

# Annual Report 2022

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# Chapter 1 – Foreword from the Managing Director – Ports

2022 has realised a significant improvement on the trading performance of the Ports, after two years of significant challenge on our operations due to the impact of COVID-19.

There remained some suppression of travel early in the year, as some border restrictions remained in place until the end of Q1, 2022, however there was then a clear improvement in the demand for travel by both air and sea throughout the rest of the year, particularly during the summer months.

### **Financial performance**

Despite the improvement in travel over the year, the continued fiscal impact of COVID-19 on the Ports' finances remains evident in our published Accounts as at 31<sup>st</sup> December 2022<sup>1</sup>. The Ports out turned a deficit of £4.2m in 2022 (2021: deficit £10.1m). Although income in 2022 did increase by +£7.5m (+55%) when compared to 2021, it remained at only 91% of the pre-COVID-19 income levels.

Passenger movements through Guernsey Airport, whilst 160% higher than in 2021, remained at only 76% of pre-COVID-19 levels. Guernsey Harbours saw passenger movements increase by 209% when compared to 2021, but these remained at only 74% of pre-COVID-19 (2019) levels. Whilst we anticipate these recoveries against pre-COVID-19 levels improving further in 2023, there will undoubtedly have been some rebasing of travel patterns which may be indicative of a permanent change in passenger behaviour. Income at the Ports was above budget overall. The Airport outturn was 5% below budget and the Harbours outturn was 10% above budget.

The continued pressure on revenue streams has resulted in continued challenges on cash and funding. Cash and Cash equivalents realised a closing balance as at 31 December 2022 of a small £6k cash deficit, following funding by the Policy and Resources Committee to write off the Ports overdraft of £4.26m as at 31 December 2022. An overdraft facility has been extended through 2023, whilst recovery plans and alternative income streams continue to be evaluated and delivered.

<sup>&</sup>lt;sup>1</sup> See link to 2022 Accounts here: <u>2022 Ports Accounts</u>

These financial pressures are being addressed and form a significant business priority within the current Ports Business Plan<sup>2</sup>.

Guernsey Ports is largely funded from charges levied against Ports users. Whilst there has been some emphasis over recent years to switch to non-aeronautical and non-maritime sources of revenue, such as increased rental income from our property portfolio, retail, advertising and car parking, there is now a more fundamental requirement to examine all income streams and expenses. Work to achieve a more sustainable funding model for the Ports has commenced and all income streams are under review. The aim is to provide a funding mechanism that is necessary to support the much-needed capital maintenance and improvement programme and reduce forecast budget deficits over the medium term.

Despite the challenges of 2022, I would wish to commend our staff across the Ports who have continued to adapt to ensure our core services can be maintained to keep the local economy functioning. Through positive action, recruitment to certain vacant posts has improved with the number of longer-term vacancies now reducing. This has led to good progress over the year in maintaining our core functional assets, although there remains much to be done.

I would personally like to thank the dedicated staff for continuing to meet so many challenges in another exceptional year and to their ongoing commitment to provide and maintain these key lifeline links.

**Colin Le Ray** Managing Director – Guernsey Ports

<sup>&</sup>lt;sup>2</sup> 2023 – 2027 Ports Business Plan

# **Chapter 2 – Business Profile**

# 2.1. Purpose

The Purpose of Guernsey Ports is:

"To operate, protect and enhance the economic and social value that our gateway and safe harbouring infrastructure provides to both local and visiting stakeholders alike through the delivery of sustainable, fit for purpose and welcoming facilities and services."

Guernsey Ports is one of a group of incorporated and unincorporated business units operating under the political mandate of the States' Trading Supervisory Board (STSB). These businesses are expected to operate commercially and to ensure they are focused on good business practices that deliver financial returns and operational success. Guernsey Ports are managed by one of sub-committees of the STSB, the Guernsey Ports Board, and under one single leadership structure across the Ports. As an unincorporated entity, Guernsey Ports is subject to wider government processes which determine pay and conditions, capital investment procedures, legal representation and more general requirements associated with public sector processes.

Guernsey Ports operates in a commercial manner to maximise its financial performance, with emphasis being placed on providing services that are suitable and fit for a wide popular market through the provision of well-regulated and safe facilities for the harbouring/handling/management of vessels and aircraft, and the transportation of passengers and freight.

The business comprises Guernsey Airport, the Harbours and Marinas at St Peter Port and St Sampson as well as operations at Alderney Airport.

The finances of Guernsey Ports have been presented in an amalgamated format since 1962, following a States of Guernsey Resolution (Billet D'État XVI, 1961). This recognised that the Ports exist for the common purpose of facilitating the entry and exit from Guernsey of goods and passengers and that the States of Guernsey, as owners of the Ports, are responsible for the expenditure needed to provide such facilities. Uneconomic expenditure may be forced upon them from time to time by the vagaries of the demand for facilities as between one port and another. Under this group arrangement the trading position of Guernsey Airport and Guernsey Harbours is separately identified, but the assets and liabilities are consolidated in recognition of the States of Guernsey's strategic asset in the form of the combined Ports.

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The purpose also needs to be commensurate with the requirements of the islands in respect of air and sea transport services, general aviation and maritime whilst meeting the standards in aviation set by the Office of the Director of Civil Aviation (ODCA), the United Kingdom Department for Transport (DfT), the UK Civil Aviation Authority (CAA), the European Union Aviation Safety Agency (EASA) and other external aviation regulatory agencies like the United Nations' International Civil Aviation Organization (ICAO), when required to do so. In the maritime setting, UK Maritime and Coastguard Agency (MCA) and the United Nations' International Maritime Organization (IMO) standards are also applied when required.



# 2.2. Vision And Mission

Guernsey Ports want to be known for the encapsulation of the principles of care, attention and safety to every movement through the Ports where:

"Every Journey Matters."

Guernsey Ports will measure success for the business in pursuit of its Vision:

"To exceed customer and stakeholder expectations for safety, security, quality, sustainability, service and value."

# **2.3.** Core Business

Guernsey Ports has principal responsibility for the provision of:

- Guernsey and Alderney Airport infrastructure including runway, taxiways and aprons, navigational aids and services for the operation of commercial and private aircraft.
- Air Navigation Services (ANS) including approach, radar, aerodrome and ground movement control (Approach and Tower services also provided for Alderney Airport).
- Rescue and Fire Fighting Services (RFFS) for both Guernsey and Alderney Airports that deliver to standards set by the airports' regulators.
- A Meteorological Service (MET) essential to aviation (including Alderney Airport) and the local community.
- Security services in accordance with the United Kingdom's Department for Transport National Aviation Security Programme and the European Union's regulatory requirements.
- Maritime security services in accordance with International Ship and Port Facility Security Code (ISPS Code), enforced by local legislation and international treaty obligations.
- Surface access infrastructure for the movement of vehicles, including parking, in landside areas.
- Buildings, cranes, ramps and associated infrastructure and facilities to support commercial operator services for the movement of sea passengers and freight.
- Search And Rescue (SAR) services and Guernsey Coastguard Operations.
- Berthing and marina facilities for local and visiting leisure boat owners.
- Maritime State responsibilities including saving of life at sea, buoys and navigation markings, vessel incident management, investigations and shipping registry.
- Management, administration, commercial, safety and financial support services.

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# **Chapter 3 – Airports in Numbers**

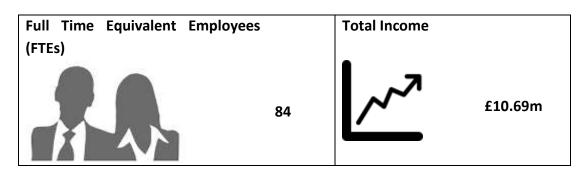
Passenger Movements	Guernsey: 655,588 Alderney: 51,646	Total Income	£10.53m
Full Time Equivalent		New Air Routes:	
Employees (FTEs)			
	123		2
Aircraft Full Emergencies		RIDDOR <sup>3</sup> Events	
×.	Guernsey: 2		Guernsey: 4
	Alderney: 2		Alderney: 1
Mandatory Occurrence		Audits	
Reports (MORs ⁴)	Guernsey: 106		Internal: 319
	Alderney: 24	ĕ–	External: 3

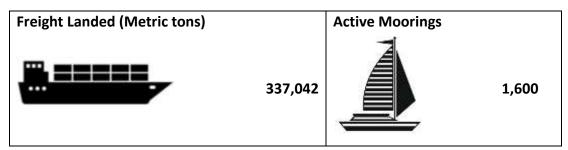
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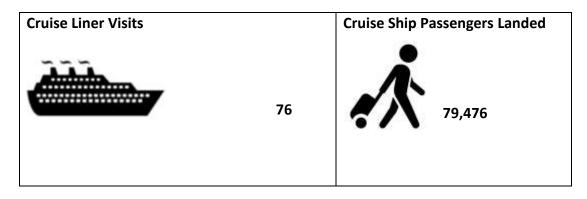
<sup>&</sup>lt;sup>3</sup> Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR), which are required to be reported to the States of Guernsey's Health and Safety Executive.

<sup>&</sup>lt;sup>4</sup> Mandatory Occurrence Reports, which are required to be reported using the European Co-ordination Centre for Accident and Incident Reporting Systems (ECCAIRS) reporting portal.

# **Chapter 4 – Harbours in Numbers**







Harbours Estate	(land	and	<b>RIDDOR<sup>5</sup> Events</b>	
buildings)				1
		116		L

<sup>5</sup> Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) which are required to be reported to the States of Guernsey Health and Safety Executive.

# **Chapter 5 – 2022 Performance Review**

# 5.1 Guernsey and Alderney Airports – Passenger Movements

655,588 passengers were recorded at Guernsey Airport in 2022; this compares with 252,567 in 2021. Whilst this represents a 160% increase compared to 2021, it remains at only 76% of pre-COVID levels of travel.

Further analysis of passengers by route is available in Appendix 2 of this annual report.

51,646 passenger movements were recorded at Alderney Airport during 2022, compared with 42,261 in 2021; a 22% increase, but encouragingly this represented a 96% recovery to pre-COVID passenger numbers.

# 5.2. Guernsey and Alderney Airports – Route Analysis

Encouragingly, Guernsey Airport's established carriers increased route capacity and frequency in 2022 and explored new direct route opportunities over the year. This followed widespread rationalisation of services following the initial lockdowns in 2020 and 2021.

New routes for 2022, included Dublin and Ibiza, operated by Aurigny and Blue Islands respectively. These routes complemented the continuation of routes started in 2021, specifically Majorca, London City and Edinburgh. The appetite for direct travel to Europe, without connecting through a UK Hub Airport was evidenced in that a number of these services were well subscribed.

Alderney Airport continued to be well supported with its two core routes in 2022. Aurigny operated daily year-round lifeline services to and from Guernsey and Southampton from the island. The Alderney to Guernsey route continues to attract the most traffic, however, the Alderney to Southampton service is that island's only direct airlink to the UK.

# **5.3.** Guernsey and Alderney Airports – Aircraft Movements

At Guernsey Airport, 18,980 commercial aircraft movements were recorded in 2022 which is an increase of +6,808 movements from 2021.

Non-commercial aircraft movements in 2022 were 9,949; compared to the 2021 figure of 7,625. This equates to 65% of Guernsey Airport's aircraft movements in 2022 being commercial traffic compared to 35% non-commercial.

At Alderney Airport, there were 8,041 aircraft movements in 2022. Of this total, 4,239 movements were undertaken by commercial aircraft, the balance represented private aircraft movements. 52% of Alderney Airport's aircraft movements in 2022 were commercial traffic compared to 48% of non-commercial aircraft.



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### 5.4. Harbours – Foot Passenger Movements

Overall, there was a 208% increase in the number of passengers arriving into Guernsey Harbours in 2022, or 225,894, compared to 2021's figure of 73,195. The Poole service was the most popular route with 85,588 passengers using the service compared to 42,077 passengers in 2021. Partly contributing to this 103% increase was the introduction of some dedicated northern route sailings using Condor Ferries' high speed craft.

Passenger movements to Jersey increased to 38,528 versus 6,479 people using that route in 2021, an increase of +494%.

St Malo sailings attracted 35,371 passengers in 2022, compared to 6,057 or a 483% increase. Restrictions on travel to and from France were lifted for much of the year, resulting in improved frequencies and demand. Due to changes in ferry timetabling a Cherbourg service also operated for much of 2022, attracting 30,269 passengers over the year.

Inter-island sailings to Herm, Sark and Alderney attracted 135,769 passengers in 2022 or a 23% increase compared to the 110,063 passengers who used those routes in 2021. Access to the wider Bailiwick's tourism products remained an attractive alternative for local travellers. Sea passengers to and from Alderney were down in 2022, compared to 2021, given some challenges around the serviceability of passenger vessels over the year.

# 5.5. Harbours – Private and Commercial Vehicle Movement Analysis

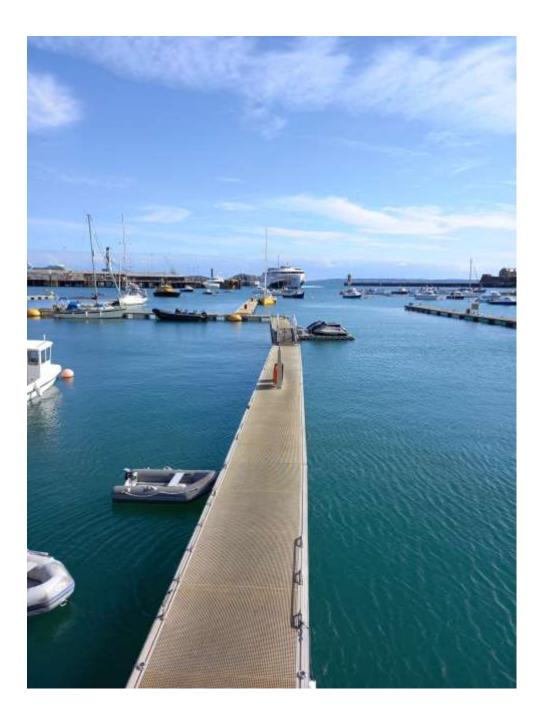
All routes experienced an increase in the number of private and commercial vehicles. Poole saw the highest number of private vehicle movements in 2022 (29,616), compared to the 2021 figure of 16,285 movements.

Other UK routes, mainly Portsmouth, saw 10,358 private vehicle movements in 2022. Commercial saw 28,282 movements in the same period.

St Malo saw 7,601 private vehicle movements, an increase of 1,982 compared to the previous 12 months. The new Cherbourg route realised 7,407 private vehicle movements in 2022.

Jersey saw 4,963 private vehicle movements in 2022 compared to 1,727 in 2021. A full statistical breakdown is available in Appendix 4.

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# 5.6. Harbours – Cargo

General Cargo, oil and petrol, and self-discharge volumes in 2022 were just slightly lower than 2021. 2022 Cargo totalled 337,041 metric tonnes in 2022 compared to 337,771 metric tonnes in 2021. Most categories of freight realised a decrease in volume in 2022, compared to 2021. More detail is available in Appendix 4.



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# **Chapter 6 – Financial Review**

# 6.1. Financial Performance

The continued financial impact of COVID-19 continued to influence the Ports' finances, however thankfully that impact has lessened as evidenced in our financial statements.

The Ports operated with a deficit of £4.3m in 2022 (2021: deficit £10.1m) although income in 2022 did increase by £7.5m (+55%) when compared to 2021, it remained some £2m (-8%) lower in cash terms to pre-COVID-19 income levels. Income at both ports was above budget, Airport income was 5% below budget and the Harbour income was 10% above budget.

Expenses across Guernsey Ports totalled £23.3m, including payroll costs amounting to £13.2m (+9% on 2021), which included an inflationary uplift. Non-Pay costs and overheads amounting to £10.1m were expended in 2022.

Airport costs increased by £0.9m compared to 2021. Overhead costs associated with maintaining the Airport estate included essential radar repair works, additional airport security costs, as well as infrastructure and navigation works.

Harbour costs increased by £1.4m compared to 2021. Harbour payroll costs increased by £0.6m in 2022. Other cost increases compared to 2021 related to additional maintenance, including £0.2m maintaining the property portfolio, £0.3m maintaining the marinas and finally increased costs of £0.2m on servicing the Ports public service obligations.

A link to our detailed published accounts is provided at Appendix 2.

# **6.2 Future Financial Performance**

Guernsey Ports' fiscal demands must be met in such a way to ensure that Port charges are sustainable. Whilst we have to be sensitive to the regional markets in which we serve, we have to ensure the Ports can continue to invest in the repair and improvement of its facilities.

This is a very immediate and real challenge for the Ports, triggered both by the reduction in travel over the last 2 years, and the use of all of the Ports' financial reserves during the COVID pandemic. The necessity for financial support from taxpayers, already identified as being likely in the medium term, became an absolute requirement in 2020 and continues as we enter into 2023. The scale of that support is scaling back but is still targeted to be circa £6m in 2023.

For many years, the level of investment in the assets at the Ports, has not been sufficient. As a result, we are now in a position where substantial capital investment is required. The need to put the Ports on a sustainable financial footing is essential if we are to service the necessary level of investment, and it is a primary objective in the Ports Business Plan. A full review of Ports Finances commenced in Q1, 2023 and is looking at the detailed income and expenditure patterns of the Ports Business to determine how to restore the Ports' finances to this more sustainable footing.

As part of its regular business the Ports Portfolio Panel regularly assesses and prioritises all Ports-related capital investment requirements. The prioritisation process is dependent on asset-criticality, asset condition, resources available and cash flow. A detailed programme of targeted investment in assets is regularly assessed by the Ports Board and ensures the capital spend, which has increased over the last two years to over £5m per annum, is targeted and applied appropriately.

The historic application of general revenue funding for development of some major infrastructure developments at both the Harbour and Airport but has led to anomalies when considering the relative 'profitability' of the business units within the Ports and this has created some challenges when endeavouring to apportion profitability measures on some of the Ports bespoke operating activities, such as the marinas.

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# Chapter 7 - Safety, Quality, Environment and Security

# 7.1. Airports – Safety & Quality Management

Guernsey and Alderney Airports continue to operate a safety and security management system that has been in place since 2010. The management system continues to mature and develop following internal and external reviews by the airport's regulators.

Extensive safety related activities were completed during (year) which included:

- Safety occurrence reporting and investigations
- Internal and business partner audit programme
- Just culture promotion activities and training
- Safety training
- Internal and external safety meetings
- Safety promotional activities

Guernsey Airport's Safety, Security and Quality Review Board meets at the start of each calendar year, sets, and monitors the annual safety, security and compliance performance indicators that are referenced later in this report.

### 7.2. Guernsey Ports – Environment Management

Guernsey Airport continues to closely monitor its impact upon its neighbours and the Island community more widely. A set of key performance indicators are set each year and are covered later in this report. Key areas of focus include:

- Number of noise complaints
- Total Annual Electricity Consumption (MWh)

# 7.3. Guernsey Ports – Security Management

The core focus has been maintained on:

• Continuing to ensure compliance with relevant aviation and maritime security legislation in the Bailiwick and evolving international treaty obligations;

- Protecting all Ports users, the facilities and infrastructure of all airports and harbours under the control of Guernsey Ports;
- Ensuring a robust regime of auditing, inspection and testing of security measures and procedures were maintained across the Ports.



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# **Chapter 8 - Project Updates**

# 8.1. Pool Marina – St Peter Port Harbour

Following direction from the States of Deliberation at its meeting held in June 2021, a cross-Committee team was assembled to commence investigations into options for a "Pool Marina" in St Peter Port Harbour. This direction was provided through a debate on the Future Harbours Development Policy Letter, which was heavily defeated, and instead sought to concentrate efforts on the commercial development of Guernsey's marinas.

The timetable to carry out all the investigations which will shape the subsequent Policy Letter to be presented to the States Assembly in early 2023 is ambitious, but the Ports team is making timely progress.



The programme team has been working with specialist engineering consultants to arrange a series of exploratory on-site studies, which was anticipated to be carried out in the quieter winter months 2021/22 to minimise the impact on vessel traffic movements in early 2022. There will also be demand studies and stakeholder engagements taking place early in 2022.

The specialist surveying and seabed core drilling is needed to assess the potential footprint of a new pool marina and any possible limitations of the area, geology and surrounding infrastructure, so that we can present the best viable options to the States Assembly.

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### 8.2. Hold Baggage System – Guernsey Airport

The full replacement of Guernsey Airport's Hold Baggage System (HBS) was nearing completion at the end of 2021 (estimated full completion date April 2022) despite the challenges posed by the COVID-19 pandemic.

Full site acceptance testing of the HBS was scheduled for the first quarter of 2022, but compliance with the new regulatory standard was achieved in Summer 2021.

The HBS screens passenger hold baggage prior to loading onto the aircraft. This multi-millionpound investment in airport infrastructure is now providing state of the art scanning equipment and meets the latest aviation security standards.

The new system has built-in resilience, and the airport has the capability to automatically divert baggage between both scanners to reduce disruption for passengers in the event of any system outage or maintenance.

The scanning technology is very different compared to the equipment it replaces. The technology provides scanning quality on a par with CT medical screening, giving security staff vastly more enhanced imaging capability.

# 8.3. Marina Demand

As reported last year, Guernsey Ports has witnessed a significant increase in the demand for local leisure moorings largely since the onset of the COVID-19 pandemic.



Guernsey Harbours has approximately 1,600 local moorings (of diverse sizes) across its three marinas. To ensure allocations are dealt with fairly and efficiently Guernsey Ports operates a formal waiting list which peaked at 220 toward the end of 2022.

Work proceeded at pace in 2022 to provide additional moorings by removing abandoned vessels, seeking to reconfigure pontoons to increase the number of berths in the existing marinas and in the longer term to provide a new facility through provision of a Pool Marina continues at pace.

As part of our routine maintenance programme, 2 pontoon runs in the Albert Marina were routinely replaced over the winter of 2021 and 2022. The new pontoons represented an investment of £150,000 in the marina infrastructure and replaced units that were 40 years old.

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# 8.4. Guernsey Airport Master Plan

Work to produce a master plan for Guernsey Airport, which had commenced in 2021, was largely finalised in 2022 and resulted in a series of consultations with key stakeholders at Guernsey Airport and with several States Committees in Q1, 2022. The master plan has identified a series of estate-related commercial opportunities and priorities, which the Ports Board is now actioning. The master plan has provided a future land-use plan, which will provide the Ports Board with guidance on how and where to develop its estate, either as a result of its own operational and strategic needs in the medium to longer term, or as a result of approaches from third parties who may wish to consider economic investment in the facility.



# 8.5 Havelet Slip Repairs

Repairs to Havelet Slipway near Castle Cornet, which was damaged during a storm in 2018 were completed over the summer months and the slipway reopened to the public in November. One of the primary uses of this slipway is for the launching and recovery of small sailing yachts and rowing boats. The repair works were originally tendered in late 2019 however the tender process was postponed in early 2020 due to the risks posed to funding and contractor availability because of COVID-19. In 2021 the States of Guernsey Government Work Plan identified the repairs to Havelet Slipway as a priority and funding was provided to facilitate the repair works. These works were competitively retendered in late 2021. \_Given the works are in a marine/tidal environment, the opportunity to access the slipway at all times of day is restricted and so careful consideration was required to plan

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when specific repair works could be undertaken. The works were undertaken over the summer period to minimise the risks of delays due to storms.



### 8.6 Replacement Mobile Crane

Guernsey Ports replaced its mobile crane in 2022, at a cost of £300k. The mobile crane carries out essential work across the Ports, including the lifting of pontoons, cargo loading and boat lifts and is available for emergency work across the island. With a lift capacity of 50 tonnes and a 40m boom, it is one of the largest such vehicles on-island. It replaced a KATO crane which had been in service for over 20 years.

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# **Chapter 9 - Consultation and Feedback**

Guernsey Ports works with several committees and groups that provide valuable checks and balances on the current and proposed activities across the Ports estate. These industry representatives hold Ports management to account and provide key stakeholders with opportunities to challenge the direction being taken.

# 9.1. Airports – Airport Consultative Committee

The Airport Consultative Committee was formed in 2005 and meets quarterly under an independent Chair to discuss key aspects of the Guernsey and Alderney Airport operations, focussing primarily on strategic matters.

The Committee comprises senior representatives of the Airports' key customers and tenants, including airlines, handling agents, service-delivery organisations, general and business aviation representatives and law enforcement agencies.

The Committee met on four dates in 2022 both in person and online. Its agenda and discussions over the last year covered a wide range of topics, including:

- Proposals for changes to published dues and charges
- Updates on capital projects including the refurbishment of the Central Search Comb and Alderney Airport Runway Project
- Updates from the Director of Civil Aviation
- Route performance monitoring and review
- Promotion of general aviation at both Airports
- Updates on Guernsey Airport Runway Extension Feasibility Study
- Guernsey Ports Business Plan engagement and review
- Guernsey Airport Master Plan progress
- Presentations on Sustainable Aviation Fuel

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# 9.2. Harbours – Commercial Port Users Group (CPUG)

The Commercial Port Users Group for the Harbours was formed in 2015 and meets quarterly and has now appointed an independent Chairman, (shared with Guernsey Airport Consultative Committee) to discuss key aspects of the Harbours' operations and its strategic direction.

The Group comprises senior representatives of all the Harbours' key customers and tenants, including ferry operators, handling agents, service-delivery organisations, general and maritime business representatives and law enforcement agencies.

The Group's agenda and discussions over the last year covered a wide range of topics, including:

- Promotion of general maritime affairs
- Facilities re-tendering
- Consultation on future dues and charges
- Future Harbours Requirement Study
- Pool Marina Programme
- Road and Traffic Safety

The benefit of an independent Chairman should not be underestimated as it further enhances direction and follow up work arising from the regular Committee meetings.

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# **Chapter 10 – Human Resources**

# **10.1. Management and Administrative Functions**

Guernsey Ports seeks to recruit and retain highly motivated individuals who bring with them exceptional experience, skill and expertise. Together, they provide safe, resilient and dependable services that enable islanders and visitors to travel, secure in the knowledge that their best interests are being served. The Bailiwick is critically dependant on both its air and sea links for the transfer of freight of all kinds to and from the islands. The Ports and its key customers are increasingly dependent on both attracting and retaining people with the capability and enthusiasm for delivering these services. The roles of our teams and the ongoing focus required to continue achieving these outcomes are described in the below sections. We will continue to elevate the role of the Ports and its teams as we know that the more people feel their work is visible and valued, the more productive they become and the better their quality of service.

Guernsey Ports' is committed to centralise its management and administrative functions across the organisation and identify and action opportunities for increased synergies between the Ports businesses. The Ports always seeks to ensure roles and responsibilities are understood and clearly communicated across the business.

### **10.2.** Resource Planning

Guernsey Ports, other members of the States Trading Group and the wider States of Guernsey principal Committees continue to experience significant challenges in both the recruitment and retention of skilled trades (PSE) staff. The inability to attract and retain skilled trades will be addressed as a priority. Any solution must consider not just pay-related issues, but the overall working environment for skilled trades, the diversification of roles, the opportunity to learn other skills or trades and the role that those staff play in maintaining critical infrastructure. Promoting the fact that the Ports offers a fascinating, multi-skilled line of work with significant assets in a high-impact environment. Succession planning and ensuring the effective transfer of knowledge and building resilience within critical teams to ensure business continuity are vital for the future success.



### 10.3. Organisational Knowledge and Capability

Guernsey Ports recognises that organisational knowledge is a valuable resource that supports its operations and activities. There is a strong link between organisational knowledge and the competence of our people. Guernsey Ports is committed to all employees being equipped with suitable and sufficient knowledge to make them competent to undertake the tasks expected of them in accordance with all regulatory requirements. They will be provided with the opportunity to develop their skills and abilities in support of the Ports' operation and their desire for self-improvement. Guernsey Ports will employ employees whose academic, technical, and professional skills ensure a safe and effective operation.



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# **Chapter 11 – Key Performance Indicators**

Key Performance Indicators (KPIs) are set and reviewed on an annual basis. The KPIs are divided into the categories of capacity, environmental, safety, delays and cost efficiency.

# **11.1. Guernsey Airport**

# 11.1.1 Capacity

Performance Indicator	2022	Target	2021
	Actual		Actual
Peak Runway Utilisation (Highest number of recorded	134	>150	90
movements on a calendar day)			
Average Runway Utilisation (movements per day) (total	79.5	>90	54.4
movements / 364 days)			
Total aircraft movements as a % of minimum annual flow	54.8%	>65%	37.5%
control capacity (total movements as a % of (10 per hour x			
14.5hrs x 364 days))			

# 11.1.2. Environment

Performance Indicator	2022	Target	2021
	Actual		Actual
Number of noise complaints	4	<10	6
Number of triggered noise alerts that exceed 70 dB(A) in	Not	<10	Not
one hour	Available		Available
Total annual electricity consumption (MWh)	ТВС	<3,000	2,012.4

# 11.1.3. Safety

Performance Indicator	2022	Target	2020
	Actual		Actual
Total Mandatory Occurrence Reports (MORs)	106	>50	74
submitted			
Number of full emergencies	2	<20	0
Number of local standbys	15	<20	N/A
Number of ground incidents	2	<10	N/A
Number of runway incursions	0	<5	0

Number of unauthorised obstructions	2	<5	0
Confirmed bird strikes	35	<10	4
Drones reported in restricted airspace	0	<5	0
Laser attacks	1	<5	0

# 11.1.4. Delays

Performance Indicator	2022	Target	2021
	Actual		Actual
Percentage of qualifying departing flights operating	73%	>70%	80%
within 15 minutes of scheduled time			

# 11.1.5. Cost Efficiency

Performance Indicator	2022	Target	2021
	Actual		Actual
Operating Cost per passenger movement	£22.30	<£15.00	£54.34
(£ Total Cost / Total No of Pax)			
Navigational Services cost per passenger movement	£6.96	<£7.50	£16.88
(£ Total cost of Nav Services / Total No of Pax)			
Cost of Navigation Services as a % of total costs	31.2%	<50%	31.1%
(£ Total cost of Nav Services / £ Total Airport Spending) x			
100			

# **Appendix 1 – Contact Details**

# **Guernsey Airport**

Postal Address:	Guernsey Airport, Control Tower Building, Le Villiaze, Forest, Guernsey, GY8 0DS
Tel:	+44 (0)1481 227766
E-Mail:	airport@ports.gg
Web:	www.ports.gg
Alderney Airport	
Postal Address:	Alderney Airport, Le Grand Val, Alderney, GY9 3AA
E-Mail:	airport@ports.gg
Web:	www.ports.gg

# **Guernsey Harbours**

Postal Address: Guernsey Harbours, P.O. Box 631, St Julians Emplacement, St Peter Port, Guernsey, GY1 3DL

Tel: +44 (0)1481 220229

Email: guernsey.harbour@ports.gg

Web: www.ports.gg

# **Appendix 2 – Guernsey Ports Accounts**

The 2022 published accounts for Guernsey Ports can be viewed online at:

2022 Ports Accounts

Annual Report 2022 – 2023.10.16

# **Appendix 3 – Guernsey Airport – 2022 Passengers By Route And Month**

	<b>GUERNSEY AIRPORT - PASSENGER MOVEMENTS 2022</b>												*Change	s compared to	o 2022	*Changes	s compared to	2022	*Change:	s compared to	o 2022	
					RO	JTE BY	MONT	H							2021			2020		2019		
	JAN.	FEB.	MAR.	APR.	MAY.	JUN.	JUL.	AUG.	SEPT.	OCT.	NOV.	DEC.	2022 YTD Total	2021 YTD Total	Change	%	2020 YTD Total	Change	%	2019 YTD Total	Change	%
BIRMINGHAM	1,092	1,385	1,744	2,544	2,483	2,743	2,809	3,593	2,523	2,752	2,543	2,987	29,198	10,612	18,586	175	4,144	25,054	605	28664	534	2
BOURNEMOUTH	13	21	12	16	16	12	19	13	6	21	11	9	169	171	- 2	- 1	53	116	219	312	- 143	- 46
BRISTOL	685	877	1,096	1,866	2,243	2,445	2,812	3,398	2,648	2,474	1,755	1,865	24,164	7,421	16,743	226	3,352	20,812	621	23461	703	3
CARDIFF	-		1	-		4	-	-	-	-	-		5	10	- 5	- 50	2	3	150	5	-	-
EAST MIDLANDS	31		99	1,505	1,577	1,715	1,813	2,293	1,867	1,463	-	298	12,661	5,417	7,244	134	2,502	10,159	406	19316	- 6,655	- 34
EXETER	600	575	722	1,417	1,241	1,669	1,683	2,131	1,697	1,704	1,211	1,468	16,118	7,205	8,913	124	3,419	12,699	371	30271	- 14,153	- 47
GATWICK	10,585	14,393	18,542	25,260	25,742	26,688	28,285	29,054	27,682	27,524	23,089	24,336	281,180	82,883	198,297	239	52,155	229,025	439	310040	- 28,860	- 9
Isle of Man			1	2			278						281	184	97	53	8,161	- 7,880	- 97	1	281	
HEATHROW				-			2.10						201	-	0,	00	5,443	- 5,443	- 100	27644	- 27,644	- 100
	-			2					2	2					-	200			- 100			- 100
SOUTHEND	-	•		2	•		-	-	2	2				2	4	200	822	- 816	- 99	14195	- 14,189	
LIVERPOOL				-	· ·	-			-	-	-	2	2	-	2		-	2		3126	- 3,124	- 100
LEEDS/BRADFORD	43	-		-	281	663	848	1,070	704	-	-	185	3,794	2,160	1,634	76	6	3,788	63,133	4357	- 563	- 13
MANCHESTER	2,518	3,395	4,268	5,075	5,189	5,228	6,010	6,282	5,371	5,700	4,492	5,108	58,636	23,735	34,901	147	10,318	48,318	468	65339	- 6,703	- 10
NEWQUAY	-	-		-	-	-	-	2	-	-	-		2	6	- 4	- 67	-	2		478	- 476	- 100
NORWICH	-	-	-	-	-	-	8	-	-	-	-		8	487	- 479	- 98	-	8		1279	-1271	- 99
SOUTHAMPTON	4,624	5,920	7,175	8,756	8,173	8,998	9,963	10,502	9,678	8,756	7,743	6,672	96,960	49,601	47,359	95	45,198	51,762	115	148202	-51242	- 35
STANSTED	-		6	-	-	-		-	4	-	-	6	16	1	15	1,500	2,981	- 2,965	- 99	23370	-23354	- 100
LONDON CITY	-	-		-	-	295	989	1,144	103	-	-	-	2,531	3,487	- 956	- 27	4	2,527	63,175	23	2508	10,904
EDINBURGH	-	-	-	-	-	225	763	592	449	-	-	247	2,276	3,534	- 1,258	- 36	Edinburgh figu	2,276			2276	
OTHER UK.	48	48	51	662	474	83	63	212	67	85	81	68	1,942	531	1,411	266	377	1,565	415	3899	-1957	- 50
U.K. TOTAL	20,239	26,614	33,717	47,105	47,419	50,768	56,343	60,286	52,801	50,481	40,925	43,251	529,949	197,447	332,502	168	138,937	391,012	1,551	703981	- 174,032	- 587
GUERNSEY	-	83	2	34	-	9	3	12	-	-	53	3	199	17	182	1,071	388	- 189	- 49	108	91	84
ALDERNEY	1,639	1,893	2,399	2,695	3,299	3,647	3,691	3,444	3,611	2,833	2,537	2,280	33,968	33,861	107	0	25,215	8,753	35	29637	4,331	15
JERSEY	1,982	4,265	5,500	6,633	7,400	6,597	6,592	6,510	8,045	7,080	6,461	4,614	71,679	19,066	52,613	276	20,037	51,642	258	115675	- 43,996	- 38
C.I. TOTAL	3621	6,241	7,901	9,362	10,699	10,253	10,286	9,966	11,656	9,913	9,051	6,897	105,846	52,944	52,902	100	45,640	60,206	231,562	145420	- 39,574	- 27
DINARD	-	-	-	-	-	-	-	-	4		-	-	4	2	2	100	-	4		27	- 23	- 85
GENEVA	1	127	8	2	-	-	2	-	1	10	4	10	165	12	153	1,275	26	139	535	47	118	251
GRENOBLE	-						-	-	-		-		-	-	-		-	-		145	- 145	- 100
ZURICH	-				81	98	146	122	29	-	-	4	480	1	479	47,900	10	470	4,700	829	- 349	- 42
DUBLIN			256	302	436	966	1,302	1,417	902	875	-	231	6,687	18	6,669	37,050	1	6,686	668,600	26	6,661	25,619
DUESSELDORF	-			-	-		14		-	-	-	-	14	-	14			14		2854	- 2,840	- 100
ROTTERDAM	-		-	6	364	369	406	295	20	5	-	7	1,472	8	1,464	18,300	3	1,469	48,967	1665	- 193	- 12
OTHER INT'L	178	600	697	621	1,325	1,881	1,958	2,058	1,172	380	24	77	10,971	2,135	8,836	414	1,090	9,881	907	3236	7,735	239
INT'L. TOTAL	179	727	961	931	2206	3314	3828	3892	2128	1270	28	329	19,793	2,176	17617	810	4,340	18663	430	8829	10964	339
TOTAL	24,039	33,582	42,579	57,398	60,324	64,335	70,457	74,144	66,585	61,664	50,004	50,477	655,588	252,567	403,021	160	188,917	469,881	249	858230	- 202,642	- 24
2021	3353	1023	2413	5964	8031	8748	27173	37428	39116	46416	38560	34342	252567									
CHANGE	20686	32559	40166	51434	52293	55587	43284	36716	27469	15248	11444	16135	403021									
%	616.94	3182.7	1664.57	862.41	651.14	635.43	159.29	98.1	70.22	32.85	29.68	46.98	8050.31									
2020	51084	56017	28454	647	1077	2592	6038	11203	10445	7242	5086	5822	185707									
CHANGE	-27045	-22435	14125	56751	59247	61743	64419	62941	56140	54422	44918	44655	469881									
%	-52.94	-40.05	49.64	8771.41	5501.11	2382.06	1066.89	561.82	537.48	751.48	883.17	767	21179.07									
2019	49672	51387	61373	67575	77229	81340	87550 -17093	91208	83982	75483	66933	64498	858230									
CHANGE	-25633	-17805	-18794	-10177	-16905	-17005		-17064	-17397	-13819	-16929	-14021	-202642									

# Appendix 4 – Harbours – 2022 Passengers By Route And Month incl. Cargo

GUERNSEY HARBOURS - MOVEMENTS 2022																
	ROUTE BY MONTH															
PASSENGERS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL YTD	2020 TOTAL	Change	%
POOLE	1281	1979	2907	6951	8070	11076	13978	17434	11207	7071	1565	2069	85588	42077	43511	103.41
OTHER UK	1763	1366	1177	2661	2590	2562	5272	5930	2560	1109	1045	2231	30266	18582	11684	62.88
JERSEY	288	1055	1180	3097	6717	5226	5672	6435	4594	2084	695	1485	38528	6479	32049	494.66
ST MALO	82	763	673	2239	2860	4432	6243	8742	3851	3431	588	1467	35371	6057	29314	483.97
CHERBOURG	327	424	278	4126	3386	3230	5530	7870	4764	334	0	0	30269	0		0
DIELETTE	0	0		0	670	1158	1001	2110	933	0		0	5872	0		0
COMMERCIAL TOTAL	3741	5587	6215	19074	24293	27684	37696	48521	27909	14029	3893	7252	225894	73195	152699	208.62
2021	597	318	497	750	2120	2526	13377	19463	13912	10627	4626	4382	73195			
CHANGE	3144	5269	5718	18324	22173	25158	24319	29058	13997	3402	-733	2870	152699			
%	526.63	1656.92	1150.5	2443.2	1045.9	995.96	181.8	149.3	100.61	32.01	-15.85	65.5	208.62			
HERM	731	948	2036	6236	6157	12274	17673	18176	8624	3111	1503	1712	79181	65088	14093	21.65
SARK	634	711	1083	3839	8878	7555	10807	11062	5594	2527	914	975	54579	39710	14869	37.44
ALDERNEY	0	0	13	257	0	71	733	614	266	55	0	0	2009	5265	-3256	-61.84
INTER BAILIWICK TOTAL	1365	1659	3132	10332	15035	19900	29213	29852	14484	5693	2417	2687	135769	110063	25706	23.36
2021	919	16	1072	6661	7931	13769	23899	26953	16508	6098	3727	2510	110063			
CHANGE	446	1643	2060	3671	7104	6131	5314	2899	-2024	-405	-1310	177	25706			
%	48.53	10268.75	192.16	55.11	89.57	44.53	22.24	10.76	-12.26	-6.64	-35.15	7.05	23.36			
CRUISE	0	0	0	2077	12594	12937	20954	20557	8852	1505	0	0	79476	0	79476	0
CRUISE TOTAL	0	0	0	2077	12594	12937	20954	20557	8852	1505	0	0	79476	0	79476	0
2021	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CHANGE	0	0	0	2077	12594	12937	20954	20557	8852	1505	0	0	79476			
%	0	0	0	0	0	0	0	0	0	0	0	0	0			
VEHICLES PRIVATE	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL YTD	TOTAL	Change	%
POOLE	615	852	1366	2458	3005	3855	4405	4612	4022	2777	776	873	29616	16285	13331	81.86
OTHER UK	810	516	484	936	988	888	1564	1748	875	186	415	948	10358	7797	2561	32.85
JERSEY	84	257	297	534	536	666	591	462	691	355	179	311	4963	1727	3236	187.38
ST MALO	32	240	270	598	770	1270	1572	0	1159	1103	218	369	7601	1982	5619	283.5
CHERBOURG	145	174	126	1230	1176	1076	1738	0	1626	116	0	0	7407	0	7407	0
TOTAL	1686	2039	2543	5756	6475	7755	9870	6822	8373	4537	1588	2501	59945	27791	32154	115.7
2021 CHANGE	313 1373	175 1864	259 2284	397 5359	976 5499	1246 6509	5178 4692	6007 815	5530 2843	3965 572	1904	1841 660	27791 32154			
CHANGE %				5359 1349.87	5499 563.42	6509 522.39	4692 90.61		2843 51.41		-316 -16.6	660 35.85				
70	438.66	1065.14	881.85	1349.8/	303.42	522.39	90.01	13.57	51.41	14.43	-10.0	35.85	115.7			

VEHICLES COMMERCIAL	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL YTD	TOTAL	Change	%
POOLE	11	60	58	74	133	91	103	97	122	129	60	20	958	513	445	86.74
OTHER UK	2289	2222	2591	2509	2382	2326	2463	2440	2242	2224	2337	2257	28282	28687	-405	-1.41
JERSEY	199	219	211	237	266	233	196	171	209	179	204	156	2480	2263	217	9.59
ST MALO	90	61	96	126	96	95	121	95	64	132	34	51	1061	838	223	26.61
CHERBOURG	6	2	2	24	10	8	4	2	6	2	0	0	66	0	66	0
TOTAL	2595	2564	2958	2970	2887	2753	2887	2805	2643	2666	2635	2484	32847	32301	546	1.69
2021	2540	1918	2543	2649	2837	2763	2949	2615	2766	2946	2971	2804	32301			
CHANGE	55	646	415	321	50	-10	-62	190	-123	-280	-336	-320	546			
%	2.17	33.68	16.32	12.12	1.76	-0.36	-2.1	7.27	-4.45	-9.5	-11.31	-11.41	1.69			
CARGO	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL YTD	TOTAL	Change	%
GENERAL CARGO	18363.09	18728.93	20909.31	20964.12	21191.7	19521.1	20932.513	19498.537	18852.48	18674.874	19452.18	18018.291	235107.12	239765	-4657.883	-1.94
OIL / PETROL	6321.688	1839.812	9243.763	5991.276	1781.858	4573.387	2787.417	2866.621	1836.702	2538.244	5183.7	6958.543	51923.011	56066	-4142.989	-7.39
GAS	0	0	0	0	0	0	0	0	0	0	0	0	0	4741	-4741	-100
SELF DISCHARGE	1721.376	0	935.44	365.738	524.987	500	917.28	592.2	744.645	270	939.72	0	7511.386	8160	-648.614	-7.95
COMMODOTIES	5063.849	2261.598	4396.544	4110.575	3756.453	2157.985	6954.83	4962.62	1358.356	0	2177.172	5300.427	42500.409	29041	13459.409	46.35
TOTAL	31470	22830.34	35485.05	31431.71	27255	26752.47	31592.04	27919.978	22792.183	21483.118	27752.772	30277.261	337041.92	337773	-731.077	-0.22
2021	31345.61	23331	28421	26913	31017	29812	27166	28805	23576	34439	25874	27071	337770.61			et.
CHANGE	124.39	-500.662	7064.053	4518.707	-3762	-3059.53	4426.04	-885.022	-783.817	-12955.88	1878.772	3206.261	-728.691			
%	0.4	-2.15	24.86	16.79	-12.13	-10.26	16.29	-3.07	-3.32	-37.62	7.26	11.84	-0.22			
	40,857.00 35,714.61						132,212.04 72,569.00	136,476.98 83,843.00				45,201.26 38,608.00	870,972.92 581,120.61		289,852.31	% 49.87817