

## Introduction

On the 8<sup>th</sup> June, CICRA published a consultation paper on POJL's quality of service<sup>1</sup> ('the consultation'). This document sets out the response of Ports of Jersey Limited (POJL) to the consultation. We believe the consultation is a good first step upon which to build upon in subsequent work towards a well-considered structure of service performance measures and monitoring.

POJL takes customer satisfaction and quality of service very seriously; measures of customer satisfaction at the airport, marinas and moorings form two of our corporate strategic KPIs. Delivering an enhanced customer experience is part of our corporate objectives and form part of our mission to enhance Jersey as a great place to live, visit and do business through keeping us safely, reliably and well connected.

We would have preferred to work more closely with CICRA in the design of the consultation approach to allow both CICRA and POJL to gain knowledge. Through an earlier engagement on the design of the consultation, POJL could have offered significant background material and suggested a range of improvements to the consultation programme.

We appreciate that this is an initial, and very broad, consultation that may generate a lot of data with varying degrees of usefulness. We expect that it is a first step in gaining a greater appreciation of the nature of POJL's business, the range of customers we work with and where our responsibilities lie in the service chain for freight, leisure and travelling passengers.

We look forward to reviewing the findings of this consultation with CICRA and jointly planning the next steps. We have a concern that this consultation may not be sufficient to derive meaningful quality measures and customer engagement process recommendations, and urge caution in any attempt to move directly into regulatory processes and performance measures.

## Context

States of Jersey's driver for incorporating POJL was to facilitate the financing of its major development plans; with some £420 million of investment planned for the benefit of port users and the Island over a 25 year period, of which £60 million planned for the first 5 years. Prior to Incorporation this capital liability rested with the States of Jersey and therefore tax payers.

The necessary growth in POJL's profitability to be progressively achieved by:

- generating additional profit streams
- optimising existing unregulated income
- cutting costs and pursuing operational efficiencies
- whilst absorbing incorporation led costs
- leaving regulated tariff increases limited to a modest level

At the same time improving our service provision

POJL has a huge task in ensuring the long-term financial self-sustainability of our business to fund our considerable capital investments required to keep the ports open, safe and secure.

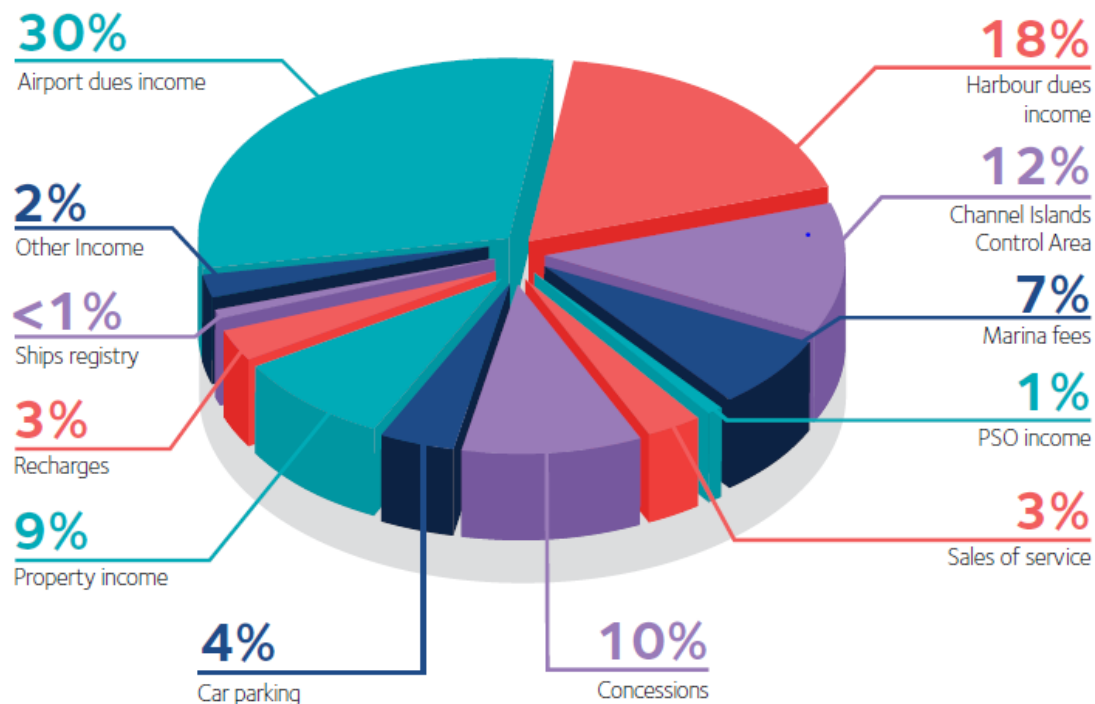
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<sup>1</sup> CICRA 17/11 <http://www.cicra.gg/files/Ports%20of%20Jersey%20QoS%20Consultation.pdf>

## Revenue Generation from Customers

As published in POJL's first annual report, covering the period from 01 October 2015 to 31 December 2016, the distribution of turnover from our business activities is as follows:

### Turnover and other income



Over 75% of our income is derived from activities that are Business to Business (B2B) operations, significant government contracts (e.g. Channel Island Control Area), or property rentals governed by lease agreements. Our B2B customer base, which includes airlines, ferry and shipping companies, provides the majority of our income.

Income derived directly from consumers (B2C) customers is mainly from our Marinas / mooring holders and car parking. This represents about 12% of our revenue base. Income from concessions, such as Food & Beverage and Retail, is not directly generated by consumers but rather is via the operators of the various concessions.

It is imperative to understand the revenue streams, the areas of service responsibility and therefore the quality of service responsibility, in order to develop a meaningful view of both quality measures and engagement processes.

It is unclear to us from the approach to this consultation that such aspects have been considered in its design, and therefore the degree that the output of the consultation can be reliably and effectively used.

## Travelling Passengers

The approach to the consultation seems to POJL to have favoured local Jersey resident travelling public as the 'customer'. There are already a number of surveys, conducted both by POJL and independently, designed to capture such feedback. For example, according to the 2014 Jersey Social Survey<sup>2</sup>, 96% of the respondents rated Jersey Airport's experience as Good or Very Good; while 90% rated their experience through the Harbour as Good or Very Good. Jersey also has the Jersey Consumer Council and Trading Standards entities who are also dedicated to receiving Jersey resident feedback. The consultation does not make it clear that these other avenues of feedback exist, nor present any of the existing survey data for respondents to comment on.

The experience and service provided to travelling passengers is very important to POJL. Our efforts target improvements in providing terminal facilities of good ambience and cleanliness, information and way finding provision, marshals and porters for assisting passengers, and our direct support in facilitating the passengers journey (particularly in times of travel disruption).

We must also ensure we are providing facilities that are safe and secure, keeping travelling passengers as far from harm as we can. We hold this duty of care high in our minds in our services.

In reality, the travelling passenger is the customer of the carrier, and it is the carrier who is the direct customer of POJL. Whilst passenger experience is very important to POJL, and where we have spent considerable attention in recent years, it really is only in the area of car parking where POJL has a direct relationship with the travelling passenger.

According to the 2014 Jersey Social Survey, travelling to the airport by own car only accounted for 26% of the respondents – so it is a minority of Jersey resident travelling passengers who make use of the airport car park, and of these 72% were high frequency travellers (over 12 trips per annum).

Further, in this 2014 Social Survey we find that the majority of Jersey residents travelled three or less times per annum through the airport and two or less times through the harbour. Conversely, high frequency travellers (more than 10 times travelling via the airport and more than 3 times through the harbour), account for c. 12% of the travellers at the airport and 20% at the harbour. Proportionally, these travellers represent a higher volume of passenger trips through POJL's facilities.

We hope that frequency of travel, and therefore proportion of passenger volumes, would feature in a quality of service analysis in order to determine a representative base of experience and service expectations.

It is also important to note that Jersey residents comprise only an element of the travelling passenger base. In addition to Jersey residents travelling, travelling passengers also include visitors to our Island. According to the 2016 Visit Jersey Annual Report, a total of 692,000 visitors came to our Island during the year. Given each visit creates two passenger movements (1 in and 1 out), this would represent over 60% of the 2.3 million passenger movements through POJL's facilities.

It is unclear to us through the engagement with travelling passengers how CICRA intend on capturing the views of the visitor, who represents the majority of travelling passengers through POJL's facilities.

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<sup>2</sup><https://www.gov.je/SiteCollectionDocuments/Government%20and%20administration/R%20JASS%202014%2020141125%20SU.pdf>

Travelling passengers are in the main not the direct customers of POJL, and therefore it is the view of the carriers (our B2B customers), and what they find important in using POJL’s facilities which should inform CICRA’s understanding of quality of service measures.

Having said that, POJL recognises our role in the total passenger experience, and to that end we do invest improving the passenger experience, even where we do not have a direct commercial relationship with them. Such recent initiatives include:

- Improving the layout and processing of the Airport Security process, which is primarily provided by an outsourced company rather than directly by POJL
- Improving Retail and Food & Beverage offerings at the Airport following a competitive tender process – the first one in 42 years
- Investing in new baggage trollies for the Airport and Harbour
- Investing in a new ATM machine for arriving passengers at the Airport to obtain cash
- Training all front line POJL customer service people to obtain World Host Accreditation
- Continued training in passenger handling for people with reduced mobility and other travel needs
- Investing in new wheel chairs at the Airport to improve the service to passengers with reduced mobility
- Increasing our ‘happy to help’ workforce in the summer months to assist with passenger handling in peak times

## Presentation of findings

When it comes to the time to review the findings of this initial consultation, POJL would find it helpful if the data could be categorised similarly to the below:

Service Area	Customer	Frequency of Use	Number of Responses	SMP	Feedback
<u>For example</u>					
Air Traffic Control	B2B - Airline	1,000 times per annum	2	Yes	
Security	Visiting Passenger	10 times per annum	20	Yes	
Airport Car Park	Resident Passenger	3 times per annum	20	No	
RoRo Ramp	B2B - Ferry	1,800 times per annum	1	Yes	
Airport Retail	Resident Passenger	5 times per annum	20	No	
etc....					

In this manner we may be better informed to respond to the feedback received and place it into the appropriate context. This would also assist in CICRA and POJL agreeing on which services should be in scope, and which should be out of scope of any regulatory policy. POJL can assist in data categorisation if helpful.

## Existing Measures of Service Quality

The consultation states that “in CICRA’s view the steps taken by POJL [for performance measurement and reporting] are not sufficiently established or transparent and it has concluded that there is a need for CICRA to engage with stakeholders, including customers and service users to identify the factors that matter most to these groups”. However, the consultation does not describe any of the measures or processes that POJL currently undertakes to measure and report

performance or the high level of customer satisfaction with our services, nor other publicly available service information. Having shared the POJL information with CICRA, we feel it may have been helpful for respondents to comment upon the measures, particularly to support responses to Q5A, Q5H and Q3B. Annex A provides recent awards received by POJL, mainly for our products and service, and Annex B provides information in respect of POJL's current service measures.

We have also discussed with CICRA our plans to improve our benchmarking of performance at the airport by signing up during 2017 to the International Airport Service Quality (IASQ) monitoring forum. The IASQ is the world's leading airport passenger service and benchmarking programme which provides information on how passengers rate airport services, how they compare with other similar airports, which aspects are of particular importance for customers at Jersey Airport and how passengers' priorities change over time. Again, we believe that this is important background information that could have been included in the consultation.

We also provide a range of services specifically aimed at supporting vulnerable customers, including the provision of disabled parking spaces and provision of disabled toilets at the airport and harbour, complementary manual wheelchairs at the airport which is not a standard Port obligation, hard of hearing induction loops in the departure terminal, security staff assistance during the security process and provision of a passenger assistance waiting area. This is important background information to section 5 of the consultation on taking account of the needs of vulnerable customers.

We also hold regular and ad hoc meetings with our customers and users to discuss performance and quality of service, to understand any concerns that they may have and to keep them updated on new initiatives. We have already provided details of these meetings to CICRA, but restate them in Annex C.

As this consultation is an initial fact finding consultation, perhaps the existing information would not be required. It would have been helpful to discuss the merits of including such information within the consultation prior to its launch. Finally, we trust that existing process and data will be used prior to reaching any regulatory conclusions from this initial consultation.

### **Value that customers place on POJL services**

The consultation document describes the purpose of the consultation as *"The purpose of this consultation is to establish what value different stakeholder groups place on aspects of quality and delivery of the services provided by POJL and what appropriate performance measures, targets and reporting they would like to see in place."*

From the form of this initial consultation, it does not appear to capture trade-off between service and price (i.e. value). Absent of the price of a service, it may be that such services are considered free. Further, depending on the respondent, it could also be that the price / service that they are considering is a carrier / operator responsibility rather than POJL.

It will be interesting to review the findings with CICRA, and we hope there may be some aspects that we might draw upon to better inform future price submissions. We believe this initial consultation will need expansion to cover this dimension prior to establishing any regulatory policy.

### **POJL's dominance in services provided**

We believe this is an initial fact finding consultation, however if there is an underlying concern that market forces or company strategy are inadequate to focus POJL on service performance, i.e. that

“in a monopoly environment such as that in which POJL provides its service there is ... [a] greater risk that the level of aspects [sic] quality of service are less responsive to customer needs, since customers have no other option but to use their services”, then we believe that the aim and objective of regulation should be to ensure that POJL’s responsiveness to customer needs is at the level that would be achieved if POJL did face competitive pressures.

One way to achieve this would be to consider the quality of service and level of customer engagements at ports that are similar to POJL, but face competitive pressures – such as regional UK airports and harbours and marinas on the South Coast of England and in Northern France. POJL would be happy to work with CICRA to gather evidence on the reporting and targeting of performance and quality of service at those ports, in order to identify any gaps or differences from POJL’s performance and suggest possible improvements.

### **Including Services where POJL is not dominant**

The consultation includes car parking and retail services in the list of services provided to passengers at both the airport and the harbour (including marina). CICRA did not find that POJL was dominant in the provision of either of these services, therefore the positioning for these services that “in a monopoly environment such as that in which POJL provides its services there is less constraint on prices and greater risk that the level of aspects [sic] quality of service are less responsive to customer needs, since customers and users have no option but to use their services” does not apply to these services - for which there are customer alternatives.

Whilst customer satisfaction and quality of service in these areas remains of importance to POJL, we believe that the scope of the consultation could have made the distinction in respect of these areas, and that competitive pressures rather than regulation should ensure that customers are properly served.

### **Factors outside POJL’s control**

There are many factors that influence customers and airport and harbour/marina users experience of the performance and quality of service that they receive when they use POJL’s facilities:

- Some factors are directly under POJL’s control – for example the availability and comfort of the seating in terminals for customers who are waiting to board an aircraft or vessel;
- Some are the responsibility of operators – for example the closing of gate times and the decision of whether or not to allow a passenger to travel;
- Some are the responsibility of passengers - for example arriving in good time with the correct travel documents; and
- Some are exogenously imposed through operational regulation or are due to external factors – for example airport security regulations or bad weather;

However, the vast majority of outputs – and particularly some of most importance to customers and users, are the joint outcome of actions from all three sources. For example delays and cancellations of flights or sailings out of Jersey, while a key performance issue for passengers, can be the result of impacts outside POJL’s control, including weather and knock on network / aircraft / vessel operational or technical incidents.

While it will be interesting to add to our understanding of what customers and travelling passengers feel is important to the service levels, it will be important to review where POJL has control of those services once this initial consultation’s results can be reviewed. Again, we would urge caution in

drawing any regulatory conclusions from this initial consultation without ensuring this important dimension is captured.

### Guaranteed Minimum Service Standards

The consultation asks whether there should be guaranteed minimum standards of service (Q7A, Q7H and Q4). This is a tricky aspect, and more difficult to reach a conclusion on without a thorough analysis of where POJL has control over those services, as opposed to the carriers or operators. Further, as most transportation service criteria stem from the Contract of Carriage principles established from centuries of deep-sea shipping, it can be difficult to translate areas of responsibility into meaningful minimum standards that exist in more modern industries.

In our view, the consultation would benefit from asking stakeholders for their views on the wider question of how performance might be targeted, rather than simply asking about guaranteed minimum standards of service. We believe that customers are likely to be as or more concerned about the average performance that they might expect to receive when they use our services or the likely range of likely outcomes, rather than the guaranteed minimum that only affects a very small proportion of customers. For example, the number of hours that the marina office is open per day and how this increases during the peak season as customer demand increases is likely to be more important to more marina users than the minimum number of hours that it is open on days when there are very few marina users present anyway.

This is an area that could benefit from further consultation, as we are uncertain if ‘minimum standards’ would yield improvements, as they may serve to incentivise performance towards the minimum standard. It is also likely that different customers may wish to have a different minimum standard, which is particularly true for the B2B customers who have different service ethos’s themselves. So adopting a blanket minimum standard may create a standard too high or too low for each customer.

We also feel that it could be better to ask customers how POJL’s performance should be monitored, rather than trying to develop a model of minimum standards. This would naturally link into remedies should performance levels fall below a desired threshold, or incentives should the performance exceed a target. A thorough understanding of the services within POJL’s control and tracking performance over time for those services may produce more useful data upon which to construct a performance measurement and monitoring mechanism. This is an area of further analysis that we can work on with CICRA, and again we would urge caution in reaching any regulatory conclusions based on this initial consultation alone.

### Regulatory Precedents

The CAA has recently published a consultation on the *Future of Service Quality Regulation for Heathrow Airport Ltd*<sup>3</sup>, which sets out their latest thinking on how regulation of the quality of airport operation services can be improved by strengthening the link with consumer preferences and priorities.

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<sup>3</sup> Future of service quality regulation for Heathrow Airport Limited: Consultation on the design principles for a more outcome-based regime, CAP 1476, December 2016  
<http://publicapps.caa.co.uk/docs/33/CAP%201476%20DEC16.pdf>

They have also published a research report on *Consumer attitudes to journey disruption*,<sup>4</sup> which sets out their findings on customers views of the trade-off between capacity, cost and service level. We are not saying that CICRA should necessarily follow all of the proposals made by the CAA, however we do think they should reference and discuss related work, this is particularly relevant to Q6A and Q6H where the consultation asks about other examples of good practice.

We can review these documents together with CICRA to determine if anything contained within them can be translated to POJL's Quality of Service.

### Customer and User Fora

CICRA suggests that it intends to establish appropriate fora with customers and users of POJL's operations, to use in addition to the responses to the consultation to develop its policy in this area.

Maximising the usefulness of such groups can be very resource intensive. From the start it would have to consider which customers are invited into these groups and ensure they are balanced across the range of customers within a segment. If it were to include travelling passengers, then of course views of both visiting passengers as well as Jersey residents would be important. Setting up an effective forum should also describe, in advance, important aspects we have already mentioned in this response, including:

- The relationship between quality of service and price of service
- POJL's existing performance measures
- What factors are under POJL control
- The practicalities of measuring aspects of service quality
- Appropriate precedents

CICRA would need to devote sufficient resources to the process to ensure that the outputs of the fora can be properly translated into well-informed policy proposals. We suggest that perhaps CICRA start with forum for one of POJL's three businesses (airport, harbour or marina) and move forward with that first, rather than trying to engage with customers and users for all three business sectors at the same time, as this could lead to suboptimal outcomes among some segments and lessons learned from one group could be brought into the next.

As POJL already has a number of engagement fora established, with further ones developing in various areas such as Master Plan investment groups, it may be more effective for CICRA to attend some of these groups instead of devoting resource to establishing new structures with the attendant cost and resource requirements.

We would also suggest that thought be given to the role of the Jersey Consumer Council and/or Trading Standards in this process. These groups already have the structure to engage Jersey residents and gather perception data, and in that way CICRA's resources could be focused on developing regulatory policy rather than data gathering.

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<sup>4</sup> Consumer attitudes to journey disruption, A qualitative research report, November 2016  
<https://publicapps.caa.co.uk/docs/33/CAP%201472%20NOV16.pdf>



## Conclusion

POJL appreciates that this is an initial consultation and hope it assists CICRA in developing a greater appreciation of the nature of POJL's business. We would have liked to been involved in the design of the consultation, as we believe it could have benefitted from some of our experience. Such areas include:

- Recognising and building on the existing work on performance measures, customer and travelling passenger feedback programmes, and quality programmes that POJL already has in place
- Identifying the elements of the passenger experience that are within the control of POJL
- Reviewing aspects which are imposed by the industry or regulatory compliance requirements
- Considering measures and processes undertaken by other air and sea ports to measure and report on service performance
- Allowing POJL to include some dimensions which would benefit our development, that may not be directly covered by this regulatory consultation

In order to establish a robust platform for regulatory policy, we suggest the following to be developed further following this initial consultation:

1. Jointly review the outcomes and feedback in some detail between CICRA and POJL
2. Understand the travelling passenger, both Jersey resident and visitor, as they relate to POJL's customers (the carriers)
3. Place the feedback into context around aspects such as service area, type of customer, frequency of use of the service, number of responses per service, the degree of control that POJL has over those services and whether CICRA believes POJL has Significant Market Power in the provision of those services
4. Review the data already captured through POJL's service quality feedback and other external sources, and compare the results of this initial consultation with those data sets
5. Review the prices for the services, conduct benchmarking, where possible, and solicit feedback from customers on the relative value POJL therefore provides for those services
6. Create a view of the passenger journey experience and identify the areas of responsibility for each of the steps
7. Consider appropriate service measures of performance in each service area, and track the data over time to determine what an appropriate service measure could be. We could also seek to benchmark data to help inform service standards for POJL
8. Develop a joint work plan which allows POJL and CICRA to be more efficient in gathering customer feedback data, which could include phasing POJL's different businesses and customers (e.g. separately marinas, airport and harbour), as well as leverage existing POJL groups or other entities in Jersey such as the Jersey Consumer Council and Trading Standards

We are ready to work with CICRA in the next phases of development. As mentioned throughout this response, we urge caution in developing regulatory policy solely from this initial consultation, as we are doubtful that it provided enough substance for consultees to make meaningful observations to inform regulatory policy. We do, however, firmly believe that by a unified approach we can achieve the desired outcome of understanding the value that POJL's customers place on aspects of quality and delivery of our services.

**Annex A - Ports of Jersey recent awards**

Year	Winner	Award	Category
2010	Jersey Boat Show	CIM Award	Best overall marketing campaign (awarded by independent panel)
2012	Jersey Airport	Jersey Customer Service Awards	Best Use of Social Media (awarded by independent panel)
2012	Jersey Airport	Jersey Customer Service Awards	Best Customer Innovation of the Year for car park "Rapide Pass" (awarded by independent panel)
2013	Jersey Coastguard	Jersey Customer Service Awards	Best Use of Social Media (awarded by independent panel)
2014	Jersey Airport	Saga Magazine Award Customer Service	Commendation (public response)
2014	Jersey Airport	Which Magazine	Recommended Provider (public vote / feedback)
2016	Ports of Jersey	IOD Director of the Year (Jersey)	Doug Bannister (decided by selection panel)
2016	Ports of Jersey	Aspiring Star Award	Callum Tisdale – Happy to Help Host, Jersey Airport (public vote)

## Annex B: Information about POJL's performance

There is already a significant amount of information about POJL's performance available to customers on our website, in our quarterly newsletter, on our Twitter feed and on our Facebook page. We have already provided this to CICRA, it includes:

### B1 Annual Jersey Marina Survey

This survey covers asks for feedback and comments on a wide range of aspects of the marina services that we provide. It has been carried out every year since 2014 and is aimed at owners with locally registered boats. In 2017, 355 surveys were completed and submitted (a 105% increase on 2016), the full report is published on our website<sup>5</sup> and notified to our customers via our newsletter, Twitter feed and Facebook page. It covers questions on customer satisfaction in areas of:

- **Cleanliness:** facilities, public areas/walkways, harbour – marinas and harbour - quays
- **Services provided:** trolley availability, recycling sites, parking, launderette, wi-fi access and access to holding pontoons
- **Marina maintenance:** lighting, plumbing, weeding, pontoons and facilities
- **Marina leisure services:** opening hours, staff helpfulness, telephone responses problem solving and website content and layout

Overall satisfaction levels on the four key areas the survey addressed are:

#### Cleanliness

Overall satisfaction: 84% (1309)

No opinion: 12% (178)

Overall dissatisfaction: 4% (70)

#### Marina Maintenance

Overall satisfaction: 86% (1117)

No opinion: 11% (139)

Overall dissatisfaction: 4% (49)

#### Services Provided

Overall satisfaction: 54% (692)

No opinion: 27% (347)

Overall dissatisfaction: 19% (250)

#### Marine Leisure Centre

Overall satisfaction: 76% (996)

No opinion: 20% (267)

Overall dissatisfaction: 4% (48)

POJL also takes account of the comments raised by customers and looks at ways of improving in some of the key areas that have been raised.

POJL also carries out weekly visitor pulse surveys during the summer season.

<sup>5</sup> <http://www.ports.je/SiteCollectionDocuments/Jersey%20Boat%20Owner%20Survey%20Results%202017.pdf>

### **B2 Quarterly Airport customer satisfaction survey**

We measure customer satisfaction with a wide range of airport services via our quarterly customer satisfaction survey, which was first launched in spring 2013<sup>6</sup>. The survey results allow us to evaluate the level of services and facilities that we and our business partners at Jersey Airport provide and where necessary develop appropriate programmes to enhance passengers' future journey experience with POJL.

The survey results are published on our website and notified to our customers via our newsletter, Facebook page and Twitter feed. It covers (results for April-June 2017 in brackets):

- Overall airport appearance (93%)
- Overall cleanliness (87%)
- Arrivals experience (93%)
- Sufficient seating (97%)
- Staff helpfulness (86%)
- Shopping facilities (85%)
- Eating & drinking (76%)
- Security experience (97%)
- Check-in experience (96%)

The results have improved significantly over recent years, from an average score of 76.75% (April-June 2015), to 79.25% (April – June 2016) to the most recent average score of 90%.

We also consider and respond to all customer comments and complaints, a number of which have led to changes in the way we operate the ports – for example providing a drinking fountain at the airport and providing travelling passengers with walking difficulties with walking sticks while their own pass through security scanning. Further, in response to six complaints about the poor condition of our baggage trolleys, we have invested in 250 new, lighter baggage trolleys at the Airport and Elizabeth Harbour.

### **B3 Ad hoc POJL consultations**

POJL also consults our customers about individual measures that might improve their customer experience. For example, in September 2016, we consulted customers about the possibility of introducing an ATM at the airport arrivals terminal for non-departing customers<sup>7</sup>. We were not able to source an external operator to supply this service due to the low expected usage, but following consultation, we decided that the provision of a cash facility in a public area of the terminal is important to our customers and so we have taken the decision to operate this service ourselves.

We have launched [ask@ports.je](mailto:ask@ports.je) for anyone to be able to ask questions of POJL, and all queries raised are responded to. We also use this for feedback on all external communication projects i.e. La Folie site and the Airport master Plan.

We conducted a survey of travelling passengers, customers, business partners and POJL employees on the Food & Beverage and retail provisions at the Airport in advance of going to tender for these services. The results of this survey directly fed into the design and evaluation of the tender criteria upon which the tenders were awarded.

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<sup>6</sup> The survey was not carried out between Oct 2015 and Mar 2016 due to a redesign.

<sup>7</sup> <http://www.jerseyairport.com/News/Pages/atmatjerseyairport.aspx>

## Annex C: Information about POJL's customer engagement

### C1 Airport Customer Engagement

We hold regular meeting with our four main airlines, Blue Islands, BA, Easyjet and Flybe's commercial department at head office level.

We hold regular meetings with both local and head office operational teams e.g.: request by two airlines' operational teams for us to add additional stop bars and increase "Ring of Red" at a cost to us £350k but no increase in cost to airlines.

We hold weekly meetings with locally based airline personnel, ground handlers, security providers and concessioners to discuss operational issues. e.g.: £65k investment in additional security screening equipment to reduce queuing lines at security during peak periods, thereby increasing dwell time in departures.

We hold an annual flights operations committee. Invites are sent to all airlines that feature Jersey in their network to discuss best practice, operational issues and future improvements.

The ATC have regular meetings with other ATC, e.g.: Swanwick, Brest, Rennes and inter Islands.

We operate a Hot line to ATC, where GA pilots can call free of charge for advice and route planning for their flights to Jersey.

Annual attendance at routes conference, up to twenty 1 to 1 meetings over a three day period with our airline network partners and other UK and Europe regional airports, e.g.: Gatwick, Southampton, Cardiff, Bristol, London City, Leeds, Manchester, Liverpool, Belfast etc.

We undertake annual benchmarking against other UK airport charges.

We operate on-going quarterly customer satisfaction surveys which provide quarterly and annual score comparisons with the results published on our Website. All individual comments received are responded to, including "You said we did":

- ☐ Eg: request for water fountain in departures actioned
- ☐ Request for walking sticks at security
- ☐ Improved signage
- ☐ Parking announcement to stop actioned
- ☐ "Happy to help hosts" numbers increase from 4 to 8 to improve availability

Ground handlers request for support at peak periods with Passengers with Reduced Mobility (PRMs) actioned, support given with additional Ports of Jersey welcome hosts to improve services offered to vulnerable passengers.

### C2 Marine Leisure Customer Engagement

Attendance by c. three senior members of Ports of Jersey staff at the annual AGM's of Jersey Yacht Clubs and boat owners associations, to answer questions and share any new proposals, following the years charges and activities.

Regular attendance at BOA's monthly committee meeting, to discuss any requests for improvements, maintenance issues and charges. For example, St Aubin's BOA requested support to find them a yacht club house near the harbour. We identified a porta cabin we no longer used, cleared it up and arranged planning approval and transported it to St Aubin's all free of charge.

We consulted with La Collette Marina berth holders with open meetings and presentations by the project team over the pre design, contractor, cleats, fenders, signings, and pontoon fabrication, many of their ideas and proposals were incorporated in to the final design. We also send out regular updates via our websites and on information boards with La Collette Marina.

We used the same process for the three other major marine leisure refurbishment projects: Gorey Pier, St Aubin's dredging and the refurbishment of Albert Quay holding pontoons replacement bridgehead and charter tender landing stage in St Helier.

We undertake annual benchmarking of marina charges with the south coast of the UK, Brittany and Normandy.

In 2012, we formed (MDG) Marine Development Group, which periodically throughout a year. It is chaired by Allan Smith (POJ board member) and has members of POJ operational, commercial and marketing teams in attendance. It has representatives of both Yacht Clubs, Marine Traders, the three main BOAs St Helier, Gorey, and St Aubin's marine leisure brokerage business and the youth sailing club.

We have consulted widely on our Outlying Harbour Crane Project to ensure this significant investment was required and it was commensurate with their usage. This consultation informed our project delivery and overall end product, and led to POJL providing training (at our cost) to ensure the cranes can be operated safely by our customers.

We run summer season visitor pulse surveys on a weekly basis.

We run an annual customer satisfaction survey for berth holders, we publish the results on our website and follow up with a newsletter on our website with our customers' viewpoints. We explain how we have taken the points on board or the reason we cannot take forward their proposals. For example, following a request for improved WIFI speed and coverage, in 2015 we invested 10K in a project to offer improved speed and coverage at no cost to our berth holders and visitors. We also now provide improved signage and holding pontoons at St Helier marina, on Albert pontoons, Elizabeth marina and La Collette marina.

On the request of our users, we have changed the parking on Albert Quay and repositioned the recycling and bin storage areas, offered new products in our hoisting and boat park operation.

### **C3 Commercial Port Customer Engagement**

We hold 1 to 1 meetings on a regular basis with our two ferry operators and two LOLO operators, both at a local and head office level as well as regular meeting with their customers including Logistics operators, hotel operators, Visit Jersey and Tour Operations.

We hold annual discussions with all of the above on charging structures and new products. In 2014 when we replaced one of our RORO linkspans, a series of both local and head office meetings were held between POJ and Condor to ensure we met both their current and future 30 years requirements.

## Quality of Service Consultation

July 2017

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In 2015 when we introduced new procedures for the management of Quay rentals and services of open meetings, we held discussions with all the port users to get their opinions and to address any concerns they may have had prior to introducing the new policy.

In 2016, it was recognised that substantial investment was required in facilities for the fishing industry we held discussions with representatives to consider infrastructure options and price implications arising therefrom.

In 2017, we are developing a crane strategy which requires the input from a wide range of stakeholders including the customers, the operators, and the maintenance provider both in respect of their own needs/concerns but also the wider requirements of the Island.