



## Ports of Jersey Limited – Quality of Service

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### Initial Notice of Direction to Report Information to the Jersey Competition Regulatory Authority

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**21 December 2017**

Jersey Competition Regulatory Authority  
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## **1. Introduction**

The States of Jersey adopted the Air and Sea Ports (Incorporation) (Jersey) Law 2015 (the Law) on 2 June 2015. The Law requires that any person carrying out port operations must have a licence issued by the Jersey Competition Regulatory Authority (JCRA), also referred to in this document as CICRA (Channel Islands Competition and Regulatory Authorities).

On 1 November 2015, the JCRA issued Ports of Jersey Limited (POJL) a Port Operations licence (the Licence) for Jersey. POJL is the only port licensee in Jersey and is responsible for the operation of Jersey airport, Jersey harbour and various marinas and outlying harbours.

In accordance with condition 15 of its licence, POJL is required to provide regular reports on its development plans and the performance of services at the airport. The purpose of this notice is to direct POJL to report to CICRA certain information concerning the performance of services at the ports of Jersey.

CICRA has previously issued a consultation<sup>1</sup> and carried out market research on quality of service in airports and harbours in order to identify issues that are of importance to customers and port users.

In considering the information, and the outcome of quality of service and performance measures, it is important to recognise that many services valued by customers are not delivered solely by POJL, but rely on airlines, ferry, freight operators and others to deliver the services. Indeed, in many areas, the airlines or others will be responsible for the operation and delivery of services but rely on infrastructure or facilities provided by POJL.

## **2. Legal Consideration**

In accordance with condition 15 of its Licence, POJL is required to progressively achieve standards in line with international best practice and other benchmarks as CICRA may from time to time direct.

In order to facilitate this aim, POJL is required to provide CICRA with a target operating plan, setting out the target operating levels it will achieve for port operations and a monitoring plan for providing accurate measurement of target performance levels.

Condition 15 goes on to note (condition 15.8) that the Licensee shall comply with any Directions issued by CICRA from time to time regarding any other quality of service indicators and (condition 15.9) that the Licensee shall provide information required by CICRA for the purpose of assessing service levels.

It is intended that the information to be requested, and set out later in this document, shall be provided in accordance with a direction issued under this licence condition.

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<sup>1</sup> <https://www.cicra.gg/media/597591/poj1224j-consultation-ports-of-jersey-quality-of-service.pdf>

### 3. Key services

CICRA recognises that, in many of these performance measures, parties other than POJL have an important role to play in delivering services. In each case, POJL itself or the airport infrastructure and its availability plays a role in the ability of POJL and its business partners to deliver a high quality service.

As a result of its consultation and the direct engagement with interested parties through consultation and market research carried out on CICRA's behalf, customers and port users identified the issues and areas of service of most importance to them.

CICRA divided its consideration of services provided into three separate areas, airport, harbour and marinas/outlying harbours.

#### 3.1 Jersey Airport

The areas of service identified as most important were:

- Security, speed and efficiency
- Communication and availability of information
- The availability of food and drink and quality of waiting areas, seating
- Parking pick up and drop off
- Arrivals and accessibility to transport
- Check in and departure gates availability of services for vulnerable customers
- Enhanced services

There was a universal recognition that there was a need to ensure security checks were thorough and effective but that time spent queueing should be minimised. (This is also in POJL's commercial interest since queueing travellers can't spend money in the retail or catering outlets in the terminal).

There was some concern that information was difficult to come by at the airport – people's smartphones were a more reliable and more up to date source of information than the information boards at the airport and there was no linkage to information about boats running from the harbour in the event of flight delays and/or cancellations.

There was a generally positive view of the airport and facilities for passengers. However, there was concern over availability of seating and some issues with the price/quality of catering facilities. Particular issues raised included the lack of availability of cash machines in arrivals (where they are needed by arrivals/visitors).

Parking and transport to and from Jersey airport generated a sizeable amount of comment. Some were concerned about high charges for parking whilst others recognised that charges were substantially lower than, for example, in the UK. The removal of access to drop off near

to the terminal caused some concern, but CICRA understands that this is an issue of airport security and as such would not propose to treat it as a quality of service issue.

Customers also discussed enhanced services such as fast track boarding and VIP lounges. While identified positively as potential enhancements, they were the least important to the focus groups. For example, those in the business category noted that they would be unlikely to pay for such service enhancements or to use them except in the case of delays. When focus groups discussed enhanced services, particularly business groups and frequent travellers, they saw little point in fast track security because it would not allow them to leave any sooner and was unlikely to allow them to arrive at the airport any later for a specified departure. It did appeal to families and other travellers for the occasions when delays would require them to spend a reasonable amount of time at the airport and allow them a more comfortable environment.

### **3.2 Jersey Harbour**

For the harbours the areas identified as most important by customers and business partners were:

- Boarding times
- Availability of terminal facilities (toilets, food, entertainment)
- Communication and availability of information
- Parking and transport
- Customs and Security checks

In the case of time taken to board, this includes security and ticketing checks as well as the time taken to reach the vessel from the terminal. Security checks were highlighted both in terms of the potential delays and time taken to pass through security checks, but with a strong appreciation of their necessity and a desire that they should continue to be as thorough as possible.

A particular concern of passengers, but also raised as important by business partners is the availability of catering and refreshments at the harbour terminal buildings (or lack of availability). Given the considerable time which can be spent there by both foot and vehicle passengers waiting for departures and delayed vessels the current level of provision was considered inadequate.

Similarly to the airport, communication and availability of information was raised as a concern. Transport to and from the harbour was seen as an important area, particularly the availability of public transport to the ferry terminals.

For business partners, as noted, the availability of refreshments and catering for passengers was important, but also the availability of mooring for vessels when needed and of handling and storage of delivered goods.

### 3.3 Jersey Marinas

The key areas of importance for boat owners and marina users were the maintenance of the harbours and moorings and their administration and policing, the availability of facilities and as with the other areas, communication – in this case to boat owners/marina users and to visitors :

- Maintenance of marinas/harbours;
- Administration and policing;
- Availability of facilities including parking, electricity, fuel, water;
- Communication to boat owners and visitors.

Customers and port users identified maintenance of the essential infrastructure of marinas and harbours as their primary concern, followed by administration and policing - to ensure that space at the marinas/harbours was not occupied inappropriately (eg, boats using temporary moorings for long term or frequent mooring), that revenues were collected and boats in disrepair were replaced or moorings freed up. Availability of additional facilities including parking dedicated to marina users, electricity, fuel, water and toilets.

## 4. Quality of Service and performance information required

Given the range of information and services of importance identified it would be difficult to identify specific performance measures to address each. Many of the areas are best suited to development and monitoring through appropriate customer satisfaction measures to gauge these areas. There are a number of areas where specific measures would be appropriate and particular information should now be reported and which can be used either to make comparisons with other operators or to set future targets.

This approach is simpler to apply in some areas than others. For example, the structure of airport passenger handling makes it reasonable and effective to monitor the length of queues or queueing times at airport security. However, for ferry passengers, because when security checks are conducted for foot passengers and vehicles, similar information would not provide such a consistent or comparable measure of customer experience at Jersey harbour. In that case, the time taken to embark or disembark is more appropriate. Measuring the punctuality of arriving and departing flights and vessels permits some view of turnaround times and effectiveness of port operations.

For Jersey marinas and other harbours, there is much more limited scope for the provision of information to develop key performance measures.

In all three cases, availability and maintenance of port infrastructure is important, but may either be reflected in other measures or requires identification and provision of more detailed data which is not presently available and which require further development in cooperation with POJL to determine the most effective measures.

Considering each area in turn, the proposed information to be collected initially should focus on:

#### Airport:

- Punctuality of flights – arriving and departing
- Availability of stands for arriving aircraft
- Time taken to clear airport security
- Time to unload/deliver baggage

#### Harbour

- Punctuality of ferries
- Passenger boarding times
- Availability of berths (freight and passenger);

#### Marinas

- Availability of infrastructure
- Response to issues raised by boat owners and marina users

Initially it is considered that this information should be reported to CICRA on a quarterly basis and further consideration will be give to what information should be published and on what timescales.

In addition, CICRA will work with POJL to develop customer satisfaction surveys which address areas of service highlighted as important to customers and port users. To the extent possible this will draw on existing surveys.

## 5. Direction

In accordance with Condition 15 of POJL's Ports Operations Licence, CICRA directs that POJL provide the information set out below in connection with Jersey airport, harbour and marinas commencing 1 January 2018, with information to be reported on a quarterly basis.

### Airport

#### **Punctuality of flights to and from Jersey Airport**

**Departures:** Number of flights departing within 15 mins of scheduled time;  
Number cancelled

**Arrivals:** Number of flights arriving within 15 mins of scheduled time;  
Number cancelled

#### **Availability of aircraft stands**

Percentage of flights for which stands are available on arrival  
Percentage of flights for which the wait for a stand is >15 mins

#### **Time for passengers to clear security**

Percentage of time for which the queueing time to clear security is 5 mins or less  
Percentage of time for which the queueing time to clear security is 15 mins or less  
Percentage of time for which the queueing time to clear security is 30 mins or less

#### **Time taken to unload luggage**

Number of flights for which final bag is delivered to carousel > 15 minutes after arrival  
Number of flights for which final bag is delivered to carousel > 35 minutes after arrival

### Harbour

#### **Punctuality**

**Departures:** Number of sailings departing within 15 mins of scheduled time;  
Number of sailings cancelled

**Arrivals:** Number of sailings arriving within 15 mins of scheduled time;  
Number of sailings cancelled

#### **Availability of berths**

Percentage of arriving vessels for which suitable berths are available on arrival

#### **Time for passengers to clear security**

Percentage of time for which the queueing time to clear security is 5 mins or less  
Percentage of time for which the queueing time to clear security is 15 mins or less  
Percentage of time for which the queueing time to clear security is 30 mins or less

#### **Passenger Boarding**

Number of sailings for which last passenger disembarkation is > 15 minutes after arrival



## Marinas & Outlying harbours

### Availability of infrastructure

Waiting time for new berths

No of days when key infrastructure is not available

Infrastructure availability = (no of days available / 365) x 100%

### Response to issues and complaints raised

No. of issues / complaints raised

No. closed in 10 days

No. closed in 20 days

No. closed in more than 20 days

POJL shall provide quarterly reports containing the information directed and associated commentary to CICRA at the end of each quarter, with an initial report for the period 1 January to 31 March 2018 to be provided in a format to be specified, and at a date to be agreed, by CICRA. This should be no later than 15 April 2018 and reporting to CICRA should be quarterly thereafter.

## 6. Initial Notice and Next steps

The text of this Initial Notice is available on CICRA's website, [www.cicra.je](http://www.cicra.je) or for inspection at CICRA's Jersey office:

2<sup>nd</sup> Floor, Salisbury House  
1-9 Union Street  
St Helier  
Jersey  
JE2 3RF

Interested parties may make written comments on the content of this Initial Notice by writing to CICRA at the above address or by e-mail to [info@cicra.je](mailto:info@cicra.je). All representations should be clearly marked "Ports of Jersey – Quality of Service". Comments should be returned to CICRA by close of business on Friday 26 January 2018.

CICRA intends to make responses to the Initial Notice available for inspection. Any material that is confidential should be put in a separate Annex and clearly marked so that it can be kept confidential. The JCRA will consider the comments received before deciding whether to issue a Final Notice or a revised Initial Notice. If no comments are received by the closing date, this Initial Notice will come into effect on 29 January 2018.

## **Annex 1: Licence Condition 15**

### **15. DEVELOPMENT OF PORT OPERATIONS FACILITIES AND SERVICES**

15.1 The Licensee shall develop and operate the Port Operations so as progressively to achieve standards in line with international best practice, relevant standards and other benchmarks as the JCRA may direct from time to time.

15.2 In order to meet the objectives set out in this Condition, the Licensee shall, within three (3) months of the Commencement Date submit to the JCRA a plan setting out the target levels it will achieve for Port Operations (to be known as the ‘Port Operations Development Plan’) and a monitoring plan (to be known as the ‘Port Operations Monitoring Plan’) (together, “the Plans”), which provides for accurate measurement of each of the target levels.

15.3 The Plans will describe:

- (a) how actual performance will be monitored;
- (b) the process for the collection and analysis of suitable data; and
- (c) the procedures for internal review and performance improvement planning by the Licensee.

15.4 The JCRA may direct the Licensee to update and resubmit the Plans.

15.5 The JCRA may direct the Licensee as to matters to be included in the Plans and may amend or replace such Direction.

15.6 The JCRA may include as a Condition of this Licence the targets specified by the Licensee in the Plan and the Licensee shall be deemed to be in breach of its Licence if the target levels are not achieved.

15.7 Within forty-five (45) days of the end of each six (6) month period, the Licensee shall provide the JCRA with a written report in a form required by the JCRA on its achievements under the Plans during the preceding six (6) months.

15.8 The Licensee shall comply with any Directions issued by the JCRA from time to time regarding any other quality of service indicators and measurement methods for Port Operations and shall, as and when required, supply to the JCRA in a form specified by the JCRA, the results of its measurements of actual performance against any quality or service indicators and measurements so specified, and the JCRA may publish or require publication of such information as it considers appropriate.

15.9 The Licensee shall provide such information as is required by the JCRA for the purpose of assessing service levels and the development of Port Operations.