

2021 Still in the Pandemic!

2020 Round up

Where we were at the end of the year September 2020

	Actual	Budget	Variance	PY
Ticket	559,088	1,284,757	(725,669)	(772,452)
Cargo	362,447	419,016	(56,569)	(49,846)
Other	0	12,000	(12,000)	(20,968)
	921,535	1,715,773	-794,238	-843,266
	Actual	Budget	Variance	PY
Operating cost	(846,311)	(938,390)	92,079	82,996
Overheads	(454,671)	(557,537)	102,866	126,196
	(1,300,982)	(1,495,927)	194,945	209,192
	<u>127,949</u>	0	127,949	127,949
States of Guernsey Support				
Profit/loss	-251,498	219,846	-471,344	-506,125

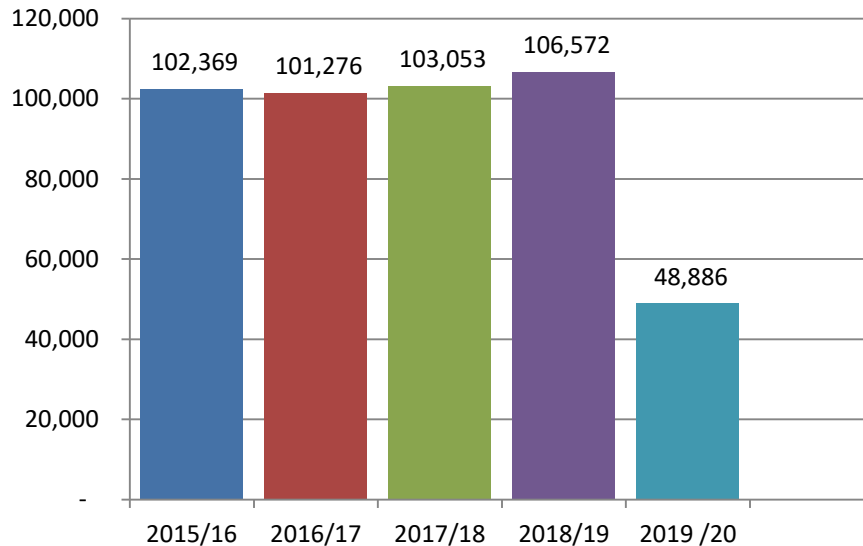
Cash Flow – Cash in bank end of September
122,413

Financial & Volumes Financial Year (Oct 19-Sep 20)

Metric / KPI	Actual	Target	Variance	Variance %	Previous Year Actual	Traffic light	Comment
Gross Ticket Revenue	£589,497	£1,379,499	-£790,002	-57.25	£1,424,008		
Capital Expenditure Year To Date	£0.00	£0.00	+£0.00	0	Nil		No Capex currently budgeted
Number of passengers carried Guernsey Sark and Return (legs) Year To Date	48,886	106,572	-57,686	-54.2	103,053		

Passenger Volume

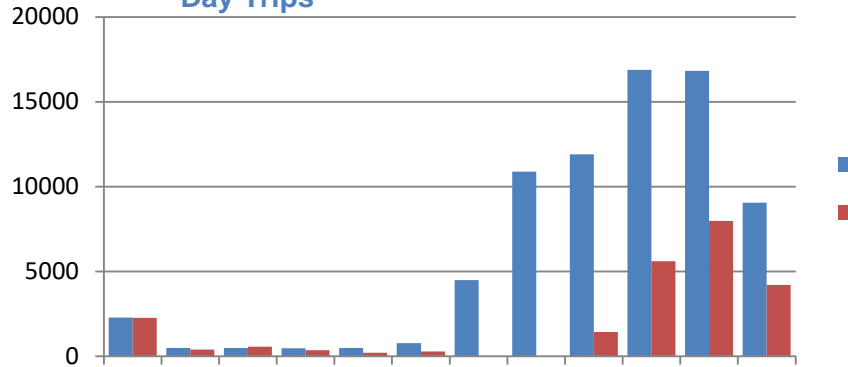
Passenger Volume



Costs/Expenses

Market Sector Volume YTD

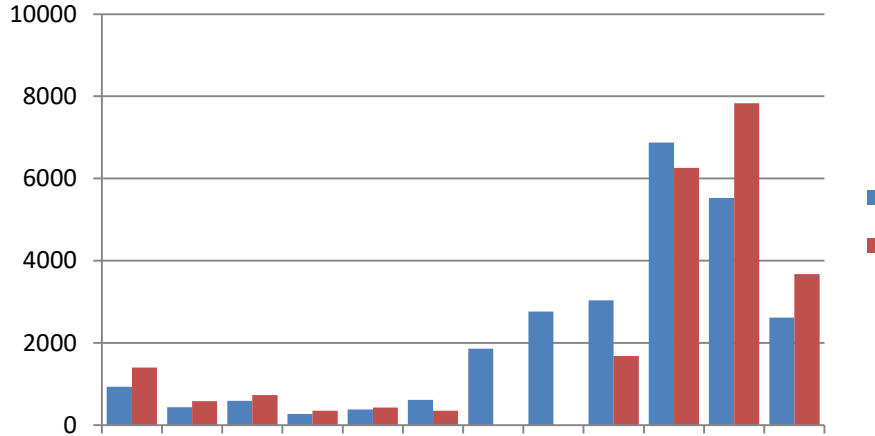
Day Trips



Day Trips

Day return	2019	2020	Variance
direct	54,526	24,488	- 30,038
agent	20,499	463	- 20,036
	75,025	24,951	- 50,074

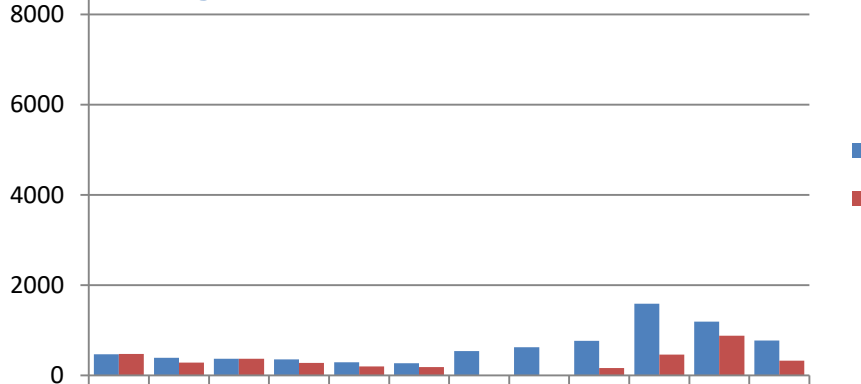
Period Return



Period Return

period return	2019	2020	Variance
direct	23,692	23,003	- 689
agent	2,218	266	- 1,952
	25,910	23,269	- 2,641

Single Sector Travel



Single sector travel

Single	2019	2020	Variance
total	7,640	3,571	- 4,069

Total	108,575	51,791	- 56,784
"No Shows"	2,003	2,905	
No show %	1.8	5.6	

Cruise Ship Excursions YTD

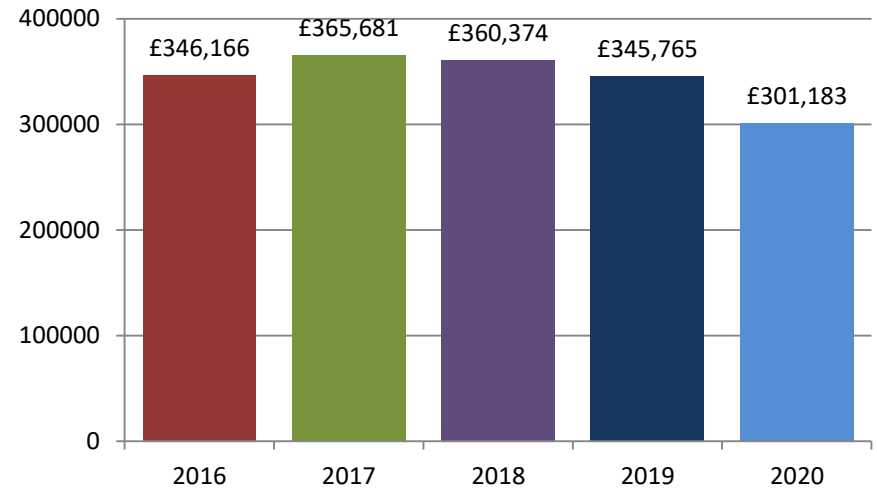
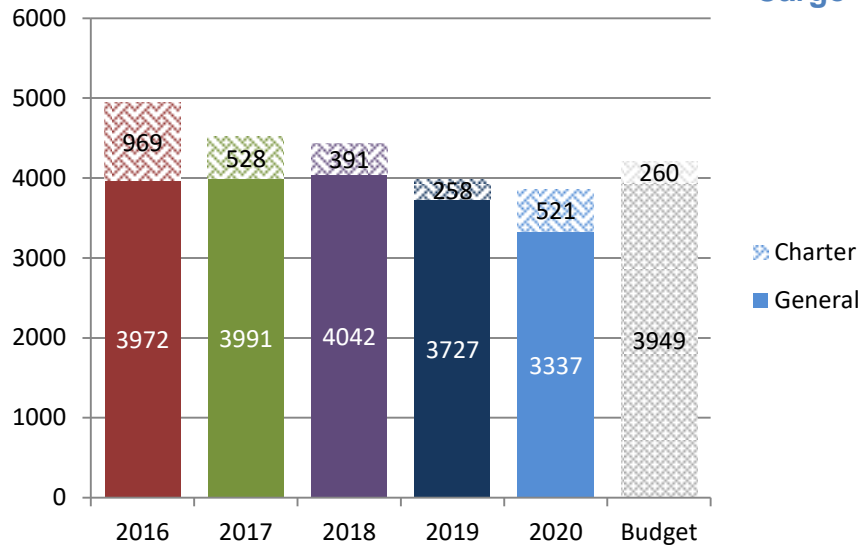
April - September

Cruise ship excursions	2019	2020	2021
Booked	53	0	0
Cancelled Weather	10	0	0
Cancelled lack of numbers	5	0	0
Operated	38	0	0
Total carried (legs)	5,240	0	0

Cargo 2019/20

Metric / KPI	Actual	Target	Variance	Variance %	Previous Year Actual	Traffic light	Comment
Freight carried (Tonnes) Year to Date	3858	4209	-351	-8.3	3985		Excluding bulk fuel

Cargo Volume & Financials



Note: - charter sailings are shown in lighter colour on the chart

Yield/Tonne (excluding charters) – Commodity pricing, where essential good, building material, animal feed, essential foodstuffs etc. is generally priced at a lower rate than “luxury goods” and in certain circumstances prices based on cubic volume rather than weight does lead to situations where lower tonnages can lead to higher revenues and v.v. depending on the mixture of categories of goods shipped. The table below shows the yield per tonne between 2016 and 2020.

Year	2016	2017	2018	2019	2020
Yield/tonne	£87.2	£91.6	£89.2	£92.8	£90.3

June – September 2020

volume comparison by Market Sector

June - September volume (Legs)							
June				% travelled same period			
June	2020	2019	Var		2020	2019	Var
Dx	1217	7644	-6427	Dx	16	100	-84
GDX	202	4232	-4030	GDX	5	100	-95
Total DX	1419	11876	-10457	Total DX	12	100	-88
PR	1588	3012	-1424	PR	53	100	-47
Group PR	13	167	-154	Group PR	8	100	-92
Total PR	1601	3179	-1578	Total PR	50	100	-50
Single	162	769	-607	Single	21	100	-79
Total	3182	15824	-12642	Total	20	100	-80
July				% travelled same period			
	2020	2019	Var		2020	2019	Var
Dx	4671	11531	-6860	Dx	41	100	-59
GDX	928	5184	-4256	GDX	18	100	-82
Total DX	5599	16715	-11116	Total DX	33	100	-67
PR	5834	6648	-814	PR	88	100	-12
Group PR	185	78	107	Group PR	237	100	137
Total PR	6019	6726	-707	Total PR	89	100	-11
Single	461	1596	-1135	Single	29	100	-71
Total	12079	25037	-12958	Total	48	100	-52
August				% travelled same period			
	2020	2019	Var		2020	2019	Var
Dx	6746	13105	-6359	Dx	51	100	-49
GDX	1233	3547	-2314	GDX	35	100	-65
Total DX	7979	16652	-8673	Total DX	48	100	-52
PR	7861	5301	2560	PR	148	100	48
Group PR	102	133	-31	Group PR	77	100	-23
Total PR	7963	5434	2529	Total PR	147	100	47
Single	880	1172	-292	Single	75	100	-25
Total	16822	23258	-6436	Total	72	100	-28
September				% travelled same period			
	2020	2019	Var		2020	2019	Var
Dx	3895	6340	-2445	Dx	61	100	-39
GDX	306	2704	-2398	GDX	11	100	-89
Total DX	4201	9044	-4843	Total DX	46	100	-54
PR	3774	2791	983	PR	135	100	35
Group PR	62	134	-72	Group PR	46	100	-54
Total PR	3836	2925	911	Total PR	131	100	31
Single	329	771	-442	Single	43	100	-57
Total	8366	12740	-4374	Total	66	100	-34

Volumes June to September – Overall volumes, as expected were significantly behind the same period previous year.

Through June to September, apart from June, once Bailiwick travel opened up the staycation market from Guernsey has yielded good volumes of staying visitors to Sark (July period return 2019 was a particularly good year, last Folk Festival & good weather, 2018 and 2017 the July period return volumes were 5,413 and 5,285 2020 6,019 which fits with the general trend experienced in 2020) Day trips fared less well with the lack of UK, continental visitors, and cruise ships but are broadly in line with our initial Bailiwick only volume projections

Financially at the end of September, (end of our financial year) the Company had over £100k in the bank and we did not need to draw down on the agreed loan.

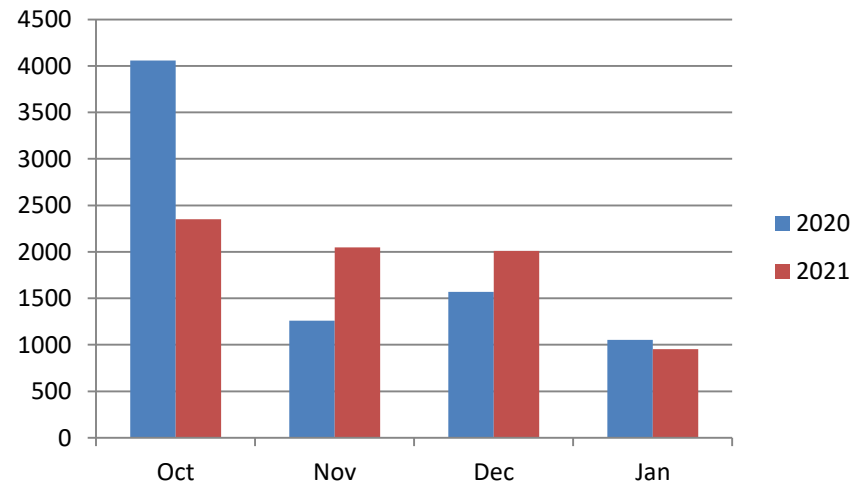
Jun- Sep	2020	2019	Var	%var
Dx	16529	38620	-22091	-57.2
GDX	2669	15667	-12998	-83.0
Total DX	19198	54287	-35089	-64.6
PR	19057	17752	1305	7.4
Group PR	362	512	-150	-29.3
Total PR	19419	18264	1155	6.3
Single	1832	4308	-2476	-57.5
Total	40449	76859	-36410	-47.4

Plans for 2021

Where we were at the start of the year

Winter season (October through to January)

	Passenger volume (legs)				
	Oct	Nov	Dec	Jan	Total
2020	4057	1259	1569	1052	7937
2021	2352	2049	2009	952	7362



2020/2021 winter season followed the projected forecast. October volumes were well down due to the continued restricted travel for UK visitors. November, December & January had increased volumes predominantly due to increases in staying visitors from Guernsey.....Then came the end of January!

Guernsey was locked down from the last week of January to 22nd March.

Plans for 2021

What happened to our Plans?

The 2021 Budget and operational plan is based on demand and volume experienced in 2020 assuming for the bulk of the season that the market will be Bailiwick travel only.

- Bailiwick travel resumed on Monday 22nd March.
- bookings are following a similar pattern to 2020 with fairly busy weekend traffic and weekdays being fairly quiet.
- We have introduced a short break fare and a child promotion fare (kids for £2) for the April school holidays in an effort to encourage volume.
- X Sark Day trip fares have been set at £16 (x Guernsey standard daytrip is £29.50)

The current service is being operated by Sark Venture and Sark Belle, we are working towards getting the new vessel into service on the route as quickly as we can.

The published schedule can be covered by either/or the Venture or the Belle.

The new vessel is now on the UK/Guernsey register and the next step is to obtain a passenger certificate.

Venture/Belle update

- **Sark Belle** - to be sold (UK buyer found and still interested will be delivered once new vessel is bedded in and operating satisfactorily)
- (During the winter maintenance an issue was found with one of the Schottel drives which will limit the service availability until such time as new parts arrive and are fitted)
- **Sark Venture** –The Sark Venture has been fitted with new main engines, radar and plotter replaced and cabin refurbished. (seats re-covered, panels replaced, flooring renewed) in operation.

New Vessel update 2021

- **New vessel**– due to enter service May 2021 Bureau Veritas class renewal survey pencilled in for 12th April (out of Water) and first week of May for “in water” we will also be required to complete and pass a “Domestic Safety Management “ survey before we can obtain a passenger certificate.



New Vessel update 2021



Plans for 2021



Where we were at the start of the year

We are working closely with Sark Tourism

Plans for 2021

Where we were at the start of the year

We



Rediscover Sark as a Tourist
Isle of Sark
Special Offer

As the summer season draws to a close take a short break to Sark
Guernsey to Sark up to 3 night 4 day fare: £25 adult return £12 child return

Offer applies to any sailings from Guernsey to Sark and return. Travel must be completed by Sunday 15th November

To find accommodation, special offers and attraction offers visit:
<https://club.visitguernsey.com>
or call the Sark Visitor Centre (01481) 852345

To make a booking telephone (01481) 724059 or call into our office on the White Rock

Guernsey STAYCATION CLUB



Easter Holiday Special Offer

Kids travel for £2.00
Adult Day Return Fare £16.

Offer applies to any departures from Sark returning on the same day

Offer ends Sunday 25th April

- * Child age 3 years to 14 years inclusive
- * Offer is limited to 3 children per adult booked
- * Offer excludes unaccompanied children

This fare cannot be used in conjunction with any other discounted fare or promotion.
The offer is subject to availability and all other standard terms and conditions apply.

Don't leave Rover behind special dog day return £2.50

Isle of Sark Shipping

To make a booking visit:
www.sarkshipping.gg or call 724059



Rediscover Guernsey as a Tourist

Time to escape the lockdown take a short break to Guernsey, Herm, or Alderney

Sark to Guernsey up to 3 nights 4 days fare: £20 adult return £10 child return

Offer applies to any sailings from Sark to Guernsey and return. Travel must be completed by Sunday 25th April 2021

Telephone bookings only - please call (01481) 724059

To find accommodation, special offers and attraction offers visit:
<https://staycation.club.gg>

Isle of Sark
Special Offer

Guernsey STAYCATION CLUB

Tasks

- Approve schedule and fares. 2021/22.
- Agree Budget Financial year 2020/21.
- Agree cash flow forecast 2021.
- Review and agree business plan.
- Review Risks and Contingencies (Covid)
- Agree KPIs/reporting metrics and frequency of reporting.
- Agree mutual objectives

Objectives

It is essential that the objectives of the Company align with the requirements of the shareholders and are agreed between the Shareholders and the Board.

In the current market situation external influences and their impact are likely to change with greater frequency than in the past; therefore objectives may , be added, changed, or deleted in response to changing requirements or outside influences.

In all cases any adjustments must be agreed between the Board and ROS

Financial:

- *Meet key financial targets in order to be self supporting with profit to re-invest and maintain cash reserves.*
- *Save costs where possible across all areas of the business (without compromising service or safety).*
- *Maximise revenue through increased volume (cargo and ticket sales) only increasing prices as a last resort.*

Operational:

- *Operate a schedule in a cost effective and efficient manner whilst providing sufficient capacity to cover average/known demand.*
- *Increase capacity (add sailings) where there is evidence of increased demand.*
- *Ensure that ongoing/routine maintenance is carried out in a cost effective manner.*
- *Working with Sark Tourism - Ensure that Sales and marketing collateral and other media information is available and in date.*

Communications/reporting:

- *Fully and openly report, on schedule, all the agreed metrics and KPIs.*
- *Keep ROS informed of any foreseen future issues (ROS should also keep IOSS informed of ongoing strategy or foreseen future issues)*
- *Keep third party (Stakeholders/Sark residents) informed of the Company's status and plans on a regular basis*
- *Diarise regular meetings with ROS (Finance, Shipping & Tourism) to report and update current situation, objectives and strategy.*

Please note that none of these objectives replace the objectives found in the Business plan

Suggested KPI's/Metrics 2021

Financial:

- *Monthly P&L – comparison to Budget - P&F (last week of following month)*
- *Cash-flow (actual against forecast and updated financial year forecast) – P&F (first week of following month) – rolling 12 month*

Operational:

- *Operations report – volumes, load factors, punctuality. – Shipping, P&F, Public*
- *Staff Shipping*
- *Vessel update - Shipping*

Sales Marketing and Community

- *Promotions and Offers – up-coming.*
- *Promotions and offers - past performance.*
- *Co-ordination of effort with Sark Tourism*