



Quality of Service Report 2021

July 2022

Contents

1. Summary
2. Introduction
3. Challenges in 2021
 - Covid
 - Volumes
 - Absence
 - Resource/Recruitment
 - Containers
4. Regulatory Performance
 - a. Local to Local
 - b. Inward Mail
 - c. Inter-Island
 - d. Outward mail
5. Operational complaints
6. Customer Survey
7. Improvements made in 2021
8. Improvements planned for 2022
9. Additional responsibilities for Covid
10. Christmas Promise

1. Summary

As part of our licence Jersey Post is required to report annually to the JCRA on its quality of service results. For 2020 and 2021 regulatory targets were suspended. Our measured results were:

YTD	JE-JE	UK-JE	JE-UK	GY-JE	JE-GY
J+1 (D+0)	94.00%	1.70%	70.60%	14%	55.00%

YTD	JE-JE	UK-JE	JE-UK	GY-JE	JE-GY
J+3 (D+2)	99.90%	78.80%	96.20%	89.90%	96.40%

Even though the regulatory targets were suspended, in the interests of transparency this non-confidential version has been prepared for publication. A fuller report has also been submitted to the JCRA.

2. Introduction

In March 2013 the JCRA¹ published a Direction to Jersey Post Limited regarding quality of service (CICRA 13/11). CICRA 13/11 sets out the “Measures of the Quality of Postal Services in Jersey” for 1st class from the UK, Special Delivery and “signed for” services as stated in paragraph 7.2 (“For these routes, JP will monitor the service quality of standard mail (1st class from the UK), Special Delivery and ‘Signed For’ Services”).

In July 2015 the JCRA issued a further Direction removing the next day quality of service target for UK to Jersey (CICRA 15/32) and the retention of the J+3 target.

Our Quality of Service (QoS) is measured independently by Research International who check the days taken to receive sample items of mail. The number of sample items and on-island panellists represent 0.03% of the total items processed. There are 17 active panellists on Jersey.

In March 2011 CICRA approved the move from a 6 day a week requirement to deliver to 5 days a week.

Going forward Jersey Post has committed to CICRA that quality of service reporting will be split in to two with the following milestones:

Stage 1: QoS report (excluding the customer survey results) - to be delivered to CICRA by 31 March of the following year;

Stage 2: QoS report updated to include the customer survey results to be delivered to CICRA no later than 30 April of the following year.

Jersey Post continue to review its processes and resourcing in response to quality of service and customer feedback.

There were 17 active panellists during the year. We have discussed with Research International the sourcing of additional panellists and the removal of Business Direct customers as this distorts the underlying quality of service. Each panellist can represent up to 7% of the result. The fewer panellists means that variations in performance can be more significant. On Jersey there are some 49k addresses and over 100k people. The number of panellists represents 0.03% of households and 0.01% of the population.

2021 continued to be impacted by the COVID pandemic and we agreed with JCRA that all Quality of Service measures would be suspended.

¹ Until 30 June 2020, the JCRA operated under a joint arrangement with the Guernsey Competition and Regulatory Authority (GCRA) as the Channel Islands Competition and Regulatory Authorities (CICRA). From 1 July, the JCRA operated as a standalone organisation in Jersey only.

3. Challenges

Like 2020, 2021 was a year of challenges, largely due to Covid 19. There were continuous changes to Government guidelines in response to rising numbers, staff shortages which impacted both ourselves and our suppliers, high absence levels and the continuation of high volumes of packets and parcels.

COVID

- To adhere to social distancing in the workplace we continued to work on a split shift basis. Prior to Covid 19 we operated a single delivery crew that left the building at 10:30 with all arrivals due to be delivered that day. In order to protect the workforce we introduced a split delivery operation comprised of two shifts working in sequence separated by a thirty minute gap. The consequence of this change is that not all arrivals can be processed in time for the first crew to take out that day. This shift pattern remained in place until September 2021.
- Prior to Covid the airmail landed at 06.00. Due to changes in airport opening hours during 2020 this time changed a few times over the year. Since October 2020 the arrival time has now remained at 07.00. This impacts the arrival time at Rue Des Pres not only by the plane landing 1 hour later but the travelling time between the airport and Rue Des Pres increasing due to traffic build up at this time.
- Our business partners were also dealing with the same challenges. For example, Ferryspeed's operation to transport trailers between the port and Rue des Pres was severely impacted by a reduction in working hours available due to staff shortages caused by Covid 19. This resulted in us on occasions having to wait 4 hours for Ferryspeed to have resource available to transport containers between the port and Rue Des Pres for processing.

VOLUMES

When Covid struck our parcel volumes increased significantly. The parcel volumes remained high with in 2021. The massive increase in parcels as well as an increase in the dimensions of parcels has caused additional challenges in how we process and deliver these items:

- Higher parcel volumes require more resource to process and deliver.
- Higher parcel volumes require additional vehicles and vehicle capacity.
- Processing and storage of parcels requires more space than letters. Higher parcel volumes and the increase in the size of each parcel puts additional strain on existing space at the RDP site. This in turn has an impact on processing efficiency.
- 80%+ of letters can be machine sorted at a rate of c30,000 per hour - therefore a drop in overall letter volumes has less impact to the under the roof processing operation than a growth in parcel volumes which require more manual sortation.

ABSENCE

2021 was also a challenging year in terms of absence and resource. Some of these challenges were:

- There were a high number of absences due to hospital appointments and/or operations which had been previously cancelled due to Covid and were then rescheduled.
- All hospital appointments required an additional 2 days absence due to the requirement for all hospital admissions to isolate 2 days prior to appointments.
- Although we had lower absences in 2021 compared to the previous year for Covid related reasons, when put together with other absence such as sickness and hospital appointments we still had significant issues with resource.
- The number of more common absences such as headaches, bugs and colds has increased.
- There were a high number of long-term absences in 2021.

With the challenges incurred by Covid continuing the personal impact on the staff needs to be stressed. Despite the recruitment drive we were still understaffed which resulted in the team continuing to work at peak volumes for 2 years.

Our resource planning includes an average sick absence of 4%.

RESOURCE/RECRUITMENT

Due to a high turnover of staff in 2021 and additional resource required for the growing volumes we had a recruitment drive to ensure all positions were filled. This also came with its own challenges:

- The calibre of candidates wasn't high enough to meet our standards
- A percentage of successful candidates left within a few months after deciding the job was more difficult than they thought
- The job market changed due to the effects of Covid. With more jobs available than people looking for work it has become a job seekers market
- We had 35 new recruits in 2021. This came with its own challenges as due to social distancing we were unable to train them as effectively as we would like resulting in them taking longer to get to the required level of efficiency.
- We had 46 leavers during 2021. Some of these were new recruits who found the job too difficult. Others were retirements and long term staff moving on to new challenges. The retirees and long term staff had a vast amount of delivery knowledge between them. Replacing somebody with extensive knowledge with a new recruit will also have an impact on the operation as new recruits take time to develop their knowledge.

CONTAINERS

Once again, we had an increase in the number of road containers received. This was due to a number of reasons including bad weather and mail arriving into EMA late. The main reason for the massive increase in containers was due to the increase in packets and parcels from online shopping. Items which are sent via container add to the delivery timeframe. We also saw an increase in the number of containers which were loose loaded. This also adds to our processing time.

4. Regulatory Performance

Local to Local

2021 was a disappointing year in terms of local to local performance which was again badly impacted by the challenges of operating during a pandemic. The continuation of split delivery shifts until September prevented us recovering any items missorted from shift 2 to shift 1 for same day delivery. Given the high levels of absence faced our contingency plans on individual days were sometimes to lapse the delivery of letters in favour of parcel and packet volumes. A different round was lapsed each day to ensure the letters were no more than a day late. As the table shows once we returned to one shift our performance improved and we have exceeded our Quality of Service measures for the last 2 months of 2021.

We did however achieve the J+3 Quality of Service measures for the year.

	J+1 (D+0)	J+3 (D+2)
2021	JE-UK	JE-UK
Jan	28.2%	86.3%
Feb	46.2%	92.3%
Mar	50.8%	93.3%
Apr	71.0%	98.40%
May	75.4%	99.3%
June	75.4%	92.2%
July	85.3%	99.3%
Aug	83.0%	97.0%
Sept	81.7%	97.7%
Oct	81.8%	98.0%
Nov	75.4%	97.9%
Target	82%	95%

YTD	JE-JE
J+1 (D+0)	94.0%

YTD	JE-JE
J+3 (D+2)	99.9%

Inward Mail

YTD	UK-JE
J+1 (D+0)	1.7%

YTD	UK-JE
J+3 (D+2)	78.8%

Inter-Island:

YTD	GY-JE
J+1 (D+0)	14.0%

YTD	GY-JE
J+3 (D+2)	89.0%

The scheduled route for inward mail from UK and Guernsey is via an aircraft from EMA. As noted earlier, the aircraft arrival time has remained at 07:00. As well as the later arrival of the aircraft, the volume of traffic arriving by sea has increased significantly and has adversely impacted on our service quality.

The 2020 figure shows all aircraft which hadn't landed at the pre covid time of 06:00 as a failure. This has not been shown as a failure in the 2021 data as the arrival time is now 07:00.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
2021 Network Failures	4	4	3	0	0	3	1	3	0	1	0	3	22
2020 Network Failures	1	4	8	19	19	22	23	20	22	22	21	21	202
2019 Network Failures	1	3	1	1	1	1	1	0	0	0	0	2	11
2018 Network Failures	5	5	13	4	3	3	1	3	3	0	19	0	59

Reason for failure	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Shut Out	1	1	2			1		3					8
Cancelled due to weather	3	2	1									1	6
Cancelled due to tech		1					1					2	2
Delayed						2				1			
Landed after 7.30													0
	4	4	3	0	0	3	1	3	0	1	0	3	22

5. Operational Complaints

Jersey Post publishes its General Terms and Conditions on its website.

<https://www.jerseypost.com/about-us/terms/> www.jerseypost.com/about-us/terms

Section 5 includes our Consumer Code.

In that Code we publish our guidelines for timeliness of dealing with queries and complaints. All operational complaints are reviewed and actions recorded in order to avoid repeat issues. We try to address any operational issues in a fair and consistent manner and discuss remedial actions or training issues with the individuals involved.

Complaints per 50k items

Mail Complaints per 50k items

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Average
2019	3.2	3.2	2.8	3.6	3.0	3.2	3.9	4.8	3.8	3.2	4.2	3.1	3.5
2020	4.1	3.6	3.1	2.8	2.9	3.7	2.9	4.3	4.1	4.7	5.0	3.4	3.8
2021	3.1	4.9	4.1	5.1	4.2	4.6	3.7	4.2	3.6	3.7	3.8	2.9	4.0

Parcel Complaints per 50k items

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Average
2019	90.8	86.3	79.4	75.4	64.5	52.6	77.8	66.0	47.3	48.3	56.7	31.0	61.5
2020	52.5	55.0	44.4	8.8	5.8	10.9	13.7	20.5	21.8	29.3	36.6	10.9	22.1
2021	21.8	21.7	22.7	28.1	29.0	26.4	30.0	24.2	25.4	34.8	32.6	34.4	27.3

Total Complaints per 50k items

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Average
2019	4.7	5.0	4.7	5.3	4.5	4.5	6.0	6.7	5.0	4.5	5.8	4.1	5.0
2020	5.9	5.8	5.1	3.2	3.2	4.5	4.1	6.2	5.6	7.2	7.8	4.2	5.3
2021	5.5	6.8	6.0	7.7	6.7	6.6	5.9	6.4	6.2	6.4	6.4	5.3	6.3

6. Customer Survey

Our customer survey is issued annually. This 2022 survey results remained largely consistent to previous years. The benchmarking questions continue to give a good overall gauge of customer satisfaction with both the postal delivery service and the post office network.

Overall, there is still huge support for Jersey Post and its workforce and the challenges that have been overcome, most notably the efforts that have been made since the pandemic in order to keep the island connected, and how this has had a fundamental impact on the shape of the business and its operations. The front-line postal workers continue to be highly valued by a wide-cross section of the community and remain an integral element of the organisation and the community as a whole.

Interestingly, in this year's free text responses, there was growing acknowledgement that the wider postal industry has had to change, and continues to do so at dramatic pace, with respondents recognising the issues this causes to services, staff and overall operations. There was high praise for adapting services to meet changing customer requirements through specific parcel services such as SecureDrop and 24/7 Parcel Collections.

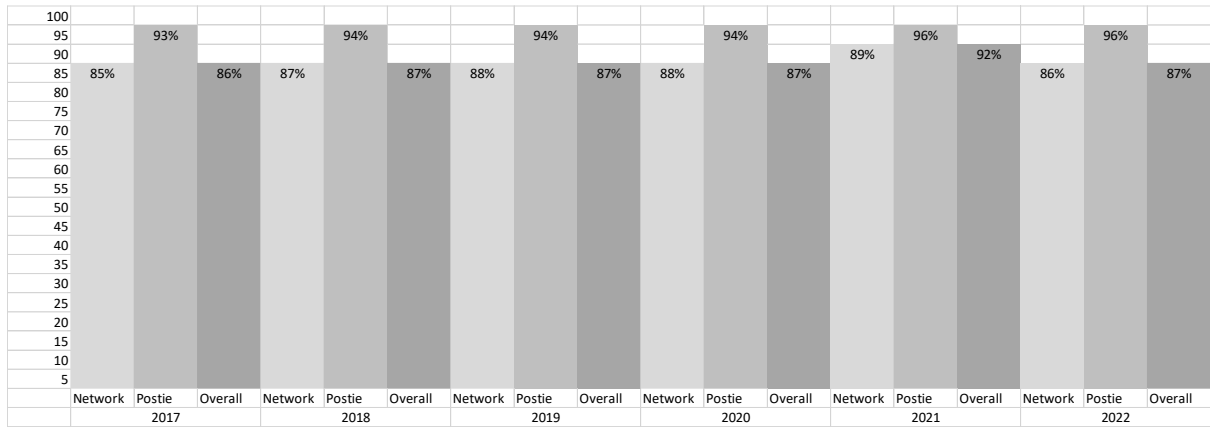
Some respondents wanted to see improvements made around delivery timeframes both on and off island, and to the changes to post box collection times. However, these were far outweighed by the considerable praise given for consistent hard work during challenging times.

Results:

How would you rate Jersey Post's post office network?	How would you rate the service provided by your postman/woman?	How would you rate Jersey Post's Delivery service overall?
2021 – 89%	2021 – 96%	2021 – 92%
2022 – 86%	2022 – 94%	2022 – 87%
The results above show the combined results for very good and good across all three questions.		

What is your priority for the island's postal service?	2021 results	2022 results
Early morning delivery	8%	8%
Keeping costs low	46%	46%
Consistency of delivery time	39%	40%
Other	7%	6%

The table below shows the consistency of the results for the past 5 years.



7.Improvements made in 2021

Our priority this year has been to build flexibility into our operation whilst delivering an efficient service to our customers. Flexibility will ensure we are equipped to manage any future increase in volumes and any further challenges we may face. Despite the challenges we have made progress in improving areas of our operation during 2021,

8.Improvements planned for 2022

We have a range of plans for 2022 to improve the efficiency and the flexibility of the operation,

9. Additional Responsibilities during Covid 19

As well as dealing with staff shortages and an increase in volumes Jersey Post also provided services to assist the Government of Jersey in dealing with the pandemic.

- Collection of prescriptions from all pharmacies and delivery to vulnerable islanders.
- Towards the end of the year we began the delivery of Lateral Flow Test kits to all islanders who had registered for home testing.

10. Christmas promise

Despite the tremendous efforts made by the team we unfortunately just missed out on achieving our Christmas promise in 2021 due to circumstances beyond our control. A cancelled flight from East Midlands due to plane tyres needing replacing on the 22nd December plus a cancelled flight due to fog in Jersey on 23rd December left us in an impossible position.

The mail from 22nd December was left on the plane for arrival on 23rd along with all special deliveries for 23rd December. When this second flight was cancelled the plane was held at East Midlands for departure on 24th Dec. A larger plane was used to accommodate as many of the special deliveries as possible with all mail unable to fit onto the plane being sent by sea. Unfortunately, this mail did not then arrive until after Christmas.