

## 10. Ros an Mhíl Fishery Harbour Centre

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

Ros an Mhíl Fishery Harbour Centre (FHC) is located in Connemara, County Galway approximately thirty miles from Galway city. The inner harbour is positioned on the North Eastern shore of upper Cashla Bay and is very sheltered. The jurisdiction of the FHC stretches out as far a line from Aillecluggish Point to Cannon Rock. Access to Cashla Bay is through a well defined and marked channel.

The Harbour Centre is staffed by a Harbour Master, two General Operatives and a Secretary/Administrator.

Twenty six vessels are based in Ros an Mhíl with whitefish being the primary catch. The harbour also sees twenty to twenty five visiting boats from the East coast carrying mainly prawns and whitefish, there are virtually no foreign landings.

The biggest constraint at Ros an Mhíl is water depth which makes it impossible for larger vessels to land their cargoes. This presents problems for the fish processing plant in getting access locally to sufficient quantities of stock for production.

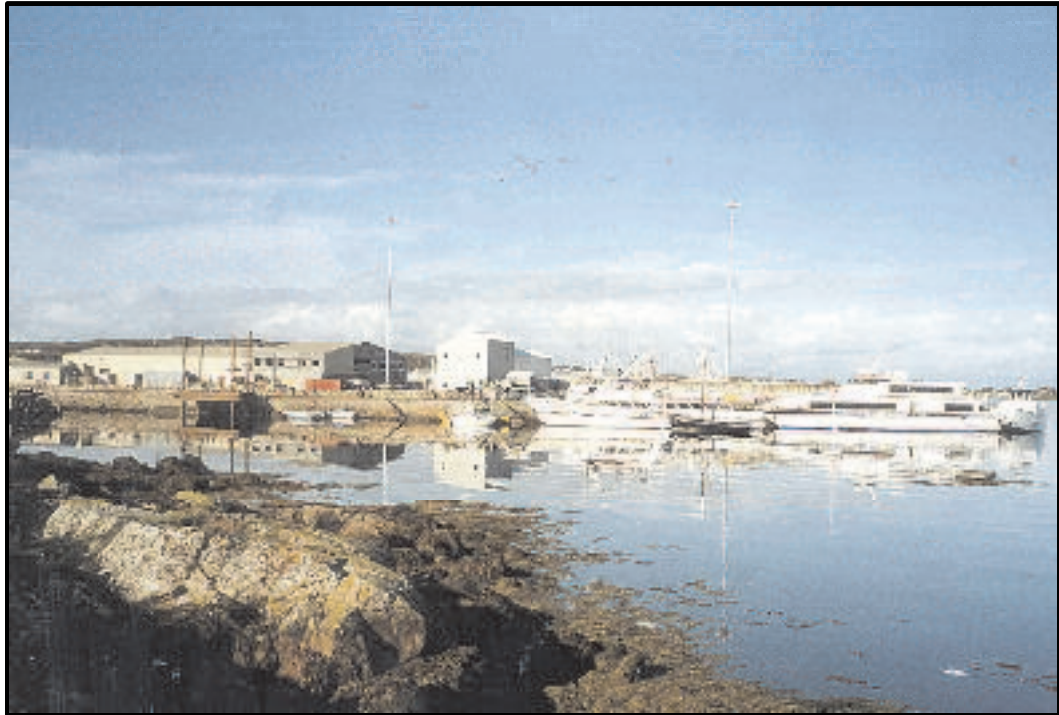
There are a number of Sea Fishery Protection Officers operating from the harbour.

Ros an Mhíl is the primary harbour for passenger travel to the Aran Islands. Tourism to the islands is becoming increasingly popular with nearly 300,000 passenger journeys per annum. The facilities in the harbour centre for these tourists are quite basic with only rudimentary toilet and eating facilities and very little shelter. Two ferry companies, Island Ferries and Aran Direct offer frequent daily services to all three islands from the harbour using fleets of modern fast ferries. The ferries can carry from 200 to 300 passengers depending on size.

There are six other vessels, both cargo and barges based at Ros an Mhíl. It is anticipated that a contract for the provision of cargo services to the Aran Islands from Ros an Mhíl will be awarded in 2009 subject to the necessary work being carried out to the pier. Cargo services are currently provided from Galway harbour. Major upgrading work to the harbours on the Islands is currently underway, this work is being funded primarily by the Department of Community, Rural and Gaeltacht Affairs, with the purpose of facilitating the improvement of transport links with the mainland.

The local Auction Hall is managed by the Galway and Aran Fishermen's Co-Op. There is also a fish processing plant, Iasc Mara Teoranta, located within the Fishery Harbour Centre jurisdiction.

## Ros an Mhíl Fishery Harbour Centre



## 10.2 Performance

### 10.2.1 Catch

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

**Table 10.1: Value & Volume from Irish Fishing Vessels**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	531	47	53	10	1
<i>Demersal</i>	1,676	1,685	1,265	1,013	938
<i>Pelagic</i>	4,369	2,766	8,168	2,606	1,417
<i>Shellfish</i>	1,095	806	1,125	1,006	1,382
<b>Total</b>	<b>7,672</b>	<b>5,304</b>	<b>10,611</b>	<b>4,635</b>	<b>3,738</b>
<b>Value €'000</b>	<b>12,403</b>	<b>9,121</b>	<b>12,218</b>	<b>6,704*</b>	<b>11,338</b>

Source: SFPa; \* subsequently revised to €11.1 million

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

**Table 10.2: Volume of Catch from Foreign Fishing Vessels**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	2	6	1	1	0
<i>Demersal</i>	41	168	62	11	0
<i>Pelagic</i>	0	0	0	0	0
<i>Shellfish</i>	0	10	97	0	0
<b>Total (tonnes)</b>	<b>42</b>	<b>184</b>	<b>161</b>	<b>11</b>	<b>0</b>

Source: SFPa

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

**Table 10.3: Total Volume of Catch Landed at Ros an Mhíl**

	2003	2004	2005	2006	2007
<i>Deepwater</i>	533	53	54	11	1
<i>Demersal</i>	1,717	1,853	1,327	1,024	938
<i>Pelagic</i>	4,369	2,766	8,168	2,606	1,417
<i>Shellfish</i>	1,095	816	1,222	1,006	1,382
<b>Total</b>	<b>7,714</b>	<b>5,488</b>	<b>10,772</b>	<b>4,646</b>	<b>3,738</b>
<b>Foreign %</b>	<b>1%</b>	<b>3%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>

Source: SFPa

### 10.2.2 Financial Performance<sup>8</sup>

The financial performance of Ros an Mhíl on a Receipts and Payments basis is as follows:

**Table 10.4: Financial Performance: Receipts and Payments Basis**

€	2004	2005	2006
<b>Income</b>			
<i>Harbour Dues</i>	70,760	206,202	162,975
<i>Rents</i>	27,086	(21,296)	31,806
<i>Sundry Receipts</i>	135	15,877	
<i>Sale of Properties</i>			
<b>Total</b>	<b>97,981</b>	<b>200,783</b>	<b>194,781</b>
<b>Payments</b>			
<i>Salaries &amp; Wages</i>	150,109	171,870	161,558
<i>Light, Heat &amp; Power</i>	12,411	22,309	16,211
<i>Maintenance</i>	29,900	21,255	19,752
<i>Telephone</i>	4,101	5,576	4,451
<i>Water Rates</i>	12,998	20,000	4,599
<i>Sundry Expenses</i>	26,350	86,523	44,538
<b>Total Payments</b>	<b>235,869</b>	<b>327,533</b>	<b>251,109</b>
<b>Surplus/(Deficit)</b>	<b>(137,888)</b>	<b>(126,750)</b>	<b>(56,328)</b>
<i>Oireachtas Grants</i>		45,000	21,000
<b>Net after Grants</b>	<b>(137,888)</b>	<b>(81,750)</b>	<b>(35,328)</b>
<b>Capital Account</b>			
<i>Oireachtas Grants</i>	252,359	5,793,777	1,449,866
<i>Expenditure</i>	351,988	5,693,869	442,293
<b>Nett</b>	<b>(99,629)</b>	<b>99,908</b>	<b>1,007,573</b>

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

<sup>8</sup> 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 Ros an Mhíl in terms of Income and Expenditure is as follows:

**Table 10.5: Financial Performance: Income & Expenditure Account**

€	2004	2005	2006
<b>Income</b>			
<i>Harbour Dues</i>	326,492	333,983	172,364
<i>Rents</i>	28,990	7,831	29,826
<i>Sundry Receipts</i>	135	15,877	31,806
<i>Sale of Properties</i>			
<b>Total</b>	<b>355,617</b>	<b>357,691</b>	<b>233,996</b>
<b>Payments</b>			
<i>Salaries &amp; Wages</i>	149,929	171,524	160,914
<i>Light, Heat &amp; Power</i>	12,996	22,862	15,073
<i>Maintenance</i>	32,695	19,019	16,771
<i>Telephone</i>	4,190	5,976	3,622
<i>Water Rates</i>	12,998	20,000	4,599
<i>Sundry Expenses</i>	27,772	85,557	44,642
<i>Bad debt Provision</i>	67,029	16,904	127,250
<b>Total Payments</b>	<b>304,609</b>	<b>341,842</b>	<b>372,871</b>
<i>Oireachtas Grants</i>		45,000	21,000
<b>Surplus after Grants</b>	<b>51,008</b>	<b>60,849</b>	<b>(117,875)</b>
<b>Balance at Year-End</b>	<b>(798,306)</b>	<b>(737,457)</b>	<b>(855,332)</b>

The Balance Sheet for Ros an Mhíl at the respective year-end is as follows:

**Table 10.6: Financial Performance: Balance Sheet**

€	2004	2005	2006
<b>Fixed Assets</b>			
<i>Development Expenses</i>	13,216,333	18,823,359	19,255,003
<b>Current Assets</b>			
<i>Debtors</i>	282,635	422,639	334,604
<i>Bank</i>	(973,561)	(955,403)	16,842
<b>Total Current Assets</b>	<b>(690,926)</b>	<b>(532,764)</b>	<b>351,446</b>
<b>Total Assets</b>	<b>12,525,207</b>	<b>18,290,595</b>	<b>19,606,449</b>
<b>Current Liabilities</b>			
<i>Creditors</i>	111,484	22,246	5,313
<i>OPW Agency Account</i>	(796)	(796)	
<b>Total Current Liabilities</b>	<b>110,688</b>	<b>21,450</b>	<b>5,313</b>
<b>Total Net Assets</b>	<b>12,414,519</b>	<b>18,269,145</b>	<b>19,601,136</b>
<b>Financed By</b>			
<i>Income &amp; Expend Account</i>	(798,306)	(737,457)	(855,332)
<i>Ace Capital Grants</i>	13,212,825	19,006,602	20,456,468

Source: Department of Agriculture, Fisheries and Food

## **10.3 Facilities**

### **10.3.1 Quays**

The harbour has four quays.

- The Ferry quay which is 98 metres long
- The No.2 quay which is 215 metres long
- The Old Auction Hall pier which is 125 metres in length
- A wharf between the pier and No.2 quay which is 70 metres long

The water depth is typically 3.7 metres, with one deepwater berth of 5.8 metres on the No.2 quay. There is a slipway located on the Ferry quay.

### **10.3.2 Auction Hall**

The Auction Hall is managed by the Galway and Aran Fishermen's Co-Op. sells mainly whitefish, shellfish and a small amount of pelagic fish. It is a new modern building located close to the Harbourmasters office. The old auction hall is used to store nets and other fishing gear.

### **10.3.3 Properties**

The Harbour Master's Office, the Auction Hall and the SFPA Office are owned by the Department. The ferry office which is located on a site owned by the harbour centre was built by Tourism Chonnamara agus Árainn. A building housing the Coast Guard Station, an Engineers store and a store/workshop for the Harbour Master is located on a site owned by the harbour centre. There is a helicopter pad, the site for which is owned by the harbour centre and a car park with spaces for 300 cars is also owned by the harbour centre.

### **10.3.4 Ice Plant**

BIM has an Ice Plant on a site leased from the FHC at Ros an Mhíl.

## **10.4 Redevelopment of the Harbour**

Mott MacDonald Pettit Consulting Engineers were appointed to develop the port layout plan and to prepare a detailed design for a new Ferry Terminal and a Deepwater Quay. The Ferry Terminal will comprise of finger piers to service the existing fleet of high speed ferries operating between Ros an Mhíl and the Aran Islands. A reclaimed area will provide access and parking areas and support infrastructure. The Deepwater Quay will provide 200m of berth with depth alongside of approximately 8 metres. The work will include dredging, reclamation, marine structures and onshore infrastructure development. The finger pontoon proposal has passed all the examination and approval processes and work on the project has commenced. As yet no final decision has been made regarding the deepwater facility.

### **10.5 Local Stakeholders**

There are a number of stakeholders in the Fishery Harbour Centre. Some of these are profiled below.

#### **10.5.1 Iasc Mara Teoranta**

Iasc Mara Teoranta is the only fish processing operation in the area. It currently employs approximately thirty people although in times past it employed considerably more. It is hampered in gaining easy access to adequate supplies of fish by the lack of a deep water facility in the fishery harbour centre. This issue also affects its ability to sell its produce since all of it has to be transported by a rather poor road network

#### **10.5.2 Galway and Aran Fishermen's Co-Op**

The Galway and Aran Fishermen's Co-Op was established in 1974. It acts as an agent/broker on behalf of the fishermen and sells shellfish and whitefish. There are 12 large whitefish vessels in the fleet and another 8 smaller, weather dependant vessels.

The fleet has easy access to the Galway Bay and Aran grounds, where the prawn *Nephrops norvegicus* is plentiful. The nephrops fisheries in the Galway Bay and Aran grounds are very important for fishermen, accounting for almost 50% of the total annual Irish nephrops landings. Galway and Aran Fishermen's Co-op is working with BIM in a major programme of conservation-orientated trials that take account of current EU policy in relation to stock recovery plans and conservation measures.

The Co-Op employs between six and twenty five people depending on the season and has an annual turnover of approximately €7million.

#### **10.5.3 Island Ferries Teo**

Island Ferries was established in 1982 and is owned and operated by the O'Brien family which has been involved in the passenger - cargo service to the Aran Islands for generations. The original service was provided by one of the traditional Galway Hookers, 'An Tónaí', now only used to compete in the famous 'Galway Hooker Races'.

The company offers a daily ferry service with up to eight sailings per day in each direction during the peak summer season to all three islands using a modern fleet of five vessels. Island ferries employ thirty people during the winter months and a total of seventy during the peak season.

#### **10.5.4 Bád Árann Teo**

Bád Árann Teo trades under the name of arandirect.com. Their fleet of two boats is soon to be increased to three. All of the vessels utilise electronic stabilizers in order to ensure a smooth, safe and comfortable crossing to the



islands. The company has achieved ISO 9001:2000

The company offers daily sailings all year round to Inis Mór and also offer services to the other two islands during the summer months. A total of five sailings per day in each direction is provided during the summer months.

The company is planning to introduce a high-speed catamaran craft shortly that will provide a service from Galway Harbour to Inis Mór; the journey time will be approximately sixty minutes.

Both ferry companies offer a return coach transfer service from Galway City to Ros an Mhíl harbour and provide car-parking facilities at Ros an Mhíl

### **10.5.5 Department of Community, Rural & Gaeltacht Affairs**

The primary interest of the Department of Community, Rural & Gaeltacht Affairs in relation to Ros an Mhíl is in ensuring safe usage of the pier facilities for all users but particularly for passengers to and from the islands. The Department of Community, Rural & Gaeltacht Affairs is also currently funding the improvement works to the piers on the islands and these works should have a positive impact on Ros an Mhíl when they are completed by encouraging greater transport activity from the islands.

### **10.5.6 Údarás na Gaeltachta**

Údarás na Gaeltachta was established in 1980, it is the regional authority responsible for the economic, social and cultural development of the Gaeltacht. The overall objective of Údarás na Gaeltachta is to ensure Irish remains the main language of the region and is passed on to future generations. A governing board of 20 members, 17 of whom are democratically elected by the community, and a staff of 113 people implement the agency's development brief. As such it has a keen interest in the further development of the fishery harbour centre and in fostering downstream activities which will ensure employment for the people of the Gaeltacht.

### **10.5.7 Galway County Council**

The primary interface between Galway County Council and the fishery harbour centre is in the provision of a proper road link to Galway City and beyond. The current plans in this regard envisage that the Galway outer city bypass will most likely be completed by 2012. This road will extend to west of Bearna where it will link up with the existing R336, which connects with Ros an Mhíl on its way to Carraroe. While some upgrade work will be carried out on the spur road to Casla Bridge in the meantime it is not expected that the new road to Carraroe will follow until this outer bypass is completed.



## **10.6 SWOT Analysis**

### **10.6.1 Strengths**

- Located in the Galway hinterland
- Close to fishing grounds
- The harbour is a sheltered natural geographical feature
- The primary passenger link with the Aran Islands with circa 300,000 passenger journeys per annum
- Plenty of land close by in state ownership, this would facilitate expansion of the port facilities

### **10.6.2 Weaknesses**

- The infrastructure serving the FHC is poor - bad roads, lack of facilities for passengers
- Declining fishing activity

### **10.6.3 Opportunities**

- The proposed development of a deepwater facility and the finger pontoons will improve the attractiveness of the harbour centre
- Proposed transfer of the Cargo service to the Aran Islands offers an opportunity to grow revenues
- The improvements being carried out to the harbours on the islands will offer an opportunity for Ros an Mhíl to benefit from any increased activity

### **10.6.4 Threats**

- Declining fish catch is a major threat to the local fishing fleet
- Lack of deepwater facility means larger trawlers cannot land their catches, has negative impact on local fish processing activities
- The new direct catamaran service from Galway may have an impact on passenger numbers through Ros an Mhíl
- Developments at Galway Harbour may pose a threat to the FHC

## **10.7 Key Matters Raised**

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

- Regular information interchange through User Meetings is important; these meetings should be held on a quarterly basis.
- The development of the deepwater facility is critical for the continued development of the harbour. With the increasing move towards larger fishing vessels this facility must be put in place in order to ensure continued fish landings. A reduction in the number and size of landings will have a major impact on the downstream activities such as the fish processing plant
- This deepwater facility could also help facilitate the further development of the existing aquaculture activities in Galway Bay
- The provision of the finger pontoons is key to ensuring the safety and efficiency of passenger services to the islands
- An improvement in the provision of facilities for passengers to the islands is long overdue. This will be helped somewhat by the introduction of the finger pontoons but there still exists a need for proper waiting, restaurant and toilet facilities

## 10.8 Key Priorities

The key priorities for the Ros an Mhíl Fishery Harbour Centre are

- To facilitate the proposed harbour development in order to enable Ros an Mhíl FHC to grow
- Increase the business opportunities by working with Údarás na Gaeltachta and other state agencies in marketing the new facilities when they become operational
- To ensure a safe harbour for all harbour users, and that statutory and best practice procedures are adhered to
- To maintain high standards of service delivery

## 10.9 Vision, Objectives and Actions

### 10.9.1 Vision

Our vision for the Ros an Mhíl 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*

### 10.9.2 Objectives

The Strategic Objectives for Ros an Mhíl Fishery Harbour Centre over the next five years are

- To introduce a commercial focus into the activities of the Fishery Harbour Centres
- To broaden the activity base of the Harbour Centres
- To increase fish landings to 6,600 tonnes by 2013
- To grow revenue turnover to €547,000 by 2013
- To reduce the level of debtor days overall to 30 days
- To put 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

### 10.9.3 Actions

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

#### **Commercial Focus**

A key requirement for the ongoing success of the fishery harbour sector is a commercial focus. In this regard, Ros an Mhíl 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, ferry and cargo services and tourism

- 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, 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 Ros an Mhíl 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 to the Islands
- Passenger services
- Cruise Business
- Offshore Oil Exploration
- 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.

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

While landings of fish from the fishing 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 marketing 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 Ros an Mhíl 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 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 & 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 management for nets, net repairs, waste etc
- Commission local traffic management plan in association with Cork County Council
- Ensure clear segregation between the various harbour activities, i.e., between the fishermen, commercial landings and maritime leisure activities
- Address and have disposed all derelict boats in the harbour

### **10.10 Key Performance Indicators**

The performance of Ros an Mhíl Fishery Harbour Centre should be monitored through the use of Key Performance Indicators.

Likely KPIs include:

- Revenue from Harbour Dues
- Rental 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
- Cargo Tonnage
- Passenger Numbers
- Tourism Activity
- Marketing Initiatives
- Health & Safety Incidents
- Training Days
- No of User Meetings

### **10.11 Outline Landings and Financial Targets**

Outline landings and financial targets for Ros an Mhíl 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, Lease 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.

Harbour Dues also covers revenue from passenger movements through Ros an Mhíl estimated at 180,000 in 2008 and growing at five per cent per annum thereafter.

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.

In addition, revenue from cargo movements arising from the proposed new quay infrastructure will commence in 2009 and increase significantly in subsequent 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 10.7: Outline Catch and Financial Targets 2008 - 2013**

<i>Ros an Mhíl</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
<b>Catch (Tonnes)</b>	6,400	6,440	6,480	6,500	6,550	6,600
<b>Dues, Rent &amp; Misc (€000)</b>	337,000	421,000	469,000	484,500	514,500	547,000
<b>Expenditure (€000)</b>	300,000	312,000	324,500	337,500	351,000	365,000
<b>Debtor Days</b>		90	75	60	45	30

Source: Consultants' Estimates

### **10.12 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 devolvement 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

### **10.13 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 Ros an Mhíl 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 10.8: Performance Management Template**

<i>Ros an Mhil</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 Cargo Traffic)						
KPI4 (eg Passenger Nos)						
KPI5 (eg User Meetings)						
etc						

## **PART 3: ROLE OF THE DEPARTMENT**

## 11. Role of the Department of Agriculture, Fisheries and Food

The Sea Fisheries Administration Division of the Department of Agriculture, Fisheries and Food has a critical role in championing and driving forward our recommendations.

We see its roles 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 devolvement 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
- Commission Area Masterplans
- Schedule and Fund critical Infrastructure Needs
- Review progress of the recommendations on a regular basis and revise where required

### 11.1 *Lead Management Change*

It is recognised and accepted that there is a need for change within the fishery harbour structure. As Sponsor of the recommendations, it is the responsibility of the Sea Fisheries Administration Division to promote and endorse them, and to ensure their implementation. This requires leadership, communication and a plan of action with clear goals, objectives, timeframe and budget. We see no reason why steps cannot be taken to implement most of our recommendation within twelve months although clearly progress will be considerably influenced by the restriction imposed by the current economic climate.

We have identified a range of actions that we believe are necessary to achieve the vision that we have articulated for the sector.

Our recommendations for change deal with

- **A refocus towards a business and commercial operation.** This will require the

devolution of greater powers and responsibility to harbour management with the associated increased accountability

- A **revision of job descriptions, person specifications and post titles** to reflect new roles. We suggest that those officials responsible for the local management and operation of a fishery harbour should be retitled Harbour Manager. These updated guides should form the template for the recruitment of harbour managers in the future
- Harbour Managers should have a **greater role in the development and spend** of their own budget and should be required to monitor expenditure and income
- They should have **enhanced flexibility** in the sourcing of maintenance and other services
- The Department should consider giving Harbour Managers **certain freedoms to identify additional sources of revenue** within Department guidelines and be allowed to retain a significant proportion of it for local spend
- To support the Harbour Manager in their new role, appropriate management training be provided through a **Training Needs Analysis** to be carried out
- **Outsourcing non-core activity** including synchrolifts etc where the private sector has greater expertise and takes the primary risk
- There is need for **improved communications** between Department Administration officials and the Harbour Managers with regular review and consultation meetings
- **Harbour User Meetings** are seen by all as a success; they should be continued with participation by the Department staff where appropriate

### **11.2 Performance Management**

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

### 11.2.1 Implementation and Monitoring

We have proposed that a Performance Management System be implemented both at Department and at FHC level to track the performance and progress of harbour activity.

The following is the 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 the Department and FHC management.

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 11.1: Performance Management Template**

<i>Fishery Harbour Centre</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 Rental Income)						
etc						

A consolidated 'template' should be prepared to monitor the sector as a whole.

### 11.2.2 Key Performance Indicators

Each of the Fishery Harbour Centres should be monitored through the use of Key Performance Indicators. Possible KPIs include:

• Revenue from Harbour Dues	• Cargo Tonnage
• Lease Income	• Synchrolift Lifts
• Rental Income	• Tourism Activity
• Licence Income	• Passenger Numbers
• Marina and Moorings Income	• Marketing Initiatives
• Other Income	• Vessel Arrival Numbers by Nationality
• Costs	• Landings from Irish Vessels
• Operating Surplus	• Landings from Foreign Vessels
• CAPEX Spend	• BIP Throughput
• Bad Debts	• Marina Visitor Numbers
• Debtor Days	• Marina Occupancy
• Level of Creditors	• Training Days
• Health & Safety Incidents	• No of User Meetings

### **11.3 Marketing and Promoting the Fishery Harbour Centres**

As part of enhancing the commercial focus of the Fishery Harbour Centres and growing their throughput, there is a major need for their promotion. At this time, it does not make sense to have separate marketing resources for each harbour and so we recommend that the Department establishes a separate marketing budget and contracts with a marketing company or specialist for an agreed period, say three years, to develop, manage and implement a marketing plan for the FHCs including the raising of the profile of the Harbours. The initial priority should be in developing the level of business through Killybegs and Castletownbere while recognising the needs of the other harbours.

As part of the promotion process, we suggest that the website of each of the FHCs be further developed from a marketing perspective presenting the characteristics, features, facilities, charges and attractions of the harbour as well as providing the key contacts. The weather forecast and tidal information could also be provided. The website of Peterhead Port Authority, the largest whitefish port and second largest pelagic port in the UK, <http://www.peterheadport.co.uk/> is a good example of a website that could form a template for the various fishery harbour centres. The website of the Lerwick Port Authority, <http://www.lerwick-harbour.co.uk/> is also an interesting example. The website of Dun Laoghaire Marina, <http://www.dlmarina.com/>, provides the type of content that could be included for those harbours that will have a marina attached.

Examples of marketing activities that we have mentioned elsewhere are visits to foreign fleet owners, Trade Missions to ports like La Coruna and the development of promotional material. The promotional brochure prepared by Lerwick Port, <http://www.lerwick-harbour.co.uk/pdfs/LPAbrochure.pdf> again, is a good example.

In addition, we believe that there is a need from greater inter-action with local agents who represent foreign fishing fleets in Ireland.

For fishery harbours such as Castletownbere, Dunmore East, Ros an Mhíl and Killybegs, there are opportunities for developing, if not enhancing, the level of Cruise business to these harbours, and membership of Cruise Ireland is an advantage. Cruise visitors make a significant contribution to local economies from the considerable spend of the visitors during their brief stay. For instance, Belfast Harbour Commissioners recently reported that 31 cruise ships that docked in the Port in 2007, carrying 40,000 passengers and crew, generated an estimated tourist revenue of £11m for the region. Being part of the Irish delegation to the Seatrade Cruise Shipping Convention, generally recognised as the leading event for the cruise industry that takes place annually in Miami, could help to attract additional cruise business to the relevant ports.

The anticipated growth in offshore oil and wind power activity also offers opportunities for local harbours to act as area service and distribution base for the storage, handling and despatch of plant and parts, and the proposed marketing effort should also endeavour to secure this lucrative business for the relevant fishery harbours.

Each fishery harbour should foster greater ties with their respective local authority, tourism body, Chamber of Commerce, Enterprise Ireland/Údarás na Gaeltachta as a means of promoting the port's profile and of generating greater trade and business through the harbour.

The Fishery Harbour Centres may wish to become members of the Irish Ports' Association, the representative organisation of the state commercial ports, and benefit from their activities and profile.

### **11.4 Lease Arrangements**

Our discussions with property owners suggest a degree of dissatisfaction with the Department on lease arrangements. We are also aware that there are a number of state bodies located on Harbour land that are not paying any lease charge. We do not believe that this fits with an objective of a commercial fish harbour sector.

The Department should make clear its policy in relation to the commercial focus of its property business, have an up-to-date inventory and valuation of all its properties and ensure that all lease payments are collected in full and on time.

### **11.5 Harbour Rates**

Harbour Rates were last revised in 2003. As part of the commercial focus, it is important that harbour rates and charges reflect current costs. Accordingly, these rates should be reviewed on a regular basis. The structure of the rates card could be simplified.

### **11.6 Debtors**

Some of the FHCs have major uncommercial debtor balances. This, equally, is unacceptable and the Department, in conjunction with local harbour management, need to bring these balances to an acceptable commercial level.

### **11.7 Procedure Manuals**

There are many areas where documented procedures are required; as part of a Quality System and adherence to national and EU legislation, there should be procedure manuals for such areas as Health, Safety and Environment Protection. In addition, there should be procedure manuals covering administrative matters including property portfolio management, debtor control and Harbour Management recruitment.

### **11.8 Area Masterplans**

Many of the FHCs are cluttered, potentially unsafe and short of storage space. We suggest that a programme of masterplans be undertaken that would examine and



consider for each fishery harbour current harbour land usage and potential future use, and develop options for economically sustainable development of the harbour. In this regard the infrastructure and facilities at the harbour in question would be examined in a spatial context and in the context of services and facilities provided by other ports in the region. The study will include examination of land uses in respect of lands leased or available for lease by the Department to industry, lands operated by the Department including Synchrolift, Waste Management areas, Workshops, etc. In particular, the study will identify land use options for future development and improvement of the harbour and surrounding area.

An important objective in the study is enhancement of the physical characteristics of the harbour and outputs would include preparation of a plan for regeneration the harbour both from a practical and visual perspective.

These masterplans would, of course, need to take account of any plans the relevant local authority is considering.

### **11.9 CAPEX Programmes**

Department policy is to have rolling CAPEX Programmes for major infrastructural development at the six Fishery Harbour Centres. The Department generally completes major development works at one Fishery Harbour Centre before targeting another for development.

The Programme for Castletownbere is scheduled to come to an end in 2009. It is vital that the required programme of works scheduled for the remaining harbours take place as planned, and we look to the Department to ensure that the appropriate funding is made available for this.

### **11.10 Business Plan Review**

On a regular basis, Sea Fisheries Administration Division should review the overall progress of the recommendations and take corrective action where required. At the end of the five-year period, there should be a major review of the progress of the sector against the objectives set including whether the institutional and management arrangements now in place are still appropriate.

## 12. Conclusion

There are many challenges facing the future performance of the Fishery Harbour Centres and, therefore, it is opportune that Business Plans are in place as a basis for their way forward particularly at a time of economic challenges.

The key matters that need addressing include

- A lack of commercial focus within the FHCs with little or no promotion of the Harbours and their facilities
- A decline in fish landings
- Poor debtor control
- The absence of documented procedures
- Dissatisfaction with the administration of the Department's property lease arrangements
- Little autonomy at Harbour Master level
- Upskilling local management of the FHCs
- A need to ensure that harbour areas conform to all health, safety, security and environmental legislation

Accordingly, we have identified a number of key priorities including

- Induction training for new harbour management and ongoing management training for senior harbour staff and administration staff
- The need for the Fishery Harbour Centres to operate to good business practice
- Development of a commercial focus and mandate, and in partnership with local stakeholders
- Raising the profile of the Fishery Harbour Centres and promoting their facilities
- Attraction of increased foreign landings to Irish fishery harbour centres
- A reorientation towards serving a multi-stakeholder customer base
- Recognition of the economic impact of maritime leisure activities
- Establishment of local budgets and performance targets
- Improved MIS for enhanced budget and performance monitoring
- Keeping Harbour Charges up-to-date
- Greater control on the sector's property portfolio
- Increased autonomy and responsibility devolved to local harbour management
- Maintenance of local User Group meetings that are seen as a success
- The continuation of the funding of the sector's capital programme

These form the core part of the Objectives and Actions of the various Business Plans and we look to the Sea Fisheries Administration Division to ensure and oversee their implementation. It would be desirable if at a future date when economic conditions permit that the Department would consider the appointment of an additional full time Harbour Manager to oversee the overall management and development of the six Fishery Harbour Centres. The person employed would be directly responsible for the management of the Harbour Masters and through the Harbour Masters would be the overall manager of staff based in the six Fishery Harbour Centres, working with the support services within the Department of Agriculture, Fisheries and Food

In addition to attracting landings from the foreign fleet operating in local EU waters, we believe that there are other opportunities for growth; they include:

- The development of marine tourism and leisure facilities, particularly through the establishment of local marinas

- Providing facilities for the import and export of clean commercial freight
- Being a distribution and service centre for offshore oil and windmill activities
- Growing the cruise and passenger businesses
- The outsourcing of local facilities

The survival and success of the Fishery Harbour Centres are critical to ensure the ongoing economic life of the communities in which they are located. For this to happen, it is urgent that action be taken now for their development. We believe that the Fishery Harbour Centres, with the right will and support, will continue to play that pivotal role in their coastal communities.



## **Appendices**

## Appendix 1: Consultation Programme

During the course of this Report, meetings and discussions were held with a range of various parties. The consultation programme included:

- Mr Jim O’Sullivan, Beara Tourism
- Mr Mick Orpen, Chairman Castletownbere Users Group
- Mr Pat Murphy, Secretary - Castletownbere Users Group
- Mr Dominic O’Sullivan, Celtic Sea Minerals
- Mr Richard Murphy, Shellfish de la Mer
- Mr Colm Harrington, Bere Island Ferries Ltd
- Mr Brendan Minihan, EiraNova, Castletownbere
- Mr Derry O’Donovan, Castletownbere
- Mr Brien Keatinge, Fisheries Development Manager, BIM
- Mr Pdraig Gordon, Fleet Development Executive, BIM
- Mr Richard McCormick, Marine Services Manager, BIM
- Mr Geoff Long, BIM
- Mr John Nolan, Castletownbere Co-Op
- Mr Gerard O’Flynn, Irish South & West Fish Producers’ Organisation Ltd
- Mr Eamonn Howard, ProRig/Pepe Trawls, Howth
- Mr Mark McGowan, Howth Yacht Club
- Mr Peter McKenna, Howth Yacht Club
- Mr Denis Toomey, Howth Yacht Club
- Mr Mark Wright, Wrights of Howth
- Mr Colin Murray, Howth Coast Guard Unit
- Mr Paul Cooper, Howth Coast Guard
- Mr John Lynch, Fisherman, Howth
- Mr Michael Kirwan, Fisherman – Clogher Head
- Mr Declan Quigley, SFPA
- Mr Donald Quinn, Marine Supplied Ltd, Howth
- Mr John Aungier, Restaurant, Howth
- Mr John Crothers, Fingal County Council
- Mr Niall Connolly, Fisherman – Clogher Head
- Mr Frank Whelan, Howth Sailing and Boat Club
- Mr Jack Fox, Howth Sailing & Boating Club
- Mr Geoff Power
- Mr Trevor Simpson, Dunmore East Fishermen’s Co-Op
- Mr Dick Power, Dunmore East Fishermen’s Co-Op
- Mr Jophey Murphy, Lifeboat and Agent, Dunmore East
- Mr Gavin Sweeney, Adventure Centre, Dunmore East

- Mr Niko Murphy, Chandlery, Dunmore East
- Mr Michael McSweeney, South & East Fishermen's Co-Op, Dunmore East
- Mr Mick Daly, Dunmore East
- Mr Eamonn Scanlon, Kerry County Council
- Mr Ricky Kane, O'Cathain Iasc
- Mr Ted Brown, Iasc O'Bruin, Dingle
- Mr Tomas Garvey, SuperValu, Dingle
- Mr P O'Mahoney, Iasc O'Mathuna
- Mr Peter Gaffey, Howth Sea Angling Club
- Mr Sean Doran, Dorans on the Pier, Howth
- Mr Alan Ecock, Oceanpath, Howth
- Mr. John Healy United Fish Industries
- Mr. George Beatty, Beatty Shipping Services
- Mr. Robin Watchorn, Beatty Shipping Services
- Mr Bill Lynch, Killybegs Shipping Services
- Mr John Mitchell, Killybegs Shipping Services
- Mr. Cathal Conathan, Killybegs Parish Council
- Mr. Stephen McCahill, Glenard Fish
- John McGuinness, Killybegs Seafoods
- Mr. Tadhg Gallagher, Gallagher Bothers Fish Merchants
- Mr. Kevin Bonner, former Secretary General of the Department of Enterprise and Employment
- An Tuasal Micheál Seoighe, Údarás na Gaeltachta
- An Tuasal Steve Ó Cúláin Údarás na Gaeltachta
- An tUasal Seán Mac Eoin, Roinn na Gaeltachta
- Mr. Jimmy Clancy, Bád Árann
- Mr. Paddy O'Brien, Island Ferries
- Mr. Cathal Groonell, Iascmara Teoranta
- Coiste Phobal Ros a' Mhíl



## Appendix 2: Submissions Received

We received Submissions from:

- Ms Marie Clonan, Aquamarine Diving Club, Howth
- Mr Harry Lloyd, Northern Regional Fisheries Board
- Messrs Brian McGilloway, Michael McGettigan, Pat O'Callaghan, Smith Campbell, Killybegs, (joint submission)
- Mr Brian Lynch, Suirway Bus & Coach Services Ltd
- Adam Leadley Architects (two submissions)
- Mr Barry Sharkey, Barry Electronics Ltd
- Mr Michael O'Sullivan, Beara Chamber of Commerce
- Mr John Sweeney, Fate Park Ltd
- Mr Dermot Murphy, SuperValu, Castletownbere
- Howth Peninsula Drugs Awareness Group Ltd & Comhar Iascaire Eireann Teoranta
- Howth Sutton Community Council Ltd
- Dunmore East Tourism and Commerce Group
- Coiste Forbartha Ceibh an tSruthain
- Beara Chamber of Commerce
- Dunmore East Adventure Centre
- Killybegs Marina Company Ltd
- Howth Yacht Club & Howth Sailing & Boating Club (joint submission)
- Comhar Iascaire Eireann Teo

