



REPORT TO THE MEETING OF CABINET – 16 OCTOBER 2024

PORTFOLIO: ECONOMIC GROWTH AND CLIMATE ACTION – CLLR BARRY PALMER

REPORT FROM ASSISTANT DIRECTOR, CLIMATE & GROWTH

SUBJECT: CANVEY ISLAND TOWN CENTRE MARKET REPORT AND PROPOSED NEXT STEPS

1 PURPOSE OF REPORT

- 1.1 This report explores the recommendations contained in The Retail Group report on Canvey Island Town Centre Market – Future Strategy and Action Plan and seeks Cabinet approval to take forward a range of improvements and expenditure to deliver the priority actions.

2 LINK TO COUNCIL'S PRIORITIES AND OBJECTIVES

- 2.1 This project links to Corporate Plan 2021-2024 Priority Area 1: Economy and Growth and the Productivity and Business Growth Objectives and forms part of our work on Regeneration of our Town Centres.

3 RECOMMENDATION

- 3.1 It is proposed that Cabinet **RESOLVES**

- (1) To note the draft report submitted by The Retail Group Limited, which provides a detailed analysis of Canvey Island Town Market following extensive consultation with residents, businesses, traders, and stakeholders, and includes conclusions and a future strategy with recommendations in the form of an action plan, as set out in Appendix 1.
- (2) To note the budget plan to address some of the priority actions set out in the report recommendations, and which can be funded using the

existing UKSPF allocation of £50,000, as set out in Appendix 2.

- (3) To authorise Officers to implement the plan based on the ability to deliver near term benefits delivered in small packages procured in accordance with current procurement regulations before 31 March 2025.

4 INTRODUCTION

- 4.1 Canvey Island Town Centre street market was introduced in the Spring of 2020 to provide an offer of additionality and value in products and services to the residents, visitors and community of Castle Point. The market was initially funded through the EU funded GO-TRADE project. The market opened just before the Covid-19 lockdown and due to further lockdowns, during 2020 and 2021, it struggled to establish itself as anticipated.
- 4.2 The indoor market operating inside the Knightswick Shopping Centre is not part of the outdoor market. The operation of the internal market is the responsibility of the Knightswick Centre Management whilst the outdoor market is managed by Pay Let and Ray Linge Limited. Visitors to the market do not differentiate between the two markets.
- 4.3 Post Covid-19, it become apparent that the market has struggled to offer the additionality to make it attractive to the whole community and contribute social value. Numbers of stall holders have dwindled and the number of people visiting the market has fallen with only a minority of customers visiting the market frequently.
- 4.4 The UK Shared Prosperity Fund has provided a funding opportunity to review the market and following a procurement exercise, The Retail Group Ltd were contracted to complete a study, analysis and report of the street market.
- 4.5 The outputs from that research including resident and business surveys is summarised in this report, together with recommended next steps. There is a clear desire from those surveyed for a good quality market in Canvey Island town centre.

5 BACKGROUND

- 5.1 To revitalise and regenerate the town centres in the borough, in 2018 the Council approved a proposal to set-up Canvey Town Centre Market at the Cabinet meeting on 19 September 2018 under agenda item 7(a).
- 5.2 Funding of £122,000 was secured to set-up new markets as part of the EU funded Interreg Project known as GO-TRADE. The Council provided an in-kind cost contribution via staff time of £66,000 (intervention rate of 31% of total cost).

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- 5.3 The market at Canvey Island was set-up at the front of the Knightswick Shopping Centre with a licence agreement with the then owners of the centre. The market then started trading on 17th September 2020.
- 5.4 The original Partnership agreement for the market at Canvey Town Centre with GO TRADE was subject to a two-year contract with Pay Let Limited acting as the Market Mangers and included provision of market stalls and covers by Canvey Island based, Ray Linge Limited.
- 5.5 With no available funding to continue promotional and management activities, the market has operated on a licence only basis with the Ray Linge Ltd providing the stalls and covers to the traders under private fee-paying agreement and ensuring that traders apply for licences on each attendance.

6 UKSPF, MARKET REFRESH 2024, AND THE TOWNS FUND

- 6.1 In 2023, The government allocated £1 million of UKSPF funding, and Cabinet approved the budget proposals and allocations at the meeting on 18th January 2023 (Agenda Item 6 refers)
- 6.2 Two UKSPF measures '*Funding to support relevant feasibility studies*' (E14) and '*Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses*' (E16) offered the opportunity to improve the current market offering by investing a small portion of funding to researching the existing offer, making some public realm improvements, promotional activities and actions to support the traders.
- 6.3 The funding currently available from UKSPF will not deliver all the actions set out in the Market Refresh Study, so it is not possible to implement its recommendations in whole at this time. Officers will need to continue to investigate how other funding opportunities can be secured to deliver the full suite of recommendations. This may include further resources from further rounds of UKSPF or an allocation from the Towns Fund. The certainty and timescales of these funding streams will become more apparent later in the year once the Government sets its budget and completes its spending review.

Market Refresh Study and Report

- 6.4 A small contract for a study and report was awarded to the Retail Group Ltd. in March 2024 following a procurement process. The study involved extensive research with bespoke surveys of businesses, stakeholders and residents.
- 6.5 To oversee this workstream, officers have been working with the Castle Point Place Partnership 'Regeneration Workstream' and some of the recommended actions have already been or are being addressed, including increasing the web-presence by adding the market and traders to the local Choose Local web platform.

Survey of Businesses

- 6.6 The business questionnaire was developed to provide a single engagement survey questionnaire for both the market traders and the businesses trading near to the market.
- 6.7 Surveys were distributed in person and through an online portal. From the over 120 distributed, 80 completed responses were received (c67% return), including 7 from traders and provided a comprehensive dataset for robust analytics.

Survey of Stakeholders

- 6.8 The stakeholder survey was sent to 45 partner organisations with 14 providing their views through completed surveys and 1 to 1 discussion.

Survey of Residents

- 6.9 The consumer survey was developed and widely promoted to understand usage and views of the existing market and capture their future aspiration for future improvements. Over 519 residents responded to the survey. The consultants reported that this was a very high return.

Summary of Conclusions

- 6.10 The Survey highlighted universal support and desire for a market by all (residents, business and stakeholders. There is consistent demand for the market to trade on Thursdays and Saturdays with Saturday as the main day (Study Conclusion 7, page 60 and Study Conclusion 1, page 58).
- 6.11 The market needs to appeal to more Canvey residents, workers and visitors, more often, more frequently (those working off the Island in the week have little or no chance of visiting the market). Improving the existing offer and introducing an additional trading day on a Saturday will help the market draw more people into the town centre to use it. (Study Conclusion 2 page 58).
- 6.12 The report highlights the good will that exists for the market from customers, business and stakeholders but identified that many local consumers and residents do not currently use the market. The market is liked by the customers that use it but only a minority of customers visit on a regular basis. (Study Conclusion 3, page 58)
- 6.13 The market is considered to be in the right and popular location, but the market and town centre are not working together. The market needs to act as an anchor for the town centre, because of how it looks, single day trading, limited range of choice available, facilities, environment, lack of seating and current value positioning of most traders (Study Conclusion 4, page 59).
- 6.14 There was support for traffic calming measures adjacent to the market in Furtherwick Road and that a pedestrianisation of the area to the front of the library would help in the longer term. (Study Conclusion 4, page 59).

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- 6.15 The report also highlights that the existing market offer, and customer experience need to provide more choice and significant overall improvement. There were suggestions for hot food traders, fresh meats and groceries, household goods, confectionary as well as vintage clothing and other similar niche stalls offering quality goods. (Study Conclusion 5, page 59 and Study Conclusion 7, page 60).
- 6.16 The surveys and conclusions identified the need for a better layout, without sprawling stalls and a need for tables and chairs for visitors to help improve dwell time and increase the sense of community were identified. (Study Conclusions 4 and 5, page 59)
- 6.17 Marketing and promotion are noted as a particular weakness along with the lack of clear branding. There was strong support for regular events from all groups participating in the surveys. Use of social media is sporadic, and the market website was out-dated and not fully functional. Traders also had a role to play in improving their own marketing and promotion (Study Conclusion 6, page 60).

Market Management and Fees

- 6.18 The Council does not, at the present time, have the skilled resources to operate the market on a 'hands on' basis and it is managed by Ray Linge Limited who provide a minimal service for the traders with the provision of market stalls for which the traders are charged £10. The company also encourage payment to the Council of licence fees by the traders, which is also £10 fee, paid by the traders on each occasion they attend the market.
- 6.19 Ray Linge Ltd, also act as a voice for the traders on parking issues but has no control over the standards, quality or legitimacy of products nor are they able to provide the promotional activities, training and social media and communications.
- 6.20 The current licence arrangement is under review and is linked to proposed improvements in the public realm, which will benefit the traders and wider community.
- 6.21 Additional business support has been developed with linkages to our social media and business support offering for new traders. The Market and Traders will be included in a separate page on the Choose Local website and the Economic Develop and Regeneration Officers are assisting existing and new traders.
- 6.22 Additional work to ensure better linkages with the Knightswick Centre and wider business community are being developed subject to suitable funding being identified.

Recommendations:

- 6.23 A key recommendation of the report is to develop a proper vision for the market with a suggested vision for the market included in the report (see page 62). It is proposed to adopt the vision.
- 6.24 In addition, the report recommends the adoption of five strategic themes / objectives, which were developed in response to the conclusions and evidence. The objectives are:
- i. Improve the offer and customer experience of the existing market
 - ii. Improve the physical environment and trading facilities and improve the offer and customer experience of the market
 - iii. Extend the choice available
 - iv. Integrate the market with the management of the town centre and
 - v. Improve the impact, marketing and promotion of the market
- 6.25 Each objective is supported by a number of actions which have been used to deliver an implementation action plan over the next 12 months.
- 6.26 The Vision and Objectives are being used to develop an implementation action plan.
- 6.27 Key amongst the objectives is the two-tiered approach:
- i. Improve the existing offering and,
 - ii. Introduce a new trading day on a Saturday with a different offering.
- 6.28 The implementation plan has already started to address some of the issues by increasing awareness of the existing Thursday market on the CPBC website and including a market section and trader profiles on the Choose Local website.
- 6.29 Better recruitment of traders was identified as a key issue, and the Economic Development and Regeneration Team are taking a lead on this action. It is already linked to better training and induction to the market and linked to our Choose Local Castle Point website and the council website has been updated.
- 6.30 The implementation plan has provided a template for the introduction of the new different style of market on a Saturday from Spring 2025, which aims to offer a different range of products, similar in style to 'maker', 'retro' or 'farmers'

or ‘artisan style’ market expected to appeal to the younger community and others who currently do not frequent the market.

- 6.31 Actions are in hand to address the issue of public realm improvements including the supply of metered electricity and upgrading existing seating. Other improvements are identified in Appendix 2 in the budget plan.
- 6.32 Promotional activities in line with the report including tester session of the new Saturday market are being developed, as resources are identified.
- 6.33 By taking this approach now, and making relatively small, but critical investments, the council can create a stronger foundation for future investment in the market and its role and purpose within the town centre. This will create a stronger case for funding through, for example, the Long-Term Plan for Towns Fund, and other regeneration and town centre funding grants.
- 6.34 A quality Canvey Market will be well positioned to support development of the Town’s economy and is easily accessible.
- 6.35 With increased visitor numbers and levels of spending to stalls and other retail units by both local residents not currently using the markets, and those from the wider area attracted by improved offerings, there will be a win/win for all groups: residents, traders, local retailers, and hospitality businesses, and those based in the Knightswick Centre and wider community.
- 6.36 An improved market would deliver additional benefits with access to affordable fresh and healthy foods, access to employment and trading opportunities with low-risk business opportunities for traders. It would also facilitate social connections and provide amenities that encourage people to come, interact and linger and forms an important role in of place making.
- 6.37 Introducing promotional actions to raise awareness of the market and develop the plan for introducing a second trading day on a Saturday will add a vibrancy that is missing from the Town Centre since the Covid Pandemic.

7 OPTIONS

- 7.1 Option 1: **Close the market:** The closure of the market would adversely impact on the older Canvey Island residents who rely upon the market and potentially have a negative trading impact on not only the market traders but also the town centre retailers.
- 7.2 Option 2: **Do nothing:** continue to run the market on a licence only basis with no improvements, no additional day or promotional or recruitment activities. No foundation for future funding is created reducing the chances of securing funding.
- 7.3 Option 3: **Do minimum:** agree a contract with existing market supplier of stalls and introduce a selection of minimum changes to be funded by increased charges and strengthening of regulations governing space and changes required to meet Health and Safety needs and continue to operate

on Thursday only. No foundation for future funding is created reducing the chances of securing funding.

- 7.4 The **recommended option** based on the report recommendations and conclusions set out in paragraph 6 is **Option 3**.

8 CRIME AND DISORDER IMPLICATIONS

- 8.1 Essex County Police Designing out crime have received a copy of the market report and are engaged in discussions to ensure designing out crime is part of the future market upgrade actions and layout of the stalls. The market area is a priority area for the new CCTV system.

9 ENVIRONMENTAL IMPLICATIONS

- 9.1 The introduction of an electrical supply for use by traders (on a chargeable basis) would reduce / eliminate the need for food traders to use generators or LPG propane or butane. Whilst LPG produces 90% less carbon dioxide than other fossil fuels used in generators, the weight of moving cylinders from venue to venue increases vehicle emissions. Furthermore, the removal of generators will reduce noise levels in the town centre improving the quality of the town centre environment for visitors.

10 FINANCIAL IMPLICATIONS

- 10.1 The Retail Group Ltd. was awarded a fixed price contract on 07 February 2024 for £24,000 for the feasibility study and report. The contract was awarded following the Council's procurement process which required evaluation of three written quotations.
- 10.2 The budget for this study and report was drawn from an allocation of revenue funding from the Council's 2023-24 UK Shared Prosperity Fund (UKSPF).
- 10.3 Proposals for up to £50,000 of UKSPF funding to address some near term public realm improvements and implementation of the recommended actions, including recruitment and promotional awareness to support the new trading day and benefit the existing market, are highlighted in the project budget included in Appendix 2 to this report.

11 LEGAL IMPLICATIONS

- 11.1 There are no legal implications associated with this report.

12 HUMAN RESOURCES IMPLICATIONS

- 12.1 The responsibility for the oversight of development of the market improvement at present falls to the Senior Regeneration Officer. Long-term management and oversight of the market will need to be considered as part of the wider management of the Knightswick Town Centre to ensure a coordinated and joined up approach.

13 EQUALITY AND DIVERSITY IMPLICATIONS

13.1 An Equality Impact Assessment has not been completed at this time but will be completed when the package of works is approved.

14 CONCLUSION

14.1 In conclusion, it is recommended that Cabinet notes the proposed option and officers move forward the proposals outlined above.



Amanda Parrott

Assistant Director, Climate and Growth

Appendices

Appendix 1 - The Retail Group Market Report

Appendix 2 - Summary of Proposed Project Budget Costs for Canvey Island Market Town Centre

Background Papers:-

None.

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Canvey Island Town Centre Market

Draft Future Strategy and Action Plan

May 2024

Canvey Island Town Centre Market - Future Strategy and Action Plan

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Canvey Island Town Centre Market - Future Strategy and Action Plan

1.0 Introduction to The Retail Group

1.1 Company Background & Credentials

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 UK. 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.

Canvey Island Town Centre Market - Future Strategy and Action Plan

2.0 Project Overview

2.1 Project Background and Brief

Castle Point Borough Council has secured funding from HMG's UK Shared Prosperity Fund, to undertake a feasibility study of the Canvey Island Town Centre Market, located in front of and adjacent to the Knightswick Shopping Centre in the heart of the town.

The Retail Group was appointed after an open tender process to complete a comprehensive feasibility study concerning all aspects of Canvey Island Town Centre Market's current regular market provision. The Council is currently planning an extensive town centre regeneration programme as part of the Government's Levelling Up agenda and want to transform the town centre into the busy, thriving heart of the community by 2030. This includes aspiration to improve the Knightswick Centre and the area surrounding it. The Council's Corporate Strategy Plan, 2021 to 2024 details four areas of focus for the borough, the town centre being a key priority (Priority area 1). It is expected that the future market offer, both short and mid term will play a pivotal role in delivering many of the key outcomes of the Corporate Strategy, including, supporting business growth, start-up, employment, improve the visitor experience, improve town centre vibrancy, increase the number of events, to name but a few.

The Canvey Island Town Centre Market was set-up as part of the 'Go Trade' initiative in 2019, an EU Interreg Project, when the need to re-establish a market was identified and supported by the local community. The market is used primarily by local residents with many regular and repeat visitors. The market operates as a weekly market trading on a Thursday (the day and frequency being selected after engagement with local business). Initial plans were for a monthly market, however the current operator (Paylet Markets) consulted with local businesses and based on experience opted for a regular weekly market.

The market was launched shortly before the Covid Pandemic, and initially grew quickly from circa 15 stalls / traders to over 30 traders. Indeed, such was the strength of the market that a second trading day, Saturday was being planned. Since Covid, the market has struggled to return to the volumes of traders as many established traders retired during Covid.

The Council is keen to analyse the current market provision and explore future improvement opportunities. The Council wants to better understand the current strengths, weaknesses, opportunities and threats, its current customer demands, what the barriers to growth and expansion are and what success could look like. It also wants to explore options with location, frequency, operators, themes, operating days and times and how the market can enhance and support the regeneration of the town centre and the island's economy.

The Council would like to improve the performance of the market in the short term, and to set out the optimum sustainable market offer for the mid term.

Canvey Island Town Centre Market - Future Strategy and Action Plan

2.0 Project Overview

2.2 Project Methodology and Outputs

The core workstreams of the study are mapped out below:

1. **Immersion** - project stage briefing. Included information collation, stakeholder contacts and contact protocols, stakeholder survey and business survey methodologies, timetable and sequence.
2. **Market and place review** - objective in person reviews of both market and non-market days, looking at offer, mix, standards, layout, external impact, marketing and promotions, integration with surrounding offer etc.
3. **Survey of residents** - online survey capturing views of exiting markets and improvements wanted.
4. **Survey of traders and businesses** - Traders as well as adjacent retailers – objective, independent, confidential, high response rate.
5. **Stakeholder engagement** - Individual contact with key stakeholders via email and 121 meetings, with contacts as supplied by client project team.
6. **Customer / catchment information and wider policy context** - Review of available customer / catchment data, including future projections, as well as the wider policy context.
7. **Trends and benchmark markets** - 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 UK.
8. **Conclusions** - analysis of individual research area findings and collective analysis.
9. **Recommendations** - optimum future strategy and action plan.

The briefing documentation identified many detailed target outputs / deliverables of the project, these have been summarised as:

- Detailed review of the current market provision.
- Provision of a short-term action plan to improve performance of markets over a 12 month period.
- Identify the future optimum markets offer for Canvey Island Town Centre Market, its customers, residents and visitors.
- Provide strategic recommendations for a successful and sustainable future market offer

Place Review

Canvey Island Town Centre Market - Future Strategy and Action Plan

3.0 Place and Centre Review

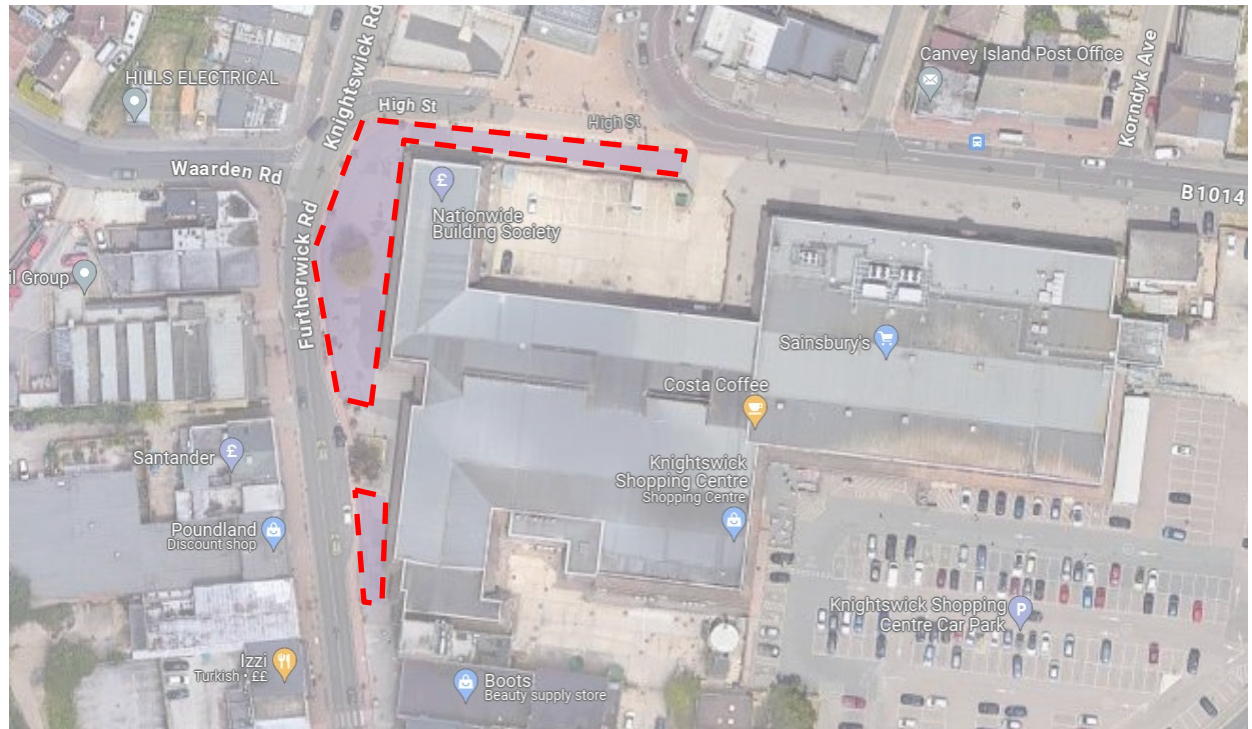
3.1 Introduction

Canvey Island Town Market is operated by Paylet Ltd, under licence from Castle Point Borough Council.

The market trades one day a week on Thursdays. The market is completely open and trades from the pavement area outside the front of Knightswick Shopping Centre. This is the area that has planning permission for the market.

The market is easily accessible by foot and taxi, with the nearest access by bus and car being a short walk away.

The market was created under the EU Go Trade scheme and has been trading for 5 years.



Canvey Island Town Centre Market - Future Strategy and Action Plan

3.0 Place and Centre Review

3.2 Layout and Mix

Canvey Island Town Centre Market is well located in the heart of the town centre, being at the front of the Knightswick Centre, the main shopping centre in the town centre, as well as having some stalls trading in an extended area down the side of the Knightswick Centre (see plan on previous page).

Typically, there are circa 15 stalls trading each week, although this drops to 4 or 5 during the winter and peaks at circa 20 during the Summer. Pre Covid the market achieved up to 30 trading stalls.

The current layout feels drawn out with lots of gaps between stalls.

The sense of arrival is underwhelming, as is the atmosphere. At no point do stalls face each other, hence there is no 'arcade of shopping' for the market. It doesn't feel as if the market has a heart or central point of activity. Furthermore, the sightlines and impact of the market from the other side of High Street are poor, given the general run of stalls and fixtures visible from that point.

On the day of the review, the market offer included 6 x womenswear, 2 x menswear, sports fashion, handbags / footwear, baby clothes, knitwear, toiletries, perfume, household goods / bedding and a fishmonger.

The market has a strong value feel to it and seems to be mainly targeting an elderly customer base.



Canvey Island Town Centre Market - Future Strategy and Action Plan

3.0 Place and Centre Review

3.3 Customer Experience and Facilities

Its fair to say the customer experience at the market and the public realm near it are basic and not helped by its roadside location, tarmacadram flooring and general layout.

There are very few places to sit, drink and socialise. This includes hot food stalls on the market as well as food & beverage units near it.

The poor environment applies to the town centre around the market area also to be fair.

The market has no central activity area, fulcrum or meeting point.

Stalls are a mixture of formats, including gazebos with tables, gazebos with hanging rails, simple tabletops, traditional 'candy striped' stalls, apparent trading from the back of a lorry and one specialist food van. There is no consistent theme in stall design or coordinated delivery.

Furthermore, 5 have pink gazebo canopies, 2 have red and white stripes, 2 have green canopies and 2 white.

In short, due to a combination of layout, dispersal and stall types, the market feels smaller than it is with little positive impact or critical mass.



Canvey Island Town Centre Market - Future Strategy and Action Plan

3.0 Place and Centre Review

3.4 Marketing and Promotion

The market is not signposted within the town centre, nor especially well integrated within it.

There is no 'market trading today, this way' type signage.

There is only one sign visible, in poor condition and in the wrong place on Furtherwick Road at the opposite end of the town centre.

The market is not visible or highlighted near Sainsbury (a major footfall point), nor at the entrances to the Knightswick Centre next to it, and not in the Knightswick Centre car park (main one for the town centre).

The online promotion of market is weak. Indeed, the independent market website is not currently active. Furthermore, references about the market on the Council website mostly reference reopening post Lockdown / Pandemic.

There appears to be no planned or promoted events at the market itself, and none where the market / the shopping centre / wider town centre join forces to cohost footfall generating activity.

In short, there are lots of opportunities to improve the marketing and promotion of the market.



Survey of Residents

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.1 Introduction

The aim of this bespoke consumer survey undertaken as part of the project, was to engage with residents of Canvey Island and ascertain their usage and views of the existing market in the town centres, as well as capture their future improvement aspirations of it.

The questions were developed by The Retail Group project team, based the requirements of the project brief and included tried and tested questions used elsewhere on similar projects we have undertaken. Also, wherever possible, the same or similar questions as used in the surveys of businesses and stakeholders were included so that responses could be compared and cross-analysed.

A copy of the questionnaire is contained in Appendix I.

The survey was hosted on the Council's website and was available for residents to complete online, on their phones, tablets and desktop computers.

The survey ran from 1 March 2024 to 22 March 2024, and was promoted via the Council's social media channels.

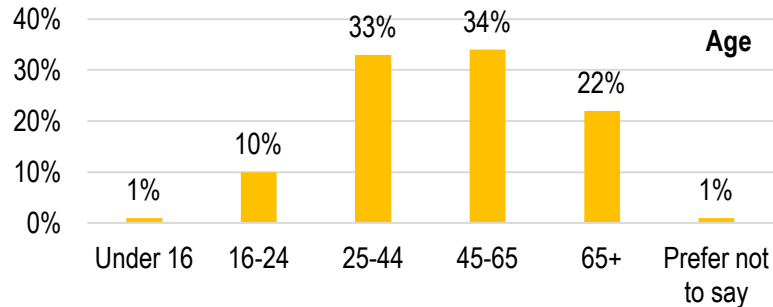
We are especially thankful for the two officers that facilitated the delivery and promotion of the online resident survey.

In total 519 residents took part in the survey and completed questionnaires and the results are analysed in the rest of this section of the report.

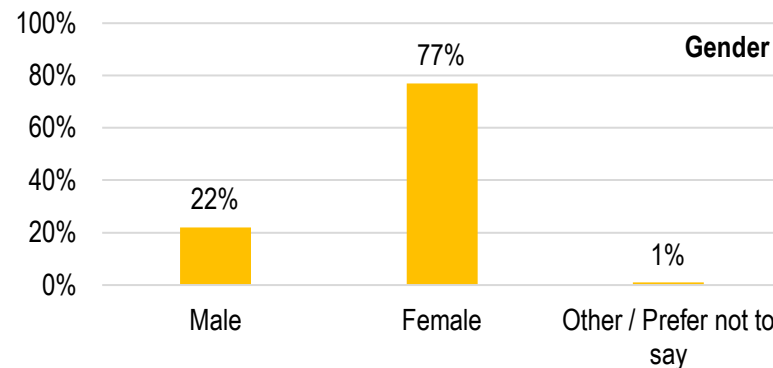
Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

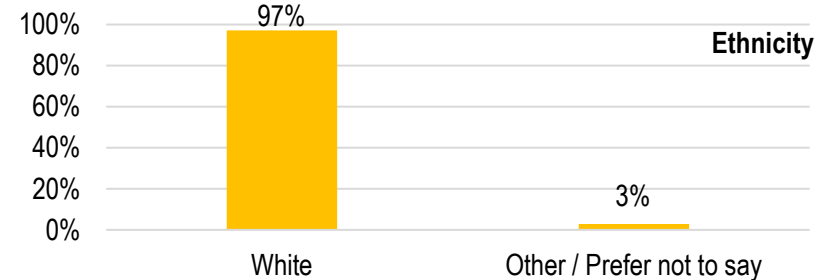
4.2 Research Sample



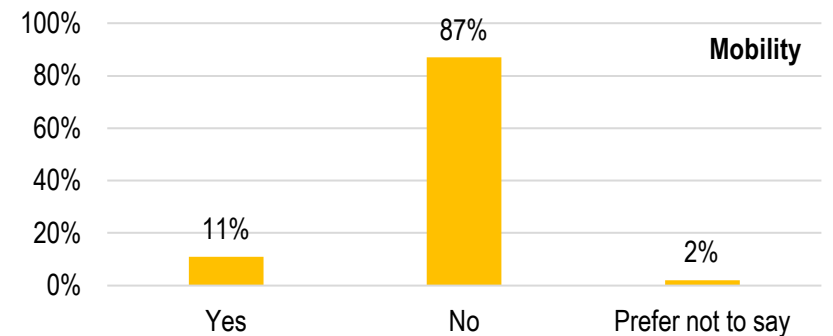
Respondents in the survey have a broad age range and are dominated by those 25-65.



Survey respondents are split $\frac{3}{4}$ female and $\frac{1}{4}$ male.



The survey is significantly dominated by respondents who state their ethnicity is white.

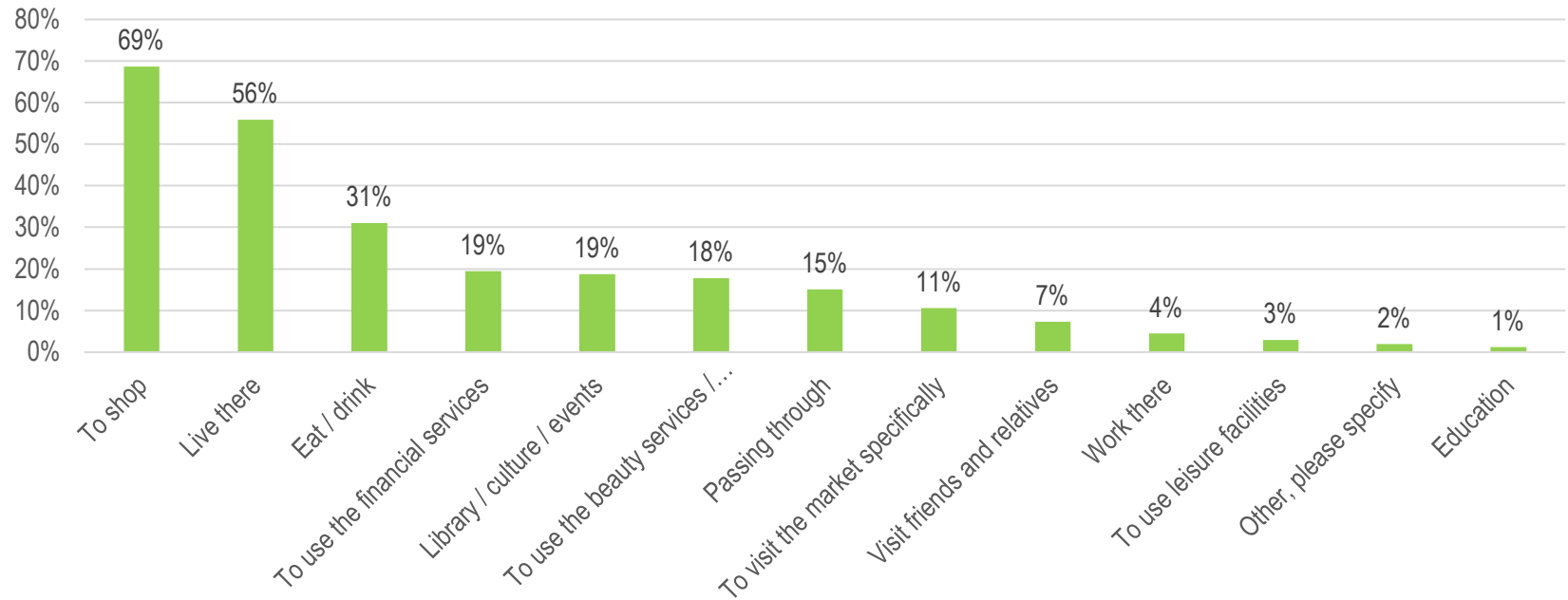


Most respondents do not consider themselves to have mobility issues.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.3 What are your typical reasons for visiting Canvey Island's Town Centre? Select up to three responses



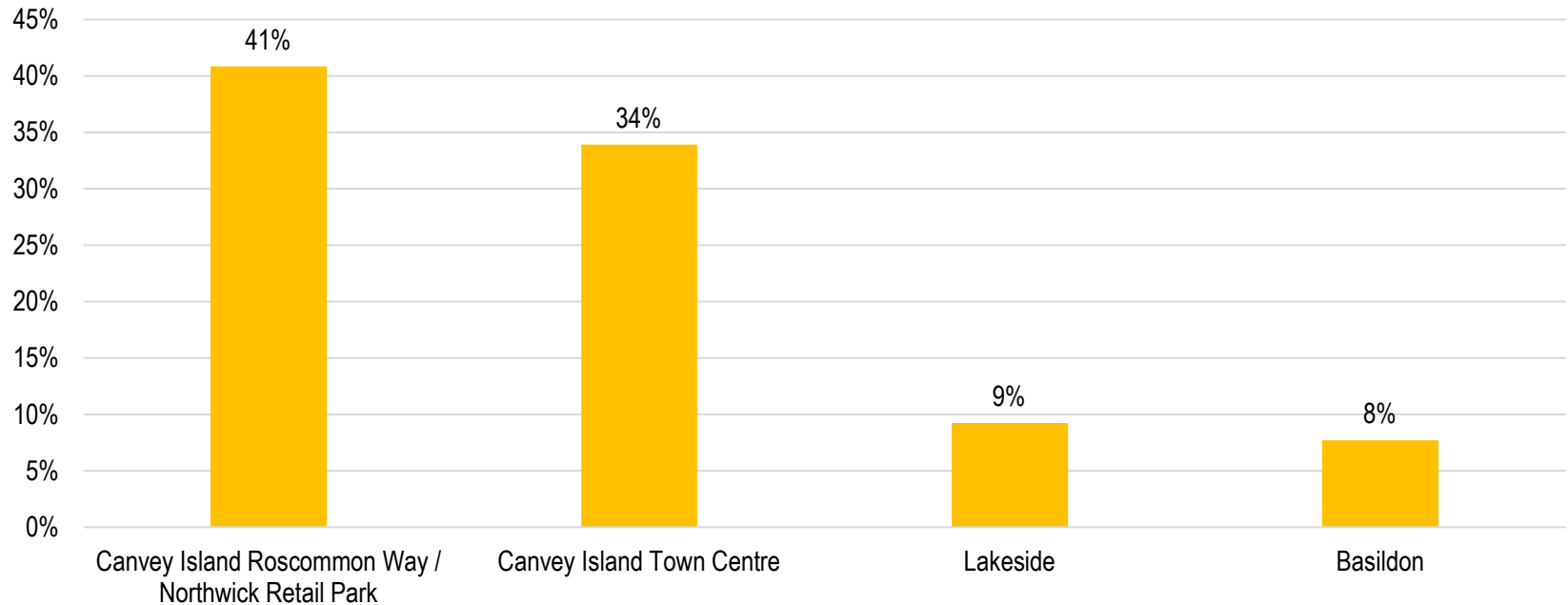
Residents report that they **visit the town centre for two main reasons**, primarily to shop but also because they live there. The third popular reason is for eat / drink.

Beyond these three, the other main reasons to visit the town centre include using the financial and retail services, and for the library / culture / events, beauty services passing through, to visit the market. The market is a low visit driver.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.4 Which centre do you typically visit most for your regular day to day retail and retail service needs? Select one response only

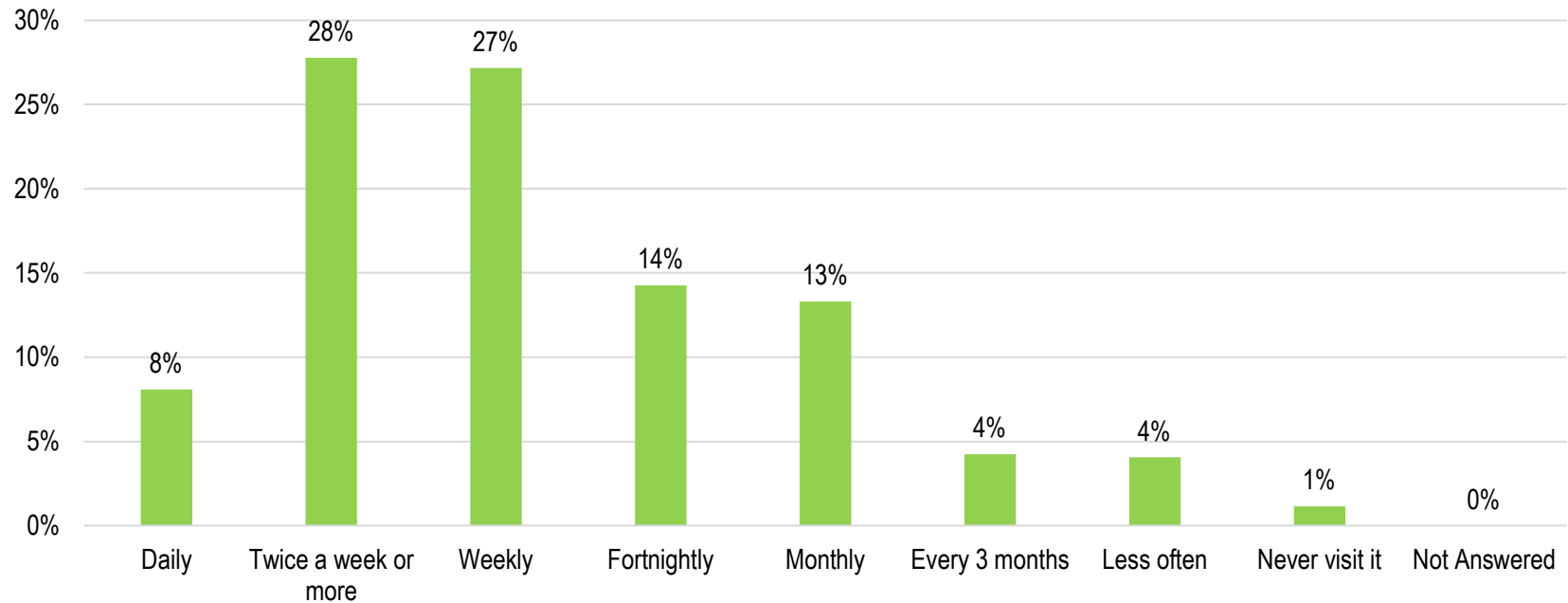


Interestingly, **more residents in the survey visit the out-of-town Roscommon Way / Northwick Retail Park facilities than visit the main town centre offer.** The 45-64 year olds are over indexing in terms of visiting Roscommon Way, and the over 65 year olds are over indexing in visiting the town centre. Only a third of respondents regularly use Canvey Town Centre most. Other secondary destinations include Lakeside and Basildon, especially for the 16-25 year old consumers.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.5 How often do you visit Canvey Island's Town Centre? Select one response only



When asked specifically how often they visit the town centre, most do so twice a week or more, or weekly.

A reasonably strong visit frequency, with 36% visiting multiple times a week and 27% weekly.

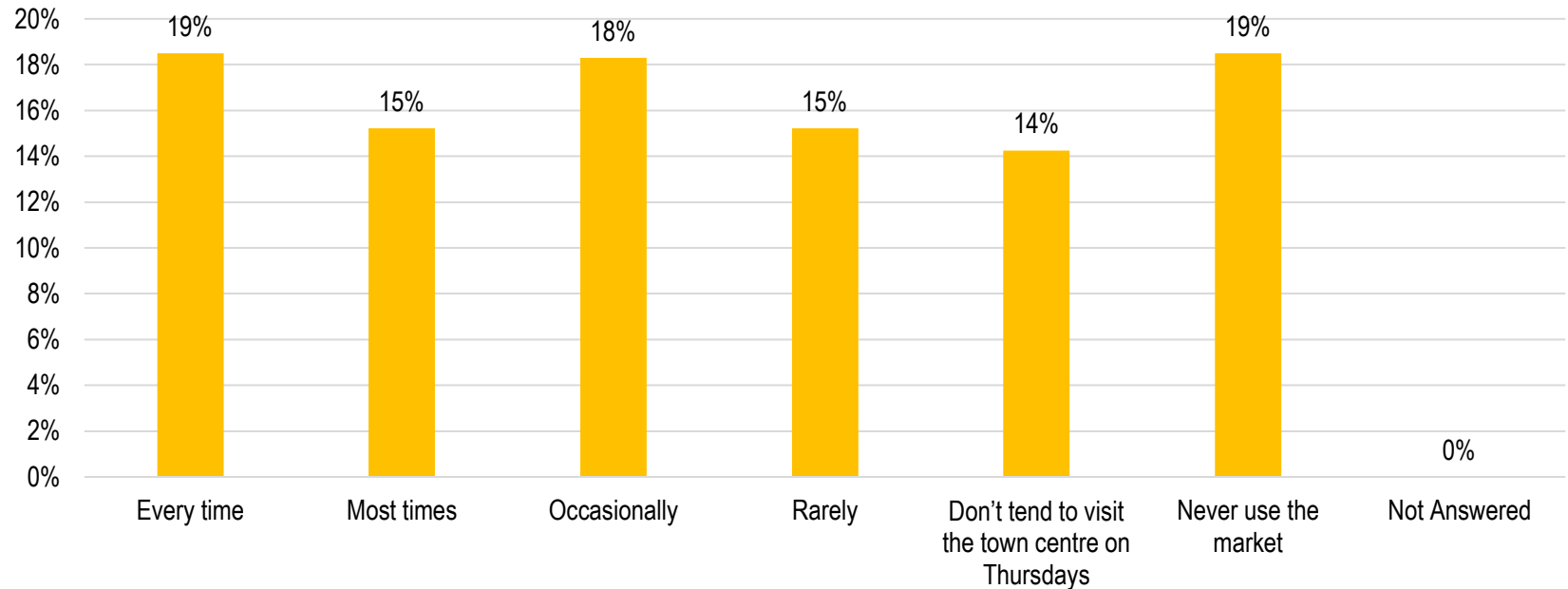
Few are visiting very frequently, i.e. every day.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.6 If you visit Canvey Island's Town Centre on a Thursday when the market is trading, how often do you tend to use or browse the market?

Select one response only



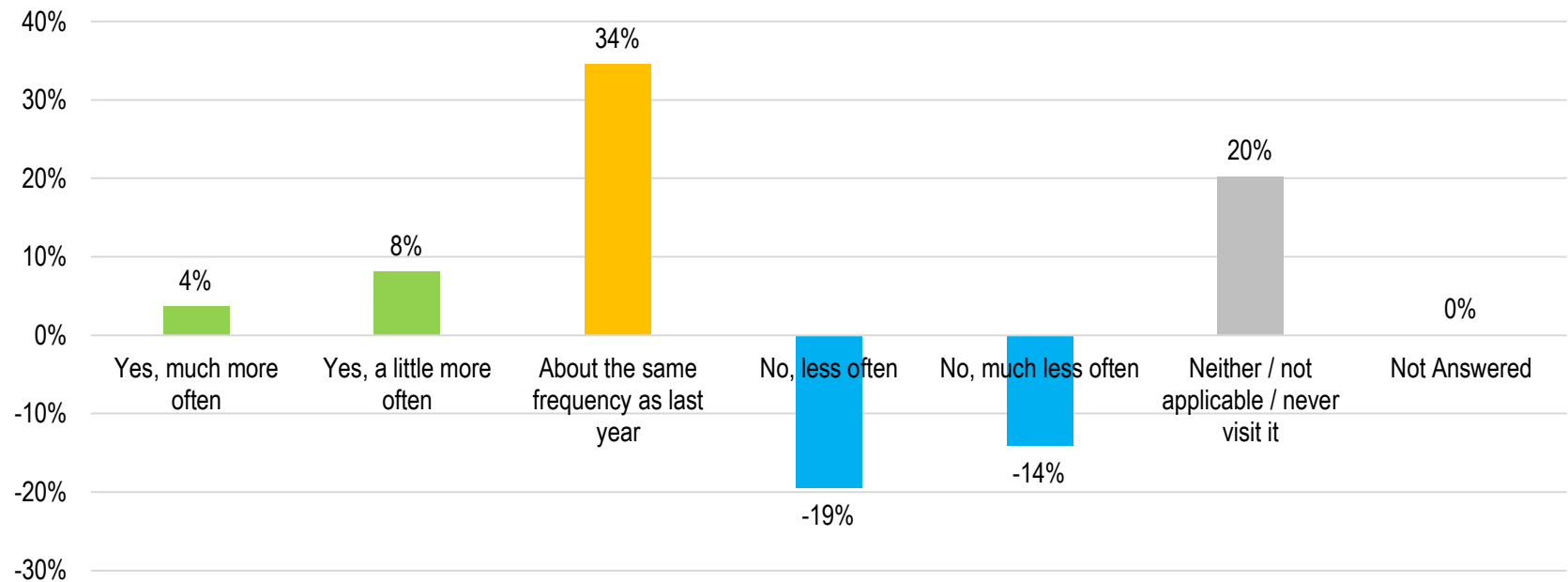
Interestingly, the above graph shows quite a range of responses in regards the propensity to use or browse the market when consumers visit the town centre and the market is trading. Only a third of consumers however visit it regularly when it is on.

34% use it rarely or never, and a further 14% don't go to town on Thursdays.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.7 Would you say you are using Canvey Island's Town Centre Market more often or less often than this time a year ago? Select one response only



A mixed bag of responses, with most respondents using it the same as last year or less, only 12% using it more

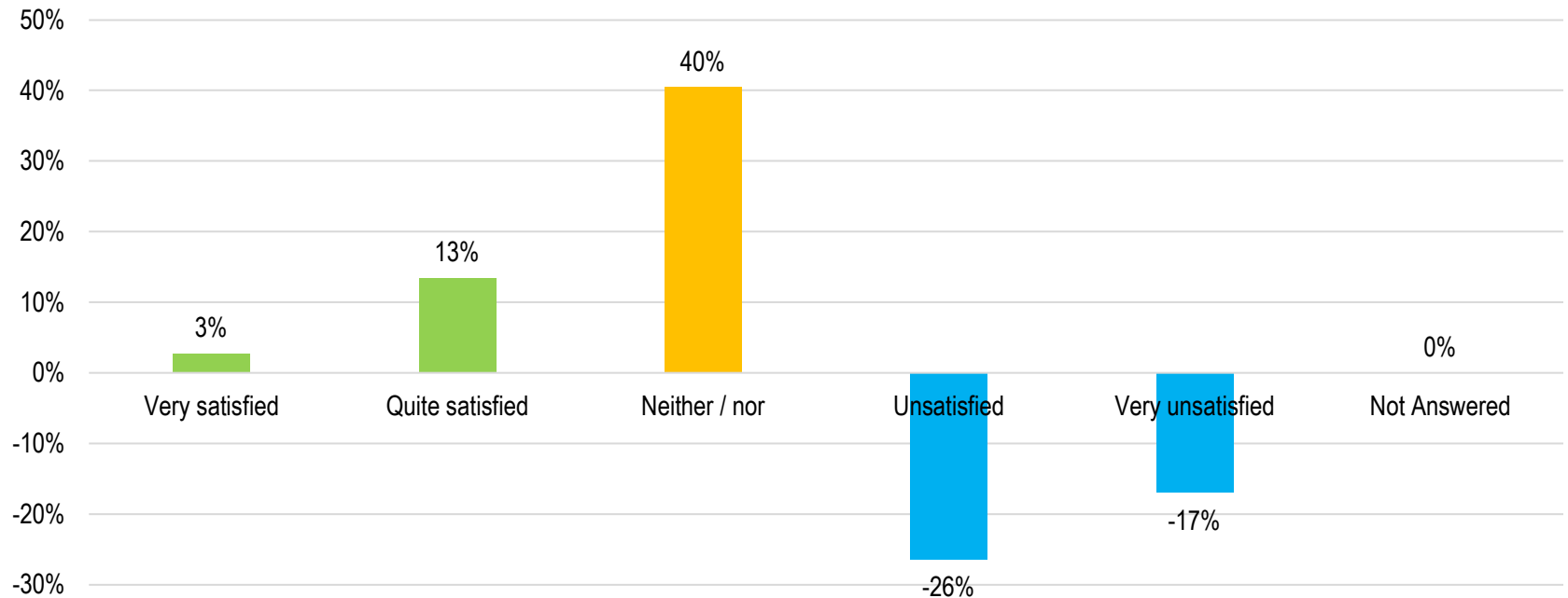
For the majority of consumers, the frequency of them using the market is static or declining. Indeed, a third are visiting at the same frequency as a year ago, and a further third report a drop in their use of the market. Few consumers are using the market on a more frequent basis these days.

The results to this question also echo the previous one, with a fifth of consumers saying they never use the market.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.8 How satisfied are you with Canvey Island's Market in terms of meeting your needs? Select one response only



Unfortunately, significantly more consumers are unsatisfied with the existing market than those who are satisfied with it, at a ratio three to one.

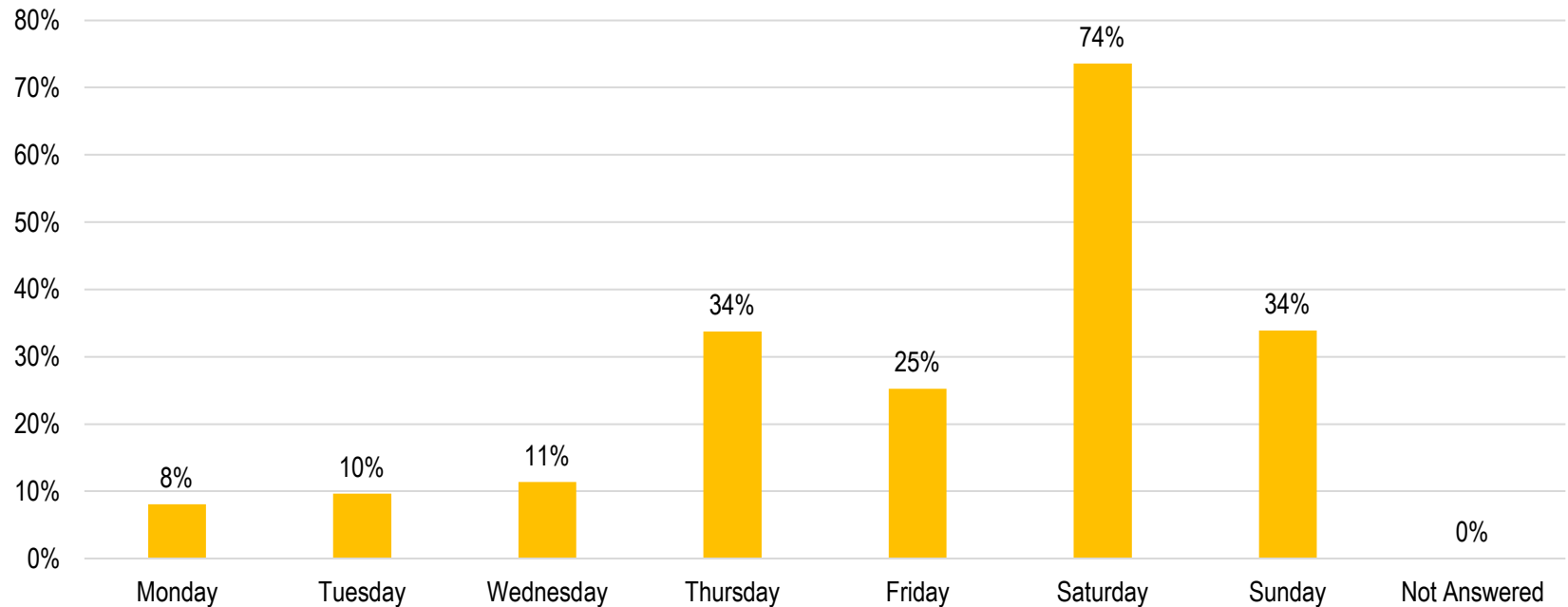
Over 40% are unsatisfied, only 16% satisfied. The market is appealing to a small section of the available customer base.

A further 40% are ambivalent in regards their satisfaction levels. This suggests that many people are unhappy with the current market offer.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.9 Which days of the week would you like to see Canvey Island's Town Centre Market trade? Multi-choice allowed



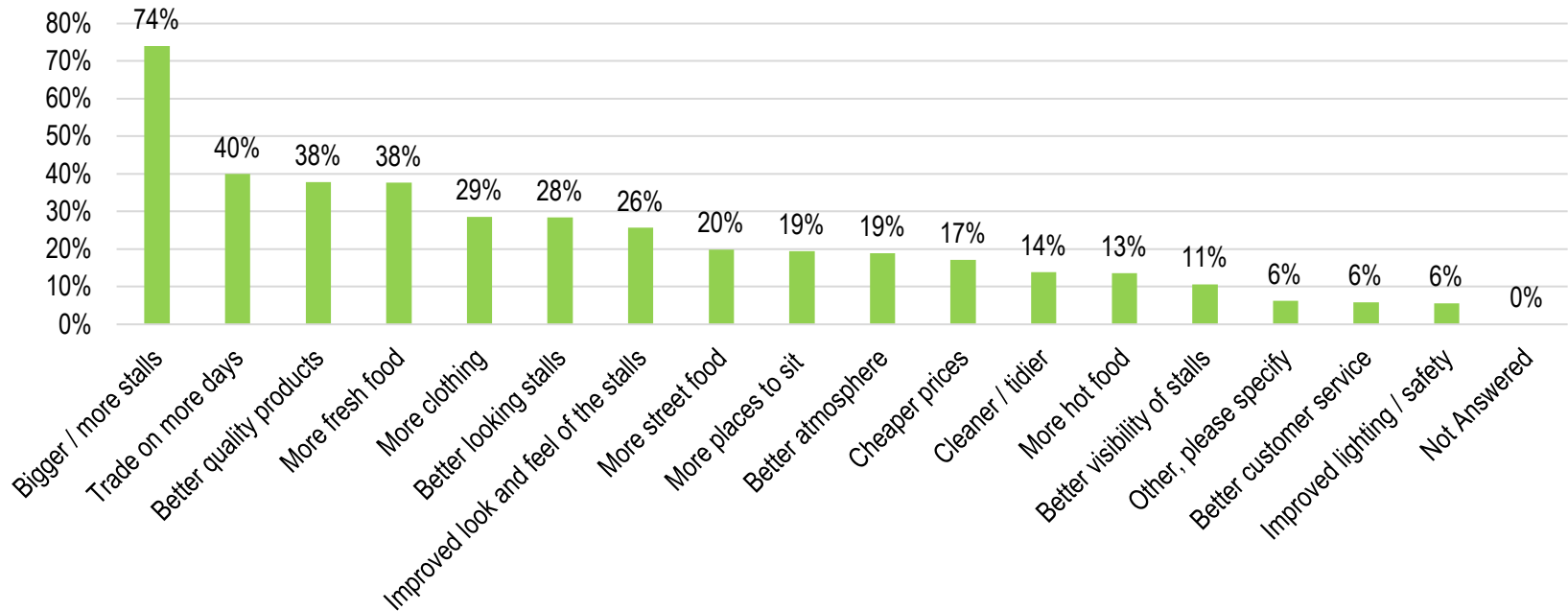
Most consumers want the market to trade on Saturdays. This could reflect the high number of weekly visits to the town (possibly workers not available during the week). A further significant minority want it to trade on Thursday and or Sundays. A quarter of consumers would like to see the market trading on Fridays.

Additional trading days are clearly an opportunity.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.10 How would you like to improve Canvey Island Town Centre Market? Select up to three responses



It is fair to say there are many ways that consumers would like to see the market improved. Above all else they'd like to see it bigger / have more stalls.

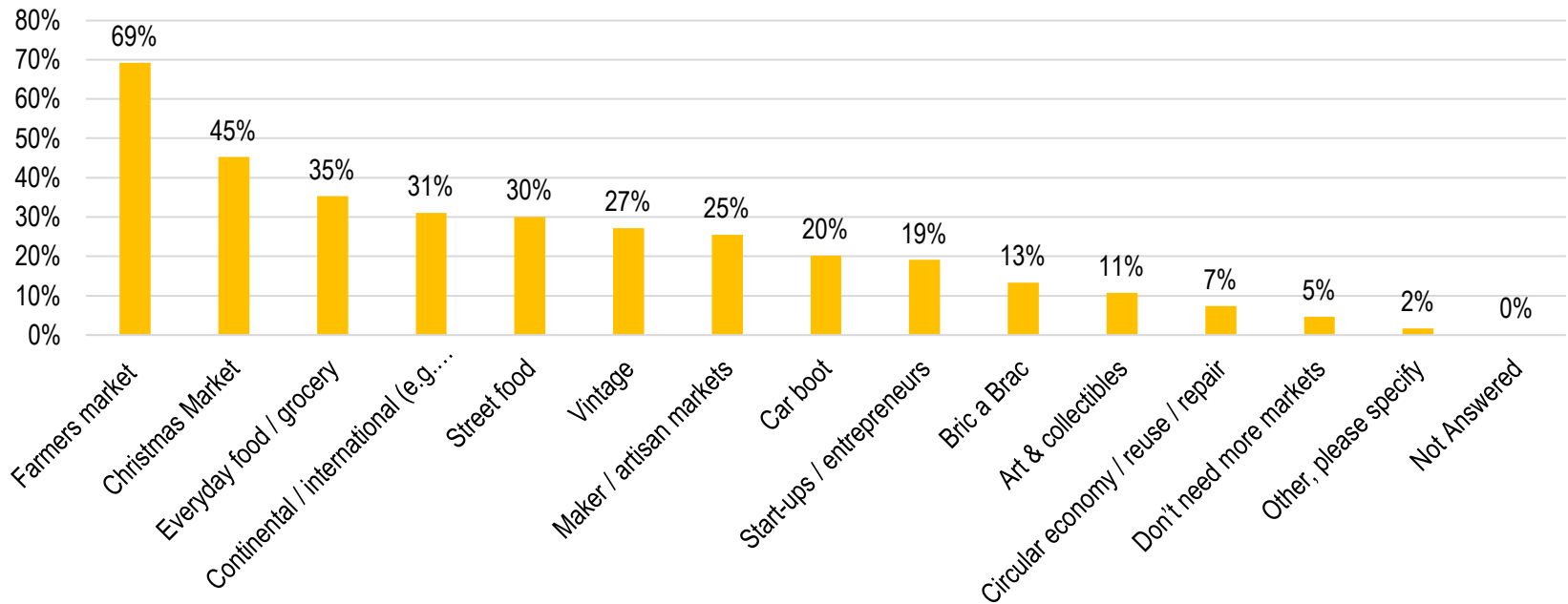
They would also like to see it on more days, a better quality market, both in terms of stall quality as well as product quality, more fresh food and clothing.

In regards the experience, they want to see a cleaner market, and one that looks better visually. Finally, consumers also want a better atmosphere, cheaper prices, more places to sit and more visible stalls.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.11 What other types of additional markets would you like to see in Canvey Island? Select up to three responses



This question reveals further evidence of more food wanted, including farmers markets, everyday food, street food and continental themed markets.

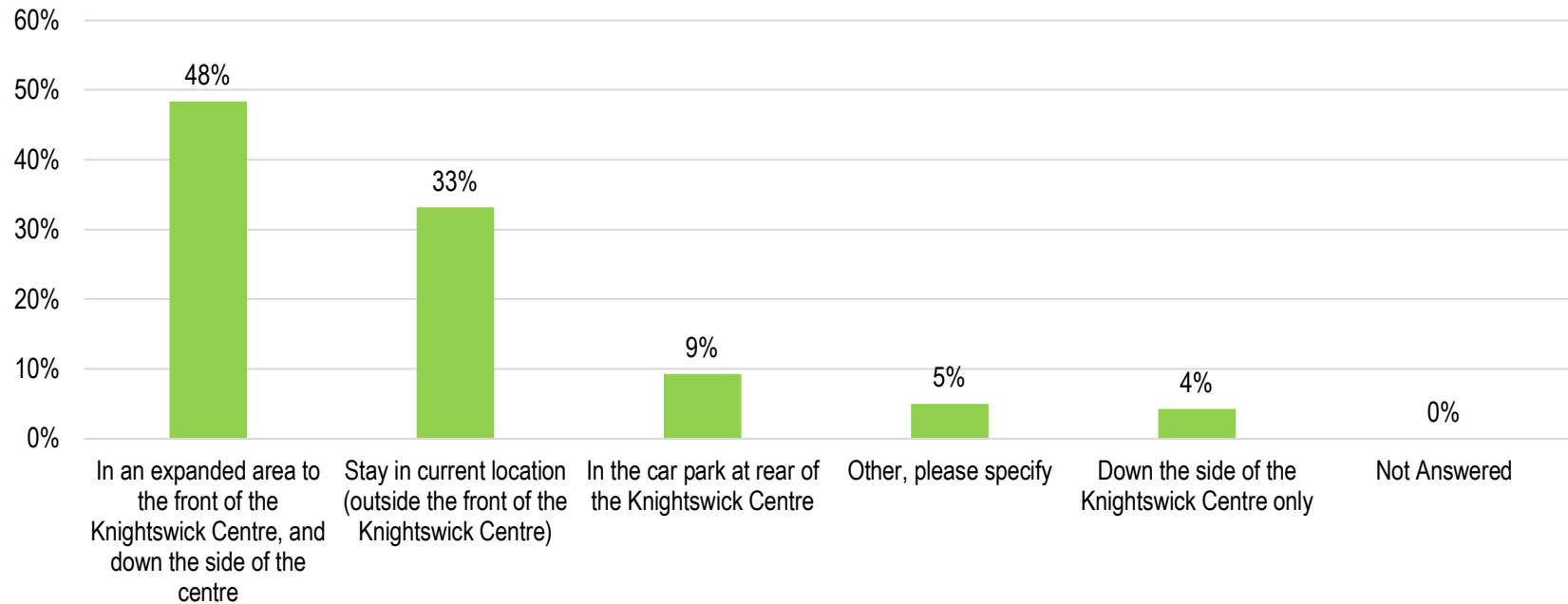
Residents also want other themed markets including a Christmas Market, vintage, makers markets, car boot fair, start-up, bric a brac as well as arts and collectables.

Plenty of demand for more market themes and choices, also quality offers.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.12 Where is the best location for the market to trade?



Respondents to the survey clearly state they want the market to stay in its existing location, with an extended spillover area down the side of the Knightswick Centre.

Canvey Island Town Centre Market - Future Strategy and Action Plan

4.0 Survey of Residents

4.11 Summary

- The survey achieved a great response from Canvey Island's residents.
- The sample included a broad age range, mainly white, mainly female and typically without mobility issues.
- Residents mainly use the town centre to shop, or because they live nearby. There are many other reasons, with lower level responses, using the market is a very low trigger.
- Only a third of respondents regularly use Canvey Town Centre, more say they use the out-of-town shopping facilities at Roscommon Way / Northwick Retail Park.
- Residents tend visit the town centre multiple times per week or weekly.
- A third of residents use it regularly, a third occasionally / rarely and a third use never use it or visit on Thursdays. The market is not the draw it could and should be.
- Two thirds of consumers say they visit the market at the same or a lesser frequency these days. A declining trend.
- Of particular concern is that 43% of consumers say they are unsatisfied with the market, and a further 40% ambivalent. Only 16% are satisfied with it.
- Most consumers want the market to trade on Saturdays. Thursdays and Sundays are a second choice.
- There are many aspects that consumers want to see improving in regards the market; they want it to be bigger, better, with more choice, better quality products and delivery and better facilities.
- They also want to see a greater range of different markets, in particular a farmers market, more specialist and themed food markets (everyday, street and continental). They also want seasonal markets such as Christmas.
- Residents are consistent in wanting the market to be in its current location.
- In short residents want a better market, bigger, more quality, more variety, on a Saturday and weekday, i.e. a much bigger and better version of the existing market.

Survey of Businesses

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.1 Introduction

A bespoke questionnaire was developed for the project, with the aim of a single engagement survey questionnaire being used for both the market traders and the businesses trading near to the market. Given the central location of the market, the distribution of surveys covered the main town centre shopping area.

Questions in the survey were designed to capture information about the customer base, reasons for using the town centre, current and historic performance and views and opinions of the current market offer and how this might be improved. Many of the questions and the survey format are based on previous tried and tested questionnaires and also echo those used in the survey of residents as well as stakeholders.

The questionnaire is attached as Appendix II. We recommend that it is used as the basis for ongoing monitoring of performance and improvement initiatives.

Circa 121 surveys were distributed in person on 29 Feb and 1 March 2024. An online version of the survey was also created and a link to it shared via the Council's business newsletter.

The market manager also the link to the online version of the survey to market traders.

The survey achieved a very good response and completion, with 80 completed surveys received, which includes 73 businesses and 7 market traders.

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

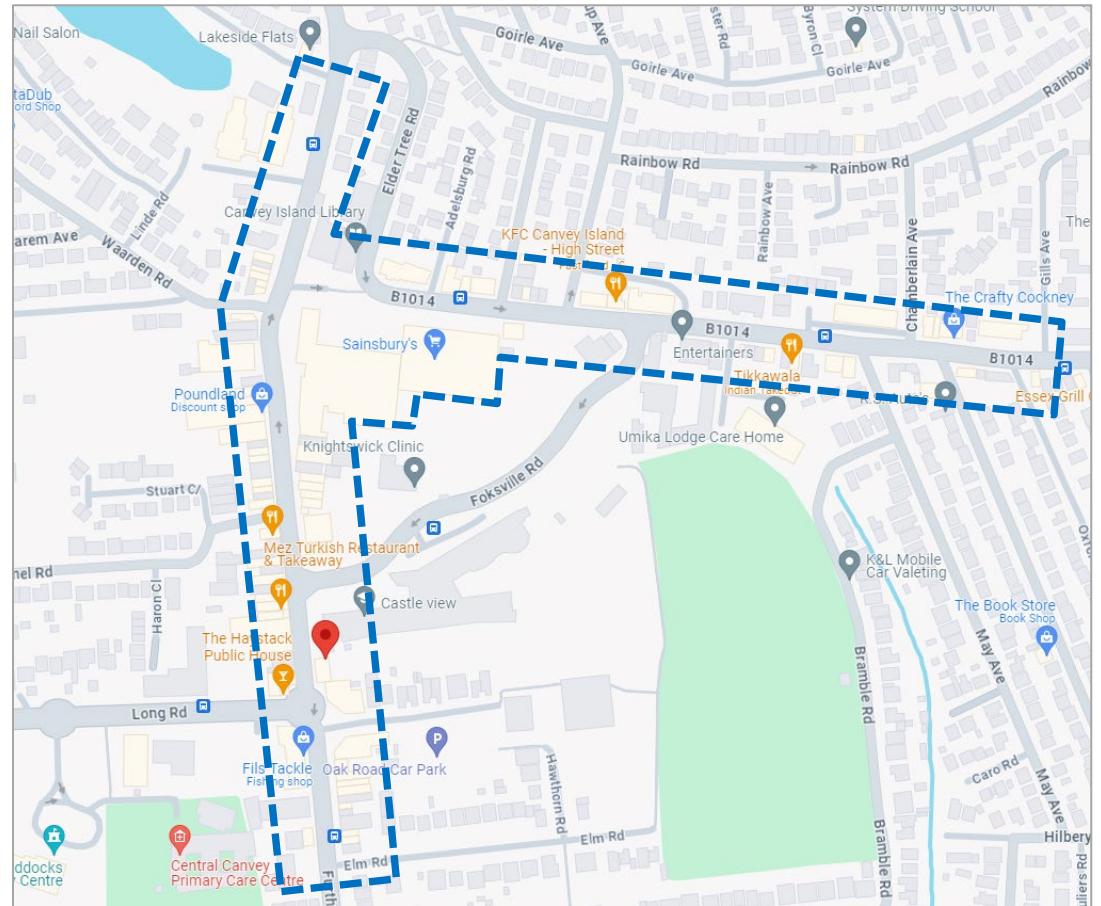
We have reported the total responses as a total (businesses and traders) as this sets the direction for improvement initiatives. Note due to multiple response not all graphs total 100%.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.1 Introduction cont'd.

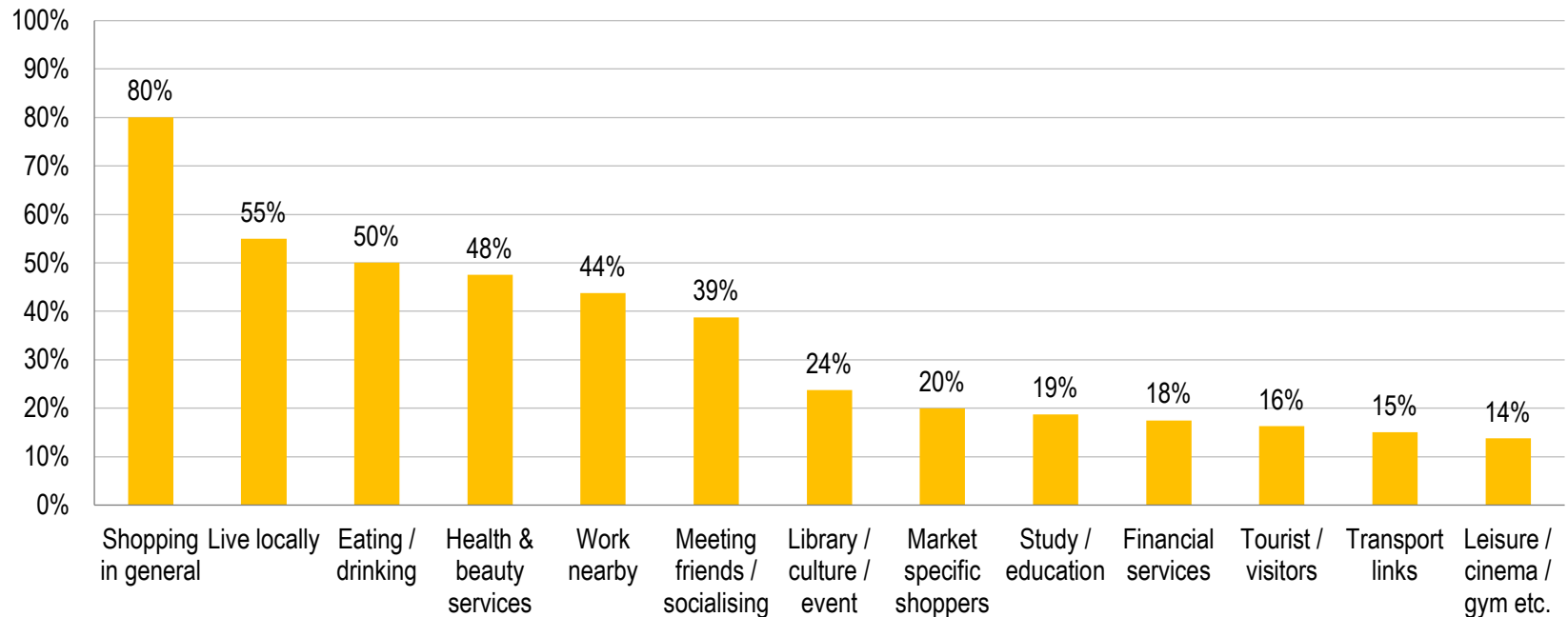
The survey distribution area is shown on the plan opposite.



Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.2 In your opinion, what are the main reasons for customers to be in the town centre?



In regards key reasons for customers to visit the town centre, there are multiple reasons for visiting, with shopping in general dominating the list.

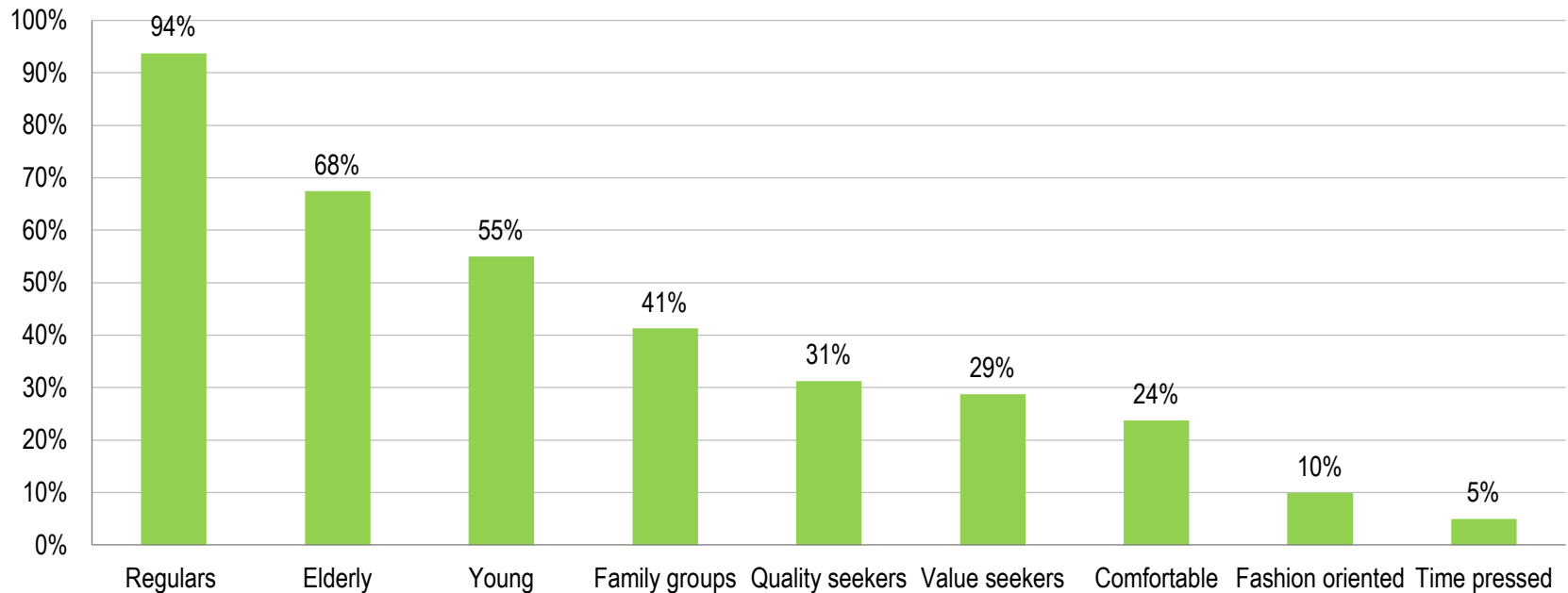
Other reasons for visit include living nearby, eating & drinking, using the health and beauty services offer, work nearby and meeting friends / socialising.

There were also a variety of tertiary responses including specific destinations (leisure / culture / event / market / leisure / cinema / gym), as well as more general uses such as education, tourism and transport.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.3 Which of the following words and descriptions best describe your customers?



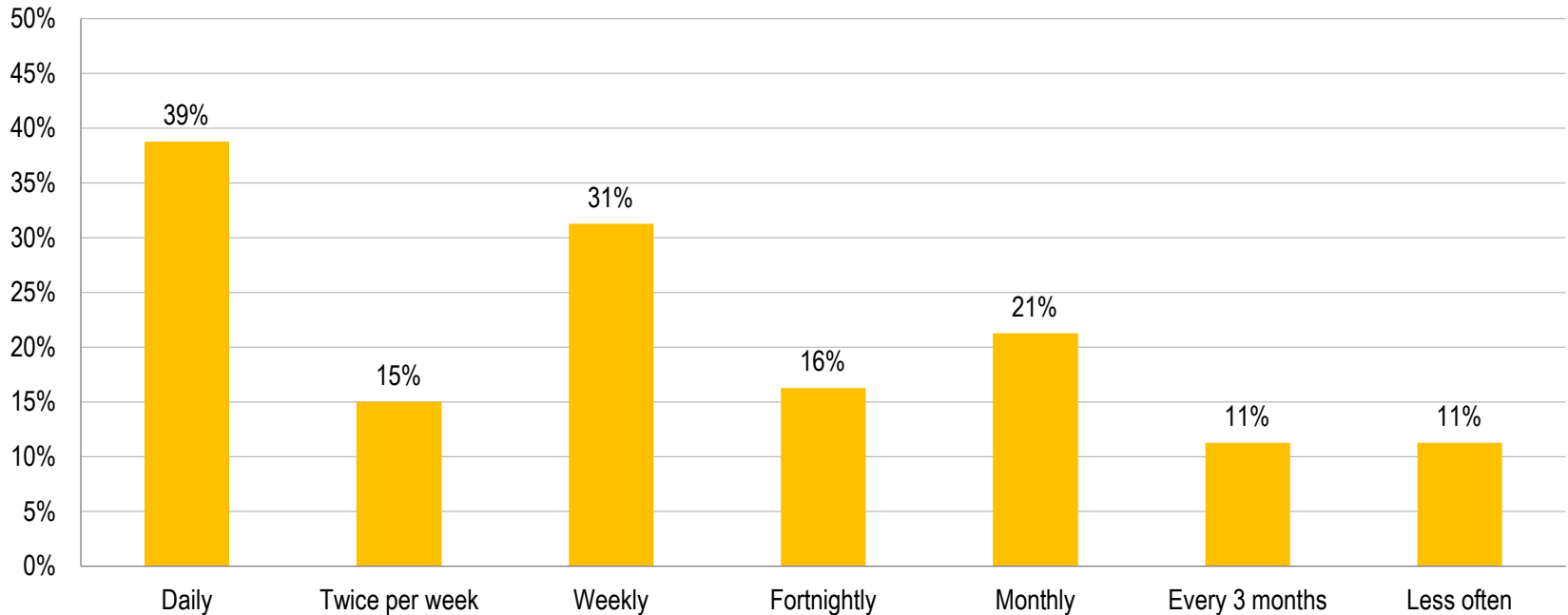
Businesses across the town consider their customers to be 'regulars'.

Two thirds of businesses describe customers as 'elderly'. Beyond this, 'young' and 'family groups' make up customers for around half of businesses. Customers are more likely to be 'quality' and 'value' seekers as well as being 'comfortable'.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.4 How often do your customers typically visit you?

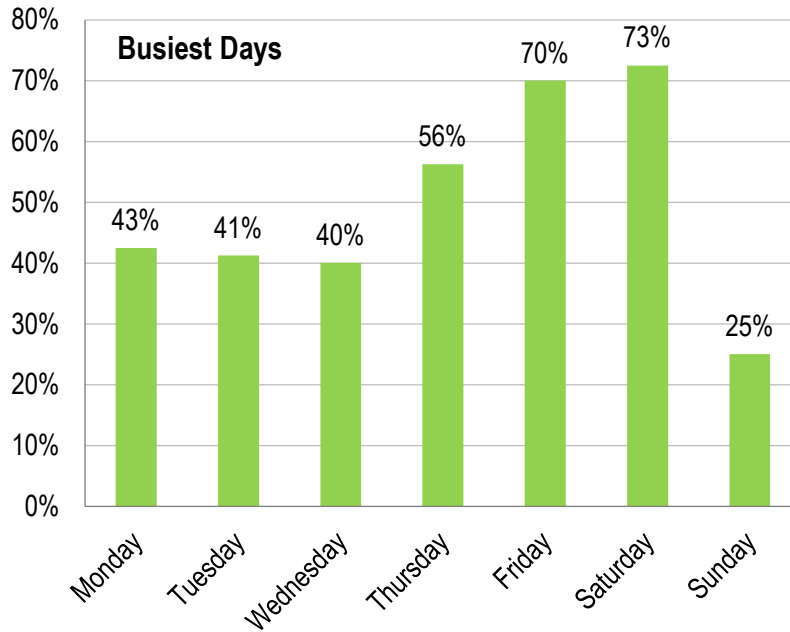


Businesses across the town centre report a relatively high frequency of visit pattern, with three quarters saying their customers visit at least weekly and a healthy 39% of them reporting daily visits. This suggests there is a core group of shoppers visiting very frequently.

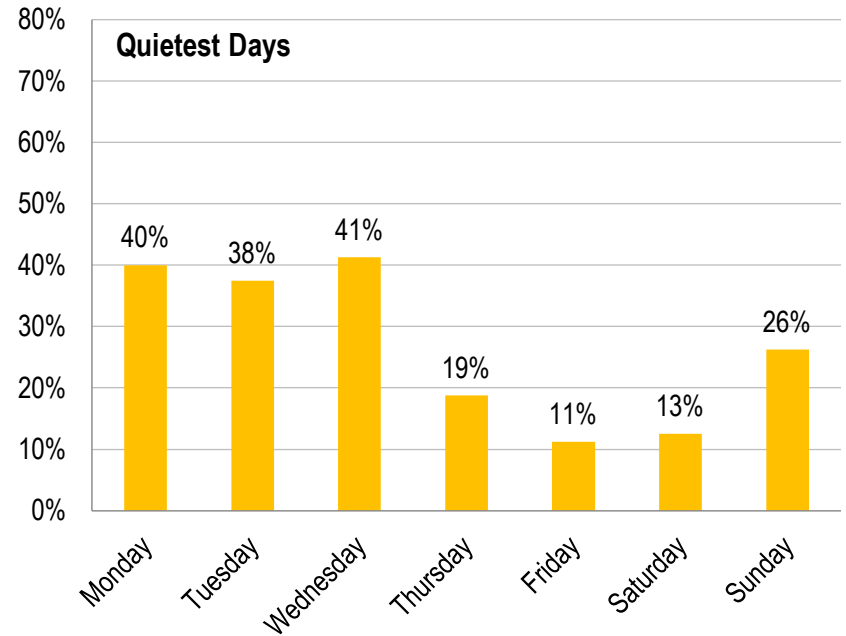
Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.5 What are your busiest and quietest trading days?



Most businesses report that Saturdays and Fridays are their busiest days, as well as Thursdays. Sundays are relatively quiet for a town centre.

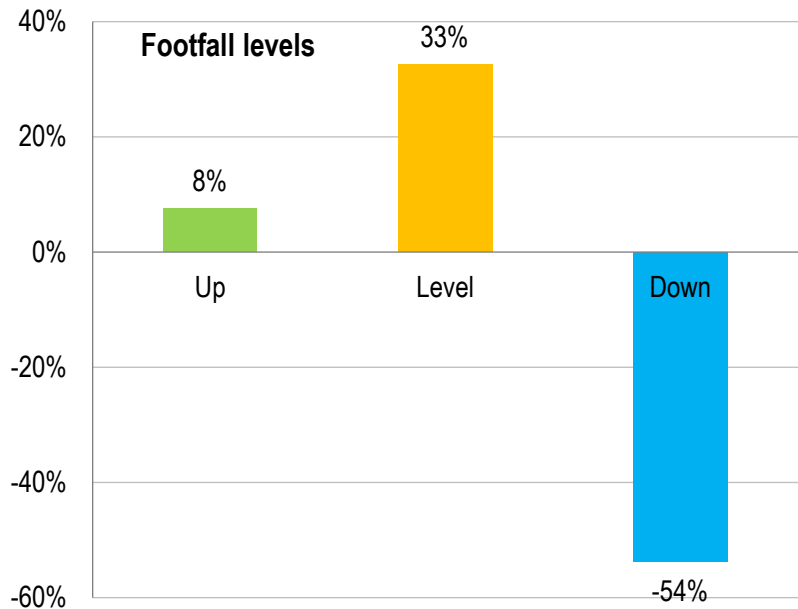


As is common for town centres, businesses in Canvey Island report Mondays, Tuesdays and Wednesdays as being their quietest.

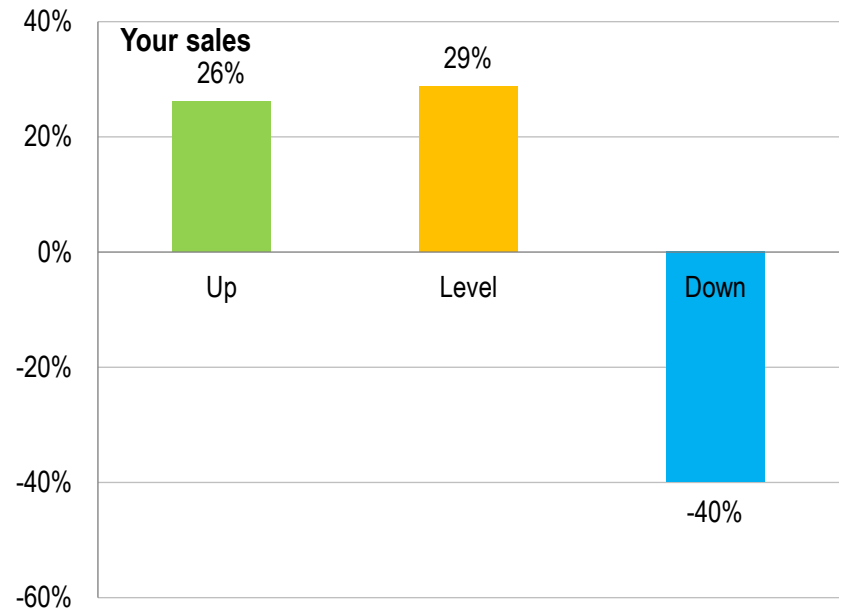
Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.6 General performance trends? Footfall levels and your sales; are they up or down year on year?



Footfall is down for over half of businesses. Unfortunately, less than 10% report footfall being up.

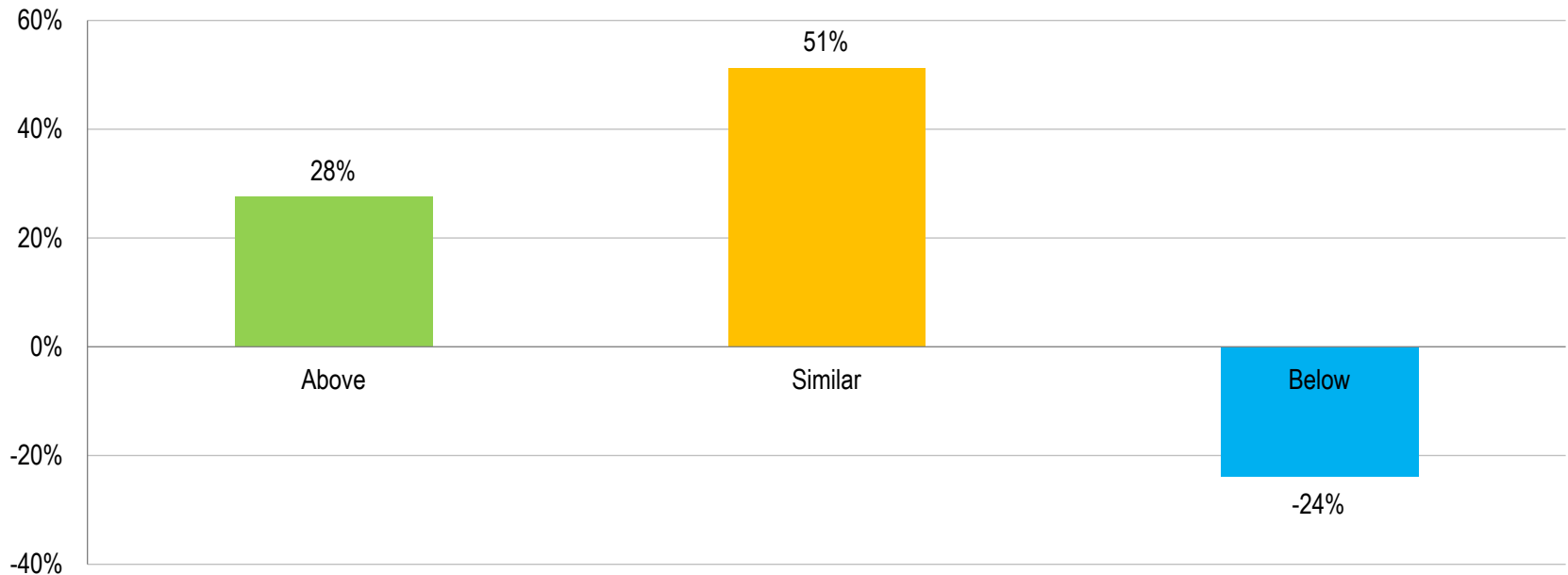


A slightly more positive picture is reported for year-on-year sales, with 40% reporting a decline in performance, 29% static sales and encouragingly 26% reporting an increase.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.7 How do you expect trading to continue compared to this year?

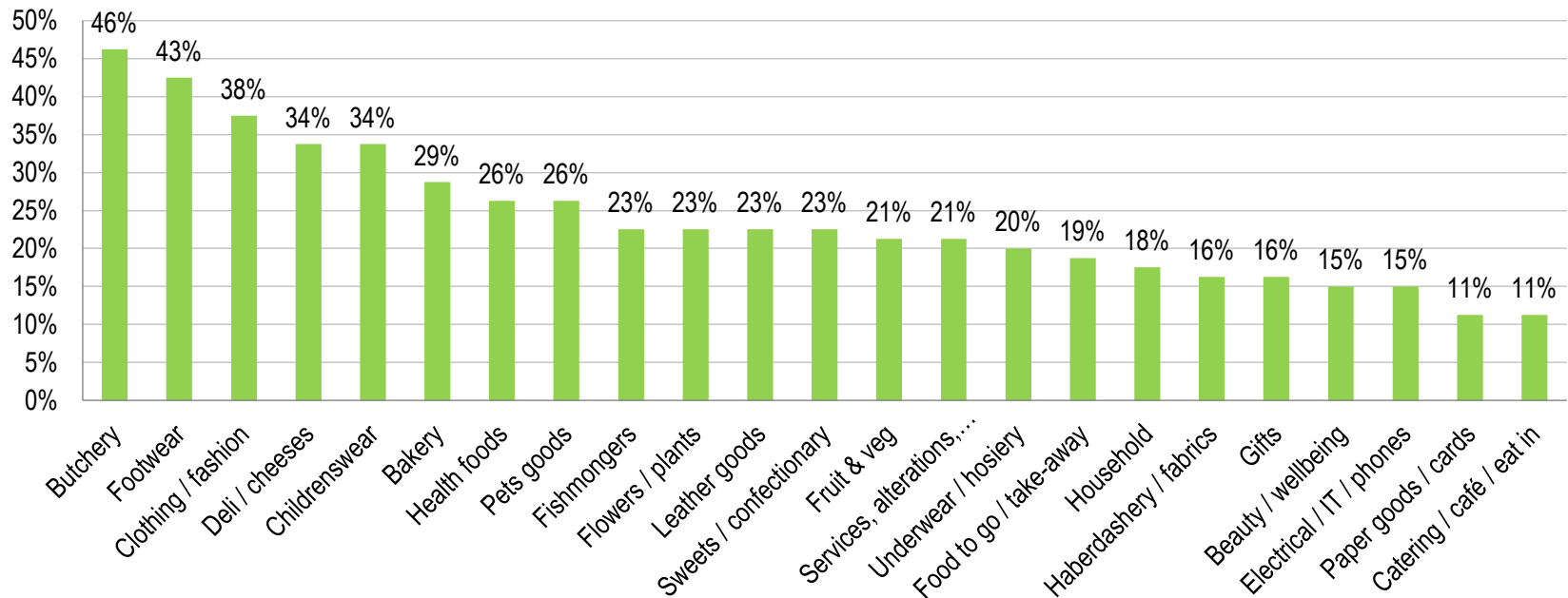


The majority of respondents expect current trading conditions to continue in the short term, with circa a quarter expecting it to increase and a quarter expecting it to decline.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.8 What product categories are missing or lacking choice at this market?

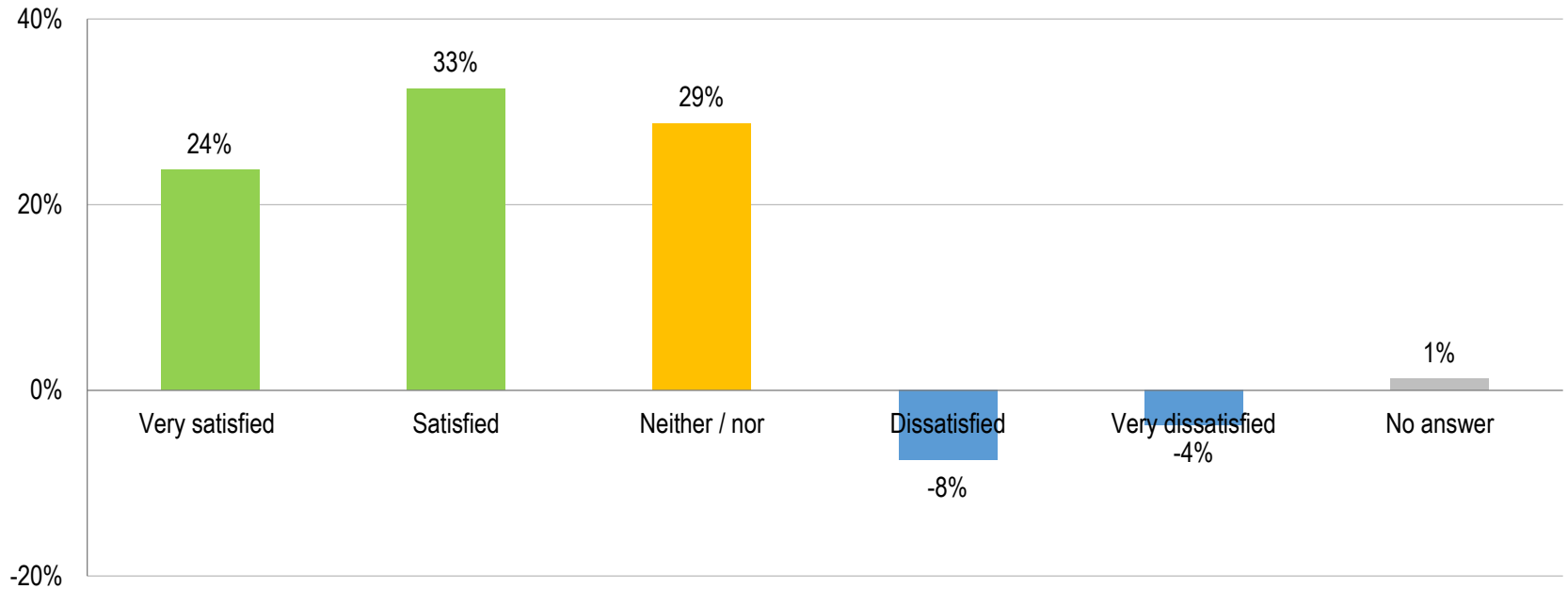


Businesses tell us there are lots of opportunities to improve the mix of the offer, including fresh food, groceries, fashion / clothing, confectionery, services, undergarments, pet goods, household goods, gifts, electrical items, paper goods, hot food and so on. In short, most of the categories sold on general markets. In the round, they clearly want a bigger market with more choice!

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.9 How satisfied are you with the performance of your business?



Businesses report a broadly 'satisfied' rating for business performance, 57% are satisfied and only 12% are dissatisfied.

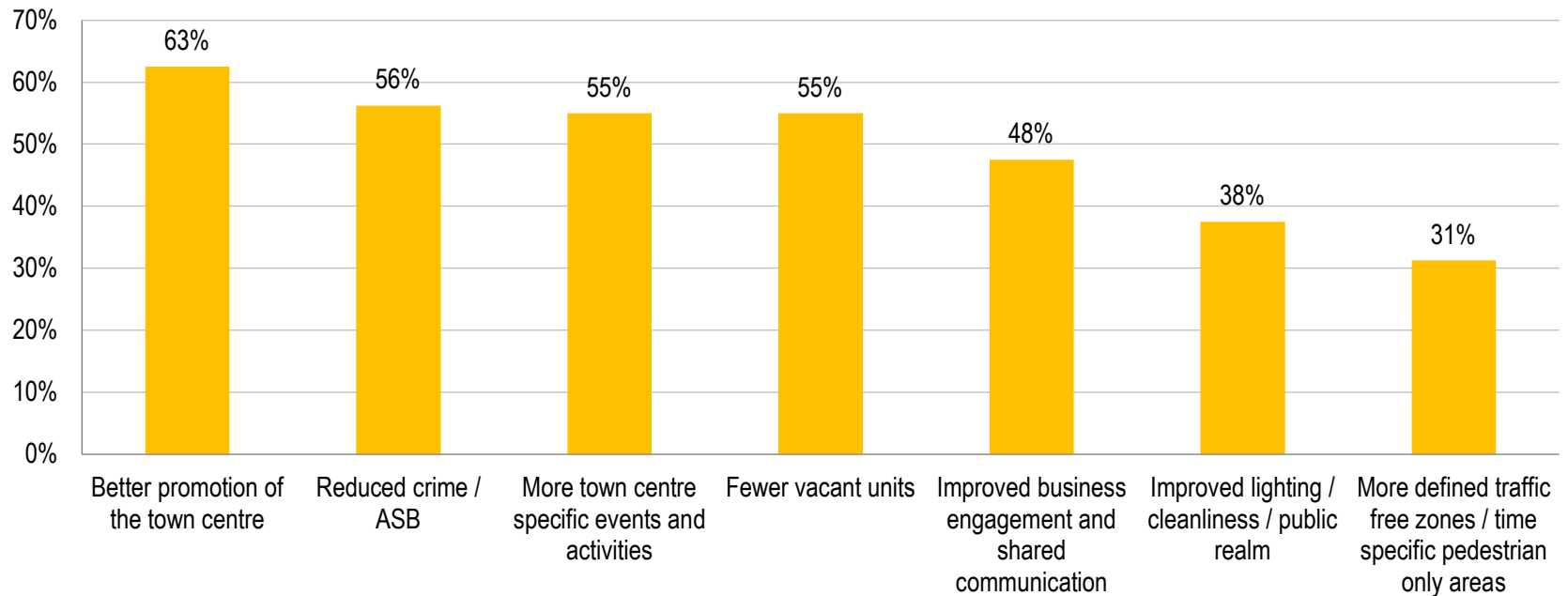
A 5:1 positive ratio, despite the number of businesses reporting declining sales.

Lots of positive information to use in marketing activity.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.10 What would improve your satisfaction of the town centre



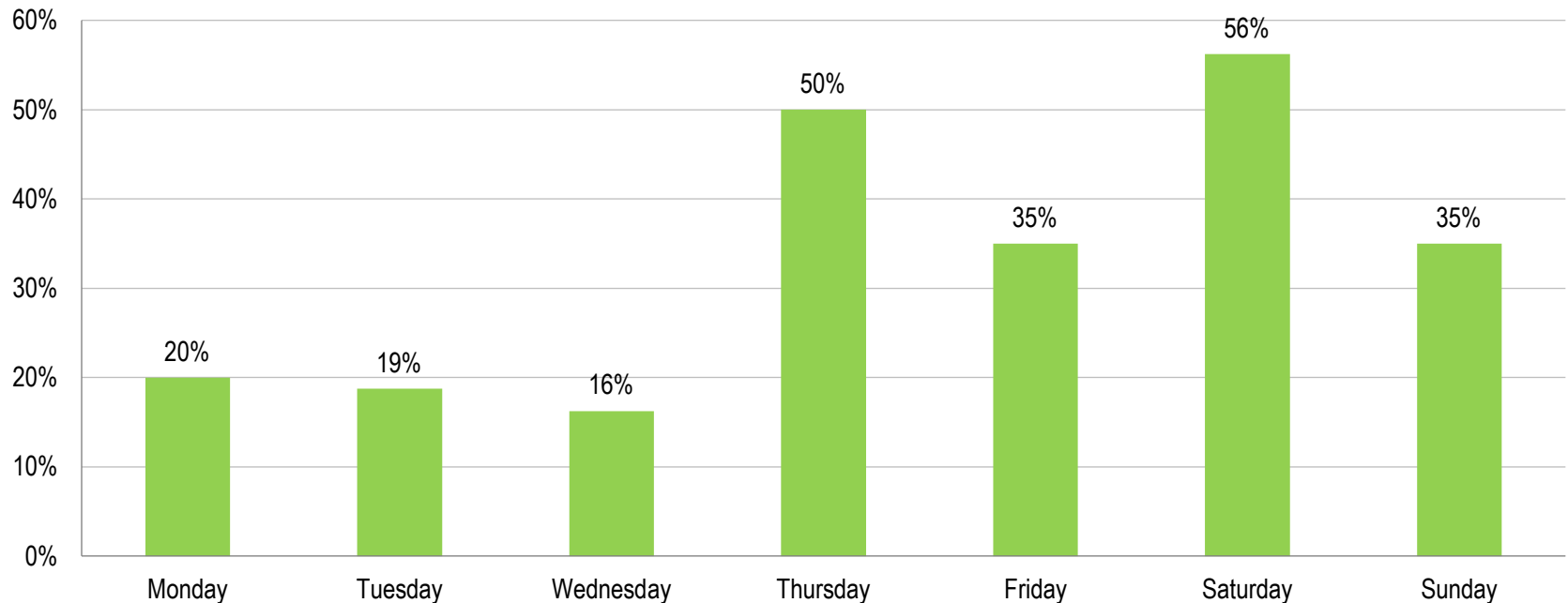
Businesses clearly want a variety of improvement actions.

Better promotion of the town centre is key, followed reduced crime, more town centre events & activities and less vacant units.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.11 On which days of the week would you like to see Canvey Island Town Centre Market trade?



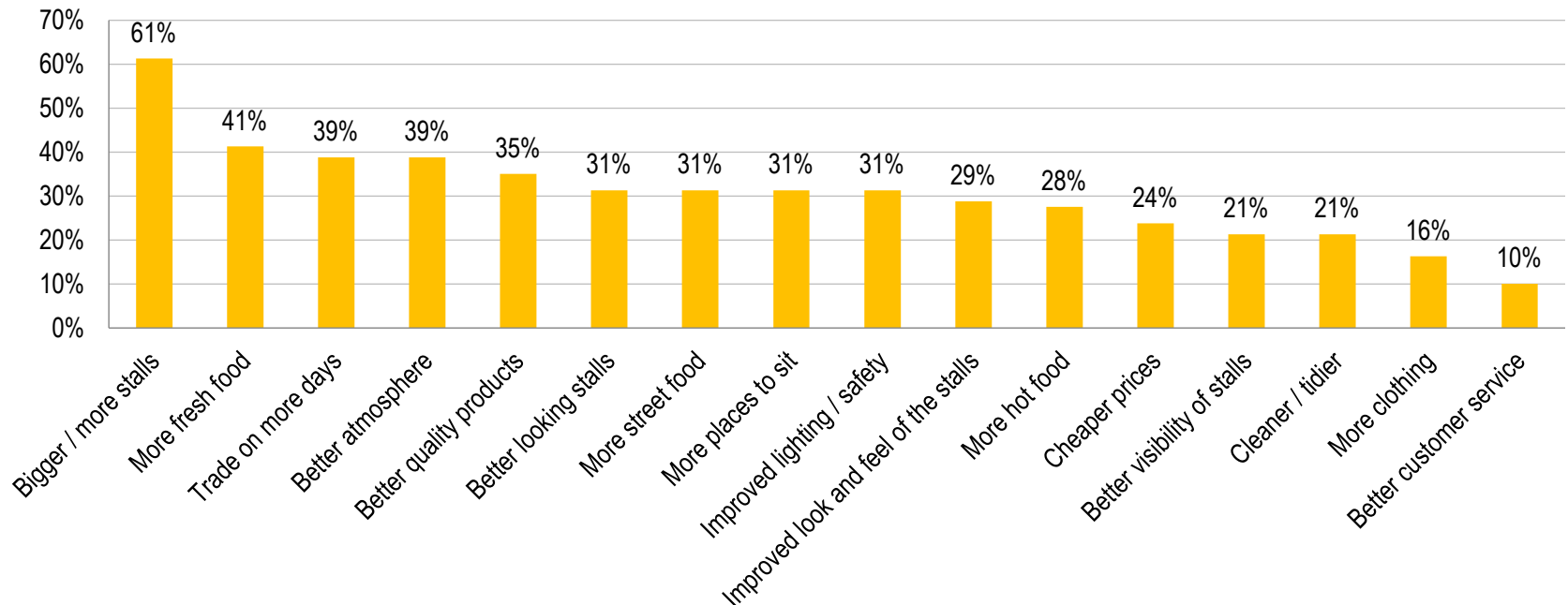
Most businesses would like to see the market trade on a Saturday and / or Thursdays.

An equal but much lower amount would also like to see the market on a Friday and / or a Sunday.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.12 What would encourage more customers to visit Canvey Island Town Centre Market?



Businesses believe **there are lots of opportunities** to encourage more visits to Canvey Island Town Centre market.

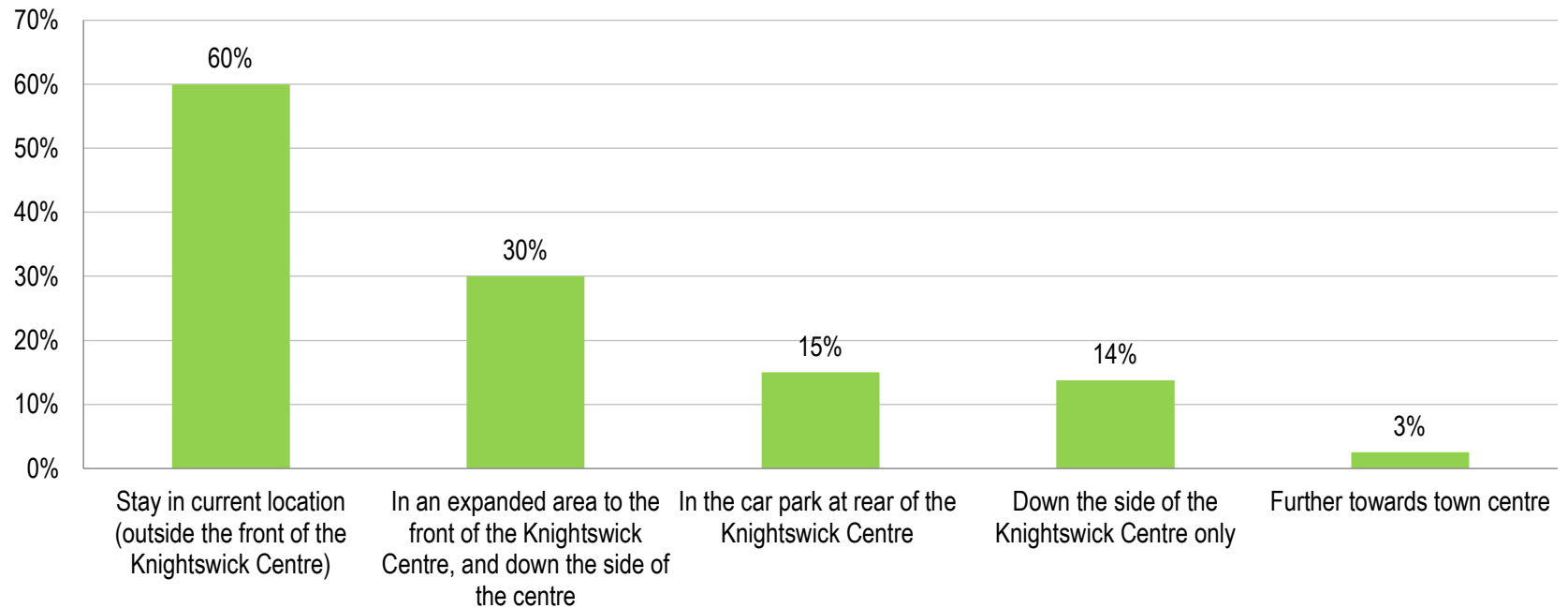
More choice and bigger markets lead the way, with more fresh food / street food, trading on more days, better atmosphere, better looking stalls / product quality, more places to sit and improved lighting / safety all generating lots of wants.

In short, there are many opportunities to improve the market and generate more visits from customers.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.13 In your opinion, where is the best location for the market stalls?

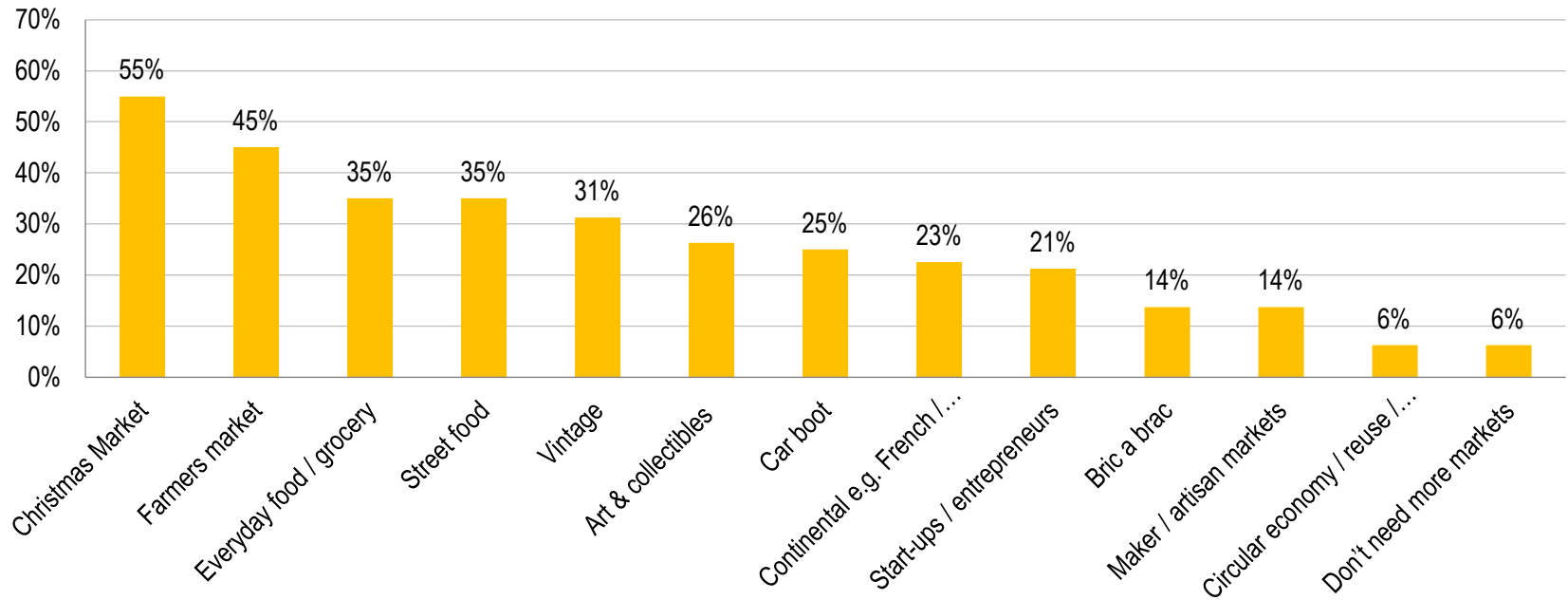


As with residents, businesses strongly want the market to stay in the current location, in the front of the Knightswick Centre as well as down the side of it.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.14 What other types of additional markets would you like to see in Canvey Island Town Centre Market?

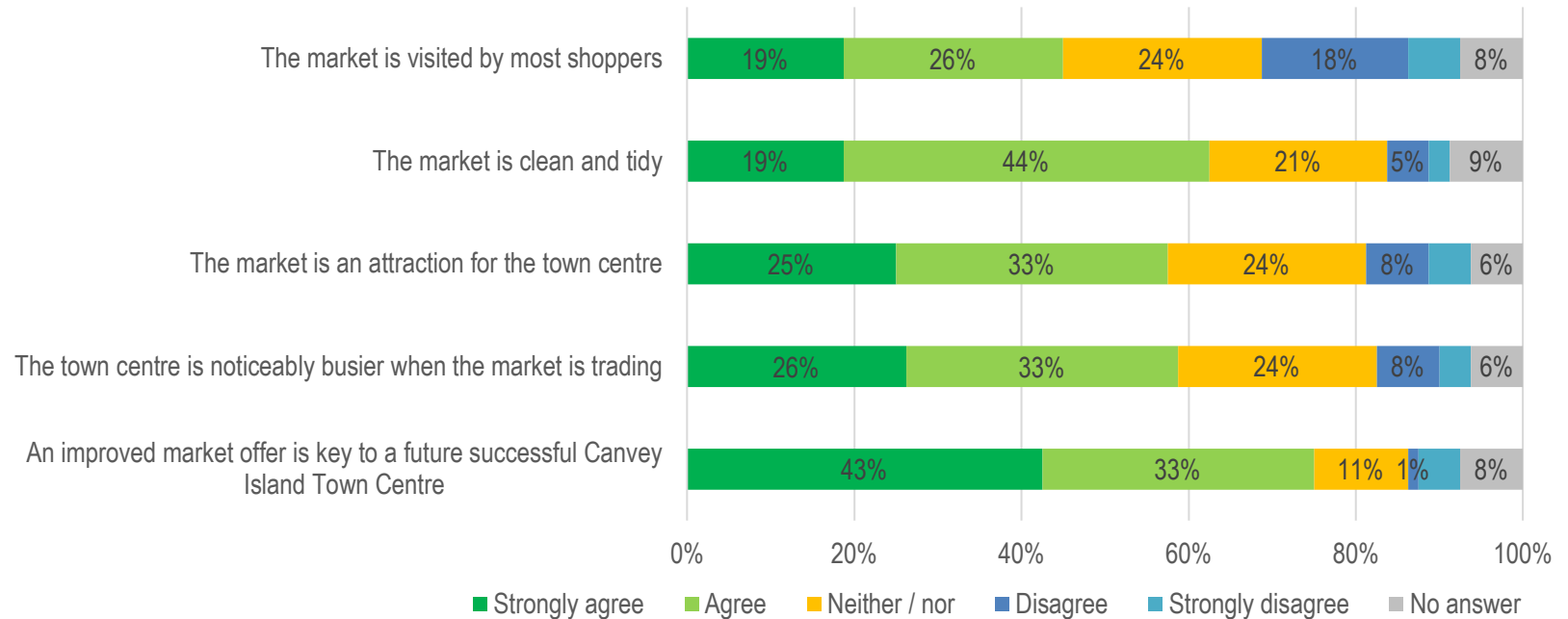


Businesses have identified many extra types of additional markets they'd like to see in Canvey Island Town Centre Market, especially a Christmas Market as well as a farmers market. More food related themes (everyday, street food, continental) is a common ask too, as are specialist markets such as vintage, art & collectables and car boot.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.15 Please rate how strongly you agree or disagree with the following statements?



There are four statements that businesses all agree at levels of over 60% - An improved market is key to the success of Canvey Island Town Centre (76%), the market is clean and tidy (58%), the town centre is busier when the market is trading (54%) and the market is an attraction for the town centre.

Whilst there are many ways that businesses want to see the market improved, as identified in previous questions, there does seem to be quite a lot of goodwill towards it.

Canvey Island Town Centre Market - Future Strategy and Action Plan

5.0 Survey of Businesses

5.16 What are the main strengths and weaknesses of the market?

Key strengths of market according to respondents of the business survey are that it attracts customers (9), enhances the sense of community (7), market days are busy (5), the local customers and traders (5) and the choice / variety it offers (4).

In regards weaknesses, they were dominated by some margin by **not big enough (23)**, followed by lack of variety (5), lack of consistency (4), weather dependent (3), lack of free parking (3) and wrong day (2).

5.17 Summary

- This survey of businesses has achieved a very good response from businesses in Canvey Island with 80 businesses and market traders taking part.
- Businesses tell us they attract customers for a variety of reasons, albeit dominated by those shopping as well as live locally.
- Businesses would like to see more marketing and promotion of the town centre offer, including events, as well as a better experience for consumers, including reduced crime / ASB and fewer vacant units, well as improved business engagement and communication.
- Visit frequency is reasonably high, and businesses are typically busiest on Saturdays. Indeed, Saturday is the number one choice for market day going forward.
- Year on year trading experience is tough at the moment, with most respondents expecting this trend to continue.
- Although they are broadly satisfied with the existing market, businesses would like it improving in many ways, especially more choice / bigger, especially food, as well as better experience / improved quality standards and improved facilities.
- Businesses would also like to see the introduction of a farmers market, Christmas Market, and other food related themed markets, as well as non-food themed events.
- Businesses want the market to stay in its current location at the front of and down the side of the Knightswick Centre.
- In the round, businesses see the benefit of the market and have much good will towards it.

Stakeholder Engagement

Canvey Island Town Centre Market - Future Strategy and Action Plan

6.0 Survey of Stakeholders

6.1 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 as well as the questions used in the resident and business surveys . This is attached as Appendix III.

A list of 45 contacts to survey / engage was provided by the Council project team and these were all sent surveys and then followed up on three separate occasions.

14 stakeholders provided their views, either through a completed survey and / or a 121 discussion.

These included CPBC internal teams (Leader, Place & Communities, Environment, Development Services, Economic Development, Regeneration & Infrastructure) as well as external bodies including Essex County Council, Canvey Town Council, Library, CPBC Place Board, Essex Police and Cisca House.

Canvey Island Town Centre Market - Future Strategy and Action Plan

6.0 Survey of Stakeholders

6.2 Strengths & Weaknesses

Stakeholders had a wide variety of views in regards the strengths of the market, however 'local' was the only response that generated 2 responses.

Other responses included 'well occupied', 'diverse', 'some stalls are reliable', 'its there', 'business growth', 'supports jobs', 'high street busier on market days', 'vibrant', 'central location', 'hub for Island', 'social meeting place', 'experience' and 'different'.

In regards weaknesses these were dominated by 'location' with 3 responses, 'look of stalls' (2), 'lack of variety' (2), 'needs to be more open' (2) and 'parking charges' (2).

Other single response weaknesses included 'lack of signage', 'lack of promotion', 'better quality needed', 'it needs to be better supported', 'traffic', 'youths', 'safe crossings for children needed' and 'sparsely attended'.

6.3 Improvements wanted to product mix

Stakeholders again had a wide variety of product categories they wanted to improve / were lacking in choice at the market.

These included deli / cheeses (5), fishmongers (4) and services (4). Other key gaps included bakery (3), footwear (3), health foods (3), leather goods (3), gifts (3) and food to go / takeaway (3).

Lesser responses (all at 2) included household, haberdashery, flowers / plants, childrenswear, electrical / IT, paper goods / cards, confectionery and pet goods.

6.4 Preferred trading day for market

Saturday is clearly the most popular day to hold the market, with 7 responses.

Other days include Thursday and Friday (both with 4).

No other day received more than one vote.

6.5 What would encourage customers to visit the market more often?

The three dominant responses to this question were 'trade on more days' with 8 responses, 'more places to sit' (7) and 'improved look and feel of stalls' (6).

Other key responses included 'more street food' (4), 'better quality products' (4), 'more fresh food' (3), 'better visibility of stalls' (3), 'cleaner / tidier' (3) and 'improved lighting / safety' (3).

Lesser responses (all at 2) included 'bigger / more stalls', 'cheaper prices' and 'better atmosphere'.

Canvey Island Town Centre Market - Future Strategy and Action Plan

6.0 Survey of Stakeholders

6.6 Preferred location for market

The majority of stakeholders (8) agreed the market is in the right location, in the front and down the side of the Knightswick Centre,

Three felt it should be down the side of the centre only and two saying it should be in the Sainsbury Car Park.

6.7 Improvements wanted to town centre to benefit shoppers

Interestingly, this question generated more input / response than all others!

Every single stakeholder agreed the town centre needs more events and activities.

Eight felt it needed better business engagement and improved communication, as did those who said the town centre needs better promotion.

Seven said the town centre needed improved lighting and security, with the same also saying it needed fewer vacant units.

Finally, five said the town centre would benefit from more defined traffic free zones / timed pedestrianisation.

6.8 Agree and disagree statements

There was widespread consensus an improved market offer is essential to the future of the Canvey Island Town Centre (10).

There was general consensus the market is an attraction for the town centre (6), and also that the town centre is noticeably busier when the market is trading (7).

There were mixed views in regards whether the market is visited by most shoppers, and also whether it was clean or tidy.

6.9 Additional markets / product themes wanted

Finally, respondents were asked what kind of additional market themes were needed. A new Christmas Market dominated the responses (7), followed by street food, farmers market and continental food (all with 6).

Respondents also wanted to see vintage markets, maker / artisan markets and markets for start up traders / entrepreneurs (all with 5 responses).

Finally some stakeholders also wanted more everyday food, arts & collectibles and circular economy (all with 3).

Resident Information and Wider Policy Context

Canvey Island Town Centre Market - Future Strategy and Action Plan

7.0 Resident Information and Wider Context

7.1 Introduction

This section of the report provides two areas of input into this Future Strategy and Action Plan Report.

The first aspect is to summarise the available information about the established Canvey Island and wider Borough residents, as are all potential users Canvey Market. This information has been sourced from available information via the Council website, existing reports and other recognised providers of information including ONS and NOMIS.

Canvey Island has a population of circa 38,000 and accounts for circa 43% of the borough population. It is the main centre in the borough and provides an important residential, employment and visitor service.

The information about residents is set out overleaf. This includes current information on population, housing growth.

The second part of the section then provides more background and wider context information about Castle Point Borough Council and includes information from Council strategies and policies, in particular the Council's Corporate Strategy and Plan 2021-2024.



Canvey Island Town Centre Market - Future Strategy and Action Plan

7.0 Resident Information and Wider Context

7.2 Resident Information



Resident Information

There are circa 89,600 residents (2021 census) up on 2011 (88,000). A 1.8% increase which is below East of England and England averages.

Age range 16-64 years old account for 58% of residents which is below the East of England and GB averages, circa 62%. The borough has a higher than average older profile and is recognised for having an aging resident base. A quarter are aged 65 and over.

- 87% are described as economically active, above GB average
- Only 3.2% are unemployed, below GB
- Earnings by place of work are broadly in line with East and GB averages
- Occupation weighted to caring, leisure, skilled trades and manager sectors.



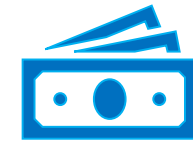
Household Information

The ORS local housing needs assessment identifies circa 37,800 households across Castle Point in 2023, with a future forecast need of 4,800 more by 2043.

The Council's 2022 Authority Monitoring Report identifies an annual additional housing target, model driven, of circa 355 per annum. The report identifies a short fall against the target, and sets out that despite opportunities for circa 2,000 new dwellings over the 5-10 year period there is a need for a improved plan.

The majority of homes (80%) are owner owned, with a lower than average private rental market, which has increased to 14% (England is 20.5%)

Most of the borough's population live within one of four towns: Canvey Island (43%), Benfleet (22%), Thundersley (21%) and Hadleigh (14%).



Employment

There are circa 22,000 jobs in the borough, slightly up on 2017.

Dominant categories include, Wholesale And Retail Trade; Repair Of Motor Vehicles And Motorcycles, Education, Health, Social work, Care, Construction and Accommodation.

Circa 3,600 local business units of which 88% are micro businesses, 10% are small and 2% are medium.

Many residents commute out of the borough for work reasons which adds to the local town centres losing a substantial proportion of the residential spend to other centres, particularly Basildon, Southend, Lakeside (in Thurrock) and Bluewater (in Kent).

Canvey Island Town Centre Market - Future Strategy and Action Plan

7.0 Resident Information and Wider Context

7.3 Castle Point Borough Council Corporate Strategy and Plan 2021 – 2024

<p>Castle Point Borough Council Corporate Strategy and Plan 2021 – 2024</p>	<p>Great Place. Great People. One Community.</p> <p>Key areas that are important to the community include:</p> <ul style="list-style-type: none"> • Economy and Growth - thriving economy with opportunities to develop skills and access quality employment • People - a safe, inclusive and healthy community with support, in particular to vulnerable residents, the young and elderly • Place - enough good quality homes, including affordable homes are built and transport systems exist that make it easy to get about for work and leisure • Environment - natural and historic assets that are protected and improved, surroundings that are clean and pleasant and efforts made by all to combat climate change.
<p>Economy and Growth Aims</p>	<p>We want the local economy of Castle Point to create more value, driven by our vibrant town centres, increased earnings and the productivity of our companies.</p> <p>We want the right conditions for existing businesses to grow and new businesses to come here, including good transport links and access to a skilled workforce.</p> <p>The town centres in Castle Point need revitalising to make them more attractive to existing residents and as locations for business and housing.</p>
<p>People and Place Aims</p>	<p>Our communities are one of our biggest strengths; we want to nurture our community spirit across the whole Borough so that we can all feel safe and that we belong.</p> <p>New development is designed to make places safe and helps to deliver housing, transport and great public spaces.</p>
<p>Environment Aims</p>	<p>We are proud of where we live and want to keep our local neighbourhoods looking clean and green.</p> <p>We want to help improve the local environment by reducing waste and reusing and recycling more.</p>

Trends & Benchmark Markets Research

Canvey Island Town Centre Market - Future Strategy and Action Plan

8.0 Trends and Benchmark Markets

8.1 Introduction

In order to provide wider context for the future Canvey Island 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' including markets, that the consumer chooses to visit and use.

It is important for the future of the market that the Canvey Island Market 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. Not all of the trends activity detailed in this section will be directly relevant to Canvey Island Market, much of it is, and much of it is influencing the customers perception of good 'shopping experiences' which the market offer needs to be aware of.

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 market to remain relevant it 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
- What does it mean for Canvey Island Town Centre Market.

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

Canvey Island Town Centre Market - Future Strategy and Action Plan

8.0 Trends and Benchmark Markets

8.2 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



Mobile sharpening service on a market

Canvey Island Town Centre Market - Future Strategy and Action Plan

8.0 Trends and Benchmark Markets

8.3 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.



Complementary street food for all places



Clear product branding and signage, Norwich

Canvey Island Town Centre Market - Future Strategy and Action Plan

8.0 Trends and Benchmark Markets

8.4 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.



Clear market signage, Paddington



Appealing walkways & routing, Oxford

Canvey Island Town Centre Market - Future Strategy and Action Plan

8.0 Trends and Benchmark Markets

8.5 Market Trends and Benchmark Locations

Canvey Island Market 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.

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

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.

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 license. This helps to keep the mix fresh, evolving and of course benefiting from energy that start up businesses often exude.



Additional themed events



Vintage, collectables, bric a brac in farm building!

Canvey Island Town Centre Market - Future Strategy and Action Plan

8.0 Trends and Benchmark Markets

8.6 Trends and Canvey Market Lessons

There are a number of points identified in the preceding trends section that are relevant to the future Canvey Island Town Centre Market offer, these include:

- The need to make it easy for the customer, on many different levels, access, choice, offer, promotion, usability, services and facilities
- Provide, 'ease, value, quality and service', be available at the right time, i.e. when customers want to see it
- Additional events, themed markets and activity add to the experience and repeat visit
- The offer needs to be more than just retail, add services, catering, wellbeing, leisure, arts etc.
- Good integration with nearby attractions, e.g. Knightswick Centre, wider town centre, Beachfront, Esplanade, Lake etc
- Strong visual impact, clear branding, good promotion
- Strong local identity, rewarding and recognisable, delivered with conviction and authority
- Enable change, be adaptable, good quality facilities and environment
- More shared facilities, including tables and chairs
- Support new startups, pop up, temporary uses, young traders.

The market is in a good location, it has a number of strengths to build on, including a proven history. It has a loyal customer base and trader base, that support it despite the evident issues.

Canvey Island Town Centre Market has the potential to apply the trends and improve its appeal and performance as well as that of the town centre.



The cover of Bury Market YouTube video



Simple, clear, good value everyday products

Study Conclusions

Canvey Island Town Centre - Future Strategy and Action Plan

9.0 Study Conclusions

Introduction

The following emerging conclusions are drawn from the findings of the bespoke research workstreams undertaken as part of the study, and together they will form the foundations on which the recommended future Canvey Island Town Centre Market Strategy will be developed.

1. The market is liked by the customers that use it

A minority of customers visit the market frequently and use it most times they're when visiting the town centre for shopping reasons or need to pick something up when they're at home.

There is consistent demand for the market to trade on Thursdays and on Saturdays, with Saturday as the main day.

2. The market and town centre are not working together

The market is not acting as an anchor for the town centre currently, because of how it looks, single day trading, limited range available, facilities, environment, lack of seating and current value positioning of most traders.

Adding an extra trading day on Saturdays as well as improving its quality position, facilities, width and depth of choice available at the market will help to draw more people into the town centre to use it, especially those who travel off the island for work purposes during the week and / or those that mostly use the out-of-town shopping facilities.

For sure, a healthy Knightswick Centre, healthy market and healthy town centre are inextricably linked looking to the future.

3. There are lots of customers who currently don't use the market

The resident survey does suggest there are a large cohort of potential customers that choose not to use the market and or the town centre. Indeed, more customers told us they use the out of town shopping facilities at Roscommon Way rather than the town centre itself.

Furthermore, circa half of customers don't or rarely use the market when they visit the town centre.

And perhaps of more concern is that a third of customers who do use the market are using the market are doing so at the same frequency as last year, whilst a third are doing so less frequently.

This suggests there is an opportunity for the market to encourage:

- Existing users to visit more often
- More consumers who visit the town centre and currently don't shop at the market or do so very rarely to use it more often
- More non or infrequent town centre users to visit the town centre and use the market more frequently.

The market needs to appeal to more Canvey residents, workers and visitors, more often, more frequently.

Canvey Island Town Centre - Future Strategy and Action Plan

9.0 Study Conclusions

4. The market is broadly in the right location

The current location of the market, in front of the Knightswick Centre and continuing around the corner towards the library is the optimum location for the market in the town centre. Businesses, stakeholders and residents all broadly agree with this.

It is however important going forward that this space is protected, expanded and maintained as a trading location, as the new regeneration plans for the town centre evolve and take shape.

The trading area of the market would benefit from the removal of taxis / pedestrianisation of the area in front of the Library. It would also benefit from the creation of a central hub in this space where events could be held, as well as shared tables and chairs being provided.

Furtherwick Road does feel very traffic dominant where it passes the market, and the pedestrian barriers and one-way traffic does seem to encourage traffic to go faster at this point.

The shopping experience of using the market would improve if the roads around and near were traffic calmed and potentially a 20-mph speed limit introduced.

It is important going forward that the future regeneration planning for the town centre also includes the future planning for the market format and layout.

5. The market experience needs improving in many ways

As identified several times in the findings section of this report, the market is not currently delivering a great customer experience. There are high levels of dissatisfaction from residents, less so businesses.

The sense of arrival is poor, the layout drawn out, many stalls are sprawling, merchandising techniques are basic, there is little consistency in stall look and feel, there is no customer seating, the width and depth of the offer is limited and so on.

The experience and in particular the quality position of the existing market and surrounding environment needs to improve significantly for the sake of existing and new customers, as well as for the benefit for traders and businesses in the rest of the town centre.

Canvey Island Town Centre - Future Strategy and Action Plan

9.0 Study Conclusions

6. Marketing and promotion of the market need major improvement

It is fair to say that existing marketing and promotion of the market is weak pretty much on every level.

Directional and thematic signage across the town centre area promoting the market generally and especially when its trading is currently a major area of weakness.

The use of social media to promote the market is occasional and sporadic. Furthermore, the market website is currently not working, and much of the information on the two Council websites is basic and dated.

The market operators hold a few promotional events each year but again these are sporadic.

Better promotion to and recruitment of new traders is also a key area for improvement.

The market, shopping centre and wider town centre area need to do a much better job at promoting themselves as well as each other, as well as co-hosting events that occur in different parts of the town centre simultaneously.

Better promotion of the town centre, as well as more town and market events are also a key improvements needed according to businesses, market traders and stakeholders.

7. The market offer needs more choice

The market would benefit from more choice and depth across most categories, both on a permanent / everyday basis, as well as a temporary / visiting basis.

Categories that residents and businesses wanted to see having more choice included fresh food, groceries, hot food, fashion / clothing, accessories, confectionery, household goods, electrical items, gifts, and services.

Adding more markets and market themes was universally desired by residents, businesses and stakeholders. Key additional themes / visiting markets especially included more food, including street food, farmers markets, everyday food and continental food.

A Christmas Market is also widely requested, with other markets wanted including vintage, makers markets, antiques & collectables, bric a brac, circular economy and new starters / traders.

Introducing a better-quality market with a focus on food on Saturdays would go a long way towards delivering many of the improvements needed to draw more consumers into the town centre and help the market act as an anchor for it.

Recommended Future Strategy and Action Plan

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

Introduction

The Canvey Island Future Market Strategy is made up of three components:

- We begin with the recommended future vision for Canvey Island Town Centre which, when delivered will enable the market to trade successfully and sustainably for the benefit of Canvey Island's residents, visitors, existing businesses and the traders themselves
- We then map out a series of strategic themes / objectives, not necessarily in priority order, but by those that will deliver the greatest and most visible change
- Finally, we take each strategic theme / objective and identify a series of recommended actions and initiatives which when delivered, will enable the strategy and required project outcomes and deliverables to be satisfied.

Together, the recommended actions, objectives and vision form the Future Strategy for Canvey Island Town Centre Market.

The recommended actions and delivery of the strategic themes will need to be completed by a combination of the Council, the market operator / management, local stakeholders and the traders themselves.

The Council will have a variety of roles regarding the identified actions; from facilitating, enabling and overseeing to delivering and managing.

Vision

Canvey Market will be a thriving and vibrant market that trades on Thursday, Friday and Saturday. Located in the heart of Canvey Town Centre, on the new town square outside the front of Knightswick Centre.

The market offers a variety of fresh produce, artisan goods, good food and everyday staples for you and your home. It appeals to all of Canvey's residents, workers and visitors, providing a great community place to visit and spend some time as well as shop and use the excellent services.

The Market regularly has additional themed offers, farmers, home, foods, and collectables and of course a super Christmas event. The market is featured on all local websites and social media and is clearly signposted and promoted throughout the town.

The directional signs and highly visible stalls and branding make it easy to find and use.

'Canvey Market, everything a great local market should be'

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

Future Markets Strategic Themes / Objectives

The following strategic objectives will help to deliver the future market vision and provide a structure for the action plan outlined over the next few pages.

1. **Improve the offer and customer experience** - this will lead to more footfall, more visits from all residents, establishing the market as a destination in the town, increasing spend, improving perception of the town centre, and improving the customer experience.
2. **Improve the physical environment and trading facilities of the market** - delivery of this theme will provide many benefits, improved visual impact, better visibility, greater usage by Canvey Island residents, shoppers, workers, students and visitors, increased awareness of existing offer, ability to attract new traders and new categories of traders to mention a few.
3. **Extend the choice available** - adding more layers of appeal to the markets will encourage existing market users to visit more often and stay longer, as well encourage occasional and even lapsed users to do the same
4. **Integrate the market more in the management of the town centre** - a healthy market, vibrant Knightswick Centre and thriving town centre are inextricably linked. If all three trade well, the other components will also benefit, creating cumulative improvements in performance for all three
5. **Improve the marketing and promotion of the market** - this will lead to an improved town centre, improved customer visit and use, improved trader performance, increased occupancy, more stalls, more variety and a stronger asset.



Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

1. Improve the offer and customer experience of the existing market

The market needs to have a great offer, that shouts Canvey Island Town Centre. It also needs to deliver a super experience in order for to be embraced and frequented by consumers, particularly the infrequent or lapsed shoppers. The place appeal, reputation and experience would benefit from significant improvement.

- A. Improving the offer is a two pronged initiative, on one hand it is about continuous improvement of the broad offer, on the other it is the addition of themed, extensions and new large scale events, which are covered in the rest of the recommended improvement actions to follow.
- B. A few well delivered additions will be more beneficial than numerous so-so ones
- C. Include regular Council contact points and events to support wider council initiatives. Secure additional footfall through the addition of non-retail visits.
- D. Provide space for local town businesses to promote their business, either as trading stalls or marketing and promotional space. This especially applies to F&B businesses who will also provide additional seating on / adjacent to the market. This could be offered free of charge for a period, then once its value is confirmed a suitable charging rate to be agreed.
- E. Encourage local start-ups, community groups, charities and service providers to also take stalls.
- F. Provide free to use small scale leisure activities at shared tables and seating, e.g. boardgames, jigsaw puzzles, bring and swap books, table tennis etc. Expand this during school holidays and half term.
- G. The offer of the market has to be more than just 'retail' stalls / traders. By expanding its provision to a more multi-purpose / offer mix it will attract more footfall that will in turn spend more with the commercial traders.



Good quality, low price point street food



High quality presentation

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

2. Improve the physical environment and trading facilities of the market

To enable the future success and sustainability of the market, the physical space and how it is used needs to be improved and enhanced. These actions can be delivered by the market management team with the help and support of the Council. Recommended actions include:

- A. Deep clean (or replace) the gazebo canopies.
- B. Define and ringfence the space to accommodate a substantial market that is visibly an anchor for the town.
- C. Add clear signage that promotes the market when trading and even when it is a non-market day.
- D. Develop a detailed stall layout plan. Make full use of location, plan sight lines on arrival. Encourage traders to use dedicated / specialist trading vehicles. Otherwise no 'regular' lorries or vans to be visible, parked or traded from within the market trading area
- E. Add new collective and communal branded stall facilities, clearly branded Canvey Island Town Centre Market and designed and coloured to provide stronger impact and statement.
- F. The physical delivery needs to retain the existing customer and appeal to the 'lost / missing customers.
- G. Install central communal seating area, for benefit of all catering traders and add new customer facility. Note this will require on site management and cleansing. Tables and chairs to be removed / stored at end of trading day, ideally in a location nearby that is easily accessible..
- H. Encourage food businesses, catering and provisions to trade on the market, including potentially more vans.
- I. Allow catering traders to have on stall seating (see Kingston / Plymouth stalls for reference).



Clear market signage



Cheap / good value street food

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

2. Improve the offer and customer experience of the market cont'd.

- J. The market will need a pro-active approach to recruit these new traders and occupiers, as such it will need some marketing material 'a prospectus' to show how it will look and feel in the near future. Without this new traders will only see the current condition. The prospectus will need some visuals, quotes and testimonials to help demonstrate the future look and feel.
- K. Chiswick Market has a rolling programme of additional themes, cheese, artisan, farmers, street food. Leighton Buzzard has additional themes under the broad market branding.
- L. Undertake the second of the online customer perception studies, post implementation of the actions contained in this strategy. Note - this is covered and included as part of this commission.

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

3. Extend the choice available

The width and depth of the Canvey Island Town Centre Market offer available needs to be improved as a priority short term action. This is essential in order to appeal to more consumers that currently choose not to use the market, as well as those who use it occasionally and not forgetting of course, selling more to existing customers. This includes a great choice of products available, but also its much more than just 'retail'. Its about making the market a place to meet, to hang out and watch the world go by, as well as an additional reason to visit the town centre. Specific opportunities to extend the offer include:

- A. Carefully plan and then launch a second trading day on Saturdays. This day can appeal to and target the younger and mid-market consumers who live on the island and travel out for work reasons on weekdays and / or those who currently use the out of town shopping offers nearby. It is important to make sure that a trip to Canvey Island Town Centre and use the market is worth their while. Simply repeating the same Thursday offer on Saturday will not increase the customer base and appeal on Saturdays.
- B. Pro-actively expand the choice of food (produce stalls), increase the number of non-food, general merchandise, clothing and home accessories categories. Possible categories are many in number; breads and cakes, cheeses, fish, butchery, groceries, through to clothing, workwear, children's, sports, footwear, household, electronics, home accessories, telecoms, pre-owned, vintage, health foods to list but a few. The key will be to add good value and good prices, delivered in a high quality manner.
- C. Introduce service provision traders, alterations, repairs, up cycling, second hand and reconditioned. Also introduce health, hair, beauty providers.
- D. Introduce a stronger hot food offer, some of it to be clearly visible to approaching consumers. Add a good quality cluster with communal seating, especially one that will appeal to younger consumers. Food offer to range from the everyday good value basics to a selection of contemporary themed specialists.



Mobile start up barber



Mobile health services at the market

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

3. Extend the choice available cont'd.

- E. In the next 12 months we recommend a minimum of 3 new large themed events, themes must be focussed on expanding the appeal to the missing mid-market customer, both locals and destination visitors. Event themes to be developed in conjunction with Knightswick Centre management team, the Council's events and community team and must be relevant to Canvey Island Town Centre. The market can also develop events however the large-scale events need to be town wide, community focused.
- F. Introduce a number of themed days, whereby the regular offer is expanded by an additional selection of stalls. Themes to be expanded over time. The theme and topic to be clearly promoted on the market, on website and wider 'town' communications.
- G. Additional themes need to target the mid-market and younger consumers. Themes could include youth markets, college days, local makers and artisans, farmers and producers, jams and preserves, seafood celebrations, pies and bakes, vintage fashion, collectables etc. The additional themed traders need only be small clusters but grouped together as a visible additional and clearly themed offer.

Curated events and activity, can be small scale



Example market imagery

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

4. Integrate the market in the management of the town centre

Canvey Island Town Centre Market is a high profile and visible component of the town centre's offer. In typical retail parlance it is or at least should be one of the key 'anchors' for the town centre. As such the market needs to be treated as an anchor status element, in the same way that the Knightswick Centre is. The market will benefit from being central to more Council initiatives and plans. Whilst the market is operated under license it remains an asset for the Council and the community. It can be used in many different ways, all of which will generate additional visits and footfall.

- A. The market merits 'anchor' status promotional support, from both the Council and operator. This includes social media, individual websites and links to / from other associated websites, traders own, wider Council PR and information, 'what's on', visitor, tourism and regional activities / events listings. Again, an action area that requires Council support and implementation. Albeit with a role for the operator as well.
- B. The market will also benefit from a variety of operating and trading support activities, these are not necessarily financial, but they would improve the trading, occupancy, customer appeal and performance / role of the market. The market can perform a role to support start up businesses, local producers, artisans and makers. We have seen other boroughs deliver dedicated themed events at markets for a wide range of other Council support functions that provide additional reasons to visit and use the market. In terms of Canvey Island this would help to keep more of the Island expenditure within the town centre.
- C. Market to have 'anchor' status signage and messaging around the town; anchor status promotion, location and space allocation.



Mobile start up barber



Mobile health services at the market

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

5. Improve the impact, marketing and promotion of the market

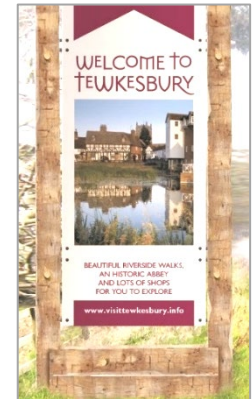
Canvey Island Town Centre Market has an excellent location, yet it punches well below its weight when it comes to providing impact and creating an initial quality impression for the town centre.

The market needs to make a clear impact on passing footfall, passing car borne consumers, and those using the Sainsburys car park. It needs to be announced, promoted and featured. All market stakeholders will benefit from a much greater focus on marketing & promotion of the market.

The aim is to give the market a louder share of voice and keep doing it. There are many opportunities to create impact for the market.

- A. Install clear, visible and contemporary branding for the market. Supported by good quality physical delivery of stalls and facilities.
- B. Create a new Canvey Island Town Centre Market brand and repeat throughout the market, as well as online on the Operator's, Council and Town Council websites. Traders should be encouraged to use the brand on their marketing and promotional material.
- C. More visible trader branding, names and fascia panels at front of stalls. Individual brands will both emphasise the variety of offer and create points of difference.
- D. Traders need to improve their displays so as to increase the impact of individual stalls, this may require new trading facilities, already listed as an action.
- E. Provide training and support to traders to help improve individual stall impact, see NMTF 400 / Spring into Markets and Go Trade materials.

Arrival / welcome signage



Announcement and listing signage

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

5. Improve the impact, marketing and promotion of the market cont'd.

- F. The market also needs improved virtual signage and promotion. Traders need to increase their own online and social media presence. The Council can provide support with dedicated training and even dedicated social media posting support for the market.
- G. Every opportunity to feature the market positively at macro levels needs to be used. Review market content and detail on all Council websites and regular communications to ensure the info is kept up to date, especially as improvements are delivered. This also needs to include Town Council website.
- H. The market needs a dedicated local marketing programme, and to be included in all wider town promotions. Working with Council's comms teams, the Knightswick Centre management, Town Council and the local press etc. All new traders should be promoted / featured with back stories and product information, trading days etc.
- I. The market also needs to be much more integrated, be featured much more strongly and more embedded with other Canvey Island events and promotions.
- J. New traders, new or additional themes need to be featured on the market, new this week, returning this week, first time at Canvey Island Town Centre Market etc, all provide additional reasons for customers to visit the market and need to be heavily promoted via social media.
- K. Equally the market needs to team up, support and participate with all existing town centre and wider Island events.



Simple theme / trader announcement



Daily theme signage

Canvey Island Town Centre - Future Strategy and Action Plan

10.0 Recommended Future Market Vision and Strategy

Final thoughts on the outlook for the market

There is clear support for a successful market in Canvey Town Centre, the feedback from residents, businesses, the market operator and local stakeholders is consistent in the support and need for a market trading in the town centre.

The existing market has managed to continue to trade, retain a core of loyal traders, attract a regular customer base, despite the double whammy of Covid and economic climate on what was a very young fledgling market. It has operated in a degree of isolation without clear guidance / support for some time. It is in a good location, it has a good customer base, local residents, local workers and visitors.

It is clearly evident that Saturday needs to become the main market day, with a focus on quality products and traders, selling an extensive range of food, non-food, catering and service products from a market that looks appealing and has excellent facilities for customers. That said, the existing market offer on Thursday does need to move on, change, expand and improve from the offer that is currently being provided. Improved marketing and promotion of both the existing and new market day, as well as better integration of the market in the management of the rest of the town centre are essential.

The report has outlined a vision and strategy for a successful, sustainable, vibrant and appealing market, one that is great for the 'people, place and community' and therefore fully aligned with the Council's Corporate Strategy & Plan.

The study has identified many potential growth actions, all of which will increase the appeal and usage of the market, as well as move the market forward towards achieving the vision and strategy. Indeed, the outlook and prospects are positive, providing the actions are implemented.

The good news is that many of the actions can be implemented quickly, with little or no additional funding or budget (there may be a requirement to redirect certain budgets or ensure that the markets needs are included within existing planned expenditure). Other actions will require a little more detailed planning, preparation and additional funding.

The market has a role in helping to improve the appeal of Canvey Town Centre, helping to attract and or recapture lost Canvey shoppers, although it can't do this in isolation. Therefore, whilst many actions can be progressed independently there is also the need for a collective delivery of many actions, working with local partners, stakeholders, Council officers and departments.

The next step will be to take the actions and create an action plan that identifies the what, when, who and how for each one, then create a timetable for implementation, with clear roles and responsibility / areas for involvement outlined.

Appendix I

Business Survey Questionnaire

Canvey Island Market - Strategic Review Survey 2024

Castle Point Borough Council has commissioned The Retail Group to undertake a strategic review of Canvey Island Town Centre market offer with the aim of making it better. We are contacting local businesses and traders to obtain their views and opinions of the current market and how this might be improved for the good of customers, traders and local businesses. We would be very grateful if you could take a few minutes to complete the survey, to help us develop the future direction for the market. **All responses received will be totally confidential**

1. Contact / Business Name: _____

2. Do you operate a ...

Town Centre Business or a Market Stall

3. What are the main reasons for customers being in the town centre? Tick all that apply

- | | | | |
|--------------------------|--------------------------|-----------------------|--------------------------|
| Shopping in general | <input type="checkbox"/> | Leisure/cinema/gym | <input type="checkbox"/> |
| Market specific shoppers | <input type="checkbox"/> | Live locally | <input type="checkbox"/> |
| Eating / drinking | <input type="checkbox"/> | Work nearby | <input type="checkbox"/> |
| Health & beauty services | <input type="checkbox"/> | Transport links | <input type="checkbox"/> |
| Financial services | <input type="checkbox"/> | Study / education | <input type="checkbox"/> |
| Tourists / visitors | <input type="checkbox"/> | Library/culture/event | <input type="checkbox"/> |
| Meet friends / socialise | <input type="checkbox"/> | Other (please state) | <input type="checkbox"/> |

4. Which of the following best describe your customers? Tick all that apply

- | | | | |
|---------------|--------------------------|-------------------|--------------------------|
| Regulars | <input type="checkbox"/> | Value seekers | <input type="checkbox"/> |
| Family groups | <input type="checkbox"/> | Fashion oriented | <input type="checkbox"/> |
| Young | <input type="checkbox"/> | Quality seekers | <input type="checkbox"/> |
| Elderly | <input type="checkbox"/> | Comfortable | <input type="checkbox"/> |
| Time pressed | <input type="checkbox"/> | Other pls specify | <input type="checkbox"/> |

5. How often do your customers typically visit you?

Daily	<input type="checkbox"/>	Monthly	<input type="checkbox"/>
Twice a week	<input type="checkbox"/>	Every 3 months	<input type="checkbox"/>
Weekly	<input type="checkbox"/>	Less often	<input type="checkbox"/>
Fortnightly	<input type="checkbox"/>		

6. What are your busiest trading days?

Monday	<input type="checkbox"/>	Friday	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>	Saturday	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>	Sunday	<input type="checkbox"/>
Thursday	<input type="checkbox"/>		

7. Typically, what are your quietest trading days?

Monday	<input type="checkbox"/>	Friday	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>	Saturday	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>	Sunday	<input type="checkbox"/>
Thursday	<input type="checkbox"/>		

8. Are footfall levels in the town centre up, down or level compared to last year?

Up Level Down

9. Are your sales up, down or level compared to last year

Up Level Down

10. How do you expect trading over the next year to continue compared to this year?

Above Similar Below

11. What do you consider to be the main strengths and weaknesses of Canvey Island Market?

Strengths	Weaknesses
_____	_____
_____	_____
_____	_____

12. What product categories are missing or lacking choice at this market? Tick all that apply

- | | | | |
|--------------------------------|--------------------------|------------------------------|--------------------------|
| Butchery | <input type="checkbox"/> | Childrenswear | <input type="checkbox"/> |
| Fishmongers | <input type="checkbox"/> | Underwear / hosiery | <input type="checkbox"/> |
| Bakery | <input type="checkbox"/> | Leather goods | <input type="checkbox"/> |
| Deli / cheeses | <input type="checkbox"/> | Beauty / wellbeing | <input type="checkbox"/> |
| Fruit & veg | <input type="checkbox"/> | Gifts | <input type="checkbox"/> |
| Household | <input type="checkbox"/> | Electrical / IT / Phones | <input type="checkbox"/> |
| Clothing / fashion | <input type="checkbox"/> | Paper goods / cards | <input type="checkbox"/> |
| Footwear | <input type="checkbox"/> | Sweets / confectionary | <input type="checkbox"/> |
| Haberdashery / fabrics | <input type="checkbox"/> | Pets' goods | <input type="checkbox"/> |
| Flowers / plants | <input type="checkbox"/> | Catering / café / eat in | <input type="checkbox"/> |
| Health foods | <input type="checkbox"/> | Food to go / take-away | <input type="checkbox"/> |
| Services, alterations, repairs | <input type="checkbox"/> | Other (please specify below) | <input type="checkbox"/> |

13. How satisfied are you with performance of your business?

Very satisfied	Satisfied	Neither / nor	Dissatisfied	Very dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. What would improve your satisfaction of the town centre? Tick all that apply

- | | |
|---|--------------------------|
| More town centre specific events and activities | <input type="checkbox"/> |
| Improved business engagement and shared communication | <input type="checkbox"/> |
| Better promotion of the town centre | <input type="checkbox"/> |
| Reduced crime / ASB | <input type="checkbox"/> |
| More defined traffic free zones / time specific pedestrian only areas | <input type="checkbox"/> |
| Improved lighting / cleanliness / public realm | <input type="checkbox"/> |
| Fewer vacant units | <input type="checkbox"/> |

Please turn over

Canvey Island Market - Strategic Review Survey 2024

Castle Point Borough Council has commissioned The Retail Group to undertake a strategic review of Canvey Island Town Centre market offer with the aim of making it better. We are contacting local businesses and traders to obtain their views and opinions of the current market and how this might be improved for the good of customers, traders and local businesses. We would be very grateful if you could take a few minutes to complete the survey, to help us develop the future direction for the market. **All responses received will be totally confidential**

15. On which days of the week would you like to see Canvey Island Town Centre Market trade?

Monday	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>
Thursday	<input type="checkbox"/>
Friday	<input type="checkbox"/>
Saturday	<input type="checkbox"/>
Sunday	<input type="checkbox"/>

16. What would encourage more customers to visit Canvey Island Town Centre Market?

Bigger / more stalls	<input type="checkbox"/>	More places to sit	<input type="checkbox"/>
More fresh food	<input type="checkbox"/>	Cheaper prices	<input type="checkbox"/>
Trade on more days	<input type="checkbox"/>	Better quality products	<input type="checkbox"/>
Better looking stalls	<input type="checkbox"/>	Cleaner / tidier	<input type="checkbox"/>
Better customer service	<input type="checkbox"/>	Improved lighting / safety	<input type="checkbox"/>
More clothing	<input type="checkbox"/>	Better atmosphere	<input type="checkbox"/>
More hot food	<input type="checkbox"/>	Improved look and feel of the stalls	<input type="checkbox"/>
More street food	<input type="checkbox"/>	Other (please specify)	<input type="checkbox"/>
Better visibility of stalls	<input type="checkbox"/>		

17. In your opinion, where is the best location for the market stalls?

Stay in current location (outside the front of the Knightswick Centre)	<input type="checkbox"/>
In the car park at rear of the Knightswick Centre	<input type="checkbox"/>
In an expanded area to the front of the Knightswick Centre, and down the side of the centre	<input type="checkbox"/>
Down the side of the Knightswick Centre	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

18. What other types of additional markets would you like to see in Canvey Island Town Centre?

Everyday food / grocery	<input type="checkbox"/>	Start-ups / entrepreneurs	<input type="checkbox"/>
Vintage	<input type="checkbox"/>	Art & collectibles	<input type="checkbox"/>
Farmers market	<input type="checkbox"/>	Street food	<input type="checkbox"/>
Continental e.g. French / Spanish / Dutch etc)	<input type="checkbox"/>	Car boot	<input type="checkbox"/>
Bric a Brac	<input type="checkbox"/>	Christmas Market	<input type="checkbox"/>
Circular economy / reuse / repair	<input type="checkbox"/>	Don't need more markets	<input type="checkbox"/>
Maker / artisan markets	<input type="checkbox"/>	Other, please specify ...	<input type="checkbox"/>

19. Please rate how strongly you agree or disagree with the following statements?

	Strongly agree	Agree	Neither / nor	Disagree	Strongly disagree
The market is an attraction for the town centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The town centre is noticeably busier when the market is trading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The market is visited by most shoppers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The market is clean and tidy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An improved market offer is key to a future successful Canvey Island Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your assistance, it is much appreciated. Please return the completed survey back to the researcher that handed it to you, later today.

If this is not possible, then email the completed survey as a photo / image to paul.frater@theretailgroup.co.uk or by text / WhatsApp to 07753 824042.

Appendix II

Stakeholder Survey Questionnaire

1. Your Name: _____

2. Your Organisation: _____

3. What is your involvement with Canvey Island Market?

4. What do you consider to be the main strengths and weaknesses of Canvey Island Town Centre Market?

Strengths

Weaknesses

_____	_____
_____	_____
_____	_____

5. What product categories are missing or lacking choice at this market? Tick all that apply

- | | | | |
|--------------------------------|--------------------------|------------------------------|--------------------------|
| Butchery | <input type="checkbox"/> | Childrenswear | <input type="checkbox"/> |
| Fishmongers | <input type="checkbox"/> | Underwear / hosiery | <input type="checkbox"/> |
| Bakery | <input type="checkbox"/> | Leather goods | <input type="checkbox"/> |
| Deli / cheeses | <input type="checkbox"/> | Beauty / wellbeing | <input type="checkbox"/> |
| Fruit & veg | <input type="checkbox"/> | Gifts | <input type="checkbox"/> |
| Household | <input type="checkbox"/> | Electrical / IT / Phones | <input type="checkbox"/> |
| Clothing / fashion | <input type="checkbox"/> | Paper goods / cards | <input type="checkbox"/> |
| Footwear | <input type="checkbox"/> | Sweets / confectionary | <input type="checkbox"/> |
| Haberdashery / fabrics | <input type="checkbox"/> | Pets' goods | <input type="checkbox"/> |
| Flowers / plants | <input type="checkbox"/> | Catering / café / eat in | <input type="checkbox"/> |
| Health foods | <input type="checkbox"/> | Food to go / take-away | <input type="checkbox"/> |
| Services, alterations, repairs | <input type="checkbox"/> | Other (please specify below) | <input type="checkbox"/> |

6. On which days of the week would you like to see Canvey Island Town Centre Market trade?

Monday	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>
Thursday	<input type="checkbox"/>
Friday	<input type="checkbox"/>
Saturday	<input type="checkbox"/>
Sunday	<input type="checkbox"/>

7. What would encourage more customers to visit Canvey Island Town Centre Market?

Bigger / more stalls	<input type="checkbox"/>	More places to sit	<input type="checkbox"/>
More fresh food	<input type="checkbox"/>	Cheaper prices	<input type="checkbox"/>
Trade on more days	<input type="checkbox"/>	Better quality products	<input type="checkbox"/>
Better looking stalls	<input type="checkbox"/>	Cleaner / tidier	<input type="checkbox"/>
Better customer service	<input type="checkbox"/>	Improved lighting / safety	<input type="checkbox"/>
More clothing	<input type="checkbox"/>	Better atmosphere	<input type="checkbox"/>
More hot food	<input type="checkbox"/>	Improved look and feel of the stalls	<input type="checkbox"/>
More street food	<input type="checkbox"/>	Other (please specify)	<input type="checkbox"/>
Better visibility of stalls	<input type="checkbox"/>		

8. In your opinion, where is the best location for the market stalls?

Stay in current location (outside the front of the Knightswick Centre)	<input type="checkbox"/>
In the car park at rear of the Knightswick Centre	<input type="checkbox"/>
In an expanded area to the front of the Knightswick Centre, and down the side of the centre	<input type="checkbox"/>
Down the side of the Knightswick Centre only	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

9. In your opinion, what would improve the town centre for shoppers and visitors? Tick all that apply

More town centre specific events and activities	<input type="checkbox"/>
Improved business engagement and shared communication	<input type="checkbox"/>
Better promotion of the town centre	<input type="checkbox"/>
Reduced crime / ASB	<input type="checkbox"/>
More defined traffic free zones / time specific pedestrian only areas	<input type="checkbox"/>
Improved lighting / cleanliness / public realm	<input type="checkbox"/>
Fewer vacant units	<input type="checkbox"/>

10. Please rate how strongly you agree or disagree with the following statements?

	Strongly agree	Agree	Neither / nor	Disagree	Strongly disagree
The market is an attraction for the town centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The town centre is noticeably busier when the market is trading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The market is visited by most shoppers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The market is clean and tidy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An improved market offer is key to a future successful Canvey Island Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. What other types of additional markets would you like to see in Canvey Island Town Centre?

Everyday food / grocery	<input type="checkbox"/>	Start-ups / entrepreneurs	<input type="checkbox"/>
Vintage	<input type="checkbox"/>	Art & collectibles	<input type="checkbox"/>
Farmers market	<input type="checkbox"/>	Street food	<input type="checkbox"/>
Continental e.g. French / Spanish / Dutch etc)	<input type="checkbox"/>	Car boot	<input type="checkbox"/>
Bric a Brac	<input type="checkbox"/>	Christmas Market	<input type="checkbox"/>
Circular economy / reuse / repair	<input type="checkbox"/>	Don't need more markets	<input type="checkbox"/>
Maker / artisan markets	<input type="checkbox"/>	Other, please specify ...	<input type="checkbox"/>

12. And finally, are there any other markets you have seen or are aware of, that Canvey Island Town Centre Market could learn from or emulate? Why do you say that?

Thank you for your assistance, it is much appreciated.
 Please return email the completed survey as a photo / image to paul.frater@theretailgroup.co.uk or by text / WhatsApp to 07753 824042.



informed solutions

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Informed Solutions

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APPENDIX 2:

SUMMARY OF PROPOSED PROJECT BUDGET COSTS FOR CANVEY ISLAND MARKET TOWN CENTRE

This estimated budget table has been developed to support the market refresh and development and utilises UKSPF measure E16 and other funds as they are identified.

Description	Budget Amount £:p	From	When	Detail
UKSPF funded improvements (considered essential)				
• Electrical points	£15k	UKSPF E16	Q3/24	Electrical points and metering needed as a priority.
• Refurbish existing seating	£10k	UKSPF E16	Q4/ 24/25	Refurbish central island and surfaces with composite decking to create seating and stage. Essex Police DOCO advised other benches and table are considered a potential magnet for ASB and vandals.
• Fixed signage – with electronic advertising	£14k	UKSPF E16	Q4/ 24/25	
• Branded fresh stall coverings.	£11k	UKSPF E16	Q4/ 24/25	Not frames, just covers..
Sub total	£50k	UKSPF		
Other funded improvements (recommended but not immediately essential)				
• Project Improvement and Action Plan as per report	£8k			<ul style="list-style-type: none"> Develop six-month implementation plan. Manage Councillor and stakeholder communications. Work with Market Operator and CPBC to agree and oversee delivery roles. Trader recruitment and training Work to support signage improvements. Towns Funding or other sources to be identified
• Local Advertising and social media and events	£13k			Towns Funding or other sources to be identified.
• Fresh Water tap and drainage	£7k			Towns Funding or other sources to be identified.
• Designated stall space markings	£2k			Towns Funding or other sources to be identified.
• Business Development	£N/A		Now	Delivered by Deyton Bell
• Use of C21 website.	£N/A		Now	Host page on the market and profiles and pictures of traders
Other Total	£30.0k			To be confirmed
UKSPF Total	£50.0K			UKSPF
Overall total				