

Future-Fit Retail Roadmap: 2025 Delivery Report

Re-imagining purpose,
embracing opportunity

R.77/2026

APRIL 2026



Our Mission

To nurture a strong retail economy, fit for the future and foster prosperity through vibrancy, productivity and a customer-led approach.

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Executive Summary

The Future-Fit Retail Roadmap was published in December 2024, building on the 2021 Interim Retail Strategy, to outline new opportunities for growth and provide points of guidance for Jersey’s retail sector.

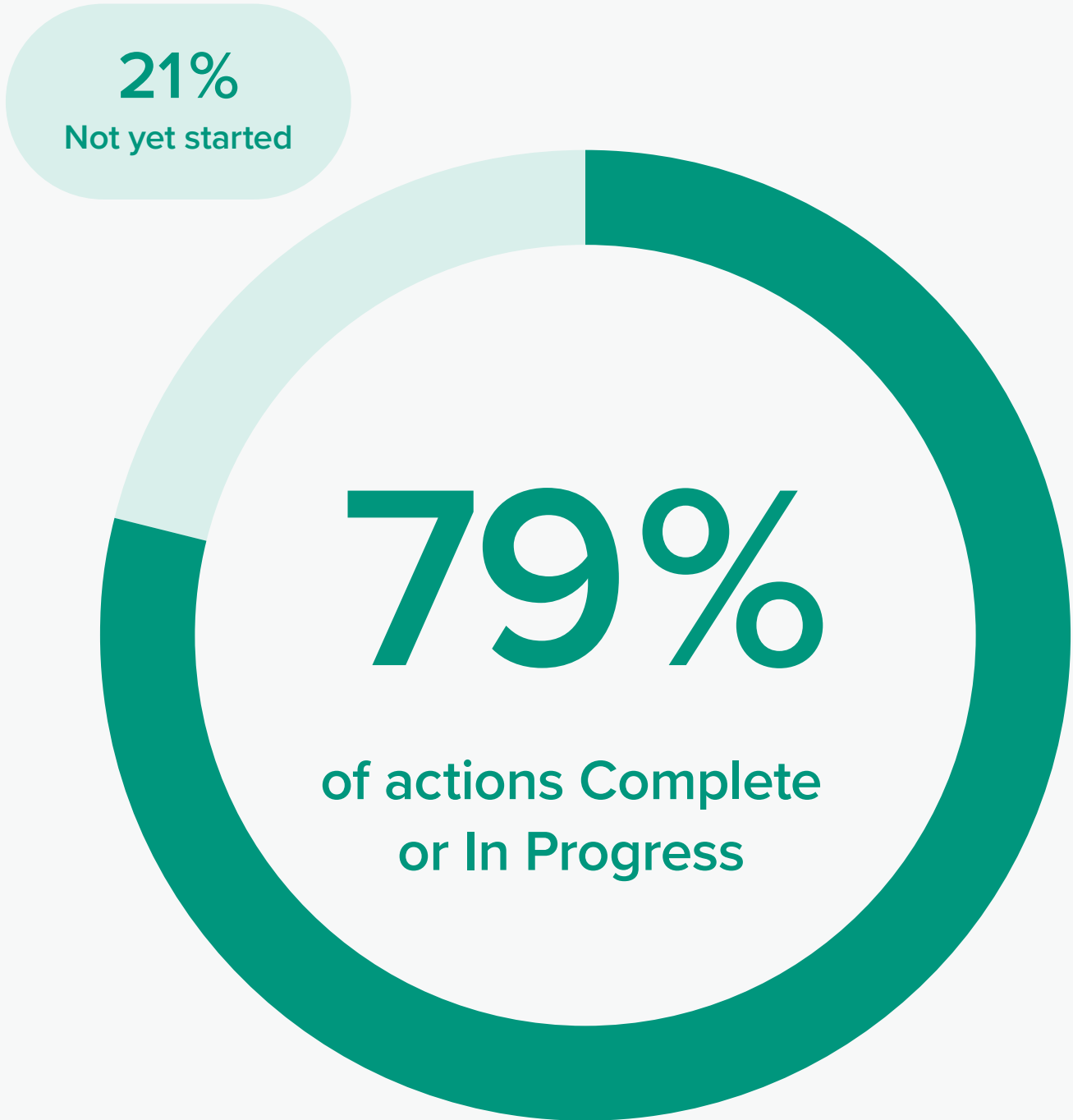
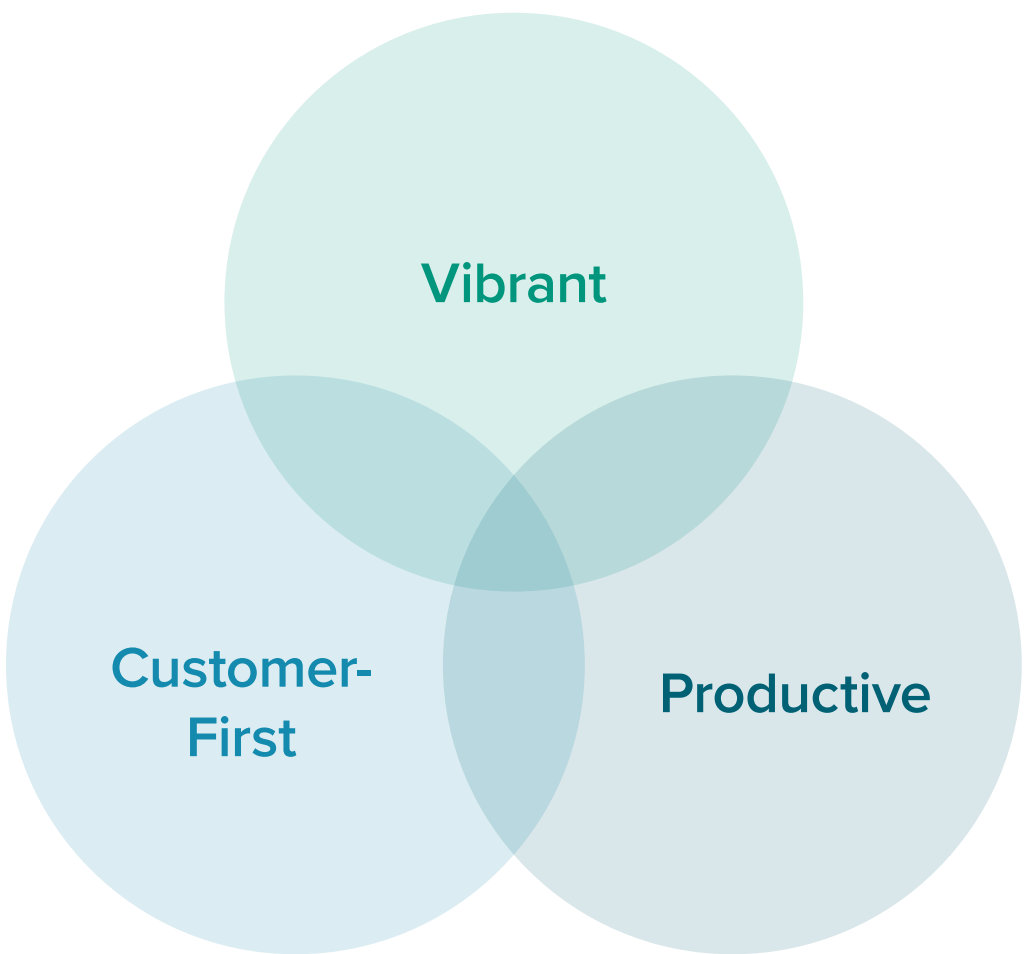
In January 2026, [Version 2](#) was published to reflect the [States Assembly decision](#) to extend the Roadmap to specifically include Les Quennevais as the Island’s second retail hub. In Version 2 of the Roadmap, the strategic goals for Jersey’s retail sector remain the same:

- 1. **Vibrant:** Transform St Helier into a bustling retail and cultural hub by addressing property vacancies, enhancing public spaces, and collaborating with arts and heritage sectors. This includes supporting a vibrant nighttime economy.
- 2. **Customer-First:** Prioritise residents’ and visitors’ needs by promoting convenience and seamless experiences.
- 3. **Productive:** Encourage businesses to adopt automation, build a resilient supply chain and reduce reliance on imports while addressing the climate crisis.

Alongside a reminder of our shared mission, this report will provide an update on the progress made throughout 2025 towards these goals.

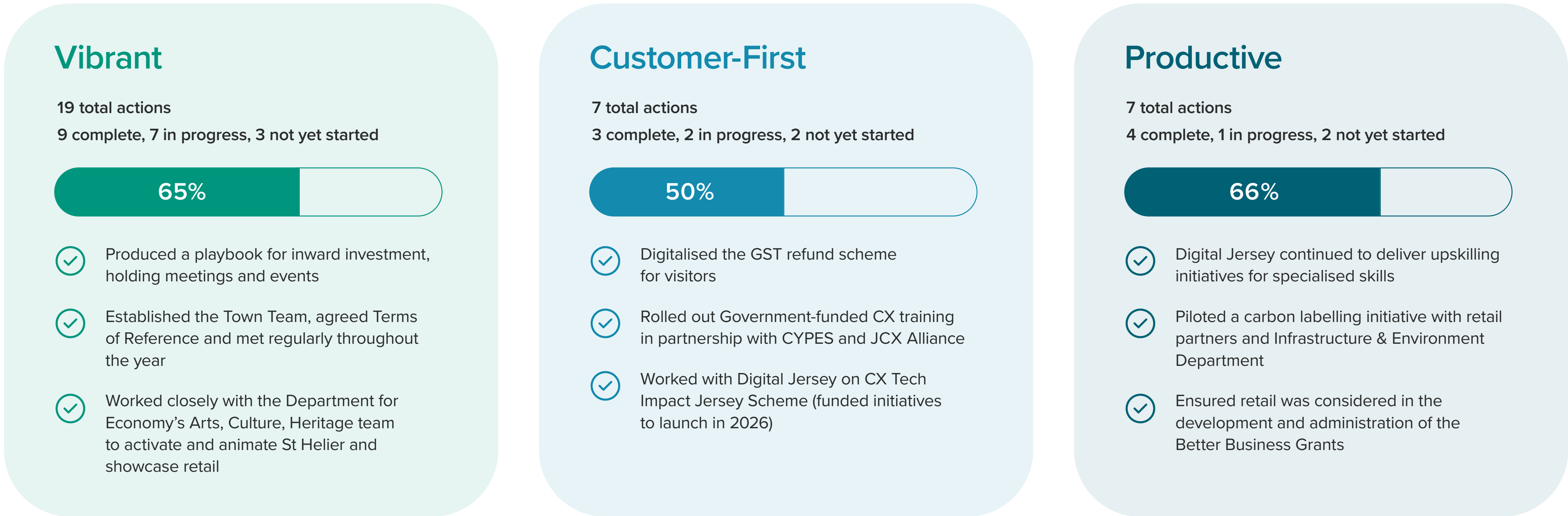
The Retail Roadmap contained 33 actions, divided between the three strategic goals. At the end of 2025, a total of 16 actions were delivered, 10 were in progress, and 7 were not yet started. This is shown in the chart on the right.

The actions in the Roadmap have been delivered in partnership with key stakeholders outside Government and departments within Government..



Key Action Delivery

The progress made towards the Roadmap’s three strategic goals in 2025 is broken down as follows:



New actions

In 2025, eight new actions were added to the Roadmap’s delivery. One of which was completed in 2025, five in progress, and two not yet started. These are outlined in the Further Actions section of this report from page 24 and are due to be delivered throughout 2026.

Introduction

Retail remains key to our Island’s economy and all islanders’ wellbeing; updated figures from 2024 indicate that the economic contribution of retail grew by 3% in real terms to £416 million and, with over 800 retail business in Jersey, retail remained the third largest private sector employer¹, proving just how important it is to Jersey.

Beyond the contribution to Jersey’s economy, I believe that more than ever, retail is essential to enriching our social and cultural fabric. This was demonstrated throughout 2025 with events and activations such as the Town Takeover, which play a key role in making our Island a place where people want to live, work, and visit. The year also saw renewed confidence in Jersey as an investible retail destination, evidenced by continued investment in bricks and mortar shops by both local and global businesses, alongside the diversification of existing businesses. Combined, this reflects a year of meaningful progress, close collaboration, and renewed ambition for Jersey’s retail sector.

This report outlines what has been achieved in 2025, but it is recognised that, as a small Island community, Jersey feels the pressures on global retail acutely. These realities reinforce the importance of innovation and continued work towards the three strategic goals to ensure the long-term success of our retail economy. Working in partnership is key to enabling this success - Jersey’s retailers and stakeholders are drivers for progress, and Government remains committed to supporting the sector as a future-fit pillar of our economy.

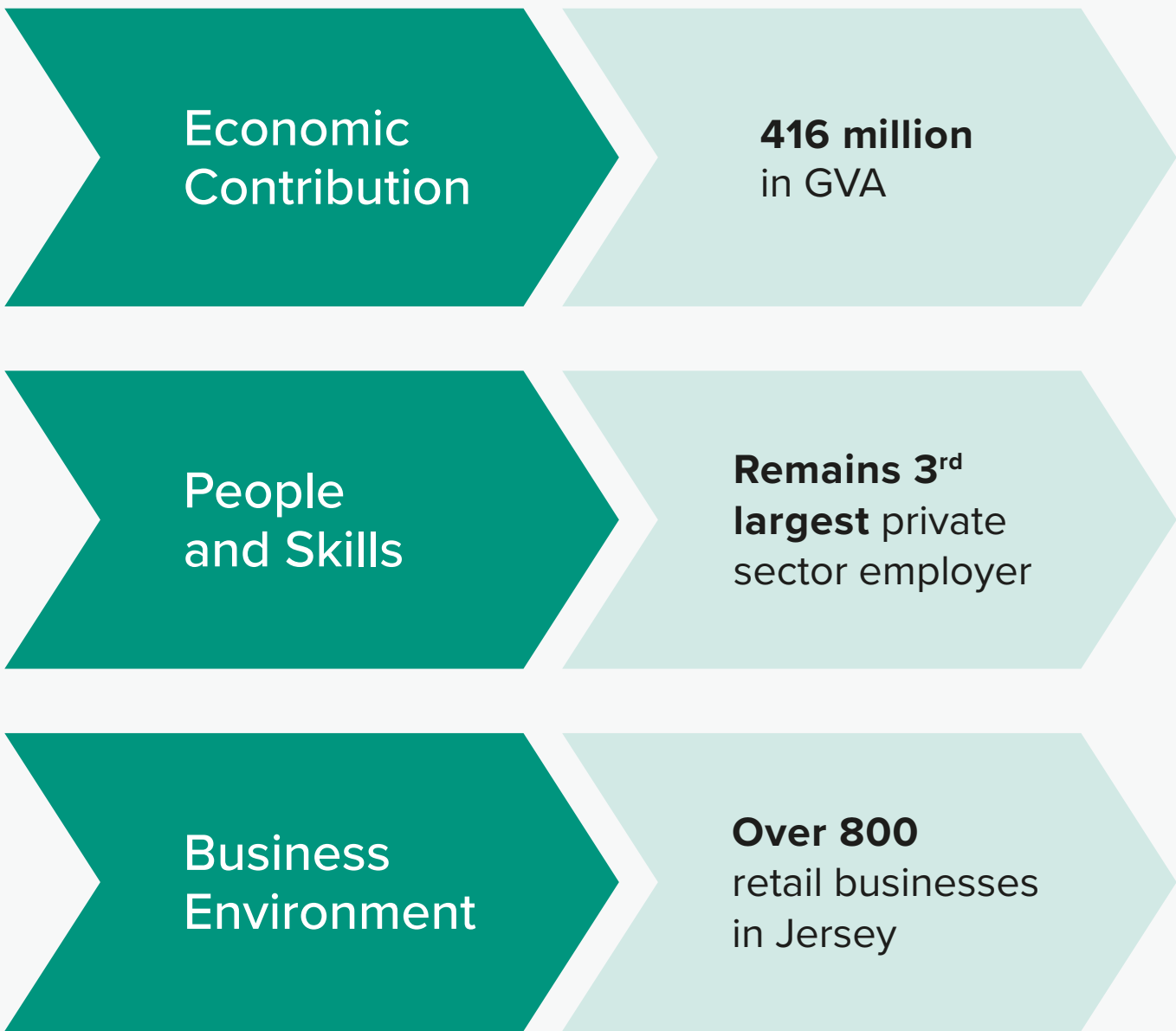
In 2025, I was delighted that the States Assembly placed renewed emphasis on strengthening Jersey’s retail economy, both in central St Helier and within the Island’s out-of-town key community hubs. This reflected a broader recognition that retail plays a vital role not only in economic vibrancy, but also in supporting local communities and shaping the character of neighbourhood centres. Two propositions were adopted that collectively advance this ([P.67/2025](#) and [P.68/2025](#)), resulting in eight new Roadmap actions.

The new actions, and updates on existing actions are set out in this report. The agency responsible for each action has provided comments on the progress. By working together with the many stakeholders and seeking to always improve, the retail sector is cementing its vital role in our economy and society.

I’ve been pleased to work with retailers, the Parish of St Helier, the Chamber of Commerce and the Economy Department to work through the Roadmap to ensure Jersey’s retail offer remains outstanding for an island of our size.



Deputy Kirsten Morel
Minister for Sustainable Economic Development



¹ 2024 figures latest available data at time of report publication

1. Vibrant

We will transform our retail cores into bustling retail and cultural hubs by:

- Addressing property vacancies, working with landlords and businesses
- Ensuring retail is considered in public realm initiatives across the Island
- Curating a retail offer that is appealing, exciting, and tailored to our Island's needs
- Collaborating with the arts, culture and heritage sector to explore how retail can contribute to Island events
- Supporting a strong daytime and nighttime economy that encourages people to spend more time in town



90%

of commercial units
occupied in the town
centre

3

international
events attended to
showcase Jersey



268

employees certified in
customer experience
excellence with JCX
Alliance



Key Actions

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
1	Enrich the Vacancy Data count with pictorial evidence of the shop frontages and building conditions	Government - Economy	Q3 2024	Data map to identify hot spots and map trends over time	100%	Delivered for 2024 and 2025. Hot spots were identified, and the data was further enriched by collecting SIC code information for each occupied unit in the town centre. Collecting pictorial evidence will inform the basis of other actions such as ‘tidy-up’ mechanism for the high street and SIC data will be utilised for discussions with the planning policy team. The average occupancy rate of the town centre in 2025 was 90%. Town centre occupancy was largely dominated by: 1. Retail 2. Hospitality (restaurants, cafes, bars) 3. Service businesses (hair and beauty) Whilst this action was delivered in 2025, further work is planned in 2026. This is outlined in the Further Actions section alongside other vacancy workstreams arising from P/68/2025.
2	Establish a Town Team and agree terms of reference	Government - Economy and POSH	Q4 2024		100%	The Town Team was established and met frequently throughout 2025. The Terms of Reference were agreed and are available alongside minutes of previous meetings on: https://www.gov.je/industry/retailhospitality/retaileconomy/pages/retaileconomynewsandresources.aspx
3	Establish key actions for the Town Team and explore potential funding structure that delivers on small interventions that bring vibrancy to the town	Town Team for business case for funding	Q2 2025	Bi-annual published reporting against town team actions, included as terms of reference	15%	The Government of Jersey and Parish of St Helier continued to support the Town Team throughout 2025. A pilot case for initiatives was undertaken in 2025 through the Battle of Flowers Town Takeover that, whilst Government-led and administered by the Parish, worked in close collaboration with businesses to bring vibrancy to town from July-September. Participating retailers in the Town Team reflected on the Town Takeover, and shared that they saw increased footfall and spend, in some instances. This demonstrated the engaged and competitive spirit of our high-street, as the initiative spread well beyond the initial match-funding, and evidenced the case for future initiatives. A full workshop to facilitate the development of key actions was postponed until 2026.

Key Actions (continued)

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
4	Scope a BID (Business Improvement District) delivery framework, to establish what legislative environment would allow for a BID structure in Jersey Law	Government - Economy	Q3 2025	Delivery of framework	50%	A BID delivery framework was largely scoped in 2025, including the requirements for legislation to enable BID structures in Jersey. It is important to note that the Government cannot create a BID. It is down to the business community to submit proposals, which can then be voted on by those within a designated BID area. BID legislation has not progressed to the legislative programme in this term of Government.
5	Revise the Shop Opening Hours regulations to remove any outdated and unnecessary barriers to business	Government - Economy	Q1 2025	Revision of regulation completed	80%	A review of the Shops (Regulation of Opening and Deliveries) (Jersey) Law 2010 and subsequent Shops (Regulation of Opening) (Jersey) Regulations 2011 was undertaken in 2025. As a result of this review, the Minister for Sustainable Economic Development produced a Repeal Law. This would enable shops to open and receive deliveries on Sundays and public holidays, without a permit. Work will progress into 2026 to lodge the Repeal Law for debate in the States Assembly.
6	Encourage businesses to review customer demand and experiment with different patterns of trading to optimise the customer experience and innovate on product	Industry with support from Jersey Business Limited and the Town Team	BAU	Jersey Business reporting	100%	Reviewing customer demand is part of the service that Jersey Business provides to local retailers. In 2025, Jersey Business supported 49 individual retail businesses, of which: • Three businesses had one employee, • 11 had between two to five employees, and • Two had between six to nine employees
7	Encourage businesses to realise the full potential of their products and asset-use for both daytime and evening economy to realise their productivity potential	Industry with support from Jersey Business Limited and the Town Team	BAU	Jersey Business reporting	0%	This action is encompassed within Jersey Business’ work on business optimisation. In 2025, there was limited uptake from business in terms of opening hours. This is related to market conditions, including suppressed demand and staffing shortages. BAU work on this action will continue, as economic and market conditions shift.
8	Establish budget requirements for a PR agency for St Helier and Retail	Town Team	Q2 2025	Tender process scoped	10%	A PR agency presented to the Town Team in 2025 and members were asked to consider whether to progress this proposal. This action is to be taken forward independently by the Town Team, including allocation of any funding, with the Government and Parish of St Helier supporting where necessary.

Key Actions (continued)

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
9	Work with a delivery partner to devise a design competition for place-branding and design standards handbook, helping Jersey stand-out as a recognisable destination	Government - Economy and Creative Island Partnership	Q3 2025	Design winner announced and place branding adopted	0%	Work to devise a design competition is on hold, until a PR agency is appointed. It is important that place-branding is developed in collaboration across Government departments, Visit Jersey, CIP, all local businesses, residents, and users of the area.
10	Work with Skills Jersey to bridge the skills gap in customer experience excellence for the sector. Apply for funding for a CX kick-starter to upskill the workforce at pace	Government - Economy and CYPES	Q1 2025	Skills funding confirmed and CX training rolled out across Retail and Hospitality sectors	100%	In partnership with the Jersey CX Alliance, Government-funded training was delivered to build capability and champion customer service excellence across the Island. Between February and March 2025, 22 training sessions were delivered, resulting in 268 employees becoming certified across 56 local businesses. Participant understanding of key customer service topics was measured before and after each course, with average scores increasing from 74% to 93%. Trainer engagement was also rated highly, with an average engagement score of 98%.
11	Create a playbook to attract Inward Investment in the sector and be explicit about the opportunity in Jersey, both for locals and for global brands	Government - Economy	Q4 2024	Playbook produced and meetings/events conducted	100%	An inward investment playbook for retail was produced in Q4 2024, and key information has been made available on: https://www.locatejersey.com/why-jersey/sectors/retail/

Key Actions (continued)

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
12	Host a series of events with potential investors to explore Jersey	Government - Economy	Q4 2024	Playbook produced and meetings/events conducted	100%	Following the production of the playbook, work has been undertaken across two areas of focus: 1. Promoting the opportunity to agents, landlords and retailers through direct meetings and B2B event attendance 2. Establishing and developing collaborative relationships with both Jersey and UK commercial agents and stakeholders who are dealing directly with both landlords and pipeline interest. Meetings and visits have been undertaken with retailers, franchise holders and representative agents from late 2024 onward. Officers also attended three international events in 2025 to showcase Jersey and the retail opportunity: • Simply Retail Marketplace • GRO Retail • City Nation Place These events resulted in positive engagement with recognised brands. There is a strong pipeline of interest, but this work can take time to see results as long-term investment decisions need to be taken by businesses (for example, finding the right property when our town centre is already at 90% occupancy). Officers responsible for inward investment in the Department provide comprehensive advice and guidance to potential new entrants, where possible, to ensure a smooth process for businesses establishing on-Island.

Key Actions (continued)

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
13	Work with Planning Policy officers to recommend changes to the General Development Order that would allow for more flexibility with changes of use	Government - Economy and Planning Policy	Q4 2024	Changes agreed and made to the GDO - more changes of use permitted	70%	Changes to the GDO were formally recommended to Officers in response to the Planning Service Reform consultation in October 2025. This is progressing into phase 2 in 2026, where officers will help to shape the proposals with detailed feedback formally provided in response to further consultation. In Q3 2025, the Joint Approach between Economy and Planning was published, formalising existing joint working to ensure that economic considerations are embedded in decision making and policy development. Throughout 2025, the Department used this framework to align economic and spatial priorities. More specifically, this includes the provision of formal and informal economic input on planning applications, updating of the planning validation checklist to encourage submission of economic impact evidence and shaping policy development through Planning Services Reform, including GDO changes. This has strengthened the visibility of retail considerations in planning, helping to ensure the sector’s need and the wider economic impacts on town vitality, are consistently reflected in decisions whilst also enabling conditions for sustainable economic growth in the sector.
14	Develop guidelines for empty shop window standards, as well as style guidelines for scaffolding and hoarding to maximise the value of the messaging on the High Street	POSH and Government – Economy/ Jersey Property Holdings and SOJDC	Q2 2025	Guidelines produced and permissions contingent on compliance	10%	This action was de-prioritised in 2025, although the Parish of St Helier’s requirements for scaffolding and hoarding permits remain in place. Work outlined in action 16 brought awareness to style; the high street did see good examples of empty shop window design in 2025 despite no formal guidelines being in place.
15	Continue to work cross-departmentally on the strategic development of the central markets, to include: a) supporting the recruitment of a Business Development Manager, alongside the existing Operations Manager and b) reviewing the lease arrangements to raise the standards in line with the 10-point criteria for tenants	Government - Jersey Property Holdings, supported by Economy	Q1 2025	Recruited BD Manager and new lease agreements signed with market tenants. A regular tenant review established to align with ten-point charter	100%	A job description for a Business Development Manager was produced in collaboration with the Markets Manager. Recruitment for the role was on hold in 2025 due to a Government-wide recruitment freeze. Lease arrangements were reviewed to align with the 10-point criteria. This means that criteria are in place for all new entrants to the Markets via lease conditions. The Department for Economy recommended that a regular review is undertaken against the 10-point criteria for all market tenants, but this was not taken forward in 2025. The Markets remain a strategic priority for the retail and visitor economy. In 2025, the Department continued to support JPH in a consultee role, participated in tenant interviews, with JPH leading.

Key Actions (continued)

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
16	Work with the other stakeholders looking at the overarching plan for town, to ensure the sector is represented in all conversations concerning public realm and major developments	Government and Private Sector – Public Realm, Jersey Property Holdings, Transport and Operations, Planning Policy, Heritage, SOJDC, Commercial agents	BAU	Officer group representation	100%	In early 2025, the Department for Economy hosted an event in collaboration with Churchill & Partners, landlords, property and commercial agents, to instil ideas of partnership working, placemaking and their role in the revitalisation of town. Officers met with commercial agents throughout 2025 to maintain this engagement. Similarly, the Department (particularly Local Economy) and SoJDC are working closely on Fort Regent and Waterfront developments, to ensure all sectors from retail and visitor to arts, culture and heritage are given consideration. The Plan for Town: Mapping Change and Investment in St Helier was published in Q2 2025. This document collated major development works, public realm, and policy projects that work towards delivering the revitalisation of St Helier. The Department for Economy participated as a contributor to the document, alongside, JHP, I&E, Transport, Parish of St Helier, Visit Jersey, Jersey Heritage. This document was also presented to the Town Team before publication for engagement with retailers. Two blogs were also published in 2025 that highlight placemaking and the importance of collaboration for public realm development: • How Jersey’s Government is bringing new life to town and the visitor economy – Official Government of Jersey Blog • Why improving St Helier’s Public Realm is a win for everyone – Official Government of Jersey Blog Whilst this action is complete for 2025, the Department for Economy will ensure continued sector representation for retail.

Key Actions (continued)

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
17	Scope a mechanism for a ‘tidy-up’ of the retail facias to raise the bar on visible standards and convert more of the footfall. A bi-annual ‘branchage’ style clean-up for the High Street	Government - Economy and POSH	Q2 2025	Actioned by the cross-department working group for retail	0%	This action is on hold, to be considered with the Parish of St Helier and Town Team in 2026. The Battle of Flowers Town Takeover fulfilled a similar purpose in 2025 and evidenced how improvements to retail facias converted footfall. As agreed by the States Assembly through P/68/2025, work will be undertaken in 2026 to scope mechanisms that address extensive periods of vacancy. This will contribute to raising the bar on visible standards in commercial property across the Island, in addition to the High Street.
18	Develop a programme of activations and animations for the Central Markets to drive footfall, increase dwell time and drive community spirit	Government – Arts, Culture and Heritage (Local Economy)	Q1 2025	Programme scoped and actioned/delivered by local economy	100%	The Sector Lead for Arts, Culture, and Heritage made recommendations for activations and animation of the markets, some of which have been progressed. In 2025, this included: • Artist in residence ‘Fish Wish’ • Participation in the Battle of Flowers Town Takeover • Evenings and Thursday afternoons opening trial • Seasonal-based activations, decorations, and performances organised by the Market Manager The recommendations are to be considered by Jersey Property Holdings going forward.
19	Work with CYPES to develop a programme of careers promotion for the sector	Government - Economy and CYPES	Q1 2026	Plan with active promotion at careers events	50%	CYPES continued its programme of careers engagement activity during 2025, including the delivery of the Annual Skills Show at the Royal Jersey Showground on Wednesday 22 October 2025. The retail sector was represented at this event largely by food retailers, with the following four major retail employers hosting stands: • Channel Islands Cooperative Society • Sandpiper CI • Morrisons • Waitrose & Partners The event attracted 1,500 students and an estimated 2,000 total attendees. The presence of multiple leading employers created opportunities for students to engage directly with the sector, ask questions, and learn about available roles and progression routes. Industry insight days were also planned in collaboration with local schools and retailers but could not go ahead in 2025. Future coordination will be adjusted to ensure maximum participation and engagement with the sector and schools.

2. Customer-First

We will prioritise the needs of Jersey's citizens and customers by:

- Putting residents and visitors at the heart of the retail experience
- Responding to demand for convenience, accessibility, and seamless engagement across physical and digital channels
- Improving wayfinding and creating a place where people can live, work, care, and socialise as a community
- Raising awareness of local products and brands
- Striving for world class customer service that strengthens Jersey's reputation
- Supporting skills development



£4.6 million

in visitor spend through the digitalised GST refund scheme



Over

£350,000

project spend on 3 customer experience tech solutions via Impact Jersey Scheme



Key Actions

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
20	Work with Digital Jersey on the Impact Fund to discover innovators who can respond to the consumer need to understand the brand availability on the Island and how to access them	Government - Economy and Digital Jersey	Q4 2024	Included in future Impact Fund scheme	100%	Digital Jersey developed and launched CXTech, an Impact Jersey Scheme designed to support innovators in improving the customer experience across Jersey’s retail and visitor economy. Grant awards were issued in Q1 2025, and the funded projects are now underway. For more details see: CXTech Impact Jersey and CXTech Grants Announced Impact Jersey for detail on projects that were funded in 2025.
21	Work in partnership with Arts Culture and Heritage, Agriculture, Visit Jersey, Jersey Business, private sector events economy stakeholders and the Parish leadership team to develop an Events plan for the Island for the next decade	Government - Economy	Q2 2025	Events plan developed for the next 10 years, to include multi-sector opportunities	40%	This action is in progress, however the focus in 2025 was on developing a clear funding policy and drafting of modern Public Entertainment legislation. A working group was established to develop the longer-term events plan. Multi-sector internal workshops were held, and development will continue into 2026.
22	Work with the Jersey CX Alliance to support training, thought leadership publications and awards that champion Customer Service excellence	Private Sector	BAU	Jersey CX working group	100%	In addition to the training delivered in action 10, the JCX independently initiated, funded, and delivered a range of customer experience initiatives throughout 2024 and 2025. These included the launch of the S.M.I.L.E. standards and the Give Service a SMILE campaign, alongside the publication of thought leadership material, media engagement, and conferences to promote retailer engagement.
23	Develop a plan to extend local spend, availability and visibility	Government – economy with Genuine Jersey and Farm Jersey	Q4 2025	Route to market plan developed and published	0%	The development of a route to market plan is on hold to be scoped in 2026. Implementation of the plan is resource contingent. The local visibility gap was recognised by the private sector in 2025 through the CX Tech Impact fund, and technological solutions are planned for launch in 2026.
24	Develop a Digital GST refund scheme to include all ports and enhance compliance and traceability. Drive more spend by reducing the Minimum Purchase Value	Government – Treasury and Economy, supported by Jersey Business, Visit Jersey and Ports of Jersey	Q1 2025	Transition to a digital solution completed and installed	100%	The digital GST refund scheme was installed in Q2 2025 and is available to visitors via kiosks in the Airport and Harbour. The minimum purchase value was also reduced to £100, to enable a wider range of visitors to take up the opportunity and encourage spending with local retailers. From 1 July 2025, over 500 forms were issued through the digitalised scheme, amounting to approximately £4.6 million in total visitor spend in 2025. This period also saw a rise in the number of retailers registered from four, who previously utilised the paper system, to 15. Retailers who wish to take part can find more information on New to Tax Free Shopping? Start Here, Retailers!

Key Actions (continued)

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
25	Review how Government collects data on consumer habits and understand what industry needs to take responsibility for in the future	Government — Economy and Visit Jersey for Visitor	Q4 2025	Consumer habits data plan	10%	A review of what data Government holds on consumer habits, and how it is collected, is in progress. This action was de-prioritised in 2025, and the review will continue when resource allows.
26	Scope the publicly owned Intellectual Property landscape for Jersey and develop a licensing matrix	Government - Economy	Q1 2026	Intellectual property inventory and licensing matrix established	0%	This action was de-prioritised in 2025. Work on scoping publicly owned IP may commence in 2026 if resource is available. For noting, the Trade Marks (Jersey) Law 2026 was adopted by the States Assembly in 2025. When this comes into force, trademarks can be registered in Jersey without reliance on a prior UK registration.

3. Productive

We will support businesses to thrive by:

- Ensuring businesses can compete effectively in a globally competitive landscape
- Leveraging the potential of all opportunities for growth
- Embracing automation and providing access to best-in-class solutions
- Building a more resilient and sustainable retail sector for Jersey by embedding circular economy principles



27

retailers approved for
Better Business Grants



£457,353

total project spend for the retail
sector via Better Business Grants



Key Actions

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
27	Develop a productivity framework for the sector to enhance both: knowledge of enablers and implementation roadmaps	Jersey Business and Digital Jersey	Q2 2025	Jersey Business reporting	60%	An overarching productivity framework for the retail sector was not progressed in 2025. Jersey Business ran a Business Improvement Programme throughout 2025, which developed bespoke productivity frameworks for individual businesses. In 2025, Cohort One included 1 retail organisation. The anticipated annual forecast outcomes as a result of participation in the Programme are: £20k savings 17% reduction of admin overheads - Improved sales insights and customer service Cohort Two of the Programme is due to be finalised in Q1 2026, at which point attendance and outcomes will be available.
28	Look at skills gaps for the sector and a provision for courses that respond to these through the appropriate mechanism	Digital Jersey	Q2 2025	Digital Jersey reporting	100%	Digital Jersey continue to deliver courses - Digital Courses Digital Jersey. In 2025, upskilling initiatives were focused more narrowly on specialised skills, thought leadership, and collaboration with industry. Retail businesses were eligible to apply for funding for skills development initiatives that enhance business, digital, and leadership skills through the Better Businesses Grants. In 2025, 11 out of 27 total applications from retail businesses related to Skills development initiatives, totalling £52,308 of grant monies. This funding opportunity will open again in 2026.
29	Consideration in the productivity support scheme to criteria that champions innovative and regenerative practices	Government — Economy and Jersey Business	Q1 2025	Establish criteria with Jersey Business	100%	Retail was identified as one of the key sectors likely to be affected by changes to the minimum wage and highly considered in the development of a productivity support scheme. In 2025, 27 retailers took advantage of the Better Business Grant opportunity. Of these, 12 related to Productivity initiatives, totalling £246,058 of grant monies. Overall, the Better Business Grants resulted in a total project spend of £457,353 for the retail sector in 2025. This spend was spread across Productivity, Apprenticeships, Visitor Economy, and Skills. The Better Business Grants will re-open in 2026, and retailers are again encouraged to utilise the online eligibility checker and apply.

Key Actions (continued)

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
30	Pilot a carbon labelling initiative to understand consumer response and education around product origin and carbon emissions	Government and private sector	Q1 2025	Pilot delivered with retail partner	100%	The Department for Infrastructure and Environment delivered a pilot carbon labelling programme throughout 2025, in partnership with Café Ube and Durrell. MyEmissions software was made available to the businesses, to calculate the carbon footprint of recipes, and label the product with the output. The pilot demonstrated that carbon labelling does have value, but only when combined with education around what carbon labelling is, how it should be interpreted, and why it matters. This pilot has informed a second initiative, working with local schools to indicate low carbon choices for their school meals. This work will continue in parallel with the next phase of the carbon labelling initiative. In 2026, the Climate Change Engagement team will be seeking local retailers to further assess the role of carbon labelling in improving carbon literacy and consumer behaviour.
31	Support the SEE Pathways programme with connections to landlords, agents and the Town Team to enable Social Enterprise to thrive in the retail environment	Government	BAU	Successful SEE businesses in the core retail area	100%	The SEE Pilot Pathway ran throughout 2025. Of the five social enterprises in the pilot cohort, only one was identified as requiring assistance within the retail environment. The Department for Economy liaised with this social enterprise and other stakeholders to assist them. The SEE Pilot Pathway has now concluded for review.
32	Review the retail tax	Government	Q3 2025	Report conclusions on the impact of the Tax for the sector and recommendations presented	0%	A formal Policy Evaluation Review of the introduction of the 20% rate of income tax for large corporate retailers will be undertaken after sufficient time has passed to assess the impact of the Multinational Corporate Income Tax. This will ensure the changed corporate landscape will be taken into account.
33	Local supply plan	Government and Jersey Product Promotion Limited	Q3 2025	Plan for local supply and distribution opportunities published	0%	On hold, to be taken forward alongside action 23.

Further actions

P.67/2025

In 2025, the States Assembly passed P.67/2025, which placed emphasis on the recognition of Les Quennevais Parade and Precinct as the Island’s secondary retail centre and commits Government to supporting its regeneration, acknowledging that development in this area has not kept pace with that of St Helier.

The propositions delivery requires targeted cross government action, which is reflected in the new key actions below:

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
34	Extend the Future Fit Retail Roadmap to include the regeneration of Les Quennevais as the Island’s second retail hub	Government - Economy	Q4 2025	Roadmap re-published	100%	The Future-Fit Retail Roadmap has been re-issued and is available on Retail economy plan . Version 2 explicitly recognises the defined retail centre at Les Quennevais (including Les Quennevais Parade and Precinct) as the Island’s secondary retail hub.
35	Extend the scope of West of Island Planning Framework to include Les Quennevais Parade and Precinct	Government – Environment	Q2 2026	Update planning framework	0%	Work to extend the scope of the West of Island Planning Framework to commence in 2026.
36	Ensure that the regeneration of Les Quennevais is considered at all future meetings of the Regeneration Steering Group	Government – Ministerial Office	BAU	Update agenda and consider available options	50%	The Chief Minister’s office has made Les Quennevais Parade and Precinct a standing agenda item for the Regeneration Steering Group.

P.68/2025

The Assembly also adopted P.68/2025, requesting the Minister for Sustainable Economic Development conduct a review of vacant commercial property Island-wide, alongside commercial leases. This work seeks to improve transparency and consistency in how commercial leases operate, particularly for small businesses and retailers. The proposition requests that the Minister for Sustainable Economic Development:

- a) Explore mechanisms to discourage extensive periods of commercial property vacancy.
- b) Undertake a review of the structure of commercial leases, providing a standard lease template and best-practice principles for both landlords and tenants.
- c) Work with the Council of Ministers to identify areas of acute retail vacancy to aid policy formation.

The new actions to deliver this proposition are:

No.	Key Action	Responsible	Due Date	Measurement	Progress	Comments
37	Explore a mechanism to discourage extensive periods of commercial property vacancy	Government - Economy, Comité des Connétables	Q4 2026	Assembly updated on this work	5%	Research stage underway.
38	Review the structure of the Island’s commercial leases	Jersey Business	Q2 2026	Sample review of publicly available leases completed	5%	Work scoped with JBL.
39	Publish best practice principles for landlords and tenants	Jersey Business	Q3 2026	Jersey Business publish best practice guidelines	5%	Work scoped with JBL.
40	Publish a standard template for a commercial lease	Government - Economy, Jersey Business	Q3 2026	Non-binding template published after review of leases	0%	
41	Identify areas of acute retail vacancy	Government – Economy	Q2 2026	Undertake vacancy counts of retail areas identified in JLPI	10%	Work underway to map retail areas identified by assessment of the JPLI, in advance of vacancy counts.

