



Case P-006

Air and Sea Port Operations Quality of Service Framework Review

Draft Decision

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Jersey Competition Regulatory Authority
2nd Floor Salisbury House, 1-9 Union Street, St Helier, Jersey, JE2 3RF
Tel 01534 514990

Web: www.jcra.je

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1 Executive summary

- 1.1 This document is the Jersey Competition Regulatory Authority (the **JCRA**)’s non-statutory Draft Decision (**Draft Decision**) for its Quality of Service Framework Review. The proposed framework will apply to Ports of Jersey Limited (**Ports of Jersey**) and covers airport, harbour and marina operations. It will replace the current framework introduced in 2018 and, subject to consultation and the subsequent statutory process, is intended to come into effect during 2027.
- 1.2 Under the Air and Sea Ports (Incorporation) (Jersey) Law 2015 (the **Law**), the JCRA's primary duty is to protect and further the interests of users of port operations. Quality of service reporting forms an important part of the economic regulation of the ports sector by promoting transparency and accountability and providing insight into the performance of airport, harbour and marina operations.
- 1.3 The current framework has been in place for more than eight years and the JCRA considers it appropriate to review and update the framework. In developing the proposed framework, the JCRA has worked closely with, and been supported by, Ports of Jersey, while also considering developments in customer expectations, infrastructure investment, available performance information and recognised industry standards.
- 1.4 The proposed framework draws on three principles designed to ensure that quality of service reporting focuses on customer outcomes, provides a robust basis for assessing performance and supports transparency and continuous improvement. These principles are discussed in Chapter 3 and underpin the proposed framework.
- 1.5 Consistent with these principles, the proposed framework introduces an updated set of quality of service measures for airport, harbour and marina operations. The measures have been designed to provide more meaningful information on service performance and customer outcomes, while maintaining a proportionate reporting approach.
- 1.6 The key changes proposed in the framework are:
 - A greater emphasis on customer outcomes and the customer journey;
 - The retention of a proportionate set of operational measures to provide context for service performance;
 - The introduction of reported measures, targeted measures and future target measures;
 - The use of recognised industry standards and benchmarks, where appropriate; and
 - The continued quarterly reporting and publication of performance information to support transparency and continuous improvement.
- 1.7 Full details of the proposed measures, targets and reporting requirements are set out in the Annex to this Decision.
- 1.8 The JCRA is seeking responses to the questions set out at the end of this document by 6 November 2026. Responses received during the consultation period will inform the JCRA's Final Decision and the subsequent statutory process.

2 Background

- 2.1 This chapter provides an overview of the legal and policy framework, Ports of Jersey and the existing Quality of Service Framework. It also explains the reasons for the review, summarises the proposed changes to the framework and describes the consultation process.

Legal and policy framework

- 2.2 Air and sea port operations are regulated under the Law.¹ The Law requires a licence to carry out port operations and establishes the respective duties of the Minister and JCRA. In carrying out its functions, the JCRA's primary duty is to protect and further the interests of users of port operations and to ensure that services are provided efficiently and effectively.
- 2.3 Ports of Jersey is the holder of a Principal Port Operator Licence and is subject to licence conditions relating to the operation, management and development of port operations.²
- 2.4 Condition 15.1 of the Licence states:
- "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."*
- 2.5 The quality of service framework is one of the principal mechanisms through which the JCRA gives effect to Condition 15.1. In addition, Condition 5 of the Licence enables the JCRA to require the provision of operational and other information necessary to monitor compliance with the Licence and the Law, including information reported under the framework.
- 2.6 The JCRA's work is also informed by the Government of Jersey's Ports Policy Framework³, which states that:
- "Economic regulation should reflect international best practice, combining the use of quality of service and key performance measures with the implementation of price control measures."*
- 2.7 This is consistent with the JCRA's approach, which combines a price control for regulated services⁴ and the quality of service framework, which is the subject of this consultation.

Ports of Jersey

- 2.8 Ports of Jersey is the company established under Article 3 of the Law and is responsible for the ownership and operation of Jersey's airport, harbours and marinas.⁵ It is wholly owned by the States of Jersey. The Law defines the purpose of Ports of Jersey as providing, or

¹ [Air and Sea Ports \(Incorporation\) \(Jersey\) Law 2015](#)

² [Principal Port Operator's Licence](#)

³ [Ports Policy Framework](#)

⁴ The control was set through the Regulatory Review of Air and Sea Port Operations. See: [Regulatory Review of Air and Sea Port Operations | JCRA](#)

⁵ Further information on Ports of Jersey can be found on its website: [Ports of Jersey](#)

securing the provision of, safe, secure and efficient port operations, and requires the company to conduct its commercial activities in a manner that supports Jersey's sustainable economic growth over the medium to long term.

- 2.9 Ports of Jersey was incorporated in 2014.⁶ Its relationship with the Government is set out in a Memorandum of Understanding with the Minister for Treasury and Resources. In addition, Ports of Jersey is required to obtain Government approval for its Strategic Business Plans.
- 2.10 Ports of Jersey is also responsible for the discharge of certain public service obligations that fall outside the scope of port operations as defined in, and regulated under, the Licence. These obligations are separately specified and overseen by the relevant governmental stakeholders. They include the management of outlying harbours and other marine activities, the administration of the Channel Islands Air Traffic Control Area, and the coordination of maritime search and rescue within the Jersey Search and Rescue Region.
- 2.11 A high-level overview of operational statistics for Ports of Jersey between 2021 and 2025 is set out in Table 1 below, based on information published in Ports of Jersey's annual reports.

Table 1: Ports of Jersey operational statistics, 2021-2025

Measure	2021	2022	2023	2024	2025
Air passengers (number)	671,000	1,321,000	1,460,000	1,461,245	1,443,769
Sea passengers (number)	146,000	372,000	470,000	533,577	384,528
Freight and fuel imported (tonnes)	496,000	488,000	768,000	483,114	431,649

- 2.12 The table illustrates the scale and nature of Ports of Jersey's operations and provides context for the quality of service measures considered in this review.

The current framework

- 2.13 The current framework was introduced in 2018 and established a baseline set of performance indicators covering airport, harbour and marina operations following the incorporation of Ports of Jersey.⁷ It does not include specific performance targets.
- 2.14 Since the first reporting period commenced, Ports of Jersey has submitted quarterly reports to the JCRA, containing quantitative performance data supported by explanatory narrative. The JCRA reviews these reports to monitor performance trends and service outcomes before they are published on the websites of both the JCRA and Ports of Jersey.⁸

Review of the framework

- 2.15 The JCRA considers that the current framework has successfully fulfilled its original purpose of establishing a baseline of performance information. After more than eight years

⁶ Incorporation refers to the establishment of Ports of Jersey as a separately incorporated company, with responsibility for Jersey's airport and harbour operations transferred from the States of Jersey.

⁷ See: [Quality of Service: Final Notice](#)

⁸ For example, see the reports for 2026: [P-003- Ports of Jersey Quality of Service Reporting 2026 | JCRA](#)

of reporting, it is appropriate to review the framework to ensure that it remains relevant, proportionate and focused on the matters most important to users of port operations.

- 2.16 Customer expectations, industry practice and available sources of performance information have evolved since the current framework was introduced. In addition, significant investment is being undertaken in airport and harbour infrastructure. The JCRA considers that the framework should evolve to reflect these developments and maintain alignment with recognised standards and benchmarks.
- 2.17 The JCRA has worked closely with, and been supported by, Ports of Jersey throughout the review process, including in relation to existing measures, data availability and reporting arrangements. The review included consideration of developments in customer expectations, infrastructure investment, available performance information and recognised industry standards, including relevant approaches adopted in comparable jurisdictions.
- 2.18 The proposals seek to strengthen the customer focus of the quality of service framework while retaining a proportionate set of operational measures that provide important context for assessing performance and identifying trends over time. The review has also identified opportunities to simplify and modernise the framework through the retention, refinement, removal and introduction of measures where appropriate.
- 2.19 The principles underpinning the proposed framework are set out in Chapter 3, while the detailed measures, reporting requirements and proposed targets are contained in the Annex to this Draft Decision.

Consultation process

- 2.20 The JCRA's approach to consultations is set out in an Information Note published in July 2018.⁹
- 2.21 This Draft Decision forms part of the JCRA's non-statutory consultation process and stakeholders are invited to provide comments on the proposals set out in this document. Responses received during the consultation period will inform the JCRA's Final Decision.
- 2.22 As the imposition of quality of service requirements constitutes a specified regulatory function under the Law, the statutory process must then be followed. This process applies to Ports of Jersey and will involve the publication of an Initial Notice alongside the Final Decision. Following consideration of any representations made by Ports of Jersey in response to the Initial Notice, the JCRA will issue a Final Notice to implement the framework.

⁹ [Regulatory Consultation Process Information Note](#)

3 Quality of service framework principles

3.1 This chapter sets out the principles that underpin the JCRA's proposed quality of service framework. The framework has been developed in accordance with three principles:

- Customer outcomes;
- Performance measurement, targets and benchmarking; and
- Transparency and continuous improvement.

3.2 The principles are described below and stakeholders are invited to comment on the consultation questions set out in this chapter. The detailed quality of service measures that give effect to these principles are set out in the Annex.

Principle 1: Customer outcomes

3.3 The framework should assess the outcomes experienced by users of port operations and provide meaningful information on whether airport, harbour and marina services meet reasonable user expectations.

3.4 Since the current framework was introduced, there has been an increased focus on customer experience, both at Ports of Jersey and across the wider ports sector. The framework should therefore place greater emphasis on the end-to-end customer journey and the aspects of service delivery most directly experienced by users. These include, among others, queueing times, baggage performance and the handling of customer feedback and complaints.

3.5 Figure 1 illustrates the customer journeys and service outcomes reflected in the proposed framework.

Figure 1: Ports of Jersey customer needs overview

User group	Airport		Harbour	
	Depart	Arrive	Depart	Arrive
Operators	“Depart on time, with access to Industry standard facilities”	“Arrive on time, with access to Industry standard facilities”	On time load/unloading, with access to Industry standard facilities	
Connectivity			Connectivity	
Public	“Depart on time, with bags and easy journey”	“Arrive on time, with bags, with easy onward travel”	“Depart on time, with bags and easy journey”	“Arrive on time, with bags, with easy onward travel”
Leisure	“Industry standard facilities”		“Industry standard facilities”	
All	Service			

Source: Ports of Jersey, adapted by the JCRA for the purposes of this Draft Decision.

3.6 This principle has informed the measures proposed in the Annex. The revised framework places greater emphasis on customer-facing outcomes by introducing new measures and

refining existing measures to better reflect users' experiences. Examples include security queue times, baggage delivery performance, accessibility services and customer feedback. Operational measures remain important but are supplemented by measures that provide a more direct indication of service quality from a user's perspective.

Question 1. Do you agree that the proposed framework places an appropriate emphasis on customer outcomes and the customer journey?

Principle 2: Performance measurement, targets and benchmarking

- 3.7 The framework should provide a robust, proportionate and evidence-based assessment of performance. Measures should be relevant to users, capable of being collected and reported reliably, and designed to provide meaningful insight into the quality and effectiveness of port operations.
- 3.8 Measures should be informed by recognised industry standards and relevant benchmarks where appropriate. Existing measures have been retained where they continue to provide relevant information and remain consistent with established industry practice. Where appropriate, measures have been refined, replaced or introduced to improve relevance, comparability and the assessment of performance.
- 3.9 The proposed framework includes a combination of operational measures and quality of service measures. Operational measures provide context regarding demand, activity levels, connectivity and infrastructure availability, while quality of service measures focus on customer outcomes and user experiences. Together, they provide a balanced view of performance.
- 3.10 Performance should be assessed using a combination of absolute and proportional measures. Absolute measures indicate the scale of activity, such as passenger numbers, while proportional measures assess performance relative to that activity, such as the percentage of passengers passing through security within a target time.
- 3.11 The framework distinguishes between three categories of measure:
- Reported measures are used where the application of a target is not considered appropriate or necessary.
 - Targeted measures are used where Ports of Jersey exercises a material degree of influence over the outcome being measured and sufficient evidence is available to support target setting.
 - Future target measures apply where further performance information is required to establish an appropriate baseline before a target can be introduced.
- 3.12 For future target measures, while external benchmarks can provide useful reference points, the JCRA considers that targets should not be adopted without first understanding performance under the proposed methodology. Therefore the proposed framework introduces an initial reporting period to establish a Jersey-specific baseline. The JCRA proposes to review performance following this period to determine appropriate future

targets following engagement with Ports of Jersey, having regard to observed performance and relevant industry benchmarks.

- 3.13 The JCRA recognises that, in limited circumstances, performance against targets may need to be assessed having regard to exceptional events such as major infrastructure works or significant operational disruption. In such cases, performance information will continue to be reported to maintain transparency.

Question 2. Do you agree with the proposed approach to performance measurement, target setting and benchmarking? Please provide reasons for your response.

Principle 3: Transparency and continuous improvement

- 3.14 The framework should promote transparency and support the continuous improvement of airport, harbour and marina services. Quality of service reporting should provide users, stakeholders, Ports of Jersey and the JCRA with accessible and meaningful information on service performance and customer outcomes, enabling performance to be assessed over time and opportunities for improvement to be identified.
- 3.15 Transparent reporting enables users, stakeholders and the JCRA to assess whether services are being delivered in line with reasonable expectations and regulatory objectives. The publication of performance information helps identify areas of strong performance, highlights where improvement may be required and provides assurance that service quality is being actively monitored.
- 3.16 Reporting enables performance to be monitored over time, identifies trends and provides insight into whether services are being delivered in line with established standards and expectations. It also enables Ports of Jersey to provide context for reported performance, explain factors affecting outcomes and demonstrate the actions being taken to address identified issues and improve service delivery.
- 3.17 This principle has informed the structure of the proposed framework. The Annex sets out the measures, reporting requirements and, where appropriate, performance targets that support the monitoring of service performance. The framework also retains quarterly reporting and publication arrangements. The JCRA considers that this approach provides an appropriate level of transparency while supporting the continuous improvement of services and customer outcomes over time.

Question 3. Do you agree that the proposed reporting and publication requirements provide an appropriate level of transparency and support continuous improvement? Please provide reasons for your response.

4 Draft Decision

- 4.1 This chapter sets out the JCRA's Draft Decision on the proposed quality of service framework for Ports of Jersey.

Overall approach

- 4.2 The JCRA's Draft Decision is to replace the current framework introduced in 2018 with the proposed framework set out in the Annex.
- 4.3 The JCRA considers that the revised framework reflects the principles set out in Chapter 3 by:
- Placing greater emphasis on customer outcomes and the customer journey;
 - Retaining a proportionate set of operational measures to provide context for service performance;
 - Introducing reported measures, targeted measures and future target measures;
 - Drawing on recognised industry standards and benchmarks, where appropriate; and
 - Maintaining quarterly reporting and publication arrangements.
- 4.4 The proposed framework comprises measures relating to airport operations, harbour operations, marina services and customer feedback. It includes a combination of retained measures, refined measures and new measures.

Airport operations

- 4.5 The JCRA proposes a revised airport quality of service framework comprising a combination of customer outcome measures and operational measures.
- 4.6 The proposed framework retains measures relating to flight punctuality and cancellations, introduces refined/new measures relating to security queue times, baggage performance, assisted travel services and infrastructure availability, and expands the range of operational measures relating to passenger demand, connectivity and airport activity.
- 4.7 Several airport measures are proposed as future targets either because they are new or rely on revised definitions or new measurement approaches, and therefore require an initial reporting period to establish baseline performance.

Harbour operations

- 4.8 The JCRA proposes a revised harbour quality of service framework that continues to monitor the reliability and availability of ferry services while providing greater visibility of customer outcomes and operational performance.
- 4.9 The proposed framework retains measures relating to ferry punctuality and cancellations, introduces measures relating to moderate and material delays, and expands reporting on routes, passenger activity, ferry movements and infrastructure availability.
- 4.10 The proposed framework also introduces a future target relating to the availability of berth infrastructure when required.

Marina services

- 4.11 The JCRA proposes to retain reporting on marina berth waiting lists and introduce reporting and a target against the internationally recognised Gold Anchor accreditation scheme.

Customer feedback

- 4.12 The JCRA proposes an expanded customer feedback framework covering airport, harbour and marina services.
- 4.13 The proposed framework retains measures relating to complaint volumes and complaint resolution times and introduces additional reporting on customer compliments and emerging feedback themes. The JCRA considers that these measures provide a broader understanding of customer experience and service performance.

Reporting and publication

- 4.14 The JCRA proposes that quality of service information should continue to be reported quarterly and published by both Ports of Jersey and the JCRA.
- 4.15 Reports should continue to include explanatory narrative to provide context for reported performance, identify significant trends and explain actions taken to address service issues or improve performance.
- 4.16 The proposed framework includes reported measures, targeted measures and future target measures. Measures identified as future targets will initially be reported to establish a performance baseline before targets are developed, having regard to observed performance, the Jersey operating context and relevant industry benchmarks where appropriate.
- 4.17 Where exceptional circumstances, including major infrastructure projects or significant operational disruption, materially affect performance, the JCRA may determine that compliance with one or more targets should be temporarily suspended. The associated measures will continue to be reported for transparency and monitoring purposes.

5 Consultation and next steps

- 5.1 The JCRA invites written views and comments on the questions raised throughout this document and presented together below, to be submitted by 5pm on 6 November 2026. The JCRA encourages respondents to provide comments that are supported by evidence. Less weight may be given to submissions that cannot be supported by evidence.

Box 1: Consultation questions

Question 1. Do you agree that the proposed framework places an appropriate emphasis on customer outcomes and the customer journey?

Question 2. Do you agree with the proposed approach to performance measurement, target setting and benchmarking? Please provide reasons for your response.

Question 3. Do you agree that the proposed reporting and publication requirements provide an appropriate level of transparency and support continuous improvement? Please provide reasons for your response.

Question 4. Do you have any other comments on the proposed framework or the detailed measures set out in the Annex?

- 5.2 Responses can be submitted by email to info@jcra.je or alternatively in writing to:
- Jersey Competition Regulatory Authority
2nd Floor Salisbury House
1-9 Union Street
St Helier
Jersey
JE2 3RF
- 5.3 All responses should be clearly marked: 'Air and Sea Port Operations: Quality of Service Framework Review - Draft Decision'. The JCRA's normal practice is to publish responses to consultations on its website. Respondents should clearly identify any information they consider to be commercially confidential and provide a redacted version for publication.
- 5.4 Following the close of consultation, the JCRA will review all responses received and consider whether any changes should be made to the proposed framework. The JCRA's conclusions will be set out in a Final Decision.
- 5.5 As the imposition of quality of service requirements constitutes a specified regulatory function under the Law, the JCRA will then commence the statutory process through the publication of an Initial Notice. The Initial Notice will set out the direction that the JCRA proposes to issue to Ports of Jersey to implement the Final Decision. Following consideration of any representations made by Ports of Jersey, the JCRA will issue a Final Notice.

Annex: Proposed quality of service measures

This Annex sets out the proposed quality of service framework for Ports of Jersey. The framework comprises measures relating to airport operations, harbour operations, marina services and customer feedback. The measures have been developed in accordance with the framework principles set out in Chapter 3 and are intended to provide a combination of customer outcome measures and operational measures that support effective regulatory oversight.

The tables are organised by service area and customer journey. For airport and harbour operations, measures are grouped into Departures and Arrivals to reflect the different experiences of users at each stage of the journey. Marina and customer feedback measures are grouped according to the relevant service area.

The framework includes a combination of measures that are reported for transparency purposes, measures that are subject to a target, and measures that will initially be reported before a target is established. Where targets are not currently available, the JCRA proposes that performance data should be collected for an initial period before an appropriate target is developed and agreed. The framework distinguishes between customer outcome measures and contextual operational measures. Operational measures provide information on demand, activity levels, connectivity and infrastructure availability and support interpretation of quality of service outcomes.

The tables use the following abbreviations and descriptions:

Measure	The performance measure to be reported by Ports of Jersey.
Type	QoS = Quality of Service measure; OP = Operational measure.
Status	R = Reported measure; T = Targeted measure; FT = Future Target measure.
Target	The applicable performance target. Where no target currently applies, this is shown as N/A. Where a target will be developed following an initial reporting period, this is shown as TBD.
Definition	The methodology used to calculate and report the measure.
Change	Indicates whether the measure has been maintained, adjusted, refined or introduced as part of this review.
Basis	Explains the purpose of the measure within the framework and, where relevant, identifies the comparator, benchmark, policy reference or industry standard used to support its inclusion or target.

Airport measures

The proposed measures comprise a combination of Quality of Service (QoS) measures focused on customer outcomes and Operational (OP) measures that provide context regarding demand, activity levels, connectivity and service availability.

Departures

Measure	Type	Status	Target	Definition	Change	Basis
% of departure flights with on-time performance (OTP)	QoS	R	N/A	Number of commercial passenger flights departing within 15 minutes of scheduled departure time, excluding weather-related delays.	Maintained	Measures service reliability and customer journey outcomes.
% of departure flights cancelled	QoS	R	N/A	Number of scheduled departing commercial passenger flights cancelled, excluding cancellations due to weather, less than 24 hours before or after its scheduled departure time as a proportion of total scheduled departing commercial passenger flights.	Adjusted to align to industry standard	Measures service availability and reliability. Aligned with recognised definitions used by the Civil Aviation Authority.
Number of departure routes	OP	R	N/A	Number of commercial passenger destinations serviced by Jersey Airport within period.	New	Contextual measure of connectivity.
Number of departure movements	OP	R	N/A	Number of commercial passenger flight departures occurring from Jersey Airport within period.	New	Contextual measure of airport activity levels.
Number of departing passengers (PAX)	OP	R	N/A	Number of departing passengers on commercial passenger flights from Jersey Airport within period.	New	Contextual measure of passenger demand.
% of departing bags on flight	QoS	FT	TBD	Number of bags departing with passenger on commercial passenger flights as a proportion of total bags checked in on departing commercial passenger flights.	New	Customer outcome measure reflecting extent to which passengers travel with their checked baggage. Future target to be developed following an initial reporting period to establish a performance baseline and informed by relevant industry benchmarks.

% of departure flights impacted by unplanned runway availability	QoS	R	N/A	Number of departing commercial passenger flights impacted by an unplanned event, excluding weather, causing the runway to be closed for a period longer than 15 minutes, as a proportion of total scheduled departing commercial passenger flights.	New	Measures the extent to which unplanned runway closures disrupt departing passenger journeys.
Number of departure seats	OP	R	N/A	Number of seats available in the departure lounge.	New	Contextual measure of customer facilities.
Number of departure toilets	OP	R	N/A	Number of toilets available in the departure lounge.	New	Contextual measure of customer facilities.
Number of departing assisted travel passengers	OP	R	N/A	Number of departing passengers using Assisted Travel.	New	Contextual measure of demand for assisted travel.
% of passengers with security queue of 15 minutes or less	QoS	FT	TBD	Number of passengers queueing 15 minutes or less, measured as a proportion of total departing passengers.	Adjusted from airport open-time reporting to passenger-level reporting ¹⁰	Direct customer outcome measure reflecting the passenger experience of security screening. Future target to be developed following an initial reporting period to establish a performance baseline and informed by relevant industry benchmarks.
% of passengers with security queue longer than 30 minutes	QoS	FT	TBD	Number of passengers queueing longer than 30 minutes, measured as a proportion of total departing passengers.	As above	Complements the primary queue measure. Future target to be developed following an initial reporting period to establish a performance baseline and informed by relevant industry benchmarks.

¹⁰ The measure reflects the percentage of passengers rather than the percentage of airport open time. Queue length is measured from boarding pass presentation queue to security scanner roller bed.

Arrivals

Measure	Type	Status	Target	Definition	Change	Basis
% of arrival flights with on-time performance (OTP)	QoS	R	N/A	Number of commercial passenger flights arriving within 15 minutes of scheduled arrival time, as a proportion of total arriving commercial passenger flights.	Maintained	Measures service reliability and customer journey outcomes associated with arrival performance.
% of arrival flights cancelled	QoS	R	N/A	Number of scheduled arriving commercial passenger flights cancelled, excluding cancellations due to weather, less than 24 hours before or after its scheduled arrival time as a proportion of total scheduled arriving commercial passenger flights.	Adjusted	Measures service availability and reliability. Aligned with recognised definitions used by the Civil Aviation Authority.
Number of arrival routes	OP	R	N/A	Number of commercial passenger origin airports servicing Jersey Airport within period.	New	Contextual measure of connectivity.
Number of arrival movements	OP	R	N/A	Number of commercial passenger flight arrivals to Jersey Airport within period.	New	Contextual measure of airport activity levels.
Number of arriving passengers (PAX)	OP	R	N/A	Number of arriving passengers on commercial passenger flights to Jersey Airport within period.	New	Contextual measure of passenger demand.
Number of arriving assisted travel passengers	OP	R	N/A	Number of arriving passengers using Assisted Travel.	New	Contextual measure of demand for assisted travel.
% of arrival stand availability	QoS	FT	TBD	Number of occasions when stands are required and available to accommodate arriving commercial passenger flights, as a proportion of total arriving commercial passenger flights.	Adjusted to focus on availability where stands are required	Measures availability of infrastructure required to efficiently process arriving aircraft and passengers. Future target to be developed following an initial reporting period to establish a performance baseline and informed by observed performance and relevant industry benchmarks.

% of arrival flights impacted by unplanned runway availability	QoS	R	N/A	Number of arriving commercial passenger flights impacted by an unplanned event, excluding weather, causing the runway to be closed for a period longer than 15 minutes, as a proportion of total scheduled arriving commercial passenger flights.	New	Measures the extent to which unplanned runway closures disrupt arriving passenger journeys.
% of arrival flight FEGP availability	QoS	FT	TBD	Number of occasions when fixed electrical ground power units are required and available to accommodate an arriving commercial passenger flight, as a proportion of total arriving commercial passenger flights.	New	Measures availability of fixed electrical ground power where required and supports efficient aircraft turnaround and infrastructure performance. Future target to be developed following an initial reporting period to establish a performance baseline and informed by observed performance.
% of last bags delivered in 40 minutes or less	QoS	FT	TBD	Number of instances where the final commercial passenger bag is delivered to carousel in less than 40 minutes after arrival, as a proportion of total arriving commercial passenger flights.	Adjusted to align with industry practice ¹¹	Direct customer outcome measure reflecting baggage delivery performance and the efficiency of the arrival journey. Future target to be developed following an initial reporting period and informed by observed performance and relevant industry benchmarks.

¹¹ Measured from aircraft on-block time to delivery of the final bag to the baggage reclaim carousel.

Harbour measures

Scope: Ferry measures apply to passenger and freight ferry services normally using Elizabeth Terminal RoRo berths, including (at the time of writing) DFDS, Manche Iles Express, Islands Unlimited and Brittany Ferries.

Performance definitions: For ferry performance measures, on-time performance, moderate delay, material delay and cancellation event are defined in accordance with the ferry service performance categories used in the DFDS operating agreement.

Departures

Measure	Type	Status	Target	Definition	Change	Basis
% of ferry departures with OTP	QoS	R	N/A	Number of scheduled ferry departures leaving within the applicable on-time threshold, excluding weather-related delays, as a proportion of total scheduled ferry departures in scope.	Adjusted to align with DFDS performance categories	Measures service reliability and customer journey outcomes associated with ferry departure performance.
% of ferry departures subject to moderate delay	QoS	R	N/A	Number of scheduled ferry departures subject to a moderate delay, excluding weather-related delays, as a proportion of total scheduled ferry departures in scope.	New	Measures moderate service disruption and provides visibility of departure delays.
% of ferry departures subject to material delay	QoS	R	N/A	Number of scheduled ferry departures subject to a material delay, excluding weather-related delays, as a proportion of total scheduled ferry departures in scope.	New	Measures material service disruption and provides visibility of departure delays.
% of ferry departures subject to cancellation event	QoS	R	N/A	Number of scheduled ferry departures cancelled, excluding weather-related cancellations, as a proportion of total scheduled ferry departures in scope.	Adjusted to align with DFDS performance categories	Measures service availability and reliability.
Number of ferry departure routes	OP	R	N/A	Number of unique ferry port destinations served by scheduled ferry departures from Elizabeth Terminal within the reporting period.	New	Contextual measure of connectivity.
Number of ferry departure movements	OP	R	N/A	Number of scheduled and actual ferry departures from Elizabeth Terminal within the reporting period.	New	Contextual measure of ferry activity levels.

Number of departing ferry passengers (PAX)	OP	R	N/A	Number of passengers departing on in-scope ferry services from Elizabeth Terminal within the reporting period.	New	Contextual measure of passenger demand.
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Arrivals

Measure	Type	Status	Target	Definition	Change	Basis
% of ferry arrivals with OTP	QoS	R	N/A	Number of scheduled ferry arrivals arriving within the applicable on-time threshold, excluding weather-related delays, as a proportion of total scheduled ferry arrivals in scope.	Adjusted to align with DFDS performance categories	Measures service reliability and customer journey outcomes associated with ferry arrival performance.
% of ferry arrivals subject to moderate delay	QoS	R	N/A	Number of scheduled ferry arrivals subject to a moderate delay, excluding weather-related delays, as a proportion of total scheduled ferry arrivals in scope.	New	Measures moderate service disruption and provides visibility of arrival delays.
% of ferry arrivals subject to material delay	QoS	R	N/A	Number of scheduled ferry arrivals subject to a material delay, excluding weather-related delays, as a proportion of total scheduled ferry arrivals in scope.	New	Measures material service disruption and provides visibility of arrival delays.
% of ferry arrivals subject to cancellation event	QoS	R	N/A	Number of scheduled ferry arrivals cancelled, excluding weather-related cancellations, as a proportion of total scheduled ferry arrivals in scope.	Adjusted to align with DFDS performance categories	Measures service availability and reliability.
Number of arriving ferry routes	OP	R	N/A	Number of unique ferry origin ports served by scheduled ferry arrivals to Elizabeth Terminal within the reporting period.	New	Contextual measure of connectivity.
Number of arriving ferry movements	OP	R	N/A	Number of scheduled and actual ferry arrivals to Elizabeth Terminal within the reporting period.	New	Contextual measure of ferry activity levels.
Number of arriving ferry passengers (PAX)	OP	R	N/A	Number of passengers arriving on in-scope ferry services to Elizabeth Terminal within the reporting period.	New	Contextual measure of passenger demand.

% of RoRo berth availability when required	QoS	FT	TBD	Number of occasions when an Elizabeth Terminal RoRo berth or ramp is required and available for an in-scope arriving ferry, as a proportion of total in-scope ferry arrivals requiring a RoRo berth or ramp.	Refined to focus on availability where infrastructure is required	Measures availability of critical harbour infrastructure required to support ferry operations and reliable service delivery. Future target to be developed following an initial reporting period to establish a performance baseline and informed by observed performance and operational requirements.
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Marina Measures

Boat Owner Marina Berths

Measure	Type	Status	Target	Definition	Change	Basis
Marina berth waiting list	OP	R	N/A	Number of customers waiting for a marina berth (by size and location).	Maintained	Contextual measure of customer demand for marina berths.

Marina Quality

Measure	Type	Status	Target	Definition	Change	Basis
Gold Anchor	QoS	T	5 Gold Anchors	Status of Gold Anchor award.	New	Independent and internationally recognised assessment of marina quality, providing an external benchmark of service standards, customer facilities and marina performance.

Customer Feedback

Airport

Measure	Type	Status	Target	Definition	Change	Basis
Number of Airport complaints raised	QoS	R	N/A	Number of Airport customer complaints raised through Ports of Jersey recognised customer feedback channels during the reporting period.	Maintained	Measures customer dissatisfaction and identifies recurring service issues.
% of Airport complaints closed within policy timescale	QoS	T	75%	Number of Airport customer complaints closed within the applicable complaints policy timescale as a proportion of complaints closed during the reporting period.	Adjusted	Measures responsiveness to customer concerns and supports accountability.
Number of Airport compliments	QoS	R	N/A	Number of Airport customer compliments raised through recognised customer feedback channels during the reporting period.	New	Provides visibility of positive customer experiences and service performance.
Airport feedback themes	QoS	R	N/A	Summary of key themes identified from complaints, compliments and other customer feedback during the reporting period.	New	Identifies recurring issues, positive experiences and priorities for service improvement.

Harbour

Measure	Type	Status	Target	Definition	Change	Basis
Number of Harbour complaints raised	QoS	R	N/A	Number of Harbour customer complaints raised through Ports of Jersey recognised customer feedback channels during the reporting period.	Maintained	Measures customer dissatisfaction and identifies recurring service issues.
% of Harbour complaints closed within policy timescale	QoS	T	75%	Number of Harbour customer complaints closed within the applicable complaints policy timescale as a proportion of complaints closed during the reporting period.	Adjusted	Measures responsiveness to customer concerns and supports accountability.
Number of Harbour compliments	QoS	R	N/A	Number of Harbour customer compliments raised through recognised customer feedback channels during the reporting period.	New	Provides visibility of positive customer experiences and service performance.

Harbour feedback themes	QoS	R	N/A	Summary of key themes identified from complaints, compliments and other customer feedback during the reporting period.	New	Identifies recurring issues, positive experiences and priorities for service improvement.
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Marina

Measure	Type	Status	Target	Definition	Change	Basis
Number of Marina complaints raised	QoS	R	N/A	Number of Marina customer complaints raised through Ports of Jersey recognised customer feedback channels during the reporting period.	Maintained	Measures customer dissatisfaction and identifies recurring service issues.
% of Marina complaints closed within policy timescale	QoS	T	75%	Number of Marina customer complaints closed within the applicable complaints policy timescale as a proportion of complaints closed during the reporting period.	Adjusted	Measures responsiveness to customer concerns and supports accountability.
Number of Marina compliments	QoS	R	N/A	Number of Marina customer compliments raised through recognised customer feedback channels during the reporting period.	New	Provides visibility of positive customer experiences and service performance.
Marina feedback themes	QoS	R	N/A	Summary of key themes identified from complaints, compliments and other customer feedback during the reporting period.	New	Identifies recurring issues, positive experiences and priorities for service improvement.