8 South East Marine Engineering Ltd

This company, based in Cheekpoint, does all the engineering repairs for the fishing vessels. A welder is available from Kilmore Quay.

8.6.9 Marine Supplies Ltd

There is a local chandlery in the harbour area employing one.

8.7 SWOT Analysis

8.7.1 Strengths

- Location on the east coast in terms of proximity to Waterford Regional Airport and close to Waterford City with connecting bus and rail services
- Reasonable roads for trucks to collect fish to distribute around Ireland and a reasonable distance from Rosslare Europort with ferries to the UK and the continent
- Adequate number of berths available for fish landing
- Synchrolift available with a lifting capacity of 200 tonnes – local engineering services are available for repairs
- Ship chandlers, food, diesel oil and waste removal available locally

8.7.2 Weaknesses

- As no dredging has taken place for 15 years, the harbour has silted up very badly. Consequently, larger vessels cannot access the harbour
- Silting has reduced the depth of the approach and under the Synchrolift. Most vessels have to steam to Cork or Howth for docking
- Equally, there is no space available for net repairs, development and general storage
- There is no safe access to the shore for visiting yachts
- During the summer, parking can be a big problem on the west wharf, especially when large trucks are trying to get down to the wharf to collect fish from the boats
- As the harbour is so old and in need of a big upgrade, health and safety regulations can be difficult to enforce
- No three phase electricity supply on the pier

8.7.3 Opportunities

- Construction of a new harbour would leave plenty of room for fishing, tourism and marine-related activities
- As Dunmore East is a herring area, larger pelagic boats could land their catch in the new harbour instead of steaming to Cobh to land
- The new harbour could facilitate the construction of a marina bringing additional business and tourism to the town
- Local yachts and pleasure boats could be berthed during the winter
- The inner harbour could be cleaned up and made into a nice promenade for visiting tourists and locals to walk on
- Shanoon, owned by the Department, could be developed into a car park, camper park or partly as a net compound
- New offshore oil exploration activity will require the holding, handling and shipping out of plant and provisions

8.7.4 Threats

- Accidents on site
- Dredging not carried out due to unavailability of Exchequer funds
- Failure to develop the harbour that would have an impact on the overall future of Dunmore East

8.8 Matters Raised

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

- Regular information interchange through User Meetings is important; these meetings should be quarterly
- There is a growing sense of frustration at the lack of progress in developing the harbour; a clear statement on the timescale for the implementation of the major development project is required
- The development of the Harbour is vital for the longterm health of Dunmore East village
- Lease arrangements are unsatisfactory
- The importance of having and developing a good interaction and relationship between the marine tourism and fishing sectors
- The harbour is wide open and the facilities can be used at any time without supervision
- The harbour has not been dredged for many years
- The bus operator would like to provide a bus service into the harbour amenity area that would require provision for bus stops and turning area/roundabout suitable for 12 meter vehicles
- Parking and traffic is chaotic during the summer
- The yachting community does not think that Dunmore is a friendly area – there is a need for designated areas for yachts, pleasure boats and fishing boats
- Some of the space allocated to leisure craft should be reserved specifically for visiting yachts
- There is no safe access to the shore from pleasure boats
- There will be the need to service and support a recently discovered significant oil find off Hook Head some 60 kilometres offshore; there is no reason why Dunmore East could not be the base for this activity
- There are about 2/3 south easterly gales annually which have a serious impact on boats in the harbour; a new breakwater would provide shelter particularly for the larger pelagic vessels which cannot land and must go to Cobh
- There is the need for dedicated and proper access facilities for the sea angling boats particularly for elderly and disabled tourists
- There are 17 years of tyres in the harbour
- The tidiness of the harbour was raised
- TBT is likely to be found when dredging the harbour, particularly at the Synchrolift

8.9 Key Priorities

The key priorities for the Dunmore East Fishery Harbour Centre are

- Net compound
- Dredging of the harbour basin

- Health & safety control
- Block off east and west wharfs from a security perspective reinforcing the point that the harbour is a working harbour

8.10 Vision, Objectives and Actions

8.10.1 Vision

Our vision for the Dunmore East 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

8.10.2 Objectives

The Strategic Objectives for Dunmore East 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 9,100 tonnes
- To grow Harbour Dues and Property Income revenue to €267,500 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

8.10.3 Actions

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

Commercial Focus

A key requirement for the ongoing success of the fishery harbour sector is a commercial focus. In this regard, Dunmore East 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., Dunmore East Adventure Centre, marine leisure providers
- 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, Dunmore East has the potential to expand its activity and business base. Likely areas include:

- Marina following the proposed harbour development
- Marine Leisure and Tourism – yachting and sailing clubs
- Cruise business in conjunction with Waterford Harbour Company
- 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. A critical priority is the dredging of the harbour basin as part of the overall development plan for the harbour.

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., Shanoon, can be exploited from a revenue and tourism 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 Dunmore East 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 harbour masterplan addressing space/storage management for nets, net repairs, waste etc
- Ensure clear segregation between the various harbour activities, i.e., between the fishermen and maritime leisure activities
- Address and have disposed any derelict boats in the harbour

8.10.4 Key Performance Indicators

The performance of Dunmore East Fishery Harbour Centre should be

monitored through the use of Key Performance Indicators.

Likely KPIs include:

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

8.11 Outline Landings and Financial Targets

Outline landings and financial targets for Dunmore East 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 8.8: Outline Catch and Financial Targets 2008 - 2013

<i>Dunmore East</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
Catch (Tonnes)	8,900	8,940	8,980	9,020	9,070	9,100
Dues, Rent & Misc (€)	247,000	259,000	260,500	263,000	265,000	267,500
Expenditure (€)	284,000	295,500	307,500	320,000	332,800	340,000
Debtor Days		90	75	60	45	30

Source: Consultants' Estimates

8.12 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

8.13 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 Dunmore East 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 8.9: Performance Management Template

Dunmore East	2008	2009		2010		etc
Key Performance Indicator	Baseline	Target	Actual	Target	Actual	
KPI1 (eg Harbour Dues)						
KPI2 (eg Debtor Days)						
KPI3 (eg No of User Meetings)						
etc						
etc						

9. Howth Fishery Harbour Centre

9.1 *Profile of the Fishery Harbour Centre*

Howth Fishery Harbour Centre is situated on the north side of Howth Peninsula, north of Dublin Bay. In addition to servicing a local fishing fleet, there is a significant marine leisure activity locally including the Howth Yacht Club and the Howth Sailing and Boating Club, as well as many restaurants and shops that lease space on Department lands on the West Pier. There are a number of fish processing plants located in Howth; much of their produce is exported though collectively they service about 75 per cent of Irish supermarkets' needs. About 75 in total are employed in the various processing outlets. The Coastguard and the Revenue Commissioners also have offices on Department property.

There is a proposal to develop apartments and a marina at the Techrete/Teelings site on Claremont Beach beyond the West Pier. Fingal County Council has confirmed that there are no environmental reasons why a development there cannot take place.

There is also a Sunday Market in the Car Park. This is expected to move to a suitable site when Pay & Display comes into effect in the Car Park.

The Fishery Harbour Centre has a FTE staffing of 7 as follows:

- Harbour Master
- Two Harbour Constables
- Four General Operatives

The Harbour Constables operate between the hours of 7.15 and 22.30.

The harbour is used by vessels from around Howth including Clogher Head, Skerries and Balbriggan, Arklow, Wexford and Waterford. The core fishing fleet of Howth is of the order of 65 vessels: 20 vessels of less than 15 metres and 45 are in excess of that size. Foreign vessels do not generally use the harbour other than for fuel or repairs.

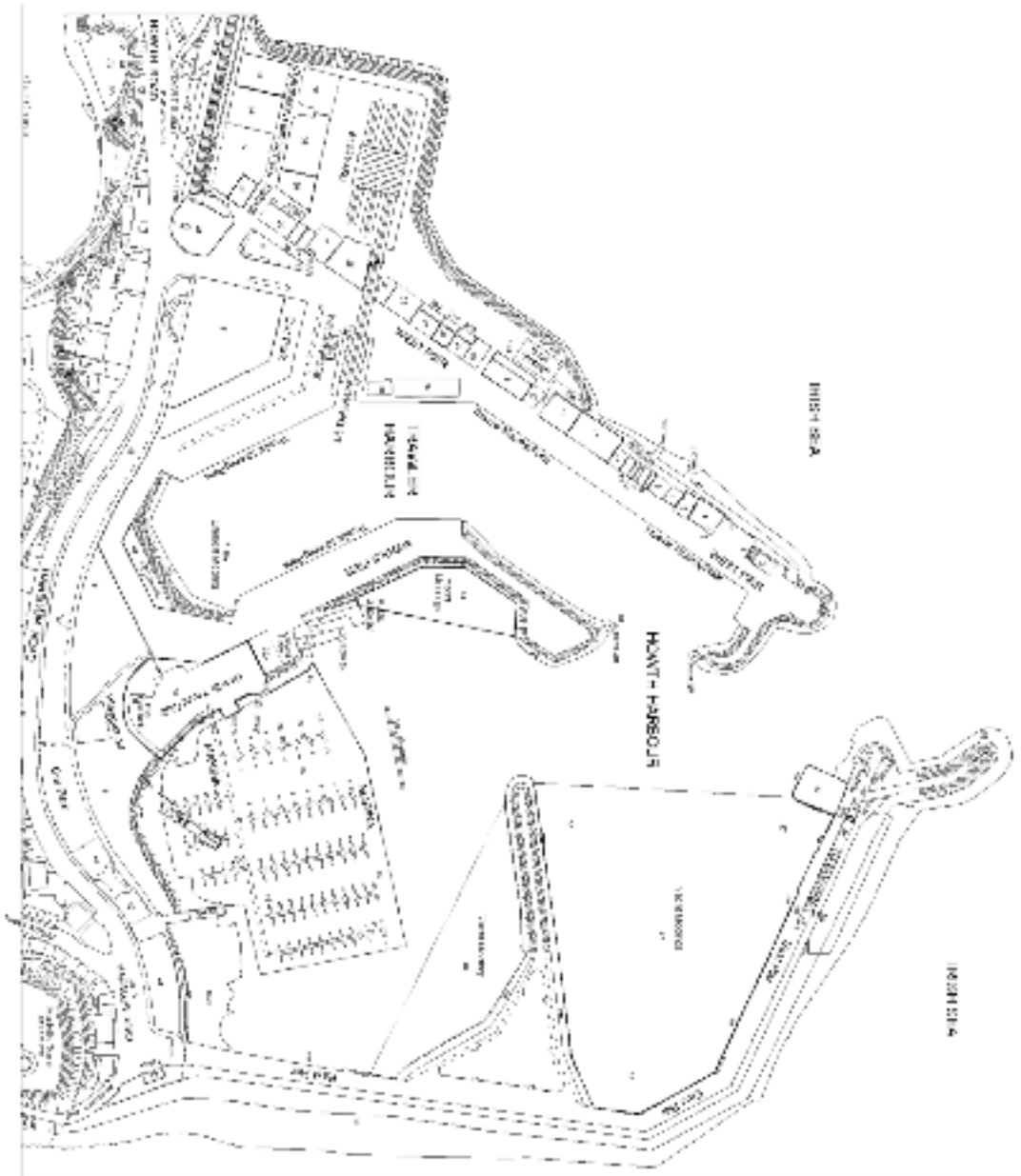
The water depth is around four metres and the harbour has never been dredged. While adequate for the fishing vessels, many of the yacht moorings areas silt up.

There are 150 single moorings at various locations in the harbour including alongside the Middle Pier and the East Pier.

The Harbour Master's office is currently located at the Auction Hall but there are proposals for a new building at the end of the West Pier.

Figure 9.1 overleaf shows the layout of the harbour.

Figure 9.1: Howth Fishery Harbour Centre



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

Howth Fishery Harbour Centre



9.2 Performance

9.2.1 Catch

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

Table 9.1: Value & Volume from Irish Fishing Vessels

	2003	2004	2005	2006	2007
<i>Deepwater</i>	0	0	0	0	0
<i>Demersal</i>	1,905	1,480	1,448	1,319	1,363
<i>Pelagic</i>	0	745	1,154	581	1
<i>Shellfish</i>	2,197	1,878	2,032	1,876	2,571
Total	4,101	4,103	4,635	3,776	3,935
Value €'000	7,441	6,297	6,543	6,594	6,176

Source: SFPA

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

Table 9.2: Volume of Catch from Foreign Fishing Vessels

	2003	2004	2005	2006	2007
<i>Demersal</i>	8		3	14	0
<i>Shellfish</i>	68		2	6	1
Total (tonnes)	76	0	5	20	1

Source: SFPA

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

Table 9.3: Total Volume of Catch Landed at Howth

	2003	2004	2005	2006	2007
<i>Deepwater</i>	0	0	0	0	0
<i>Demersal</i>	1,913	1,480	1,451	1,332	1,363
<i>Pelagic</i>	0	745	1,154	581	1
<i>Shellfish</i>	2,264	1,878	2,035	1,882	2,572
Total	4,178	4,103	4,639	3,795	3,936
Foreign %	2%	0%	0%	1%	0%

9.2.2 Financial Performance⁷

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

Table 9.4: Financial Performance: Receipts and Payments Basis

€	2004	2005	2006
Income			
<i>Harbour Dues</i>	206,741	200,918	534,293
<i>Rents</i>	283,171	460,020	
<i>Sundry Receipts</i>	400	2735	70,768
<i>Sale of Properties</i>	51,003	0	700,532
Total	541,315	667,673	1,305,593
Payments			
<i>Salaries & Wages</i>	275,080	324,013	341,508
<i>Light, Heat & Power</i>	30,422	39,310	28,050
<i>Maintenance</i>	137,390	31,026	189,589
<i>Telephone</i>	1,304	2,156	1,981
<i>Water Rates</i>	47,810	79,905	94,379
<i>Sundry Expenses</i>	14,139	85,409	17,311
Total Payments	506,145	561,819	672,818
Surplus/(Deficit)	35,170	105,854	632,775
<i>Oireachtas Grants</i>		45,000	21,000
Net after Grants	35,170	150,854	653,775
Capital Account			
<i>Oireachtas Grants</i>	23,485	215,713	202,283
<i>Expenditure</i>	81,090	213,130	298,274
Nett	(57,605)	2,583	(95,991)

Source: Department of Agriculture, Fisheries and Food

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

⁷ It should be noted that the 2006 figures are provisional only and have not been signed off by the Comptroller and Auditor General

Table 9.5: Financial Performance: Income & Expenditure Account

€	2004	2005	2006
Income			
<i>Harbour Dues</i>	301,108	253,763	215,814
<i>Rents</i>	269,372	396,488	717,006
<i>Sundry Receipts</i>	400	2,735	70,768
<i>Sale of Properties</i>	51,003	0	700,532
Total	621,883	652,986	1,704,120
Payments			
<i>Salaries & Wages</i>	271,719	323,842	340,695
<i>Light, Heat & Power</i>	30,461	43,122	26,297
<i>Maintenance</i>	137,113	36,905	180,331
<i>Telephone</i>	1,349	2,364	1,660
<i>Water Rates</i>	73,838	81,594	66,659
<i>Sundry Expenses</i>	15,357	94,756	15,759
<i>Bad Debt Provision</i>	13,055	24,397	85,482
Total Payments	542,892	606,982	716,883
<i>Oireachtas Grants</i>	0	45,000	21,000
<i>Surplus after Grants</i>	78,991	91,004	1,008,237
Balance at Year-End	812,966	903,970	1,912,207

Source: Department of Agriculture, Fisheries and Food

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

Table 9.6: Financial Performance: Balance Sheet

€'	2004	2005	2006
Fixed Assets			
<i>Development Expenses</i>	3,077,757	3,290,887	3,603,951
Current Assets			
<i>Debtors</i>	352,902	313,819	627,914
<i>Bank</i>	421,794	575,232	1,133,016
Total Current Assets	774,696	889,051	1,760,930
Total Assets	3,825,453	4,179,938	5,364,881
Current Liabilities			
<i>Creditors</i>	29,632	50,399	22,432
<i>OPW Agency Account</i>	(2,391)	(2,391)	
Total Current Liabilities	27,241	48,008	22,432
Total Net Assets	3,825,212	4,131,930	5,342,449
Financed By			
<i>Income & Expend Account</i>	812,966	903,970	1,912,207
<i>Ace Capital Grants</i>	3,012,246	3,227,960	3,430,242
	3,825,212	4,131,930	5,342,449

Source: Department of Agriculture, Fisheries and Food

A very solvent Harbour Centre.

9.3 Facilities

9.3.1 Quays

The harbour consists of and owns three main quays:

West Pier

Along the West Pier are the Trawler Mooring Posts as well as the Auction Hall and Ice Plant. In addition, all of the principal maritime retail outlets, processing plants, shops, restaurants and offices are located there. Behind the Pier, there are containers rented out to fishermen where they store their nets.

The Synchrolift and boatyard extend through the West Pier.

Middle Pier

The fishing trawlers moor along the western side of the Middle Pier and they use the Pier for carrying out their net repairs. On the eastern side, there are 20 yacht moorings and some slipways. The Middle Pier is used by various diving and other clubs.

There are various proposals for the upgrade of the end of the Pier.

The Trawler Harbour lies between the West Pier and the Middle Pier, and the Lifeboat is moored there close to the shore.

East Pier

The harbour basin between the Middle and East Pier is the marine tourism area comprising the Howth Yacht Club Marina and various moorings in the ownership of the Department leased to the Howth Sailing and Boating Club and others. The Howth Sailing and Boating Club has their centre near the Lighthouse at the end of the Pier.

The West pier is 240 metres; the Auction Hall and Ice Plant is 85 metres, the South West pier and landing berth 120 metres while the Middle Pier is 180 metres.

9.3.2 Synchrolift

Boat repairs are handled at a repair yard in the ownership of the FHC. Two staff work there: a shipwright and a part-time welder. A painter and 'shotblaster' can be engaged by the owner of the vessel requiring their services.

Linked to the boatyard is a synchrolift with a safe lifting capacity of 600 tonnes. At present, it can handle only one boat per tide. Usage of the Synchrolift has been declining over time: in 2005 there were 120 lifts; in 2006, there were 100 lifts.

The OPW carries out the capital maintenance while FHC staff operate it and carry out routine maintenance.

9.3.3 Ice Plant

BIM has an Ice Plant at Howth.

9.3.4 Auction Hall

The Auction Hall is owned by the Department and its operation is licensed to Howth Fish Sales Ltd. in which Wrights of Howth are major shareholders.

9.3.5 Weighbridge

A weighbridge was built and commissioned in 2007 for the annual quota of the East Coast herrings.

9.3.6 Lifeboat

Howth Lifeboat Station has a Trent class and a D Class lifeboat on Station.

The all-weather Trent lifeboat is designed to lie afloat at deep water moorings or at berth. The shoreline sweeps down for ease of survivor recovery and the hull is of a 'hard chine' design.

It has the following characteristics:

- Name: Roy Barker III
- Length: 14.26m(46ft 9in)
- Range: 250n. miles
- Beam: 4.9m (16ft 1in)
- Crew: 6
- Displacement 27.5 tonne
- Construction: Fibre Reinforced Composite
- Speed: 25 knots

Howth ILB or inshore lifeboat is designed for rescues close to shore where larger lifeboats cannot operate. The ILB is operational all year round and has the capability of night service. The lifeboat can be righted manually by the crew if they capsize. Some of the equipment on board includes VHF x2, GPS, night vision, Oxygen and full First Aid pack. Identifying features include a single 40hp outboard engine, operational numbers D530 on the side tubes and all sponsors being in a prominent orange colour.

- Name: Margret Joan Harris
- Length: 4.95m (16ft 3in)
- Range: 3 hours at 20knts
- Beam: 2m (6ft 7in)
- Crew: 3
- Displacement: 338kg
- Construction: Nylon coated with hypalon
- Speed: 20 knots

9.3.7 Requested Facilities

At the User Forum, a number of suggestions were made for additional facilities including:

- A handlift
- Additional powerpoints
- Jetty/pontoon for smaller boats
- Toilets
- Additional security
- Additional hardstanding for emergency use is required rather than at the East Pier that would allow the marina to expand

9.4 Key Stakeholders

Some of the key stakeholders spoken to are profiled below.

9.4.1 Howth Yacht Club

The Howth Yacht and Sea Club is the largest yacht club in Ireland with over 2,100 members and is one of the longest established in the country dating back to 1895. Currently full, it has a backlog of applicants.

The marina has 283 berths and 70 swinging moorings. It also has a 15 tonne crane for lifting boats out of the water that is available to all users of the harbour. Electricity and water are available at the marina berths. There is a drying pad to the south of the marina.

It recently installed a fuel tank on its premises that is available to all port users.

The economic impact of HYC on the local economy is considerable, estimated at about €7.5 million annually. In addition to its 22 permanent full time employees, up to 40 part-time staff are employed mainly during the sailing season in the bar, catering, marina, and as sailing instructors and rescue boat drivers. The 2007 payroll amounted €932,000. Approximately 30 local tradesmen earn a living servicing the 370+ keelboats and 150+ dinghies based in the Club doing boat repairs, sail making and repair, engine maintenance, rigging etc.

The Club is currently progressing three projects to extend and improve its facilities at an estimated total cost of about €8 million.

- *Boat Park Extension*

This will involve extending the Boat Park by construction of a new concrete deck over the armour rock towards the Lifeboat House, filling in the existing slip and construction of a new slip north of the existing one. Installation of a second crane to facilitate the growing dry sailed Etchells and SB3 classes. This extension is required to enable the Club to host the Etchells World Championships in 2010

- *Marina Extension.*

This will require a new lease and foreshore licence from the Department of Agriculture, Fisheries and Food to extend the existing marina north by dredging approximately 60,000 cubic metres of silt and rock to a depth of about 3 metres to enable the installation of 200 new berths

- *Dredging of the existing Marina.*

There has been an accumulation of silt in the Marina over the past 25 years to a depth of about 1m. It is proposed to dredge the entire Marina and to deepen part of the area to about 3m to accommodate the increasing number of modern deep keel boats

The Club has an active race calendar and will be hosting the 2010 World Etchells Championship. It believes that it is ideally located to support participating national teams in the 2012 Olympic Games in London.

9.4.2 Howth Sailing and Boating Club

The Howth Sailing and Boating Club was established in the early 1980s. With 70 members, it has 20 deepwater moorings along the East Pier and 15 shallow water moorings close to the Middle Pier.

The annual membership fee is €150 and is open to all. Ten applications are on hold for moorings.

It operates from its Centre on the East Pier close to the Lighthouse that has no toilet facilities of its own. It has applied for a lease from an adjacent shed from the Department and is awaiting the lease.

The Howth Sailing and Boating Club has now prepared a plan to develop the Clubhouse and a 100 berth marina using anchored pontoons that is likely to cost of the order of €2 million.

9.4.3 Wrights of Howth

Wrights of Howth is a major fish processor in Howth. The company also has processing plants in Wexford. Seventy-four people are employed in Howth including four in the shop.

Wrights primarily process shellfish. Most of their output is exported by truck and by air but the company also supplies Supervalu and Dunnes Stores on the East Coast. Each week, four trucks travel to France and Spain with produce; two of the trucks carries fresh fish while the other two carry live fish.

The company also operates the Howth Auction Hall. About 20 boats from Howth, Balbriggan, Skerries, Aran and Galway sell their fish through the Hall. With more and more fish pre-sold, the Auction Hall is becoming less viable.

9.4.4 Oceanpath

Set up in 1992, Oceanpath is also a major processor of fresh seafood in

Ireland operating from three premises in Howth and from its sister company, Dunn's of Dublin, in Finglas which is primarily concerned with smoked salmon. The company currently employs 35 in Howth and 40 in Finglas. In 1997, Oceanpath and Superquinn came together to form a partnership resulting in Oceanpath being the unique supplier of fish to Superquinn. The company also services a range of independents and restaurants. Fish is sourced from around Ireland but little is exported.

9.4.5 Dorans on the Pier

This company, incorporating a fish processing business, restaurant (The Oar House) and shop, supplies fish to small supermarkets, independents and restaurants locally and in Dublin. Across all the businesses, the company employs some 51 staff of which 15 are part-time. Most of the fish is sourced from harbours around Ireland including Howth though the company imports shellfish and some whitefish from Iceland. The company is not in the export business.

9.4.6 Prorig/Pepe Trawls Ltd

This company is involved in the sale and repair of nets, marine rigging and protective clothing. They currently employ three full-time staff and three part-time staff.

9.4.7 Marine Suppliers Ltd

Marine Suppliers is a local chandlery selling paint, anodes, radios, chemicals, mooring equipment, maps etc. It also has a small hardware activity. Most of its sales are to the fishing sector but with a growing business in the marine leisure area. The company employs seven staff.

9.4.8 Aquamarine Diving Club

Aquamarine Divers have been an active dive club since 1961. The membership varies between 30 and 40 members. The typical dive season begins from St. Patrick's weekend and activity reduces substantially at the end of October. At the height of the season in mid summer the club conducts dives on average three times a week from Howth. This reduces to once a week later in the season.

Some of the other Dive clubs that use this area include Aer Lingus, Portmarnock SAC, Viking SAC and Kish. The Irish Underwater Council would also make heavy use of this area for most of their Northside courses and tests. This reflects the accessibility of the harbour and the fact that there are no other similarly sized slipways in North County Dublin.

The Club has three boats, two of which are normally moored using moorings let to it by HSBC.

9.4.9 Howth Angling Club

Howth Sea Angling Club was formed in 1970 and, since then, has developed into one of the foremost Angling Clubs in Ireland. The Howth Angling Centre is located on the West Pier. The club is very active in both shore and boat fishing and its members are drawn from around the area.

Apart from five master angler competitions held annually in venues from Skerries to Kilmore, the Club runs regular weekly outings during the summer. There are trips abroad and club members go to Norway every year for local fishing. The Club has four state of the art angling boats: three Strikeliners and a 23 foot Hi-Ryder, and these are available for hire by the members. One boat is moored at the marina while another is moored in the harbour. The other boats are stored in the clubhouse. The proximity of the slipway to the Clubhouse facilitates the launching of these boats.

On Sundays the Farmers' Market has been allowed to set up a small number of stalls in the storage area on the ground floor.

9.4.10 Howth Village Urban Centre Strategy

Fingal County Council has announced that it is to prepare an Urban Centre Strategy for Howth. The lands subject to the Urban Centre Strategy comprise the village centre and harbour area, extending west to include the Techrete site and immediate environs.

Howth is described in this strategy as a distinctive settlement located within a unique natural and built environment which fulfils a predominately leisure role for visitors with restaurants, cafes, bars and some niche shopping such as arts and crafts.

The development strategy envisages that Howth village will develop in a manner that will protect the character of the town, strengthen and promote the provision and range of facilities, especially the retention and promotion of retail convenience shopping and community services to support the existing populations and tourists.

The primary purpose of the Urban Centre Strategy is to establish a vision for the village by way of preparation of detailed urban design guidelines and actions for the village centre, harbour area and the lands located to the west of the Dart Station. The urban design guidelines will provide a framework to guide the formulation of future development proposals for the enhancement of the vitality and viability of the village whilst having regard to the special historic and architectural character of the area and its special amenity and tourism value. The Urban Centre Strategy, in addition to the urban design guidelines and actions, will focus on three identified areas:

- The Techrete Lands and Immediate Surrounds

- The Harbour Area
- The Village Centre

It is a specific objective of the Fingal County Development Plan 2005-2011 “to prepare a strategy for Howth Harbour area extending to Claremount Strand in accordance with the Urban Centre Strategy”. Additional relevant objectives in the County Development Plan for the Harbour area include:

- The seaward expansion of the West Pier for maritime services and maintenance uses and the fishing industry only shall be encouraged
- To provide for marine related industry, west pier, Howth
- No over-ground development shall be permitted on the centre pier
- To investigate the provision of playground facilities as part of the Urban Centre Strategy for Howth

9.5 SWOT Analysis

The feedback from our consultation process and submissions received has identified the following Strengths, Weaknesses, Opportunities and Threats.

9.5.1 Strengths

- 24 hour access for fishing boats – no dredging requirements
- Howth is the principal fishing harbour on the east coast
- Proximity to the market including the M50, Dublin Airport and Dublin Port
- Good local assets and infrastructure
- Very loyal stakeholders who are committed to the future of Howth
- An expanse of medium depth sheltered water
- Good social amenities in the area
- Good public transport infrastructure – bus, DART
- Good water sports facilities
- Local affluence
- Relationships with Fingal County Council
- New cleaning regime by Fingal County Council: litter warden dedicated to Howth

9.5.2 Weaknesses

- Very poor public facilities, e.g. toilets
- Poor road access, traffic control and parking
- Kilkeel is cheaper than Howth for boat lifting and docking
- As the Synchrolift can only lift one vessel per tide, it does not provide the necessary flexibility that is required for a modern day ship repair service.
- There is difficulty in getting local craftspeople for repairs
- Absence of affordable local storage for leisure boats
- Poor local security
- A busy slipway especially in high season
- There is growing sedimentation and silting outside of the trawler channel
- There is no gas supply for the shops and restaurants on the west pier

- There has been uncoordinated development of the area over the years
- Not all properties are available for lease due to legal reasons
- There is no jetty/pontoon for the smaller boats

9.5.3 Opportunities

- Harbour landbank: better utilisation of the harbour area
- Howth Village Urban Centre Strategy (Fingal County Council)
- Enhanced levels of fish processing
- Facilities on the public slip for sea angling, scuba diving etc
- Partnership to optimise the natural amenities of Howth and its harbour as a major recreational and tourist centre
- Development of the Fishery Harbour Centre as the main boat maintenance and repair facility on the east Coast
- The Sea Safari would like to use Howth but there is no space or place for it to operate from
- The development of marine eco-tourism
- The co-ordinated dredging of the respective harbour areas by the Harbour Centre and the Marina to minimise mobilisation costs
- A trailer park
- The taking over of the Fingal harbours of Rush, Balbriggan and Skerries

9.5.4 Threats

- Loss of opportunity
- Failure to dredge the harbour area
- Over-fishing of the Irish Sea
- Uncoordinated development and management of the various activities in the harbour, particularly fishing and marine tourism
- Failure to address the poor traffic management in the area
- Uncontrolled positioning of lobster pots

9.6 Matters Raised

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

- By far, the two greatest complaints heard relate to the poor and inadequate public toilet facilities in the harbour area. These are abused with serious control issues to be addressed. There is just one toilet facility on the East Pier
- The second area relates to the various health and safety issues raised by the high levels of traffic and parking that takes place in the harbour area. It affects, amongst other things, access to the piers, the carrying out of net repairs and access to other local amenity areas. Shops and local industry claim that access to their premises is also affected. Currently, Fingal County Council and Department officials are working together on traffic and parking management plans for the village and harbour.
- Users of the slipway include sea anglers, canoeists, jet-ski users, commercial dive operators, boat tour operators, dive clubs, as well as small craft in general. This provides for a very busy slipway especially in high season.
- Dredging on a regular basis would benefit all users of the harbour
- An increasing number of boat-owners are bringing their vessels to Kilkeel for repair and maintenance where, it is argued, there are new, better and cheaper facilities

available

- Present facilities at the Synchrolift and Boatyard need to be updated urgently, including the provision of sheltered covering, so that facilities can be provided in all types of weather
- Some tenants have complained about their inability to expand and diversify because of difficulties with their leases
- Lease income is not received from certain state bodies and agencies on harbour lands
- The slipway beside the Lifeboat is too small; it is also silting up making it difficult to launch boats at low tide
- Present usage of the West pier should be preserved and the facility should be used for the creation of jobs through diversifying from both the polyvalent sector into the inshore sector inside the 12 mile limit and into marine tourism
- Water depths are decreasing at the marina and marina entrance channel
- There is general endorsement of the existing Fingal County Council Development Plan objective *'to continue to encourage the development of the harbour area for ... marine-related industry and tourism'*
- There should be strict adherence to design guidelines governing future alterations/developments/extensions to structures in the Harbour environs, giving due regards to character and sensitivities of the area
- There are no historical records of the dredging of the harbour
- There is a need for proper space management on the Middle Pier with some questioning of the Development Plan objective that *'no overland development shall be permitted on the Central Pier'* by the Boating and yacht Clubs to allow for limited overland developments near the landward end of the pier, where these are related to the marine leisure, and where these are well designed and related to the ancillary to the primary uses of the harbour
- Sufficient space for repairing fishing nets is required
- There is a belief that the Auction Hall is under-used
- There is not adequate recognition or appreciation that the harbour is a working area and that an accident is 'waiting to happen'
- People are residing on the pier during the week
- Fear that money generated locally will be spent at other ports to the detriment of Howth
- A Maritime Museum would be a great addition. The Lighthouse could house it
- There is a need for greater co-operation and communication between the various users of the harbour; the User Meeting held in November, 2007 was seen as a great start to the process and should be continued

9.7 Key Priorities

The key priorities for the Howth Fishery Harbour Centre are

- Facilities – toilets for the public
- Competitiveness of the Boatyard; Kilkeel is seen as progressive and 'moving with the times'; Clogher Head fishermen use it but would prefer to use Howth if it was competitive
- Traffic management on the piers and in the general harbour area particularly at weekends and during the summer
- Gas pipeline extended to the end of the pier for the restaurants

- Floating jetty and better docking facilities for smaller vessels
- Dredging the full harbour down to 4.5 metres at low water or to the original specification
- Security on the East Pier (need for additional lights and CCTV)
- Review of local byelaws in respect of overnight parking of campers

9.8 **Vision, Objectives and Actions**

9.8.1 **Vision**

Our vision for the Howth 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

9.8.2 **Objectives**

The Strategic Objectives for Howth 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 grow fish landings to 4,280 tonnes
- To grow Harbour Dues and Property Income revenue to €615,000 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

9.8.3 **Actions**

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

Commercial Focus

A key requirement for the ongoing success of the fishery harbour sector is a commercial focus. In this regard, Howth 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., Howth Yacht Club, Fingal 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 fishermen, restaurants, marina operators, marine leisure providers etc in the interests of growing traffic, trade and profile
- 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 Howth has the potential to expand its activity and business base. Possible areas include:

- Marinas
- Marine Leisure
- Local Sports and Activity Clubs
- 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 developments by Howth Yacht Club and Howth Sailing and Boating Club are obvious examples.

Increase Fish Landings

While landings of fish from the Irish fishery sector are unlikely to change significantly for quota reasons, there may be limited opportunities to increase landings, and possibly local processing, from foreign vessels notwithstanding the distance of Howth harbour from their natural fishing grounds. A small growth is projected.

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., boatyard and synchrolift, 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 Howth 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. This will require the Harbour Manager to

- 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
- Consider the need for an area masterplan addressing space/storage mgmt for nets, net repairs, waste etc
- Co-operate with Fingal County Council in relation to the proposed local traffic and parking management plan
- Ensure clear segregation between the various harbour activities, i.e., between the fishermen and maritime leisure activities
- Review local Byelaws and update as required
- Secure approval for local toilet facilities

- Address and have disposed all derelict boats in the harbour

9.8.4 Key Performance Indicators

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

Likely KPIs include:

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

9.9 Outline Landings and Financial Targets

Outline landings and financial targets for Howth 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 9.7: Outline Catch and Financial Targets 2008 - 2013

Howth	2008	2009	2010	2011	2012	2013
Catch (Tonnes)	4,100	4,175	4,200	4,230	4,250	4,280
Dues, Rent & Other (€)	561,500	581,500	589,600	598,000	606,500	615,000
Expenditure (€)	710,000	738,500	768,000	799,000	831,000	863,000
Debtor Days		90	75	60	45	30

Source: Consultants' Estimates

9.10 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 in place 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

9.11 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 Howth 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 9.8: Performance Management Template

Howth	2008	2009		2010		etc
Key Performance Indicator	Baseline	Target	Actual	Target	Actual	
KPI1 (eg Harbour Dues)						
KPI2 (eg Debtor Days)						
KPI3 (eg No of User Meetings)						
KPI4 (eg Rental Income)						
etc						
etc						