

**Session 1, Group 1**

**10/10/13 Island Hall (1400)**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Unique position in law and ability to raise own taxes</b></li> <li>• <b>Lack of regulation</b></li> <li>• High profile for size of island</li> <li>• Free enterprise island</li> <li>• Attractive location</li> <li>• Free publicity</li> <li>• <b>Flexible and resourceful workforce</b></li> <li>• <b>Energetic and hardworking people</b></li> <li>• <b>Community spirit and voluntary nature (resilience and caring)</b></li> <li>• Willingness of others to help and support</li> <li>• Access to government</li> <li>• <b>No debt</b></li> <li>• High % of island owned by one business</li> </ul>	<ul style="list-style-type: none"> <li>• Population level</li> <li>• <b>Transport links (cost and volume)</b></li> <li>• <b>Electricity and energy prices</b></li> <li>• Lack of basic data about the economy</li> <li>• <b>Education (secondary onwards)</b></li> <li>• Infrastructure</li> <li>• Small size and risk of influence</li> <li>• Negative media</li> <li>• <b>Lack of diversity in the economy</b></li> <li>• <b>Access to capital (land reform, mortgages)</b></li> <li>• Get compared to bigger communities</li> <li>• Tractors (number/noise)</li> <li>• No social security</li> <li>• Tax system and low tax rate</li> <li>• Lack of healthcare</li> <li>• Isolation from rest of world</li> <li>• Limited resources (ie limited technical skills)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>The brand is under used</b></li> <li>• <b>More effort should be made in tourism</b></li> <li>• Develop new sectors like renewables</li> <li>• Seasonal labour force – capacity in the winter</li> <li>• Develop new skills and build new opportunities</li> <li>• <b>Land reform will unlock opportunity</b></li> <li>• Population room to develop</li> <li>• Attract small business investment (from within do not seek for business to relocate)</li> <li>• Clean sheet of paper</li> <li>• Ability to make own laws</li> </ul>	<ul style="list-style-type: none"> <li>• Monopoly</li> <li>• Young people leaving</li> <li>• <b>Depopulation and ageing population</b></li> <li>• Unbalanced media</li> <li>• <b>Deteriorating environment</b></li> <li>• Costs of energy</li> <li>• <b>Regulation imposed by Guernsey and UK</b></li> <li>• Inability to raise finances</li> <li>• Chief Pleas do not represent whole population (ie young under represented)</li> <li>• <b>Lack of planning by Chief Pleas</b></li> <li>• Stubborn island attitude</li> <li>• Stress of government volume of workload means not many willing to put themselves forward</li> <li>• Dependent on goodwill</li> <li>• Costs of education</li> <li>• <b>Inflation and increases in wages</b></li> </ul>

## Session 1, Group 2

10/10/13 Island Hall (1400)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Wildlife, agriculture and seafood</li> <li>• Small government and economy</li> <li>• <b>Independence – ability to make own laws</b></li> <li>• <b>Unique experience</b></li> <li>• Good transport links</li> <li>• <b>Community spirit and pride, people and volunteering</b></li> <li>• Tourism office</li> <li>• Personal touch</li> <li>• Good education</li> <li>• Consistent visitor numbers</li> <li>• Well known positive image &amp; global exposure</li> <li>• <b>Car free</b></li> <li>• Low tax</li> <li>• <b>Biodiversity</b></li> <li>• Diversity of skills</li> <li>• Dark skies island</li> <li>• Peaceful, lack of crime</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Regressive taxation and lack of tax from wealthy</b></li> <li>• Lack of training opportunities</li> <li>• Rift in the community (people not working together)</li> <li>• Over-pricing (hotels)</li> <li>• <b>Highly concentrated ownership of land (&amp; economy)</b></li> <li>• Gaps in legislation</li> <li>• Lack of commercial outlets</li> <li>• Small domestic market</li> <li>• Wrong business models</li> <li>• Seasonal tourism &amp; volatility</li> <li>• Lack of diversification</li> <li>• Removal of LVCR</li> <li>• <b>Negative press</b></li> <li>• Profits going off the island</li> <li>• <b>Telecoms/connectivity</b></li> <li>• <b>Electricity Prices</b></li> <li>• Oil/gas prices</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Exports food products</li> <li>• Renewable energy</li> <li>• <b>Registries: Top Level Domain &amp; Company</b></li> <li>• New specialist areas: Gambling, IP etc</li> <li>• <b>Cottage Industries</b></li> <li>• Coordinating Tourism (joint marketing)</li> <li>• <b>Off-season tourism (nature/walking/conferences/dark skies)</b></li> <li>• Access to funding (EU/international)</li> <li>• Advertise off season</li> <li>• Co-ordinate activities with day trippers</li> <li>• Manufacturing high-cost items (jewellery)</li> <li>• <b>Improve customer care and experience</b></li> <li>• Artists</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Closure of outlets</b></li> <li>• <b>Depopulation</b></li> <li>• Loss of young people</li> <li>• Contamination of water</li> <li>• Monoculture/intensive agriculture</li> <li>• Threats to landscape</li> <li>• <b>Threats to democracy</b></li> <li>• Loss of transport/lifeline services</li> <li>• <b>Threat to community spirit</b></li> <li>• <b>Threat to reputation (by Sark Newsletter)</b></li> <li>• Availability of arable land</li> <li>• Loss of facilities/infrastructure</li> <li>• Threat to viability of businesses</li> <li>• Over-development</li> <li>• Over reliance on one sector</li> <li>• Threat to uniqueness</li> <li>• <b>Over dependence on one company/employer</b></li> <li>• Noise pollution</li> <li>• Rising power prices &amp; availability of power</li> </ul>

## Session 2

**11/10/13, Stocks Hotel (1000)**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Diversity of experience amongst the population</b></li> <li>• The ICT/Communications infrastructure was capable of upgrade</li> <li>• The island has friendly and welcoming approach to customer services</li> <li>• <b>The community has a willingness to work and turn their hand to a variety of tasks.</b></li> <li>• <b>The Community spirit and willingness to work on trust</b></li> <li>• Free enterprise island – low tax, light touch regulation</li> <li>• Ability to make own law (and comparatively quickly)</li> <li>• Sark allow change (but at own pace)</li> <li>• Strength of public finances – no debt and reserves</li> <li>• The island has a lot of infrastructure for its size (i.e. School, Doctors, Island Hall, 2x churches, pubs/restaurants)</li> <li>• <b>Small and unique</b></li> </ul>	<ul style="list-style-type: none"> <li>• There is a lack of options for employment for young people</li> <li>• Opportunities for education were limited or expensive, this meant there was a gap in skill levels</li> <li>• High transport costs</li> <li>• <b>High energy costs</b></li> <li>• <b>There was a lack of funding available to businesses to access, this included access to capital through mortgages etc</b></li> <li>• <b>Lack of land reform and the impacting house prices</b></li> <li>• The small size and uniqueness caused problems with banks and insurance outside of the island (which might not see the profit of supplying services or finances to Sark)</li> <li>• <b>The divide in the community</b></li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>Tourism, tourism, tourism</b></li> <li>• The tourism season could be extended by tapping into niche markets - use the natural environment more i.e. Adventure Sark holidays, horse riding holidays</li> <li>• Easier access for visitors from Jersey, Guernsey and Alderney.</li> <li>• <b>Benefit from Sark brand more - use publicity</b></li> <li>• <b>Better Marketing and access to advice</b></li> <li>• Tourism sector will be stronger if they work together – use government to help plug gaps industry cannot fill</li> <li>• Closer working between business and government</li> <li>• Develop the “good life” self-sufficient image – more of own produce used and advertised (milk, beef, lamb, seafood).</li> <li>• Develop/farm rare breeds</li> <li>• Engage children from earlier stage (ie educate on Adult Sark life so they are encouraged to stay/return)</li> <li>• Look at setting up new island wide insurance scheme to unlock some business opportunities (i.e. adventure holidays)</li> <li>• Develop residential education services</li> <li>• Provide back office services to other industries</li> <li>• Country Code Domain Names</li> <li>• Develop new supply chains that mean less reliant on goods arriving via Guernsey</li> </ul>	<ul style="list-style-type: none"> <li>• The continuity of supply – the extra hop from Guernsey</li> <li>• <b>Energy costs</b></li> <li>• <b>Transport costs</b></li> <li>• Missing out on lost opportunities – where they are prevented from happening there is sometimes no one there to help give advice in how to overcome the barriers to entry</li> <li>• The hostile attitude to government by the island’s main investor.</li> <li>• Cost of further education</li> <li>• Failure to up-skill</li> <li>• <b>Lack of decision on land reform and uncertainty around decision-making</b></li> <li>• The negative publicity from the Sark Newsletter</li> <li>• Declining population and ageing demographics</li> </ul>

### Session 3

11/10/13, Island Hall (1800)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Tradition and heritage</li> <li>• Sark's green/natural brand</li> <li>• <b>Unique lifestyle, natural beauty and wildlife</b></li> <li>• <b>Independence and self-government - not too much red tape and low tax</b></li> <li>• Population is resilient and resourceful</li> <li>• <b>Hard work ethic and adaptable skills</b></li> <li>• <b>The community – safe environment and low crime</b></li> <li>• Ability to balance family and work life</li> <li>• Size</li> <li>• Blank sheet of paper to build on</li> <li>• Nimble</li> <li>• Variety of skills with some hidden skills in the population</li> </ul>	<ul style="list-style-type: none"> <li>• Tradition</li> <li>• Size – carries low weight and bargaining power</li> <li>• Connectivity and internet speeds</li> <li>• Access to further education</li> <li>• Economies of scale</li> <li>• <b>Limited resources and access to finances</b></li> <li>• Same people often provide finance/raise money</li> <li>• <b>Inability to borrow money on property</b></li> <li>• Transport volume and cost</li> <li>• <b>Limited footfall for retail etc. the seasonal nature (and weather dependence) means that this is variance</b></li> <li>• Expensive to start up a new business</li> <li>• Totally dependent on tourism and lack of diversity</li> <li>• Reliance on low value industries</li> <li>• <b>Energy and electricity costs</b></li> <li>• Lack of green energy</li> <li>• Independence within groups on Sark so lack of team work at times</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Upskilling – new training courses delivered on island</li> <li>• Good access to education off island because of lack of access on island (people are open to help Sark)</li> <li>• Community spirit and independence</li> <li>• Developing legacy funds to help others</li> <li>• <b>Develop the islands green credentials and build the brand of Sark</b></li> <li>• <b>Build in natural assets like wildlife, adventure, dark skies</b></li> <li>• <b>Build in events such as folk festival to extend season</b></li> <li>• Company registry and Top Level Domain name</li> <li>• <b>Use the geography more (Europe's doorstep) – to supply services and for tourism</b></li> <li>• Own government (control)</li> <li>• Land reform</li> <li>• Protect habitat</li> </ul>	<ul style="list-style-type: none"> <li>• Missed opportunities. Ideas do not get started and lack of help to get over barriers to entry</li> <li>• Lack of finance to help react to opportunities</li> <li>• Not keeping up with developments or needs of customers.</li> <li>• External pressures and loss of identity</li> <li>• Lack of access to insurance (i.e. horse riding school)</li> <li>• Reliant on a few individual key players – if they leave the island will lose essential skills</li> <li>• <b>One business holds so much property/economy and is working against rather than with community</b></li> <li>• <b>No protection of land and wildlife (need to keep identity)</b></li> <li>• <b>Sark might get 'left behind'</b></li> <li>• Sark's brand gets lost in noise of other tourist destinations</li> <li>• Sark's brand gets lost in negative publicity generated on the island</li> <li>• <b>No plan or vision</b></li> </ul>

## Session 4

12/10/13, La Moinerie Hotel (1000)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Tourism</b></li> <li>• <b>Quality (in range) of accommodation</b></li> <li>• <b>Law taxes and red tape and ability to make law</b></li> <li>• <b>Natural beauty (rural and marine) and outdoor activities</b></li> <li>• Community spirit</li> <li>• <b>Uniqueness and heritage</b></li> <li>• <b>Sustainability (natural produce – milk, honey, lamb)</b></li> <li>• Vineyards and new produce</li> <li>• Entrepreneurial and willingness to try new ideas</li> <li>• Island hopping (part of Channel Islands)</li> <li>• Volunteering</li> <li>• Safe and secure</li> <li>• Hard working and flexible work force</li> <li>• Reliable transport to Guernsey</li> <li>• Yachts</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Cost of living inc transport and energy costs</b></li> <li>• <b>Split Community (although everyone is on Sark's side)</b></li> <li>• Education possibility (secondary and later)</li> <li>• Low tax (and the system – regressive)</li> <li>• Lack of opposition within government &amp; scrutiny</li> <li>• Online criticism</li> <li>• Lack of transport infrastructure &amp; new routes</li> <li>• Lack of red tape (protection of environment)</li> <li>• Lack of opportunities for young population</li> <li>• <b>Lack of opportunities (year round)</b></li> <li>• Lack of data to make decisions</li> <li>• <b>Lack of opportunity to buy (and use mortgages to drive investment)</b></li> <li>• Control on disposal of lease</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• People willing to engage</li> <li>• Skill diversity</li> <li>• Seasonal – make more use of “slack period in market”</li> <li>• Theme tourism (like folk festival)</li> <li>• Access to government</li> <li>• Investment in accommodation, means there is a product to sell</li> <li>• <b>Internet and encouraging home working (connectivity)</b></li> <li>• Top Level Domain Name</li> <li>• Work on Brecqhou</li> <li>• <b>Customs post/port of entry (new market of visitors)</b></li> <li>• Greater engagement with people</li> <li>• Ability to change and be nimble</li> <li>• Engage with youth of island</li> <li>• Bond store wholesale</li> <li>• <b>Identify and meet customer needs</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Division in the Island</b></li> <li>• No overriding direction or vision</li> <li>• <b>No Plans</b></li> <li>• Sark Newsletter divides community and effects reputation</li> <li>• Lack of communication of the positive messages/news</li> <li>• Stubbornness to change</li> <li>• Lack of diversity</li> <li>• Won't attract new markets or young people</li> <li>• Lack of access to capital/funding</li> <li>• Cost of exporting goods</li> <li>• <b>Lack of data to make decisions</b></li> <li>• Lack of clarity on role of Sark Shipping (re Alderney route)</li> <li>• <b>Losing customer focus</b></li> <li>• Decline in environment/waste</li> <li>• Travel after dark limited (ie shipping <i>under 12's</i> rather than fully ferry)</li> <li>• <b>Lack of prospects for young people</b></li> <li>• <b>Lack of diversity (education, new skills)</b></li> </ul>

## Summary

	Strengths	Weaknesses
1	<ul style="list-style-type: none"> <li>• Unique position in law and ability to raise own taxes</li> <li>• Lack of regulation</li> <li>• Flexible and resourceful workforce</li> <li>• Energetic and hardworking people</li> <li>• Community spirit and voluntary nature (resilience and caring)</li> <li>• No debt</li> </ul>	<ul style="list-style-type: none"> <li>• Transport links (cost and volume)</li> <li>• Electricity and energy prices</li> <li>• Education (secondary onwards)</li> <li>• Lack of diversity in the economy</li> <li>• Access to capital (land reform, mortgages)</li> </ul>
2	<ul style="list-style-type: none"> <li>• Independence – ability to make own laws</li> <li>• Unique Experience</li> <li>• Community Spirit and pride, People and volunteering</li> <li>• Car Free</li> <li>• Biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>• Regressive taxation and lack of tax from wealthy</li> <li>• Highly concentrated ownership of land (&amp; economy)</li> <li>• Negative press</li> <li>• Telecoms/connectivity</li> <li>• Electricity Prices</li> </ul>
3	<ul style="list-style-type: none"> <li>• Diversity of experience amongst the population</li> <li>• The community has a willingness to work and turn their hand to a variety of tasks</li> <li>• The Community spirit and willingness to work on trust</li> <li>• Small and unique</li> </ul>	<ul style="list-style-type: none"> <li>• High energy costs</li> <li>• There was a lack of funding available to businesses to access, this included access to capital through mortgages etc</li> <li>• Lack of land reform and the impacting house prices</li> <li>• The divide in the community</li> </ul>
4	<ul style="list-style-type: none"> <li>• Unique lifestyle, natural beauty and wildlife</li> <li>• Independence and self-government - not too much red tape and low tax</li> <li>• Hard work ethic and adaptable skills</li> <li>• The community – safe environment and low crime</li> </ul>	<ul style="list-style-type: none"> <li>• Limited resources and access to finances</li> <li>• Inability to borrow money on property</li> <li>• Limited footfall for retail etc. the seasonal nature (and weather dependence) means that this is variance</li> <li>• Energy and electricity costs</li> </ul>

## Summary

	Opportunities	Threats
1	<ul style="list-style-type: none"> <li>• The brand is under used</li> <li>• More effort should be made in tourism</li> <li>• Land reform will unlock opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Depopulation and ageing population</li> <li>• Deteriorating environment</li> <li>• Regulation imposed by Guernsey and UK</li> <li>• Lack of planning by Chief Pleas</li> <li>• Inflation and increases in wages</li> </ul>
2	<ul style="list-style-type: none"> <li>• Registries: Top Level Domain &amp; Company</li> <li>• Cottage Industries</li> <li>• Off-season tourism (nature/walking/conferences/dark skies)</li> <li>• Improve customer care and experience</li> </ul>	<ul style="list-style-type: none"> <li>• Closure of outlets</li> <li>• Depopulation</li> <li>• Threats to democracy</li> <li>• Threat to community spirit</li> <li>• Threat to reputation (by Sark Newsletter)</li> <li>• Over dependence on one company/employer</li> </ul>
3	<ul style="list-style-type: none"> <li>• Benefit from Sark brand more...use publicity</li> <li>• Better Marketing and access to advice</li> <li>• Tourism, tourism, tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of decision on land reform and uncertainty around decision-making</li> <li>• Energy costs</li> <li>• Transport costs</li> </ul>
4	<ul style="list-style-type: none"> <li>• Develop the islands green credentials and build the brand of Sark</li> <li>• Build in natural assets like wildlife, adventure, dark skies</li> <li>• Build in events such as folk festival to extend season</li> <li>• Use the geography more (Europe's doorstep) – to supply services and for tourism</li> </ul>	<ul style="list-style-type: none"> <li>• One business holds so much property/economy and is working against rather than with community</li> <li>• No protection of land and wildlife (need to keep identity)</li> <li>• Sark might get 'left behind'</li> <li>• No plan or vision</li> </ul>
5	<ul style="list-style-type: none"> <li>• Internet and encouraging home working (connectivity)</li> <li>• Customs post/port of entry (new market of visitors)</li> <li>• Identify and meet customer needs</li> </ul>	<ul style="list-style-type: none"> <li>• Division in the island</li> <li>• No Plans</li> <li>• Lack of data to make decisions</li> <li>• Losing customer focus</li> <li>• Lack of prospects for young people</li> <li>• Lack of diversity (education new skills)</li> </ul>