



**Meet. Eat.  
Drink. Shop.**

# Jersey Markets Revitalisation

**Project Update**

October 2023

Minister for Infrastructure

**The vision is to make Jersey's markets the social and commercial hub of the town again - and the centrepiece of the new and improved public realm.**

**Jersey's revitalised Markets will act as a catalyst to regenerate St Helier. They will be thriving, lively sites where shoppers can find high-quality fresh produce and goods alongside innovative products from new, independent local enterprises. The aim is to create animated places alive with events, art and cultural activities that attract a wider range of people more often.**

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# 1. Background

## 1.1 Brief history of the markets

Jersey's main public market was held in the open air in the Royal Square during the 1500s. As the population grew, it became overcrowded and unruly, until complaints – including of damage to the nearby cemetery by careering pigs and poultry – led to the purchase, in 1796, of a marshy plot of land where the current market sits today. The first market on the site opened in 1803.

It prospered there, as a hub of conviviality and commerce, until 1881 when the building was demolished and replaced with the current Victorian structure. This opened to acclaim on 9 September 1882 with its impressive cast-iron columns and glass atrium, and a 15-foot fountain as well as two elaborate gates from the previous building.

At the time, there were 34 tenants selling local produce, all of whom had to pay sixpence a day to the market inspector.

The Fish Market was built in 1841 and rebuilt in 1972, although it retains the original entrances.

The Central Market remained open throughout the Occupation, despite food shortages, and the market bell has been rung every trading day since 1824.



## 1.2 Context of the current work

The Markets have been at the heart of St Helier since a public market opened on the current site in 1803. As well as commercial significance, they have considerable value in terms of Jersey's heritage, culture, and Town environment.

Markets throughout Europe have either suffered decline and closed, or have been regenerated and become modern, thriving destinations in their own right. There is strong political support to save and revitalise Jersey's traditional markets.

The Draft Island Retail Strategy prepared by the Economy Department in 2019 identified that the markets were underperforming. The follow-up Jersey Market Strategic Review, produced for the Economic Development Minister in 2022, reiterated this finding.

The review confirmed that the markets have a potentially sustainable and vibrant future but are in urgent need of improvement and updating if they are to meet the needs of consumers, both now and into the future. The review recommended more than 70 improvements including physical alterations and updates, actions for traders to implement, improvements to the market management and operations, and many improvements for the marketing and promotion.

As the landlord of the Markets, the Minister for Infrastructure has now asked Jersey Property Holdings (JPH) to move this work forward as a priority and take action to revitalise the markets. Investment being sought through the Government Plan will be used to undertake a feasibility study, design, contract works and the fit-out, the detail for which will be developed with internal and external stakeholders.

The JPH team at the Infrastructure and Environment Department are working on a programme to improve the business environment and ensure the Markets remain economically viable for many years into the future, continuing to provide a unique experience for residents and visitors as well as providing a financial return to cover ongoing costs.

## 1.3 Benefits

- **More people visiting for longer:** Increasing the number of people visiting the Markets and increasing the amount of time they stay is a primary goal of this project.
- **Reveal the heritage splendour of the building:** The Central Market building and entrances to The Fish Market have historic, social, and cultural significance that should be highlighted and celebrated.
- **Strengthen the Market's distinctiveness with independent local businesses:** The Markets aim to attract distinctive local businesses and dynamic start-ups and to be a spectacle of local skills, commerce, and ingenuity.
- **Make the Markets an inclusive place:** The Markets have great potential to become inclusive meeting places and entertainment venues in the heart of St Helier that are accessible for all. The project aims to provide a place where people of all ages, backgrounds, incomes and abilities can feel welcome and comfortable.
- **Evolution and long-term success:** This project will support their evolution and long-term success so they can become resilient, lively, and purposeful for many decades to come. They will be adaptable and innovative places that incubate new businesses and contribute positively to the local economy and identity.

## 2. Current position

### 2.1 Recent events and current pressures

There are currently 49 small independent businesses across both markets, offering a range of fresh produce, hand-crafted goods, food, drink and other products.

Traditional markets across Europe have been affected over an extended period by changing consumer patterns, particularly driven by the growth of large one-stop supermarkets and online retailers. This has been exacerbated by the restricted trading caused by the Covid Pandemic and, more recently, Brexit and the economic downturn.

Additionally, in Jersey, the markets have not received consistent capital investments, facility upgrades or political focus. A change in the number and type of tourist visitor has also added to the challenges.

However, there is now a clear recognition that the Island needs to revitalise the Markets as a community focal point as well as commercial hub. We have neglected this special asset for long enough.

As other regenerated markets from London to Lisbon illustrate, there is an opportunity to create a stronger identity emphasising the unique character of markets by relaunching them as both a traditional meeting place and the original local shopping centre. For example, one side-effect of the pandemic was to create a renewed demand for high-quality, artisanal goods especially those produced locally and sustainably. This has always been a strong selling-point of Jersey's markets.

Responsibility for the markets sits with the Infrastructure Minister, Deputy Tom Binet, who is working closely with the Constable of St Helier to fast-track public realm improvements in the Parish. They both see the Markets as the key centrepiece for making town a more appealing and pleasant place for Islanders to live, work and spend time in. The revitalised Markets could be a popular leisure destination for families and a new generation of diners and shoppers.

### 2.2 Economy Department Report

The Economic Development Minister has also recognised the unique potential of the Markets. In 2022, he commissioned an in-depth and wide-ranging analysis of the economic viability of Jersey's markets. The conclusions and recommendations in that report mostly relate to the structures and operational matters, so are being taken forward by the Infrastructure and Environment Department (the landlord of the property) to start developing an ambitious practical plan for improvement.

Work is already under way and a request has been made for the funding needed to make real improvements that will ensure the markets can meet the needs of modern consumers and that local businesses can thrive there into the future.

The Economic Development Department appointed leading independent markets consultants The Retail Group to undertake a strategic review of the markets last year and advise how best to secure a successful and sustainable future for them. That report, **Jersey Markets Strategic Review**, formed the basis of the current work, which is now moving forward with implementation of those recommendations that are feasible, appropriate and deliverable.

## 2.3 Customer feedback

To improve footfall to the markets over the longer term, it must deliver what customers need. A Jersey market research company was commissioned to work during the early summer 2023 (11-25 July) and spoke to 630 respondents in and around the markets, of whom 494 were residents. The key findings were:

- **The results of the survey support the recommendations made in the Strategic Review**
- **Top attributes were 'fresh food/quality of produce' and 'nice atmosphere/environment'**
- **Lowest scores were for 'product presentation', 'cleanliness' and 'uniqueness'**
- **A third of respondents said they would like the Markets to be open longer and open on a Sunday**
- **Requests for more seating, events, more food and beverage units and cheaper prices also featured highly**

The themes highlighted in the Market Consumer Survey are also echoed in the Jersey retail consumer survey which was commissioned by the Economy Department and published on 24 August 2023.

The report, Jersey Retail – perceptions, experiences and needs, concluded that:

- 50% of respondents feel shopping is about the experience with cost, range of shops and choice of product remaining the lowest scoring factors for satisfaction.
- Customer service and opening hours scored the highest.
- Items purchased most in Jersey included food and groceries, clothing and health and beauty items, with the reasons for purchasing on-Island including receiving items quickly, the ability to test/try on, and convenience.
- 70% of Islanders are choosing to purchase items on-Island, even though they perceive the item to be available online. Reasons for choosing a specific location to shop include a specific shop, close to home or work, parking, and the range of shops.
- Discount and promotions, more brands, independent shops and later closing times were the factors that scored highest to encourage more shopping in Jersey.
- There was significant interest in both Sunday and more regular evening opening.

# 3. Future plans

## 3.1 Vision for the Markets

The long-term vision positions the historic markets as an exciting, contemporary, and environmentally friendly platform for independent local businesses and dynamic start-ups. The Markets should offer a range of locally produced, high-quality and sustainable fresh produce, goods, food and drink, and 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 and into the evening.

The trading pressures faced by Jersey markets are not entirely unique and have been experienced across the UK and Europe. To avoid decline, leading markets have gone through a period of evolution and improvement over the past decade to create and enhance the enjoyable experience for consumers. As well as attracting new clientele, markets are aiming to encourage people to return with family, friends and workmates.

Typically, leading successful markets are managed proactively, usually with dedicated staff focused on marketing and promotions. As a result, they not only offer more events, entertainment and pop-up businesses, but also promote them extensively on social media, websites and partner marketing channels.

All leading markets prioritise the customers' experience. They have strong food and beverage offers, including trader-provided seating inside and outside units, as well as extensive communal dining areas. Most open into the evenings, often until 10pm or beyond at weekends. All pay great attention to the sense of arrival experienced by consumers, with highly visible, well signed and well-lit entrances leading to best-in-class traders providing strong customer service to set the tone for the visit. The visual merchandising standards are also high-quality and customer focused.





## 3.2 Actions so far

- a. **Interim Retail Strategy 2019 – Economic Development**
- b. **Jersey Markets Strategic review – August 2022 – Economic Development**
- c. **Project Manager appointed for Market revitalisation project – March 2023**
- d. **Creation of a Project Board – May 2023**
- e. **New Traders’ representative group created – May 2023**  
Following a meeting with traders in early 2023, a ballot took place to establish a group of trader representatives who will represent their colleagues and work with the Infrastructure team to ensure the revitalisation can happen.
- f. **Retail Consumer Experiences and Perceptions Survey published – August 2023 – Economic Development**
- g. **New brand identity – Summer 2023**  
It is much more effective to promote the 49 market businesses under one umbrella identity. The Infrastructure team have worked with designers to create a fresh and vibrant new overall brand for Jersey markets. The designs make use of the historic elements of the market architecture.
- h. **Website, social media and marketing**  
For the first time, the Markets are being actively promoted with a new website recently launched at [www.jerseymarkets.je](http://www.jerseymarkets.je) and a successful social media campaign well under way that has gained enormous traction already. There have been ads on the radio and in the JEP as well both digital and static displays in several car parks and at Liberation Station.
- i. **Funding bid – June 2023**  
The JPH team have prepared a bid to the upcoming Government Plan to secure funding for the Market Revitalisation Project. The States debate is due to take place in December 2023.
- j. **Pop-up shops – July 2023**  
Small businesses have been invited to apply for a short-term lets as a means of encouraging entrepreneurship and potential new tenants who can test their ideas without having to make a long-term commitment.
- k. **Trial of evening openings during 2023**  
Opening the last Friday and Saturday of each month has proved to be a huge success so discussions around increasing this and taking this forward to 2024 are to be held shortly.
- l. **Data collection – July 2023**  
Factual information is needed to ensure the improvements are correctly targeted. A local market research company has carried out a survey of consumers to test their views of the markets.

**m. Parking survey – July 2023**

In July 2023 a parking survey was undertaken in partnership with the Operations and Transport team in order to establish current levels of use along Halkett Place and Beresford Street and whether the introduction of external seating would be a viable option.

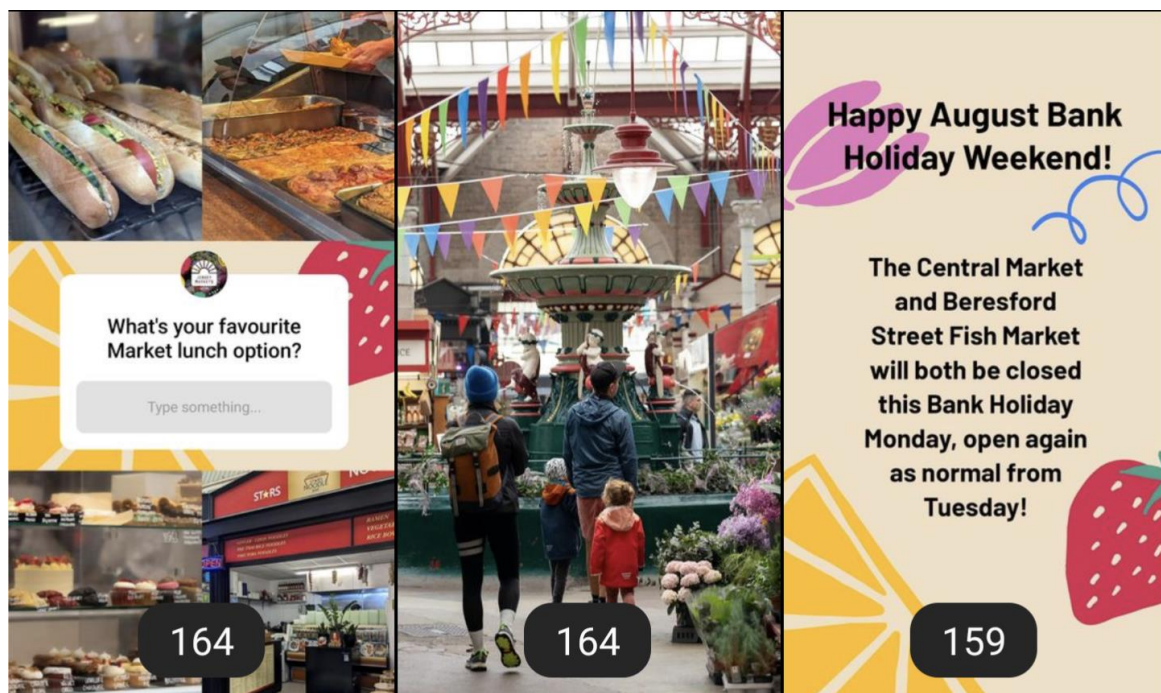
**n. Events**

Soft launch of more events and animation in the Market starting with half-term and Halloween; a working group, which includes Arts, Culture and Heritage, is looking to deliver visual and acoustic experiences and curate more visiting demonstrations, activities and events.

**o. Planning, implementation and delivery plan**

A design team using local architects is currently looking at opportunities for improvement of the physical environment based on consumer needs along with market trader requirements. Proposals will be subject to public consultation and a further funding bid for capital works. A phased timeline for delivery will be created to reflect the agreed plans to be taken forward alongside a feasibility study for any capital works.

**Instagram posts performance**

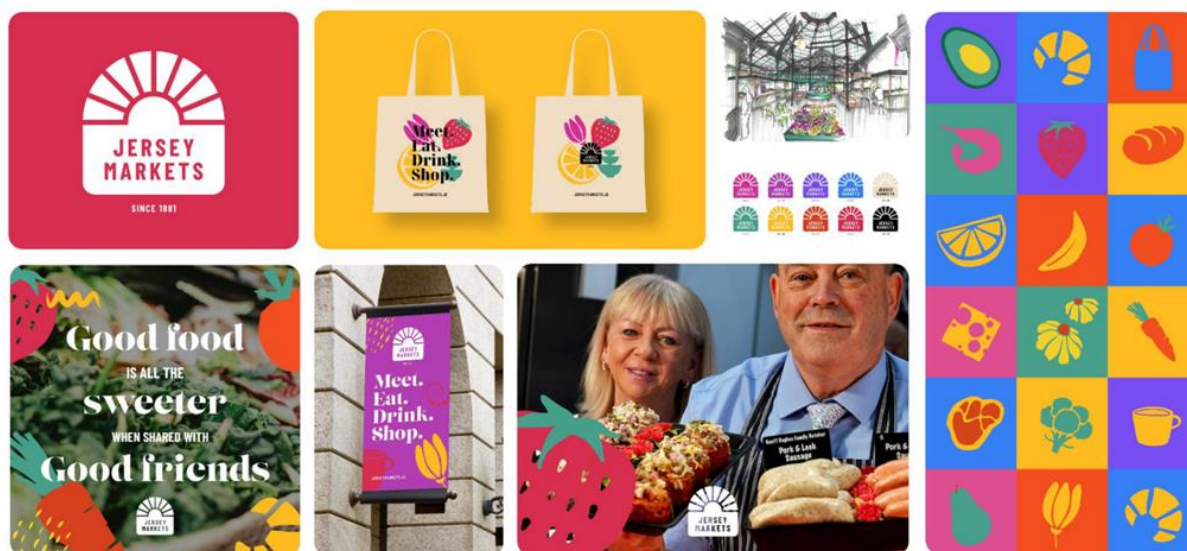


### 3.3 New branding & logo

The new logo is based on the distinctive architecture of the Central Market.

A new website is now live on [www.jerseymarkets.je](http://www.jerseymarkets.je) which includes information about traders in one place for the first time.

Awareness campaigns have been launched on social media channels, including Facebook and Instagram.



## Total Social Media Performance

\*Several social platforms are now operating under new user privacy regulations, which has been effective since 6 July 2021. This has and continues to affect our numbers due to social users having to manually consent before we can track their data.

### All channels

Metric	Aug-23
Fans	1,405
Posts	22
Impressions	49,902
Reach	36,674
Engagement	2,837

### Facebook

Metric	Aug-23
Followers	820
Posts	8
Post Impressions	45,875
Reach	21,630
Average Reach per post	2,703
Number of videos	0
Video Views	0
Engagement	2,587
Engagement %	5.60%

### Instagram

Metric	Aug-23
Followers	585
Stories	16
Posts	8
Reach	15,044
Impressions	4,027
Video Views	620
Engagement	250

## 3.4 Next steps

Islanders are strongly supportive of the Jersey Markets and the businesses that trade there and want to see them thrive. We will work with key stakeholders on the following steps to ensure that everything we do is collaborative and linked in with the wider plans to regenerate the town centre.

### **Funding**

Ministers and the Connétable of St Helier are awaiting the outcome of the Government Plan debate and other discussions to ensure the necessary funding can be made available.

### **Internal structures**

Significant work is needed to secure the historic fabric of the building and whilst some will continue to as part of the general maintenance, most will be incorporated into the project due to the cost. This work will feature in the proposals put forward by the design team who will give consideration to the recommendations in the review such as new flooring, new toilets and improved lighting.

### **Signposting**

Consumer traffic to the Markets can be improved rapidly, particularly for tourists, with more effective external signage externally and at the entrances. Parking outside the railings by large delivery vehicles will be restricted so that the Markets are no longer obscured. Add information boards on King and Queen St, to include the Markets.

### **Al fresco**

There is considerable demand for al fresco dining in Jersey. The cobbled unloading bay in Halkett Place can be converted on a trial basis (a proposal strongly supported by the Constable of St Helier) as well as the area around the entrance from French Lane to make the Market more enticing.

### **Trading times**

Customers requested consistent opening and closing times. Thursday afternoon closing would be discontinued and, following the success of the evening opening trial in 2023, this will be extended for 2024.

### **Engagement**

An events programme will be created to draw customers in for events such as music, entertainment and activities. The highly successful Chinese New Year festival in early 2023 indicated the potential level of demand and participation.

### **Leasing strategy**

Work to develop a robust leasing strategy with flexible and tailored lease options, which will be focused on the proactive improvement of the Markets.

### **Communal seating**

The architect is looking at short-term options currently to add more seating and these will then be incorporated into the longer-term plans.

### **Tenant mix**

Strategic approach to mix of tenants based on consumer needs and ensure consistency across all traders around presentation, customer service, opening times etc.

**Incubator units**

Introduce space and units for business start-ups.

**Tenant support**

Provide support for traders in relation to a range of issues including retail innovation and improving customer experience and improve turnover.

**Other works**

Subject to funding, we will look to add planters outside entrances, create more bike racks, small-scale improvements to introduce better utilisation of space.

## Appendix A: Recommendations of Strategic Market Review

### Recommendation 1:

#### Improve the external presence, appeal and visibility of the markets

Recommendation	Action/Status
Improved remote signage to 'Markets Quarter'	Discussions to take place with Parish of St Helier (POSH) for implementation in 2024
New pavement and road treatment to physically link both markets	To be considered as part of design plans.
More visible and effective signage linking the two markets	To be considered as part of design plans.
New market branded flags for both markets	Under way.
New projecting signage at entrances (both markets, all entrances)	To be considered as part of design plans.
New lighting at each entrance	To be considered as part of design plans.
Improved externally facing information boards	To be considered as part of design plans.
Add external seating on Halkett Place within the parking bays which will reclaim streets for people and socialising, and have people eating & drinking that is visible from King Street	Discussions with Transport team under way. Possible trial to commence in April 2024 subject to funding and traffic assessments. Parking survey undertaken summer 2023 to establish current demand.
Encourage other groups and organisations to use the Central Market as a host for events and performances. Provide the facility and delivery support to enable this.	Incorporated into events programming which is under way.

### Recommendation 2:

#### Secure the future of the Fish Market

Recommendation	Action/Status
Externalise the offer at every opportunity.	New social media and website launched.
Align, promote, and operate the market alongside the Central Market	Being promoted alongside CM with further discussions to take place with FM tenants
Physically connect it to the Central Market via floor finishes e.g. diagonal pedestrian crossing	To be considered as part of design plans.
Focus the offer on fish, shellfish, food and goods related to the sea	Part of an ongoing conversation with tenants, design team and then the public.
Consider rebranding to "Island Market" or "Jersey Market"	Referred to collectively as the 'Jersey Markets' but Fish Market title to remain in place.
Improve the external signage and information provision	Planned as part of the design plans.
Use the central atrium for dining once the floor has been refurbished	To be considered as part of design plans.
Introduce more demonstrations and events	Support to be provided to tenants to encourage this.

### Recommendation 3:

#### Improve the offer and customer experience of both markets

Recommendation	Action/Status
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	Proposed for January 2024. Tenants have been consulted on this already.
Provide much more communal shared tables and chairs for all customers to use	Architect looking at short-term options currently and will also be incorporated into longer term plans.
Offer more tables and chairs in and outside businesses	To be considered as part of design plans.
Prohibit the storage of stock in alleyways	Incorporated into the wider changes around leases and the redevelopment.
External merchandising to be well presented / visually appealing	We will be actioned in 2024.
Late night opening on Friday and Saturday from Easter to Half term October	Upcoming conversation on this to determine evening openings going forward.
Trial Sunday opening from Easter to Half Term October	Will liaise with Economy, Jersey Business and PoSH to ensure any changes are collaborative.
Remove early Thursday closing	Proposed for January 2024. Tenants have been consulted on this already.
No parking outside each entrance, and add planters, seating areas, tables and chairs. Similarly no bins outside or near market entrances when the market is trading, especially on Halkett Place	Halkett Place al fresco pilot under discussion by Infrastructure Minister and St Helier Connétable. Liaison with traders required. Communal seating on French Lane also being planned.
Create new event space	To be considered as part of design plans.
Encourage traders to improve their customer service plus range of services / classes / experiences.	Pending further discussions with traders, to be addressed in 2024
Encourage traders to also add more retail theatre, more demonstrations, more 'making', add masterclasses, more samples for F&B businesses	Pending further discussions with traders, to be addressed in 2024
Curate more visiting demonstrations, activities and events	Soft launch of events planned to begin in Q4 2023 and this will be ongoing.
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	Will be incorporated into longer term plans.

#### Recommendation 4:

#### Improve the marketing and promotion of the markets

Recommendation	Action/Status
Develop new umbrella markets brand	Complete.
Encourage traders to adopt and use the new markets branding, to emphasise collective critical mass / appeal	Under way.
Develop annual promotions calendar, by the market traders / manager, for the customer, use an external specialist agency to set the template	To be developed with the tenants' group.
Curate new events / annual calendar, including events targeting different groups such as families with young children, teenagers, consumers, elderly, workers, tourists etc.	An events team is working on this currently.
Improved use of social media, especially Instagram and Facebook (market team and traders)	Under way. Additional dedicated specialist resource funded by GoJ
Develop a new, exciting, visually appealing, and contemporary website	Complete.
Curate a programme of Friday Lunchtime recitals and performances	Will be considered as part of events programme.
Encourage traders to develop more joint promotions	Being investigated currently.



## Recommendation 5:

### Improve the working relationship between traders, management and landlord

Recommendation	Action/Status
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	Roles and responsibilities currently being considered.
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 (12-18 months)	Roles may change and are being reviewed to incorporate this.
Offer some traders 1-2-1 specialist support to help them improve their offers and the experience they provide	Will begin to address this in 2024.
Creation of more transparent and inclusive tenants' association, focussed on marketing, promotion, and proactive improvement of the customer experience	Tenants group established and meets monthly. Discussion ongoing.
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 etc.	To be incorporated into the new leases.
Encourage the more experienced traders to mentor the newer ones, especially in regards retail display, customer service and standards of shopfit	Will begin to address this in 2024.
Create a new customer service charter which details minimum and ideal standards of customer service, including consumer rights and mitigating actions when specified issues occur	Will begin to address this in 2024.

## Recommendation 6:

### Make it easier for new entrants to trade in the markets

Recommendation	Action/Status
Active focus on new and growing traders, especially those specialising in Jersey Products	The new website invites potential traders to submit their interest if they meet the requirements listed.
Target schools / colleges, producers, growers, artisans	Will be incorporated into events programming.
More short-term licences and temporary / shared occupancy options	Empty units that are ready have been filled on a temporary basis initially.
Use two units and prepare them as incubator units; one for general retail and one for food & beverage, which would ideally accommodate two or three traders. These could be created from existing non-active space with storage, and waste compacting relocated to car parking areas etc. which may make it easy for traders. Considerations must be given to a strong 'retail' offer, with back of house operations being located away from customer sightlines	To be considered as part of design plans.
Engage with Genuine Jersey (and other similar appropriate organisations) to hold periodic visiting markets. These could be held on Halkett Place to help improve visibility from King / Queen Street. Consider extending the offer to existing market traders the opportunity of trading externally too as good practice.	Will be incorporated into events programming.
Use the periodic external markets for dedicated new business weeks, or even bringing existing traders outdoors 'Central Market Revealed'	Will be incorporated into events programming.
Encourage colleges and schools to hold event markets, which could range from year-end shows to full on test trading / entrepreneurship weeks	Will be incorporated into events programming.

## Recommendation 7:

### Develop new leasing strategy focused on proactive development of the markets

Recommendation	Action/Status
Secure long-term future of anchor status tenants and product categories with longer term leases	To be incorporated into the leasing strategy.
Secure future of other tenants on shorter leases, to enable the mix of the market to be curated and evolved, through 1-3 year leases	To be incorporated into the leasing strategy.
Secure future of other tenants on shorter leases, to enable the mix of the market to be curated and evolved, through 1-3 year leases	To be incorporated into the leasing strategy.
Remove the automatic right of assignment from new leases to avoid 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	To be incorporated into the leasing strategy.
Encourage more pop-ups where units or space are available, and 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, and ensure storage facilities are back of house / not visible	To be incorporated into the leasing strategy.
Develop trading selection criteria for new traders	To be incorporated into the leasing strategy.
Add more F&B businesses in both markets; trial 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	To be incorporated into the leasing strategy.
Introduce an additional 'service charge' to create a dedicated marketing & promotion budget which the market management / GoJ will contribute to. 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. Improved promotional activity is key to the growth of the market and collective 'arcades of shopping' typically have promotional contribution from businesses	To be incorporated into the leasing strategy.

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.

In progress and will be subject to further conversations to ensure we meet consumer needs.



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