



informed solutions

Jersey Markets Strategic Review

Main Study Report

August 2022



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Jersey Markets Strategic Review

1.0 Introduction

1.1 Introduction to The Retail Group

The Retail Group has been providing markets consultancy advice, including developing future strategies, improving current performance, developing new markets, identifying new market models, changing market management and trader operations; and even providing training and business support to market traders for over 25 years.

We have been at the forefront of evolving and changing markets in city and town centres across the British Isles. Through our work for the markets sector, and our ongoing place strategy work for towns and cities of all sizes, we are fully aware of the role that markets can play as part of the evolving nature of places.

Markets that we have helped to unlock their potential and future proof include Manchester Arndale Market, Oxford Covered Market, Newcastle Grainger Market, Liverpool St Johns, Nottingham Victoria Centre, Winchester City Centre, Spitalfields, Brick Lane, Portobello Vintage Market and Wembley, to name but a few.

In an era where the experience and appeal offered by a place is increasingly far more than the traditional retail mix of multiple chains and anchor stores, markets can provide variety, interest, change, business entrepreneurship, localised offers, entertainment, pop-up and meanwhile uses.

Furthermore, they can deliver a variety in quality, price and market positioning (both up and down) to broaden the appeal of a location. Regardless of scale, markets can add another visit driver, in an era where 'multi-purpose' and 'multi-appeal' locations will be successful and sustainable locations. Occasionally they can act as the conduit between daytime and evening economies and if curated well, can also anchor both.

In every instance a key driver for the future success and sustainability is that markets need to be aligned to the needs of the future customers of that particular centre or place.

Jersey Markets Strategic Review

2.0 Project Overview

2.1 Project Background and Brief

The following background points summarise the key factors driving the project, based on initial discussions with the Operations Director and Manager – Infrastructure, Housing and Environment, followed by further briefing on current requirements from the Sector Lead and Sector Officer - Department for the Economy, Retail and Visitor Economy Sector. We have also overlaid our own knowledge and experience of the markets gained during the draft Island Retail Strategy we developed in 2019, which identified that Jersey's two existing markets (Central and Beresford Street / Fish Market) were underperforming in their roles as potential key anchors for St Helier and the Island itself:

- The Government is seeking independent professional advice on the options for the best way to grow the markets (short and long term), secure their future and improve their performance and role for the Island.
- The last strategy commissioned by the Government is now 12 years old!
- The markets have very little external physical impact and presence, and are easily missed from the core shopping routes within the town centre. They need to improve their role as part of the wider offer.
- The markets feel dated, look dated and offer a consumer experience that is far behind many of the UK's leading in town indoor markets (and out of sync with much of St Helier Town Centre). The heritage strengths need to be retained.
- The markets are currently operated under the stewardship of the Sports Department on behalf of Jersey Property Holdings, who have made a number of operational improvements and are keen to see the markets evolve further. The Department for the Economy now wishes to develop a clear growth strategy, based on detailed externally produced research and identified options.
- Existing leases within the market run out at the end of 2022, and the Government must have in place new content for standard leases as well as other possible tenancy options identified.
- Primarily however, the markets need an overarching future vision and strategy, including a stated vision of the optimum markets offer (to satisfy consumer demand) as well as growth and improvement options for the Department for the Economy to use as the basis for an agreed strategy.

Jersey Markets Strategic Review

2.0 Project Overview cont'd.

2.2 Project Constraints

The Department for the Economy have identified the following parameters to be included within the study:

1. The Jersey Markets includes the full extent of the Central and Beresford Street Markets and any options will incorporate proposals that include both sites.
2. Options secure the long term commercial viability of the Markets estate.
3. The Markets have a positive impact on St Helier town centre footfall and vibrancy over the longer term.
4. The Markets estate remain in public ownership, though there may be scope for flexibility regarding how the operation of the markets estate is best executed.
5. Retail is to remain a core function of both Markets, though it need not be the exclusive use (i.e. hospitality, entertainment and community uses may be proposed in a manner that complements the core retail offer.
6. Options should not be dependent on compromising the historic fabric of the Market buildings.
7. Food and other classes of retail activity may be proposed. While there may be a case for restricting retail activity to food and drink only, there is no requirement to constrain retail activity to these goods only.
8. Any proposals must include provision for a proportionate percentage of total Market floorspace to operate as a small retail business incubator function with provision for affordable retail space to be rented on short term leases and with business mentoring support to be provided by Jersey Business.
9. Existing Market tenants must be consulted as part of the review and given reasonable opportunities to provide feedback.
10. Any options must have regard to existing relevant Government policies (e.g. Carbon Neutral Strategy, Rural Economy Strategy, Sustainable Transport Policy, Bridging Island Plan).
11. In setting out options for the future of the Markets, recommendations regarding the construction of trader leases to facilitate certain options will be welcome. There is nevertheless no expectation that the consultant will design and recommend a specific template lease for potential deployment.
12. The Delivery Statement should include or reference the physical premises of both the Central and Fish Markets and recognise that any strategic growth or commercial performance must have its primary rationale the preservation and celebration of the locations.
13. Options to indicate 'low, medium, high' cost indicator rating.

Jersey Markets Strategic Review

2.0 Project Overview cont'd.

2.3 Project Approach and Methodology

The key workstreams completed as part of the study are summarised below:

- 1. Immersion** – project stage briefing. Included information collation, stakeholder contacts and contact protocols, stakeholder survey and business survey methodologies, timetable and sequence.
- 2. Retail Reviews** – Objective in person reviews, proforma based looking at offer, mix, standards, layout, external impact, marketing and promotions, integration with surrounding offer etc.
- 3. Business Engagement Surveys** – Traders in both markets as well as adjacent retailers – objective, independent, confidential, high response rate.
- 4. Stakeholder Engagement Surveys** – Individual contact via personal email and online, targeting stakeholders as supplied by client project team.
- 5. Future Growth and Policy Context** – Physical changes to local hinterland around the markets, including new developments as well as overarching Government Strategies and Policies.
- 6. Trends and Benchmark Markets Review** – Review of emerging trends affecting how consumers shop at and use markets, as well as review of leading benchmark of existing and new markets elsewhere in the British Isles.
- 7. Conclusions** – Identification of study conclusions, based on analysis of each research area.
- 8. Recommended Future Strategy** – Recommended future vision and strategy for both markets to ensure their future sustainability, by ensuring their offers are closely aligned to the needs of the various future customers in St Helier.

Retail Review

Jersey Markets Strategic Review

3.0 Retail Review

3.1 Introduction

A review of both Jersey Markets and surrounding area has been undertaken from the perspective of the consumer.

Both markets are well located within the St Helier's Town Centre area as highlighted on the plan opposite, taken from the recent Bridging Island Plan 2022.

The aim of this review is to assess the offer and the experience in regard to visibility, impact, ease of access, layout, retail delivery standards, ease of shopping, facilities, customer service, retail theatre, width and depth of choice available.

It also helps to put the market's offer in context, relative to the rest of the evolving offer in St Helier.

Maximising the appeal, relevance and experience of the markets is fundamental to their future success and sustainability and will be a key foundation stone of the Future Strategy.



Fig E2 St Helier Town Centre, extracted from Bridging Island Plan 2022

Jersey Markets Strategic Review

3.0 Retail Review cont'd.

3.2 Central Market

Location

The market is well located in the heart of St Helier Town Centre, approximately 150m north of the junction of King Street and Queen Street. It is surrounded by a combination of comparison goods retailers, food & beverage operators (many trading into the evening) and service providers (mainly retail as opposed to financial).

The market occupies a strong location within the context of St Helier Town Centre.

External Impact and Visibility

The Central Market has very limited external impact from the main shopping streets (King Street and Queen Street), i.e. busy nearby footfall routes, due to a combination of ineffective signage and lack of recognisable signage or branding. Having said that, the market has poor impact immediately outside the entrances, due to poor 'welcome to ...' signage and made further worse by parked cars and vans blocking sightlines into it.

Currently none of the entrances of the four external fascias are strong.

There is a distinct lack of branding and signage visible at market entrances.

Similarly, there is no announcement of what is available within the market to remind regular customers of what is there and encourage new visitors to give them confidence to enter it.



Minimal external impact



Lack of pedestrian priority



Limited external visibility



Vans blocking entrances



Unclear / low key entrances



Poor air quality outside market

Jersey Markets Strategic Review

3.0 Retail Review cont'd.

3.2 Central Market

Further Images of Central Market Showing Lack of External Impact & Visibility of Offer



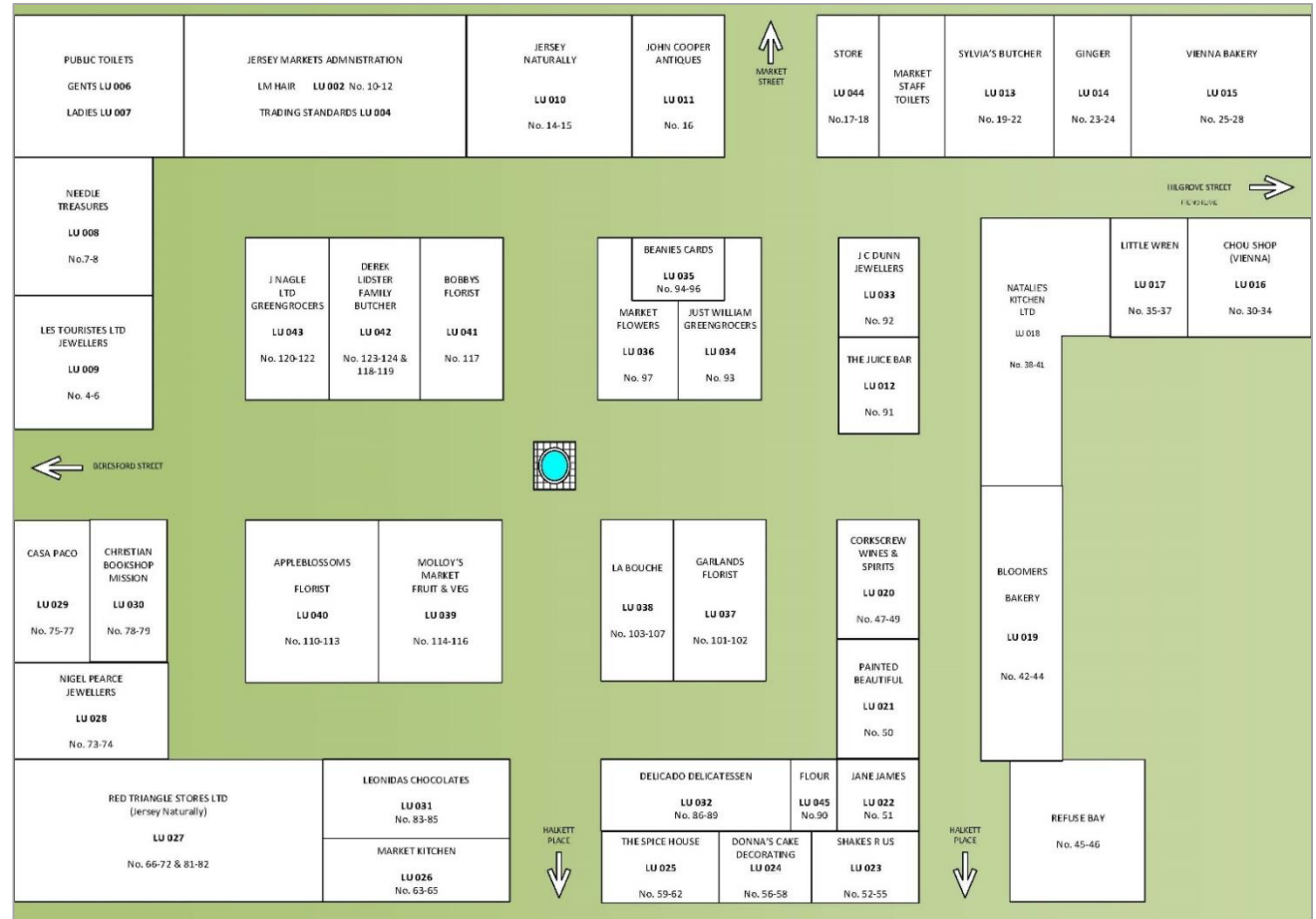
Jersey Markets Strategic Review

3.0 Retail Review cont'd.

3.2 Central Market

Layout Plan

This plan shows the latest layout of the market (although we do highlight that it was created in 2019 and is therefore considerably out of date).



Layout of Central Market, from 2019 plan

Jersey Markets Strategic Review

3.0 Retail Review cont'd.

3.2 Central Market

Internal Layout

In the centre the market is light, bright and open. Once in the central atrium it is easy to see much of the market offer and stalls. Having said that, many of the peripheral alleys are dark and have limited sightlines. Indeed its difficult to see the whole offer from most locations in the market. Its also difficult to see from one side of market to other. The market is not zoned in any way in order to make it easy for consumer to visit and shop the whole offer. The lack of information and directional signage further impacts on layout / ease of use.

The fountain (which we understand is technically operational but not actually in operation) takes up valuable space in the middle of the market, and as a result there is no heart to the offer, and no event or entertainment space.

Mix and Offer

The market has a great choice of comparison goods, grocery / food staples and food & beverage operators. Although very little in the way of service businesses, which are a key growth area for other markets around the country. Stalls are a mixture of walk in kiosks, serve over hatches and self select tables / fixturing. Whilst some are well presented and a couple are exemplary in terms of external shop fit and appeal, too many are dated and distinctly average, including many of the longer term traders.

Most use their stall / kiosk as main place of business, some appear to be using valuable market space for wholesale purposes and some even as a manufacturing facility. Whilst some retail theatre is good, locking out key trading space for potential new traders isn't.



Fish fountain with no fish or fountain!



Cluttered and dark alleys



Attractive window display



Well maintained external fascia



Lack of welcome



Dated fascia

Jersey Markets Strategic Review

3.0 Retail Review cont'd.

3.2 Central Market

Retail Standards & Facilities

Although some units look contemporary / exciting in terms of window and product displays, most don't. Standards of retail delivery are below par. Indeed overall we comment that the atmosphere is flat and there is little theatre, both individually and collectively. Customer service is typically passive and reactive. The internal shop fits of most businesses feels basic and / or historic and below the standard it needs to be for the collective appeal of the markets to stand out. There is a lack of shared seating available for customers. This is compounded by insufficient dedicated seating available internally and externally as part of the F&B units. The practice of storing stock in alleyways or on roofs is unprofessional and would appear to be a fire risk. External merchandising should be vibrant and well presented, or it can appear as 'clutter' / untidy.

Opening Hours

There is a significant disconnect between the hours that the market trades and the hours that St Helier is busy. The market is open early in the morning when much of St Helier is quiet, yet is closed in late afternoon when the town centre is busy. The market is closed on Sundays when the town centre is relatively busy with tourists, particularly during the tourist season (although we accept this is suppressed currently in the immediate aftermath of the Pandemic). The market is closed on Thursday afternoons which makes little sense given that this is one of the busiest days of the week in St Helier!

A further key issue is that many businesses open and close seemingly when they wish. Business trading hours are very inconsistent.



Cluttered alleys



Well maintained shop front



Customers like external seating



Vibrant external merchandising



Customer friendly external seating



Effective and attractive signage

Jersey Markets Strategic Review

3.0 Retail Review cont'd.

3.3 Fish Market

Location

The Fish Market is located one block further to the north of the Central Market and is contained within the core town centre area. Footfall levels are still high on Beresford Street, and to a lesser extent Bath Place and Halkett Place nearby.

External Impact and Visibility

The Fish Market has even less impact than the Central Market!

External signage at both entrances is very ineffective, the entrances to the market at both entrances are very low key, simply too small, and external sightlines into the market are poor due to the narrow entrances and lack of visible trading activity.

As an observation at this stage, the Cattle Street Car Park currently does not provide any major benefit to the Fish Market other than some income. This would appear to be a missed opportunity for event markets or a nighttime food market, or as a further facility to support the markets offer.

In Oxford Covered Market they are currently planning to convert the high profile and very visible service yard into a stronger entrance for the market as well as to create additional trading space. Similarly in Borough Market they have recently converted the old service yard into a street food zone, with small food kiosks, event space and shared seating. Prior to the works commencing, they used the space to host street food vans and vehicles.



Poor external impact



Not pedestrian friendly externally



Limited internal visibility



Dominated by vehicles externally



Light and bright internally



Misleading / confusing signage

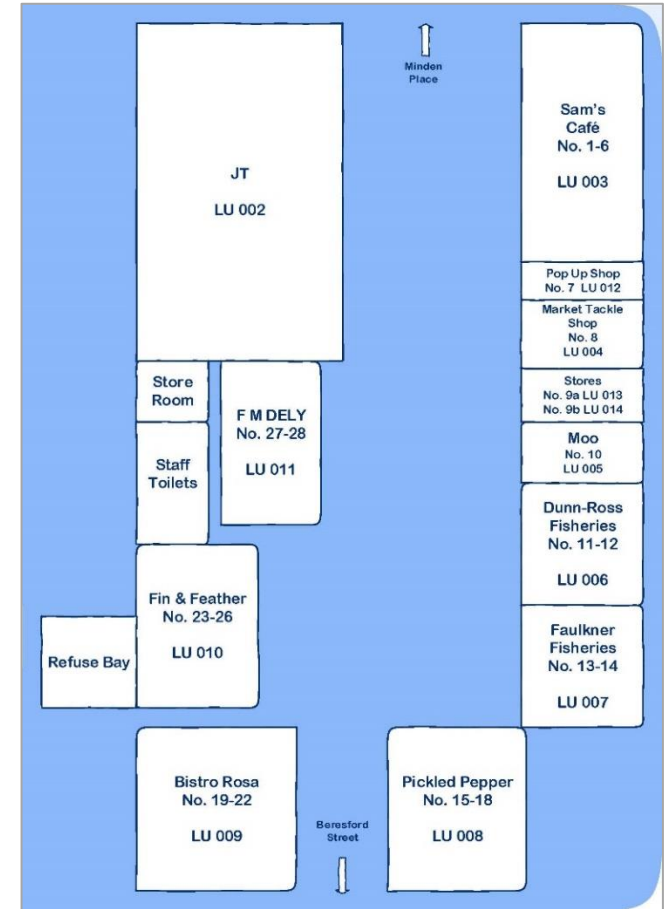
Jersey Markets Strategic Review

3.0 Retail Review cont'd.

3.3 Fish Market

Layout Plan

This plan shows the latest layout of the market (and we again highlight that it is from 2019 and is outdated).



Layout of Fish Market, from 2019 plan

Jersey Markets Strategic Review

3.0 Retail Review cont'd.

3.3 Fish Market

Internal offer

Two excellent fishmongers and a Portuguese fish restaurant anchor the offer. Together with a further large café / catering / food & beverage businesses, these offers dominate the Fish Market.

The canopies over the seating as well as 'Heath Robinson' style covered kitchen area within the café restaurant at Minden Place entrance set a poor tone and expectation for the initial sense of arrival to the market from the north.

The floor is in very poor condition, pretty much throughout.

The sense of arrival from Beresford Street is also poor, with varied trading hours for the first two units. The new pop ups add variety but do not complement the historic mix and usage of the building.

Despite 'closing' at 5.30, many of the units close before 16.00, yet the restaurants at each end stay open until late in the evening.

3.4 Markets in Context / Observation

Despite the recent Covid impacted trading environment, it is evident that St Helier continues to improve its retail offer, with visible investment by large stores, new openings and new arrivals in many sectors.

In contrast, the markets have suffered through lack of investment, both by the landlord, as well as some traders. They now appear to be left behind by the improving standards and experiences available elsewhere in St Helier.



Poorly designed external fascia



Underused central atrium



Pop up shops don't reflect heritage



Bright alley



Floor in urgent need of refurb.



Underwhelming external impact

Survey of Traders & Local Businesses

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.1 Introduction

A bespoke questionnaire was developed for the project for businesses in the two markets to complete, as well as other businesses trading on adjoining streets. Questions in the survey were designed to capture the information needed to achieve the brief, based on previous tried and tested questionnaires we have developed for similar projects. This is attached as Appendix I.

41 surveys were handed directly to the markets businesses on 13 & 14 March.

29 completed surveys were picked up directly by our researchers from the traders. A further 7 were either returned direct to us or via the markets manager, giving an excellent 36 completed surveys on which to base the analysis, giving a response rate of 88%.

This is an excellent response, producing a comprehensive dataset of respondents for robust analysis and interpretation, on which the graphs in this section are drawn.

Respondents were assured of individual confidentiality.

In addition, a further 25 surveys were handed out to businesses trading in the streets around the markets, and 15 completed surveys were picked up.

Where there are significant differences in their responses to the market traders, these are highlighted where appropriate.



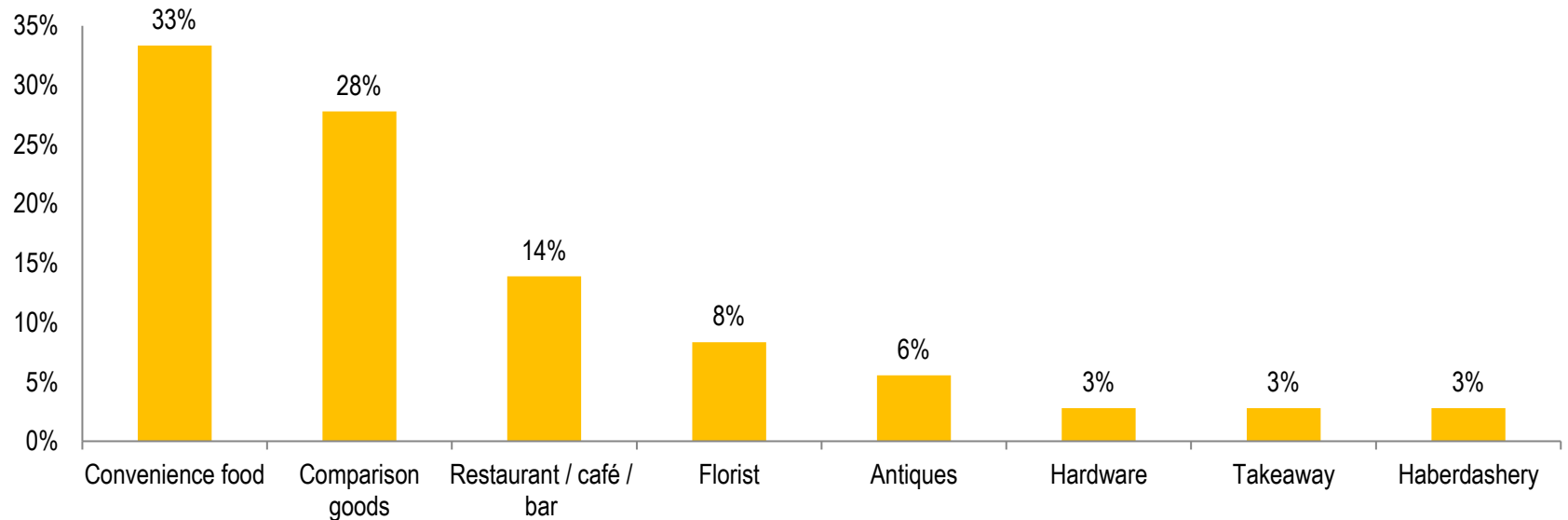
View of Central Market Fountain and atrium

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.2 Type of Business

“What type of business do you operate?”



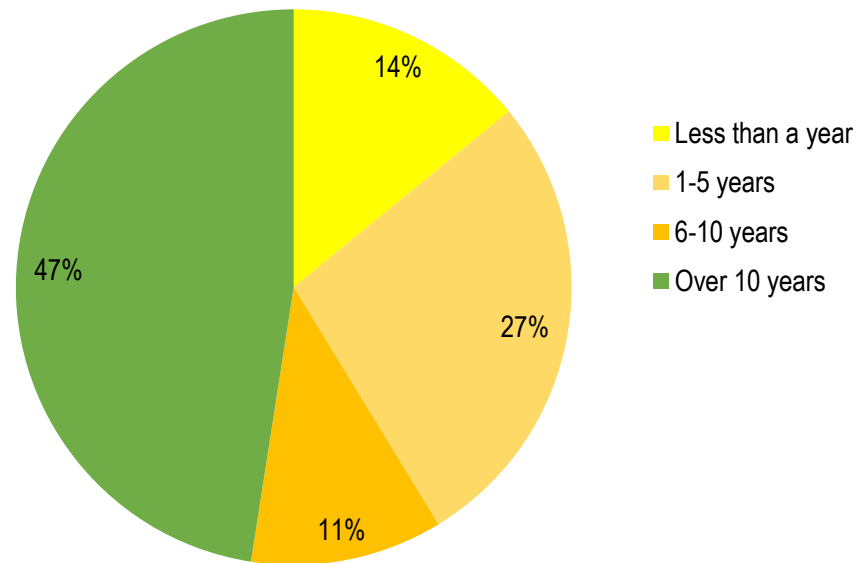
As can be seen, the survey responses reflect the mix of the markets, with a good mix of convenience and comparison goods businesses, and a few food & beverage businesses. Beyond these three categories the choice is somewhat limited. Adjacent retailers are comparison and catering focussed.

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.3 Type of Business

“How long have you traded in the markets?”



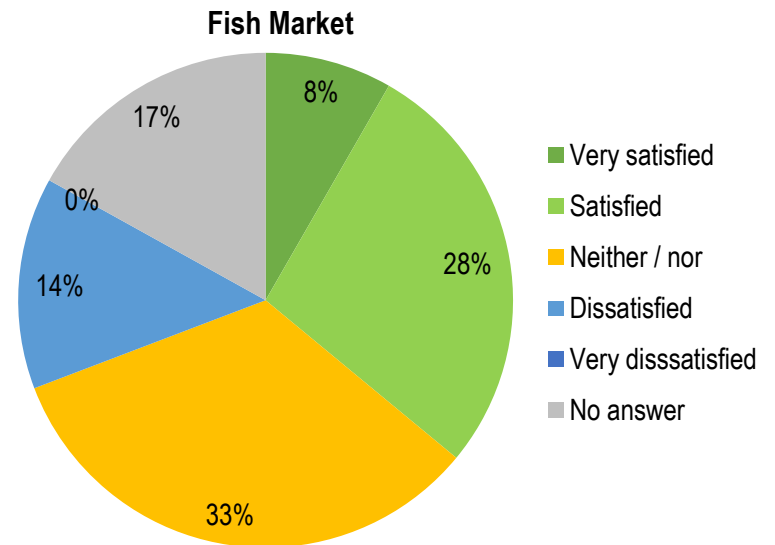
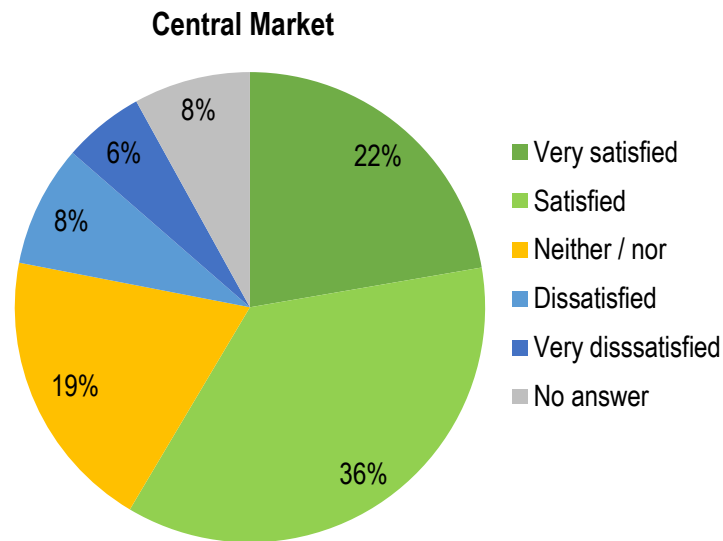
Approximately half of businesses have traded in the markets for over 10 years, a quarter between 1 and 5 years and approx. 1/7 less than one year. The newer businesses are typically the 'pop-up / temporary' businesses. Nearby businesses are dominated by 1-5 years. The area is improving (more new specialist traders / active promoters / more food & beverage) which is further highlighting the stagnating markets.

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.4 Satisfaction Ratings

“How satisfied are you with the current offer and experience provided by ...”



Traders were generally much more positive about the offer and experience provided by the Central Market, with nearly three fifths satisfied and a further fifth ambivalent. Only a third were positive about the Fish Market.

Very few are stating dissatisfaction for either market.

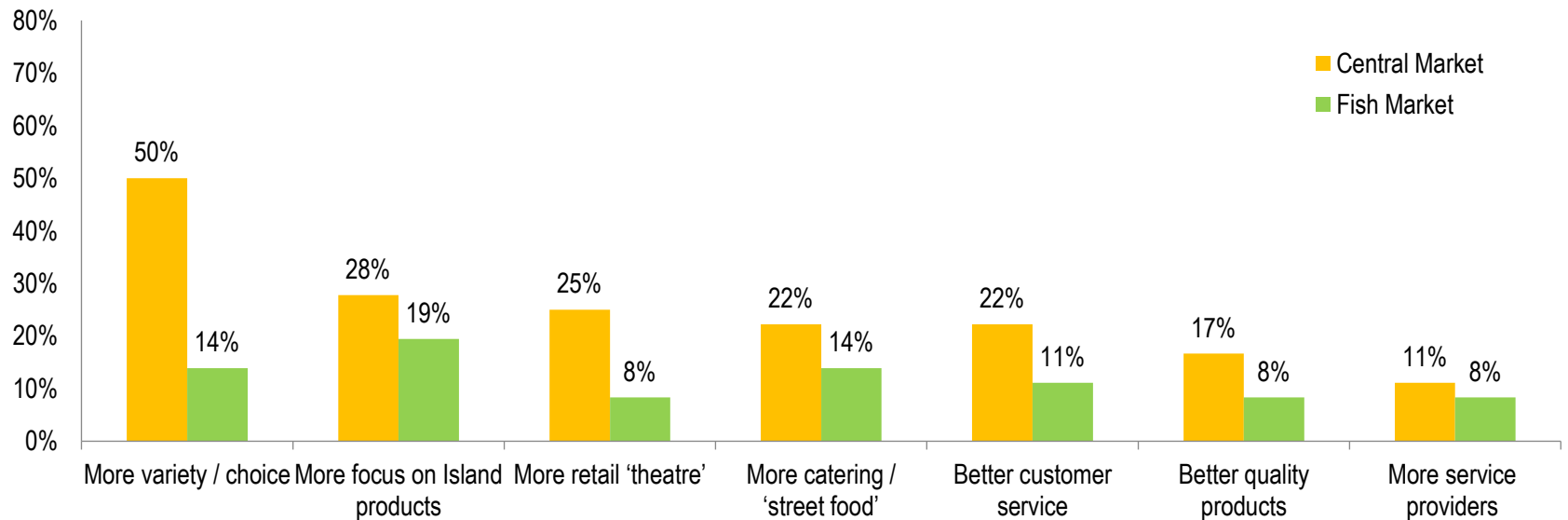
Adjoining businesses are satisfied with Central Market (no dissatisfied) and similar to traders for the Fish Market.

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.5 Mix and Offer

“How would you like to see the mix and offer of the markets improved?”



Traders would like much more choice in the Central Market, including more focus on Island products, more theatre, more catering and better customer service. Similar responses were highlighted for the Fish Market, albeit at lower levels.

Despite relatively strong satisfaction, traders do believe the offer can be improved. Response was similar for nearby businesses.

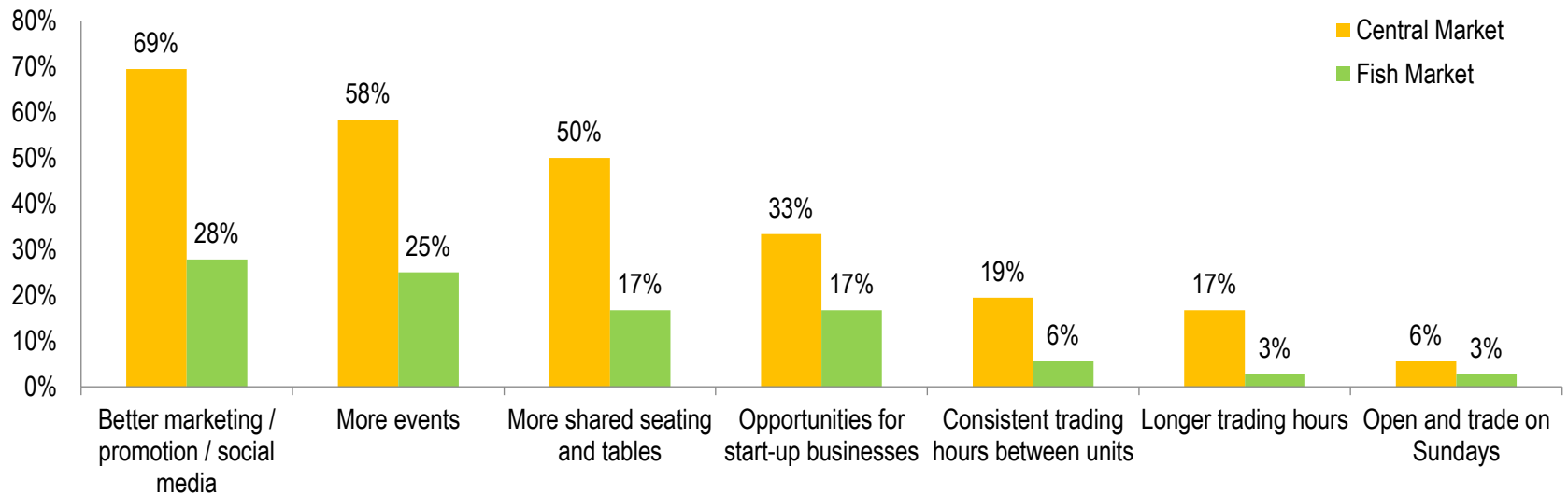
Typically it was the newer traders that wanted more change, especially in terms of more theatre, catering / street food and better customer service.

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.6 Operations Improvements

“How would you like to see the current operations of the markets improved?”



This question raised strong responses. According to traders, much better marketing is needed, more events, more shared seating, more new ‘start-up’ businesses and more consistent opening hours. For both markets! Promotions, marketing and events are means to attract customers and footfall. There appears to be little appetite from traders for Sunday trading. Local businesses favoured more shared seating and start up support / opportunities. The view of traders seems to be that the Markets Management is primarily responsible for driving footfall. Clearly they also need to play their part.

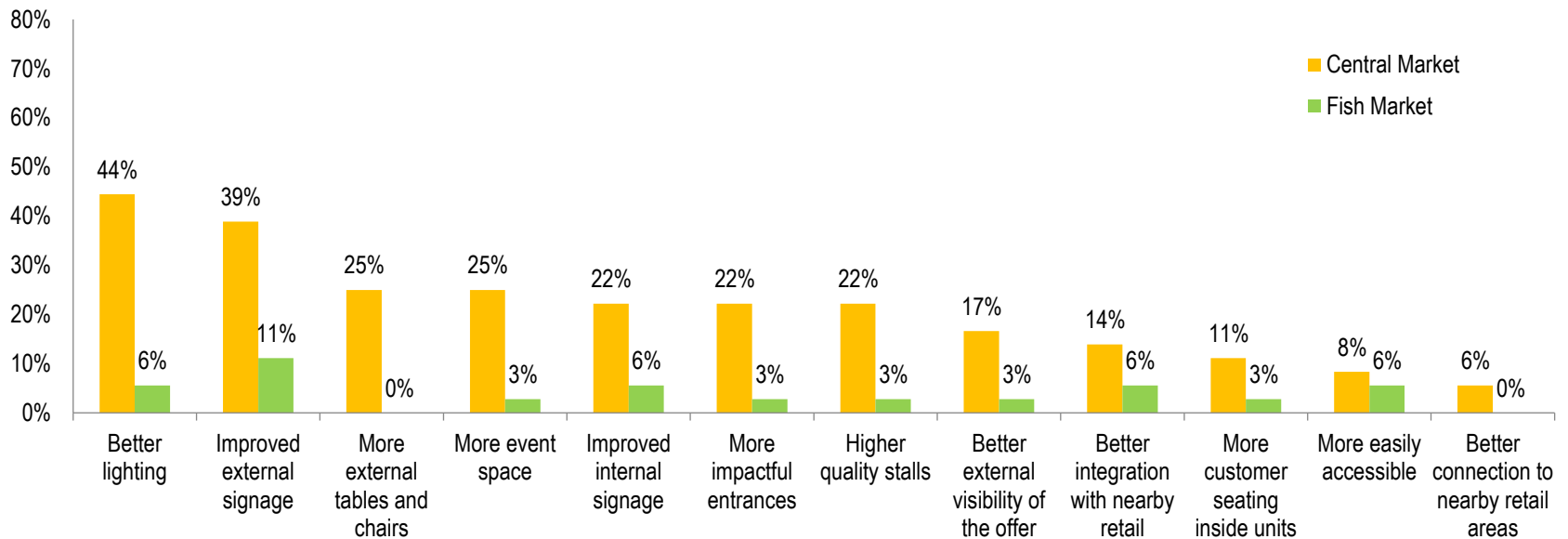
We also highlight that although it wasn’t necessarily a question we specifically posed, several of the newer traders told us verbally that they didn’t feel the traders association were especially looking after their interests or concerns, or indeed made to feel welcome and have chosen not to actively participate in the group as a result.

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.7 Environment and Facilities Improvements

“How would you like to see the environment & facilities of the markets improved?”



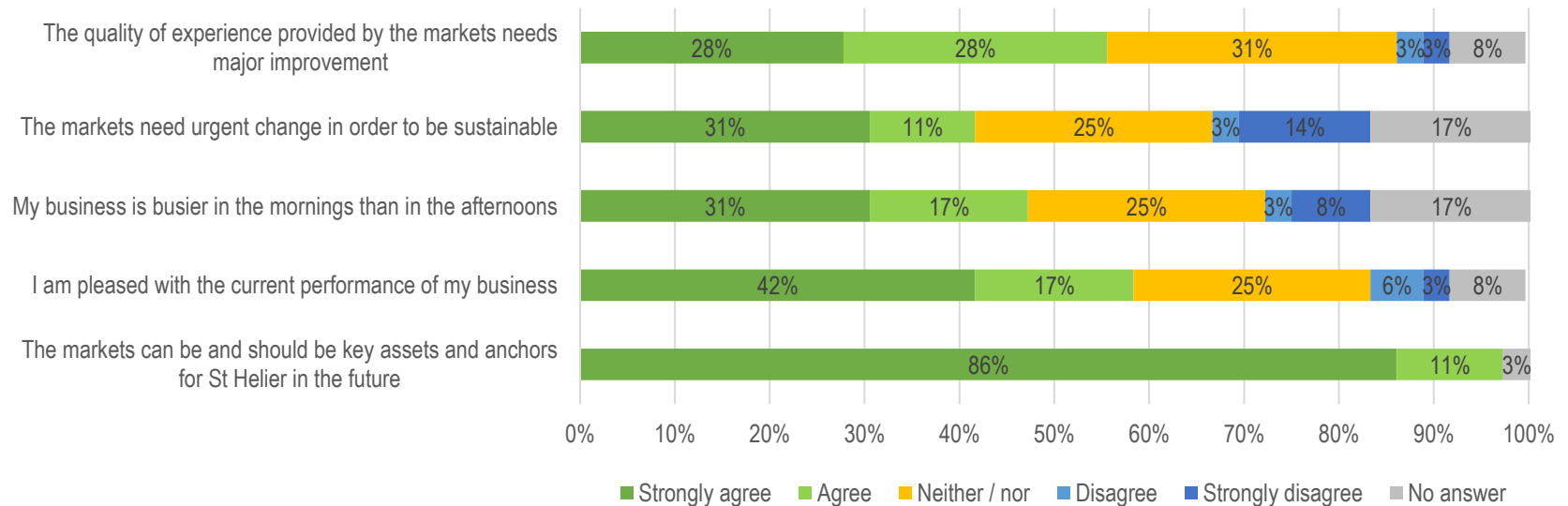
In regards the physical offer, traders want many and widespread improvements, including lighting, signage, stronger entrances, better visibility, more seating, event space, higher quality stalls and better integration with the surrounding retail offer. Signage is the main issue for the Fish Market, along with integration. Broadly similar points for adjoining businesses.

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.8 Agree / Disagree Views & Opinions

“To what extent do you agree or disagree with the following statements?”



Traders agree the markets could and should be key assets for St Helier, and that they need major improvement / urgent change to the quality of the experience. Having said that, most traders are pleased with current performance, and that mornings are busier than afternoons.

The speed of change for a few is not urgent, but change is needed.

Businesses had a different response mix, no views on morning busy period, and less strong views about need for improvement. Current performance is ok.

Markets clearly should be assets and anchors for St Helier.

Jersey Markets Strategic Review

4.0 Survey of Traders & Local Businesses

4.9 Summary

From the responses provided by businesses, we can summarise:

- The survey achieved an excellent response and participation from traders
- The market offer is well established, with the majority trading for over 6 years, and circa 15% 'new' traders
- Typically the longer term traders are more satisfied with the performance of their business and want fewer changes to the markets themselves as well as general operating practices.
- Traders are satisfied with current offer / experience
- However, traders do want more choice / variety
- They clearly want improved marketing / promotion / events (footfall)
- They would like improved facilities and operations, plus lots of environmental improvements
- They broadly agree that the experience needs to improve, although 'urgent change' has mixed views
- Broadly agree that their performance is pleasing
- Almost unanimous that the markets should be anchors and assets for St. Helier

Survey of Stakeholders

Jersey Markets Strategic Review

5.0 Survey of Stakeholders

5.1 Introduction

A bespoke questionnaire was developed for the project to survey stakeholders, based on previous tried and tested questionnaires we have developed for similar projects. This is attached as Appendix II.

Note: This survey excluded surveying the public on the basis that Government are planning separate consumer research comparable to the one run in 2018.

A list of 19 targets to survey was provided at the outset of the project. These were all sent surveys and then followed up on three separate occasions.

These included Government officers, POSH, Chamber, Jersey Business, Genuine Jersey, Jersey Consumer Council and Jersey Property Holdings.

8 surveys were completed and returned to us.

Further meetings were also held with:

- Operations - Infrastructure, Housing and Environment
- Public Markets Management Team
- Planning and Heritage - Infrastructure, Housing and Environment
- Arts, Culture, Heritage and Sport Sector
- Parish of St Helier
- Jersey Property Holdings
- Jersey Business
- Chamber of Commerce
- Genuine Jersey - Rural and Marine Sector
- Estates Management and Property Maintenance - Infrastructure, Housing and Environment
- Transport Planning- Infrastructure, Housing and Environment
- Parking Control - Infrastructure, Housing and Environment

Jersey Markets Strategic Review

5.0 Survey of Stakeholders

5.2 Strengths & Weaknesses

Central Market

From the responses received from stakeholders, key strengths & weaknesses of the Central Market include:

Strengths	Weaknesses
Location x 4	Needs direction x 3
History & heritage x 3	Lack of investment x 3
Footfall	Inconsistent trading hours by tenants x 2
Strong independent businesses	Poor customer service
Iconic building	Underwhelming & unwelcoming
Tenant mix / variety	Untidy
Bakers	Not front of mind / forgotten about
	Lack of atmosphere
	Many units need refurbishment

Jersey Markets Strategic Review

5.0 Survey of Stakeholders

5.3 Strengths & Weaknesses

Fish Market

From the responses received from stakeholders, key strengths & weaknesses of the Fish Market include:

Strengths	Weaknesses
Location x 3	Lack of direction x 4
History & heritage x 3	Unclear role / confusing mix x 3
Good cut through	Lack of investment / needs modernising x 3
New businesses are opening	Inconsistent trading hours by businesses x 2
Fishmongers	Lack of fish mongers or similar themes
	Floor needs urgent repair
	Vacant units
	Small

Jersey Markets Strategic Review

5.0 Survey of Stakeholders

5.4 Improvements Wanted To Markets

Mix and Offer

Stakeholders were asked about which aspects of the markets they would like to improve, and in regards the mix and offer of each market, these included:

- Typically, all aspects listed, for both markets!
- This includes more choice, street food, better quality, theatre, service providers, more focus on Island products & better customer service

Operations

And in regards the market operations, these included:

- Again, typically all the options listed
- And especially more events, more shared tables & chairs, better marketing / promotions / use of social media and more opportunities for start ups

Environment and Facilities

In regards the market environments and facilities:

- Particularly, better lighting, better external visibility, better external signage, more impactful entrances, higher quality stalls and more event space

Benchmark Markets

Stakeholders were asked which other markets they had visited and provided useful elements to emulate or best practise lessons to learn from.

The main responses included:

- Oxford Covered Market
- Borough Market
- Brixton Market
- Spitalfields

Jersey Markets Strategic Review

5.0 Survey of Stakeholders

5.5 Views and Opinions

Agree / Disagree Statements

Stakeholders were asked whether they agreed or disagreed with a series of statements about the markets.

- Stakeholders pretty much all agreed that the quality of the markets need urgent improvement, the markets could be and should be key anchors for St Helier and that the markets need urgent change to be sustainable

Satisfaction Levels With Markets

And in regards their satisfaction levels with the both markets:

- Stakeholders are typically dissatisfied with the current offer and experience of the markets

Categories Missing

Stakeholders were also asked their view of any missing categories across the markets and responses included:

- More local produce, more start ups, more street food, daytime & night time economy, more quality, more home fashion

Other comments

Finally stakeholders were asked if they had anything else to say or add about the markets. Whilst most of the stakeholders did not contribute anything, some minor responses included:

- The markets are failing to deliver a high quality experience
- Traders don't work together for the good of the market
- The perception is that traders have effectively run the markets historically, not the landlords

Trends and Benchmark Markets

Jersey Markets Strategic Review

6.0 Trends and Benchmark Markets

6.1 Introduction

In order to provide wider context for the future Jersey Markets offer, we have looked at how consumer, general retail and place-making trends are influencing the direction for the offer and experience in a variety of 'places' that the consumer chooses to visit and use.

It is important for the future of the markets that the Future Strategy is developed with an understanding of how consumer behaviour is evolving and how operators and places are adapting to fit with the future consumer need.

Consumer behaviour, spending and shopping patterns have always evolved, changed and adapted. This has resulted in changes to the places they choose to visit and the offer / mix contained within them. Those places that don't evolve and adapt are often left behind, indeed for the markets to remain relevant they will need to be able to adapt to meet future consumer needs.

In this section we have looked at and summarised the following:

- Consumer trends
- Retail trends
- Place trends
- Market trends
- Leasing trends

We have reviewed information in our trends database, looked at latest published information and spoken to industry operators / specialists.

Jersey Markets Strategic Review

6.0 Trends and Benchmark Markets

6.2 Emerging General Consumer Trends

Consumers are confronted with a wide variety of different ways to 'shop', and they are happy to use all of them whenever it suits them. Ease of shopping is key, whether that is for quick short needs based shopping or more relaxed desire based shopping. If they can't use town centres easily then they will simply go online or elsewhere. Making it easy for the consumer is essential, and this includes being available when they want to use your business.

Consumers increasingly want experiences and / or multiple rewards / reasons to use or remember a centre. Places that can offer a variety of services, products and experiences are those that are succeeding in attracting consumers. The offer is more than simply shops and cafes, good quality public realm and environment and even 'art' are integral parts of the experience.

Consumers seek reasons to choose a centre – they are looking for ease, value, quality and service whilst shopping, as well as during eating / drinking and leisure pursuits.

Shoppers are increasingly shopping by a variety or combination of multiple channels. Food & beverage usage is becoming more integral to shopping trips. Shoppers like big stores and small specialists. Consumers like events and markets which help to differentiate centres, adding extra experiences in their regular place.



Attractive external seating and chairs



Music recital in shopping centre

Jersey Markets Strategic Review

6.0 Trends and Benchmark Markets

6.3 Emerging General Retail Trends

Successful retailers are embracing multi-channel opportunities. This is more than 'clicks verses bricks', retailers are looking at different formats, different location types, temporary and permanent stores, pop up and click & collect. They are increasingly trading in multi-formats, and embracing multiple channels for their offer – both physical and virtual.

Retailers are choosing to locate in and benefit from multi-purpose centres; they both 'feed off' footfall and 'share' footfall. Integration to the rest of an offer in any given place is important.

Retailers and town centres are extending or amending their trading hours, some opening until later in the day. Service providers are increasingly an important part of the mix along with the growth in the number and variety of food and beverage offers.

Leisure offers are evolving / diversifying (including active and passive) and coming back into town centres in different sizes and formats.

Retailers are also diversifying their space requirements, being more flexible and more adaptable. Realising that individual components need to engage with and embrace the towns (places) they operate in, **forming strong ties with other attractors / destinations in the location.**

Measuring, monitoring and seeking to continually improve 'ease of use' for consumers, will help ensure continued appeal.



Attractive and impactful window display, Norwich



Clear product branding and signage, Norwich

Jersey Markets Strategic Review

6.0 Trends and Benchmark Markets

6.4 Emerging Place Trends

Adapting to changing consumer behaviour and retailers' needs is paramount – this includes the offer and the experience. The Westgate in Oxford is a prime example of the changing sense of place / experience. It is more integrated to the city centre, with more visibility and visual impact (10 years previously all the content would have been inward looking, focussed on keeping consumers in).

Successful centres / places have multiple reasons for use, not just be 'retail centres' and not just 'kitchens / dining halls'. The public realm and built environment is key, the heritage, arts, culture and the services provided are all essential components.

'Convenience' is at the heart of the centre's appeal – minimise the deterrents & maximise the ease of use. Town, city and 'retail' centre 'content' will need to change, expand and evolve, as consumer preferences change at an accelerating pace. Indeed they will need to be able to change more quickly and easily.

Many centres currently have the wrong type of space, in the wrong location at the wrong price (rent). Increasing flexibility will be important, for content, pricing, format, management. Local authorities need to 'facilitate' and stimulate town centre improvement, a collective approach is key to improving assets and places.

Places with strong local identities and reputations stand out from the crowd, be that from mx, environment, collective critical mass or experience. Centres that build on established strengths and expand them will prosper.



Strong external signage, Oxford



Appealing walkways & routing, Oxford

Jersey Markets Strategic Review

6.0 Trends and Benchmark Markets

6.5 Market Trends and Benchmark Locations

Jersey Markets can look to a variety of different forms of retail locations to identify relevant trends and lessons to learn. These include other markets, within the UK and internationally, traditional and contemporary retail arcades and other specialist retail centres / operators.

'New' markets in the UK; Hull, Warrington, Dewsbury and Huddersfield are offering food, general merchandise, produce, services and food & beverage. The hospitality aspect is key, as is the collective 'experience', events, entertainment and sense of place.

A number of London Food Halls (Fulham / Victoria), Kerb Covent Garden, Flat Iron, Bang Bang Oriental – provide shared seating, curated mixes, focus on multiple customer group (workers / visitors / residents), events, all day and late night dining and are hot food dominated.

Brixton Village and Tooting Market are an exciting mix of produce, general merchandise, hot food, and artisan makers. They trade late into the evening most nights, although both benefit from a large nearby residential population.

The ability to facilitate and curate new and visiting offers is key to all locations, with many centres and contemporary markets planning for and having dedicated space for this. It also includes making it easy for new entrants / pop up businesses to trade from small, pre equipped / ready to go units.

The leading covered markets in the UK also tend to have carefully planned and curated active events programs (note events are not all huge), supported by extensive promotional activity via social media.

Many successful European market halls such as Les Halles de Lyon, Les Halles de Sete and Mercato de San Miquel have strong visual impact, external trading for the whole market and individual traders, co-operative trading / promotions, strong convenience food offers, cafes and restaurants, take home food / grazing / eat in.



Well executed / themed event, Oxford Covered Market



Excellent sense of welcome, Mercato Metropolitano

Jersey Markets Strategic Review

6.0 Trends and Benchmark Markets

6.5 Market Trends and Benchmark Locations cont'd.

Oxford City Council now has a published and stated policy of nurturing new and burgeoning local businesses. Indeed pre-prepared units have been created within the Covered Market to make it easy for them to start trading, usually on a rolling monthly or three monthly license. This helps to keep the mix fresh, evolving and of course benefiting from energy that start up businesses often exude.

Traditional retail arcades also provide useful examples in regards how their tenant mixes are managed, not only the well established and successful arcades (London, Leeds and Cardiff) but also the newer arcades (Leeds, Bluewater, London).

The letting activity and tenant mix is closely curated to provide collective critical mass. This can be in terms of the offer / range of businesses, or a common market positioning and customer appeal. The arcades are excellent at promoting the variety of offer, delivering good visual impact, strong branding, high quality entrances, and ensuring that operators achieve high standards of shop fit and presentation. Successful department stores (JLP and Selfridges are in effect multi floor arcades) all offer flexible space, concessions, variety and areas without walls. It is interesting to note how even JLP now include a variety of third party branded food & beverage operators in their stores.

Large concentrations of similar retailers (Covent Garden, Manchester King Street, Glasgow Princes Centre, Brighton Lanes, Norwich Lanes) – achieve critical mass through holistic appeal, focus on independents and destination appeal.

Outlet centres benefit and prosper through having a collective theme, adaptability, active management, good facilities, consistent branding, extended opening hours, ongoing and regular tenant mix planning.



Well maintained environment, Leadenhall Market



Light & bright internal shopping environment

Jersey Markets Strategic Review

6.0 Trends and Benchmark Markets

6.6 Leasing Models Used Elsewhere

We have looked at a number of different locations and explored the core leasing models they use, with the aim of assessing what models are available. Many of these will already be known to the project team, given the considerable industry experience within it. We have detailed them as relevant to the Leasing Strategy.

Kerb Seven Dials: six month licences on turnover rents, operator collects revenue in some places, deducting rental charges and then transferring funds to the operator. Variety of pre fitted out unit sizes available.

Outlet Centres: typically three year leases. Turnover based with break clauses to help manage poor performers. Open disclosure of performance is a fundamental, as is close management of tenants to optimise performance and mix.

Traditional markets: In many markets tenants typically will have one year licences with no automatic right to extend. Some indoor markets offer longer tenure of up to 5 years with lease renewals. Rental levels vary according to product category. New traders are often encouraged and subsidised.

Hackney Markets offer variable rents to traders dependent on location in market. They also charge different rents for different categories, as do many private market operators. Many of the new large local authority markets have different rent and lease structures for different users, including turnover rents, concession rents and varied tenancy terms.

Traditional shopping centre models have different rental levels for 'prime' and or 'non prime' areas of the centre. Increasingly, many landlords are moving away from the historic and traditional 25 year lease, towards 10 or 15 year timescales. This may be as a result of tenant pressure. That said, it is acknowledged that tenant mix needs to be able to be adapted quickly to optimise income and experience. 20% of units are often kept back and managed as short term lets (1-3 years) to keep mix fresh and evolving.

Pro-active management of centres to maximise interest and appeal requires shorter lease periods and short term lets. Additional service charges and promotional / marketing budgets enable collective activity, although we acknowledge there has been recent downward pressure on service charges.

Future Growth & Policy Context

Jersey Markets Strategic Review

7.0 Policy and Strategy Reports Review

7.1 Introduction

We have been able to review a variety of existing and current Government of Jersey policy and strategy reports / documents. These reports provide a wider context for the aims of the Government, the aspirations for the Island and its residents, as well as any particular economic and social objectives the Government is looking to deliver. The aim of the review is to identify any specific aims that are relevant to the future of the market, and to identify opportunities for the future markets offer to help GoJ achieve its objectives. We are not providing a critique of the available information, rather using it to help formulate the options and recommendations for the future markets offer.

7.2 Report Review Summary

The following tables provide brief extracts from the various reports / documents and then indicate how the markets can support or interact with aims.

Document and Relevant Policies / Objectives	Market Opportunities
<p>Common Strategic Policy 2018-2022 5 strategic priorities.</p> <ul style="list-style-type: none">• We will put children first• We will improve Islanders' wellbeing and mental and physical health• We will create a sustainable, vibrant economy and skilled local workforce for the future• We will reduce income inequality and improve the standard of living• We will protect and value our environment	<p>The markets clearly have a role to play in the third strategic priority. A fully sustainable market will provide a vibrant economy.</p> <p>There are opportunities for the markets offer to help in terms of skills development, entrepreneurship, business start ups, training and experience.</p> <p>The markets can also help in regards to the 'Children First' objective, providing a welcoming and safe environment, active leisure opportunities, catering and even food education.</p> <p>Through the delivery of healthy food options, fresh and local produce, there are also opportunities to support health, wellbeing and understanding the value of a protected environment.</p>

Jersey Markets Strategic Review

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract

Document and Relevant Policies / Objectives	Market Opportunities
<p>Common Strategic Policy 2018-2022 Also outlines eight themes, including ... We will make St Helier a more desirable place to live, work, do business and visit. We will ensure that Jersey's infrastructure is fit for our future needs – including public buildings, public estate that supports sporting and cultural facilities, utilities and the digital environment. This will include investing in St Helier to make it a more desirable place to live, work, do business and visit.</p>	<p>A significant opportunity for the markets to support this theme; the market is a place to work, do business and visit. Its size, location and direct ownership as two public buildings, Central Market and Fish Market, is such that it clearly would benefit from investment, which would provide a financial and social benefit to the GoJ.</p>
<p>Carbon Neutral Roadmap This document confirms the GoJ commitment to a carbon neutral future and sets out the steps to achieve this. Including use of private vehicles, use of roads, public transport and parking.</p>	<p>The market traders may look at this report as a potential threat to its customer base and usage. However the markets can support its goals in many ways, from use of EV's for delivery, improved energy consumption, adopting and installing renewable energy plants. Even the opportunity to turn waste materials into clean energy.</p>
<p>Bridging Island Plan A planning control / direction document, that address all proposed development across the island. A large and comprehensive set of planning controls. Clearly drafted and presented. Sets out core and town centre retail areas. Sets out that retail, catering, leisure and a selection of uses will be applicable for the town centre area.</p>	<p>Both Central Market and the Fish Market are within the designated town centre area. The ongoing planning control will be to include wider uses within the town centre area. Indeed it is accepted that wider uses attract more visits and footfall and this benefits all businesses.</p>

Jersey Markets Strategic Review

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Market Opportunities
<p>Bridging Island Plan Also states, ‘...there is a need to protect and manage change that affects the primary retail function of the core retail area, including the Central Market’. Shift to more experiential shopping is also expected over the plan period. To enhance the attractiveness and quality of St Helier’s public realm and to support a vibrant retail core. Policy ER1 includes, Proposals which seek to support the viability and vitality of the Central Market will be supported. Policy ER4 includes, daytime and evening economy uses to be supported.</p>	<p>That said, the planning controls will enable the core retail area to be protected in terms of its offer and mix. The markets are named as a key part of the increased appeal through the shift to more ‘experiential retail’ offers. There are clear policies to protect the markets and its offer. Increased evening economy is to be welcomed. The markets also present key opportunities to engage with and attract younger consumers as well as older ones, as identified in the Plan.</p>
<p>Sustainable Transport Policy Demonstrates how transport will address the five strategic priorities. Making best use of our roads and streets, open to change of use, either permanently or temporarily free up space for different uses, particularly walking, cycling and recreation or leisure. Parking standards should be applied flexibly and allow for the provision of lower levels of parking and the creation of high-quality places.</p>	<p>This report clearly sets out how transport will support the five strategic priorities, something that the Markets study will also be able to include on completion. A broader view of how roads can be used to facilitate other uses in St Helier. These other uses may support the markets and there ability to ‘externalise’ the offer. Parking continues to be reviewed.</p>
<p>Government Plan (2022-2025) A broad document, principally about delivery and funding for various initiatives, particularly the 5 core strategic priorities.</p>	<p>There is reference to skills development and the markets will have a role for this.</p>

Jersey Markets Strategic Review

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Market Opportunities
<p>Interim Retail Strategy – a ‘state of the nation’ overview of retail activity, pre, during and post Covid. Clearly demonstrates many shared trends and evolving consumer, retail and place trends as mainland UK</p> <ul style="list-style-type: none">- Retail is important to the island, and its residents- St Helier town centre remains the Island’s number one year-round attraction and primary social hub- Island resident consumers were calling for St Helier Town Centre to offer more reasons to go there- Outlook for retail across the Island is now much more challenging- A need to consider the requirements for start-ups- A broader leisure, entertainment and cultural offer to increase the general vibrancy of the town centre- In the Central and Beresford Street markets, Government has administrative responsibility for two of the largest and well-loved retail spaces in central St Helier- The pace of change in the retail and wholesale sectors will not decrease in the medium term- The planned boosting of policy capacity, data collection, business support and the anticipated interim Island Plan will help build momentum.	<p>The markets are not included in the detailed review sections of recent retail activity, as a dedicated section. However in the final sections of the report they are clearly referenced as integral elements of the island and St Helier offer.</p> <ul style="list-style-type: none">- The markets are an important element of the retail offer- Residents want more reasons to visit St Helier, the markets can provide these- The markets offer excellent opportunities for start up and even meanwhile uses- The retail environment continues to evolve rapidly and change, the markets need to be able to adapt and continue to evolve- The markets can contribute to the increased database, business support and St Helier sustainability.

Jersey Markets Strategic Review

7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

Document and Relevant Policies / Objectives	Market Opportunities
<p>Common Population Policy – “to progressively reduce Jersey’s reliance on net inward migration within the currently agreed Common Strategic Policy”.</p> <p>We note that the resident population of Jersey on 21 March 2021 was estimated at 103,300.</p>	<p>Clarity on resident population and expected growth. Information on housing type and growth, for markets to use and adapt to.</p>
<p>2018 4Insights Survey (not a policy document, but valuable insight / background for the future markets offer)</p> <ul style="list-style-type: none"> - Shopping visits in last month, 84% shop in St Helier, only 32% in Central Market - Where are food & groceries purchased in? 97% supermarkets, 51% C stores, 39% farm shops, 32% markets - Top 3 reason to choose a place to shop, specific shop 52%, parking 47%, close to home 43% - Travel method to recent shopping, 70% car, 19% walk - Reasons NOT to use St Helier (sample 76) 23 responses poor choice, 22 parking hassle (5 cost of parking) - Satisfaction ratings good: service, atmosphere, opening hours, experience / public realm - Satisfaction ratings poor: parking, range of shops, choice, cost / price - Reasons to choose to buy in Jersey, 59% speed of access to product, 44% test / try on, 42% convenient - Reasons for off-island shopping, price, choice, service - 63% yes for Sunday opening - 80% would have some propensity to use if open on Sunday, more so for younger age groups 	

Jersey Markets Strategic Review

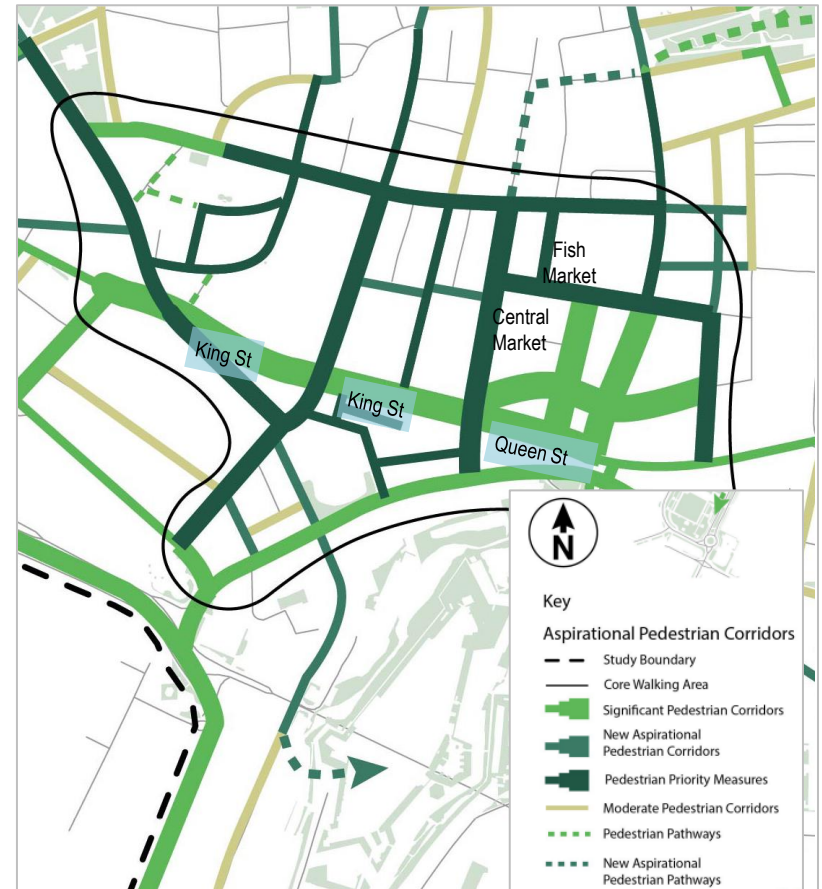
7.0 Policy and Strategy Reports Review

7.2 Report and Policy Review Extract cont'd.

The map opposite is an extract from the Public Realm and Movement Strategy produced by Arup on behalf of the Government, and it shows King Street and Queen Street as significant future pedestrian corridors (mid green).

The map also highlights Halkett Place and Beresford Street are earmarked for Pedestrian Priority Measures (dark green), which seeks to create more pleasant and safer walking routes, more greening and wider pavements.

This has the potential to create much improved consumer access and permeability to the markets, and reinforces the need to externalise the offer and experience of both markets.



Map of Aspirational Pedestrian Corridors, extracted from Public Realm and Movement Strategy by Arup

Study Conclusions

Jersey Markets Strategic Review

8.0 Conclusions

Introduction

The following key conclusions are based on the bespoke research workstreams undertaken as part of the study, and together form the framework on which the Future Markets Strategy has been developed.

Mix and Offer

The convenience / fresh food offer within the market is a major strength and a key reason to visit the market. This includes fruit & veg, meat, fish, bread, juice, chocolate and so on. These are all key 'anchor' components that the market needs to secure and improve on going forward.

The food and beverage offer is also evidently popular and could be expanded with more choice, day part activity, more visibility, more price points and more excitement and atmosphere. The St Helier everyday food and café offer is moving on. The markets need to as well.

Customer service delivered by most businesses is ok, nothing better.

There are not enough service businesses in the market. This is a big growth area in other markets. They drive footfall for purchases that typically can't be made on the internet (beauty services, haircuts, bike repairs etc.).

Many of the operators in the market are staid (especially some of the established traders), and set in their ways and have offers and window displays that look and in some cases are dated. Too many traders are poorly presenting their products and there is evident need to improve collective standards.

Marketing and Promotion

The lack of external impact, visibility and 'appeal' is a major missed marketing opportunity, a large physical presence that is not optimised. It is fundamental to the future success of the markets that this is addressed.

Marketing & promotion of the markets' offer is weak and sporadic. This is at a total market level as well as individual tenant level. There is currently minimal collective or holistic appeal.

Online presence of the markets and their offer is poor.

Use of social media is poor.

Directional signage to the markets (and even within) is totally inadequate.

Everyone is in accord that the events program needs significant ramping up.

The markets would benefit from a new representative and proactive tenants' association, with a focus on marketing.

The markets are not doing a good enough job of selling and celebrating the Jersey visit experience and welcome.

Jersey Markets Strategic Review

8.0 Conclusions

Environment & Experience

Whilst the cleansing, waste management and operations of both markets are generally good, the customer experience in the market is ok and far from outstanding or memorable. Both markets have lots of space but little 'place'. We know from lots of centres and markets that we have worked on that successful places need to be experiential, memorable, exciting, visible, accessible, evolving, well marketed and well managed. As a simple checklist, the markets are failing.

The current sense of arrival at all entrances in both markets is distinctly underwhelming. Vehicles need to be prohibited from parking directly outside the market entrances.

The entrances need to be much clearer, more impactful and wider.

The market experience would be improved if more customer seating could be provided, both shared spaces as well as more seating internally and externally at kiosks.

Internally parts of the experience are good, externally its not reflected. The floors in both markets are in need of urgent upgrade and refurbishment.

The market needs to act / perform like the anchor and key assets they could and should be; on every level. Both markets need to work together much more effectively and be better integrated to increase their joint appeal. The markets need to offer an outstanding experience, vibrant mix and customer service to achieve the considerable retail potential they have.

Leasing and Trader Management

There is a strong core offer that needs to be built on and expanded.

There is no defined target category mix, no defined leasing strategy and no articulated target tenant suitability criteria.

New tenant acceptance is too reactive and planned. The mix needs much more active curation and management.

The future offer needs to keep the market in line with customer needs; this will require more adaptability in leases.

It is difficult for new entrants, pop-ups and meanwhile uses to secure space in the market.

Collectively the market owners / landlord, management and tenants have to work together much more effectively to provide clear additional reasons for consumers to visit, be that mix and offer, promotions, marketing, better use of social media, demonstrations, performances, events and so on.

Traders need to be guided and supported to improve their offer / delivery.

Tenants selling the most appropriate products in the most exciting way with the best levels of customer service should be prioritised for longer lease extensions. Those that are coasting, with dated shopfits and delivering basic reactive customer service need to up their game or move aside for better quality more energetic new traders.

Jersey Markets Strategic Review

8.0 Conclusions

Outlook for the Markets

There is much to like about the Central and Fish Markets.

They occupy a strong location in the heart of St Helier, in attractive, well maintained (externally) historic buildings and provide an interesting and on the whole appealing offer dominated by independent businesses.

There appears to be lot of love for the markets from regular users, less frequent residents and workers, visitors, the traders in it and of course within the Government.

It is clear that all key stakeholder groups want to see the markets succeed and prosper.

Unfortunately, the markets are looking increasingly dated and in need of significant investment and overhaul. Whilst many stalls look the same today as they did when we last visited the market 3 years ago, some would appear to have not evolved or been upgraded for decades. This is compounded by the lack of excitement, energy, innovation and retail theatre offered by many traders.

The markets are not helping themselves with their lack of external signage, visibility, promotion, events, tired interiors, dated lease structures, reactive mix management and poorly adopted opening hours.

If nothing is done about these issues, and they are not addressed urgently, then the medium-term outlook for the markets is poor:

- The chasm between customer expectations and existing offer and experience will continue to widen.
- Customers visit frequency, spend and loyalty will drop.
- Trader performance and the ability to trade profitably and sustainably will diminish. Rental growth will reverse.
- Vacancies will increase and new traders will not be attracted to the market due to the evident and visible decline in performance.
- The quality of the offer will decline as the better traders vacate.

Having said all of that, if the required investment is secured and delivered, and traders, management and landlord start working together effectively putting the evolving needs of the consumer first, the outlook can be a positive one.

Big changes in attitude and working practices will be needed and for sure, more new energetic traders have a major part to play in unlocking the potential of the markets, including more food & beverage operators.

The markets absolutely have the potential to have a successful and sustainable future and be the jewels in the crown of the future St Helier offer and experience. The focussed work to unlock this needs to start now, otherwise there won't be a future for the markets.

Recommended Future Markets Vision and Strategy

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

Introduction to Recommendations

We begin the recommendations of the study with a future market vision that describes the type of markets wanted by consumers in St Helier, which when delivered will enable the markets to trade successfully and sustainably for the benefit of Jersey residents, visitors and the traders themselves.

We then map out a series of strategic objectives not necessarily in priority order, but by those that will deliver the greatest and most visible change.

Finally, we take each strategic objective in order, and identify a series of recommended actions and initiatives which when delivered, will enable the required project outcomes and deliverables to be satisfied.

Together, the recommended actions, objectives and vision form the future strategy for the Jersey Markets Estate.

The brief asked for a series of options to be identified to help improve performance, grow the markets offer and secure its long term future.

The recommendations set out over the following pages are those 'options'.

The more that are implemented the stronger the future of the markets will be. All options are worthy of being implemented.

The question is not which options (recommendations) to implement but what order and by who!

Future Market Vision

Jersey's historic indoor markets will provide an exciting and contemporary trading location / platform for independent, local businesses and dynamic start-ups.

The markets will be a destination and integral part of the St Helier offer, providing ranges of Island produce, high-quality and sustainable goods, food, drink and fresh produce, along with associated quality services.

The markets will also host a variety of art and performance-based cultural activities, to provide an original destination that evolves to meet the changing needs of Jersey's residents, workers and visitors, through the day / into the evenings.

Short Term Priority Improvements

As a minimum between now and the end of 2022, the key focus has to be on implementing the easy and relatively cheap options that will make a big and immediate difference including:

- Improving the external presence of the market (recommendations 1A, 1C, 1D, 1H, 1I and 1L)
- Improve the offer and experience (3A core, 3B, 3C, 3F, 3G, 3I, 3J and 3K)
- Improving the marketing and promotion of the markets (4D, 4E, 4F, 4G, 4H and 6F)
- Improve working relationships (5A, 5B, 5C, 5D, 5E, 5F and 5G)

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

Future Markets Strategic Objectives

1. Improve the external presence, appeal and visibility of the markets
2. Secure the future of the Fish Market
3. Improve the offer and customer experience of both markets
4. Improve the marketing and promotion of the markets
5. Improve the working relationship between traders, management and landlord
6. Make it easier for new entrants to trade in the markets
7. Develop new Leasing Strategy focused on proactive development of the markets

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

1. Improve the external presence, appeal and visibility of the markets

For the future success and sustainability of both markets, their offer and experience need to be proactively externalised at every opportunity. This includes:

- A. Much better remote signage to 'Markets Quarter'
- B. New pavement and road treatment to physically link both markets, and then to core
- C. Much more visible and effective signage linking the two markets, including floor arrows
- D. New market branded flags and more flag poles for both markets (see also pg. 57)
- E. New projecting signage at entrances (both markets, all entrances)
- F. New lighting at each entrances
- G. Open up Fish Market entrances
- H. Much better externally facing information boards
- I. Add small tables each with two chairs on the pavements outside the markets, on Halkett Place and Beresford Street. Provide draughts, backgammon, chess sets etc for consumers to use (deposit scheme)
- J. Extend the pavements on Halkett Place (remove parking bays where necessary). Reclaim streets for people and socialising
- K. Trial Saturday pedestrianisation (or part thereof) of Halkett Place. The aim is to have lots of eating & drinking activity very visible from King / Queen Street conjunction
- L. Encourage other groups and organisations to use the Central Market as a host for events and performances. Provide the facility and delivery support



Projecting signs, King Street, St Helier!



External dining, Soho, London

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

2. Secure the future of the Fish Market

Although not necessarily a question contained within the brief, it's a topic that cropped up in several conversations with stakeholders ...

'Does the Fish Market have a sustainable future, or should it be closed and the businesses within it moved into the Central Market?'

The Fish Market has a rich history as a commercial centre celebrating Jersey's relationship with the sea that surrounds it as an island state. Fundamentally this opportunity is still present. Whilst the size and appeal of the Fish Market's offer has shrunk in recent years, this has been a function of trader specific issues, lack of strategic support from the owners, social and wider shopping trends, as well of course investment. The existing fish traders do not see an opportunity for another permanent full time trader, given consumer spend patterns.

The market building is in clear need of refurbishment, especially its floor. There are also significant issues to do with the lack of external impact and visibility as a result of ineffective signage and narrow entrances.

A number of stakeholders and traders have commented to us that that the mix has recently been weakened through the addition of non complementary pop up shops. Careful attention, commitment and creativity is needed to refocus the mix and offer. Pop-ups are accepted as a good idea, however relevance and critical mass creation have to benefit the combined holistic mix.

In addition to the recommended actions on the previous and following pages, specific recommendations for the Fish Market include:

- A. Externalise the offer at every opportunity
- B. Align, promote and operate the market alongside the Central Market
- C. Physically connect it to the Central Market via floor finishes e.g. diagonal pedestrian crossing
- D. Focus the offer on fish, shellfish, food and goods related to the sea (see also page 59)
- E. Consider rebranding it – Island Market or Jersey Market?
- F. Widen the entrances at both end
- G. Improve the external signage and information provision
- H. Use the central atrium for dining once the floor has been refurbished
- I. Introduce more demonstrations and events

We fundamentally believe that the Fish Market has a sustainable future, providing the above issues are addressed and the market given the support it needs. It needs significant investment, to stand out and be noticeable (on a micro and macro scale), offer a much better experience, have more events, more choice and more food & beverage / dining.

Including its offer within the Central Market would significantly reduce the overall offer. Therefore the right investment and action plan for growth needs to be delivered.

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

3. Improve the offer and customer experience of both markets

The markets need to offer a best in class experience to stand out, be embraced and frequented by consumers. The place appeal, reputation and experience would benefit from significant improvement. The markets have to at least match the 'experience' of core St Helier, or preferably exceed it.

- A. Introduce 10 till 4 core operating hours for all traders to adhere to. Non negotiable for all traders. If they want to open earlier or later that should be allowed
- B. Provide much more communal shared tables and chairs for all customers to use
- C. More tables and chairs in and outside businesses
- D. Prohibit the storage of stock in alleyways. External merchandising to be well presented / visually appealing
- E. Late night opening on Friday and Saturday from Easter to Half term October
- F. Trial Sunday opening from Easter to Half Term October
- G. Remove early Thursday closing (photo right was taken at 15.00 on a Thursday)
- H. No parking outside each entrance – add planters, seating areas, tables and chairs. Similarly no bins outside or near market entrances when the market is trading, especially on Halkett Place
- I. Create new event space – remove / relocate fountain? Or include it in new space
- J. Encourage traders to improve their customer service plus range of services/classes/experiences.
- K. Encourage traders to also add more retail theatre, more demonstrations, more 'making', add masterclasses, more samples for F&B businesses
- L. Curate more visiting demonstrations, activities and events
- M. Both markets are in need of refurbishment, although especially the Fish Market. The floor is in need of urgent attention. The lighting levels in the Central Market also need upgrading



Shared / communal eating facilities, Borough Market



Busy footfall nearby when Central Market is closed

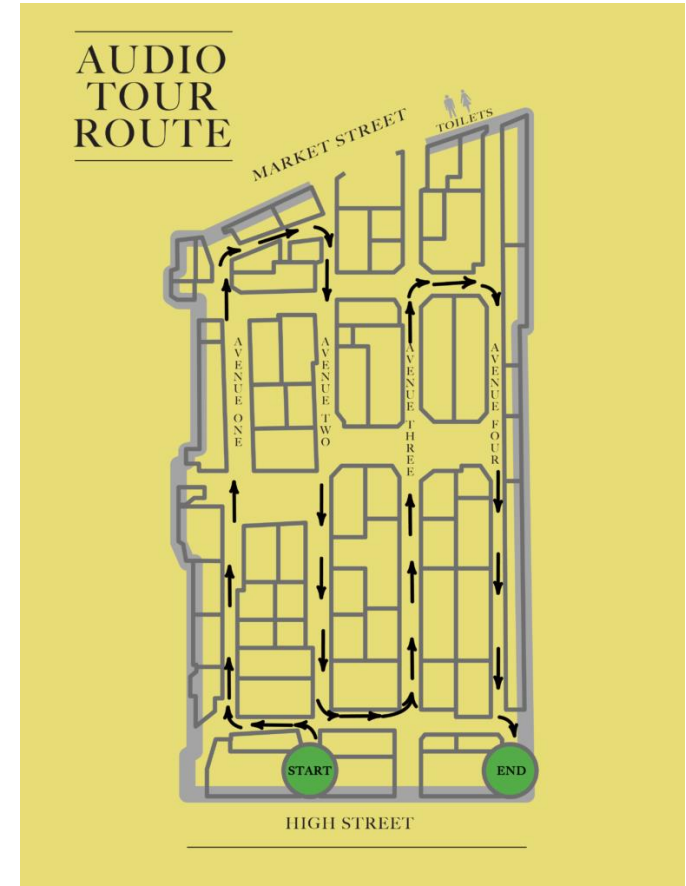
Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

4. Improve the marketing and promotion of the markets

All market stakeholders will benefit from a much greater focus on marketing & promotion of both markets, each market individually as well as collectively. The point is to give each market a louder share of voice, and keep doing it. Note many of the recommendations identified here are likely to require additional specialist support and expertise.

- A. Develop new umbrella markets brand, plus each market to have new specific brand
- B. Encourage traders to adopt and use the new markets branding, to emphasise collective critical mass / appeal
- C. Develop annual promotions calendar, by the market traders / manager, for the customer, use an external specialist agency to set the template
- D. Curate new events / annual calendar, including events targeting different groups, e.g. Families with young children, teenagers, consumers, elderly, workers, tourists etc.
- E. Much better use of social media, especially Instagram and Facebook (market management and traders). This will need additional dedicated specialist resource (usually joint funded between property owner / landlord, operator and tenants)
- F. Develop new exciting, visually appealing and contemporary website (see Kerb and Metropolitan Mercato websites)
- G. Curate programme of Friday Lunchtime recitals and performances (more reasons to use and visit)
- H. Encourage traders to develop more joint promotions
- I. Commission an audio tour of both markets (see Oxford Covered Market right)



Audio tour of Oxford Covered Market

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

5. Improve the working relationship between traders, management and landlord

It is in the considerable interest of traders, management and the landlord to work much better proactively, collaboratively and collectively in delivering a better offer and experience for consumers, which could include:

- A. Refocus role of Markets Manager to include the continual improvement of the markets offer and experience, curation of the market mix and proactive marketing and promotion
- B. Appoint an experienced market management professional or company to work alongside the existing market manager to help fine tune and improve the operations, marketing and strategic planning of the markets. This need only be a day or two a month (probably more for first few months) for a finite period of time, say 12 – 18 months
- C. Similarly some traders would benefit from 1-2-1 specialist support to help them improve their offers and the experience they provide
- D. Creation of new more transparent and inclusive tenants association, focussed on marketing, promotion and proactive improvement of the customer experience (as opposed to administrative protocol)
- E. Develop trader handbook with clear guidelines for minimum and desirable levels of shop fit, display, customer service, window display, use of social media, website, signage, core and extended trading hours and so on
- F. Encourage the more capable and experienced traders to mentor the weaker ones, especially in regards retail display, customer service and standards of shopfit
- G. New customer service charter which details minimum and ideal standards of customer service, including consumer rights and mitigating actions when specified issues occur



Attractive and impactful window display, Norwich



Clear product branding and signage, Norwich

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

6. Make it easier for new entrants to trade in the markets

Managed change is typically healthy and consumers like to embrace new businesses.

New traders bring energy and new traders can bring new customers and provide additional offers to existing customers. Therefore we recommend:

- A. Active focus on new and growing traders, especially those specialising in Jersey Products. Target schools / colleges, producers, growers, artisans
- B. More short term licences (see also overleaf), temporary occupancy, shared occupancy
- C. Use two units and prepare them as incubator units, one for general retail and one for food & beverage, ideally both units to be able to accommodate two or three traders. These could be created from existing non active space, with storage, waste compacting relocated to car parking areas etc. The current location of compacting and waste storage may make it easy for traders, however the space deserves strong 'retail' offer, with back of house operations being located away from customer sightlines
- D. Engage with Genuine Jersey (and other similar appropriate organisations) to hold periodic visiting markets. These could also be held on Halkett Place to help improve visibility from King / Queen Street. Note it will also be good practice to offer existing market traders the opportunity of trading externally too
- E. Also use the periodic external markets for dedicated new business weeks, or even bringing existing traders outdoors 'Central Market Revealed'
- F. Encourage colleges and schools to hold event markets, these could range from 'year end' shows to full on test trading / entrepreneurship weeks



Meanwhile / short term traders, Oxford Covered Market



Meanwhile / short term traders, Oxford Covered Market

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

7. Develop new leasing strategy focused on proactive development of the markets

The markets needs a leasing strategy that enables the market management team and landlords to help the markets to evolve and grow in a transparent, planned and curated manner: It is also important the new leases enable the market management team to be able to directly control and curate the mix and offer of the markets.

- A. Secure long term future of anchor status tenants and product categories, 5 – 10 year leases
- B. Secure future of other tenants on shorter leases, to enable the mix of the market to be curated and evolved, 1 – 3 year leases
- C. Introduce more short term licences (< 12 months, could be rolling monthly or quarterly to facilitate and encourage regular churn)
- D. The practice of tenants negotiating and receiving 'incomings' needs review and ideally removing as it makes it harder for the market management to manage, curate and develop the mix of the markets. It also diverts potential funds that could be spent on shopfit and marketing for businesses entering the markets. Indeed, we recommend that the automatic right of assignment is removed from new leases as this can result in unsuitable tenants entering the market, unable to satisfy the requirements and selection criteria which will be contained within the new Leasing Strategy. Assignment should only occur when the incoming tenant is in line with the defined target mix and offer of the market and is approved by the market management
- E. Encourage more pop-ups where unit or space are available – audit the existing customer facing or 'shopfloor' space to ensure active trading space is maximised and / or event space is created. Consolidate the number of / separation of consumer / trader toilets so that they take up less space and move them away from prime retail space. Ensure storage facilities are back of house / not visible



Super, fresh salads



Great quality fresh sushi

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

7. Develop new leasing strategy focused on proactive development of the markets cont'd.

- F. Develop trading selection criteria for new traders
- G. Add more F&B businesses in both markets. Trial them on turnover rental agreements, e.g. tenants usually pay 80% of 'market' rents, then additional amounts ratcheted to the turnover they generate. As a preliminary guide, 4 - 5 more F&B businesses at the Central Market and 2 or 3 more at the Fish Market would be appropriate and reasonable
- H. Introduce additional 'service charge' to create a dedicated marketing & promotion budget; a little from everyone will go a long way. It is reasonable to expect all tenants to contribute and this would normally be calculated as a function of size or trading area of each unit. Note: The market management / GoJ will also need to contribute. We understand that a number of traders would support this immediately. Improved promotional activity is key to the growth of the market. Collective 'arcades of shopping' typically have promotional contribution from businesses
- I. Develop and publish list of target product categories for the markets. Based on the research undertaken for this study, emerging trends at other leading markets and our understanding of the customers requirements of each market in Jersey, priority groups should include (but not limited to):
 - Central Market:** Street food, Jersey products, craft beers / cider, cycle repair, 'market' kitchen, home fashion, salad bar, art / pottery, sustainable clothing, perfumery, sourdough pizza, burger specialist, book shop (with café), children's hairdresser, jewellers, vintage clothing, fancy dress, herbs & spices, seeds & nuts, eco-cleaning, breakfast specialist, coffee specialist etc.
 - Fish Market:** Street food, best fish and chips in St Helier, crustacean specialist, oyster bar, sushi, kitchenware / knife specialist, beach scape artist, beach & sailing wear, surfing equipment / fashion, model boats (vintage and modern), wine bar etc.



La Boca Food Court, Bordeaux



Richard Haward's Oysters, Borough Market

Jersey Markets Strategic Review

9.0 Recommended Market Vision and Strategy

Final thoughts on future outlook for the markets

The combined markets offer provide a fabulous facility and assets for St Helier. They clearly have a huge amount of goodwill from residents of Jersey, as well as workers and visitors to the Island.

The markets have much to like about them and need targeted support and investment to set them on the right path to a sustainable and successful future. Key factors that need to be in place include a landlord / market management focussed on proactive development, a marketing strategy / promotional plan, a leasing strategy / plan, well funded physical works and maintenance program, curated events program, and the support of politicians, officers, traders and consumers to embrace and support the markets as they grow their appeal and performance.

They deserve to be key anchors for St Helier and need to be treated as such.

In the short to medium term and as an absolute minimum, their visibility, impact, promotion, marketing and awareness all need urgent and significant improvement, as highlighted on page 52. These are all key areas that Jersey Markets are currently failing to deliver, whereas they are core attributes of other successful European Markets such as Borough Market, Les Halles de Lyon and Les Halles de Sete.

All other recommendations are capable of being implemented (or at least commenced) by and indeed should be prioritised for delivery by end 2023.

A collective focus on improving the customer experience is essential and the markets are only as good as the sum of the parts / collective critical mass.

Jersey shoppers are discerning and well informed, they know good retail and expect excellent service. The markets have to raise their game to meet and exceed on their expectations.

The markets have the potential to be some of the best in the British Isles. It's in the wherewithal of traders, the management and the landlords to achieve this.

Appendix I

Business Survey Questionnaire

Appendix II

Stakeholder Survey Questionnaire



informed solutions

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