

The build up



**A DIVE INTO
BOLD IDEAS,
INSPIRING
PLACES, AND THE
FUTURE OF REAL
ESTATE - WHERE
HEART MEETS
INNOVATION.**

From the team at:

Milligan

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A WORD FROM THE CEO

At Milligan, we've always believed regeneration is about more than buildings. It's about people, places, and potential. Our latest magazine brings that philosophy to life, exploring how we're helping to unlock opportunity in coastal communities, rethinking what it means to design "experience cities," and embracing the technologies that will shape the future of our industry.

In this issue, we shine a light on tackling regeneration through a coastal lens, recognising that tourism seasonality, housing pressures, and climate resilience all demand different answers on the coast compared with inland towns. But the opportunities are just as significant: the blue economy, the green transition, and the chance to build local identities that balance inclusion with ambition. We also look at the concept of Experience Cities - places where commerce thrives, but so do great stories.

Earlier this year, we invested in Thriver, an AI co-pilot for high street entrepreneurs. It's a tool designed to make running a small business easier, smarter, and more resilient and it reflects our conviction that AI can support not just large-scale regeneration, but the micro-businesses that bring places to life. As we welcome John Stenlake, our lead for Technology and AI, he shares his views on the intersection of property and digital innovation.

As ever, the ideas and stories you'll read here are about more than Milligan. They reflect the wider conversations happening across our industry and communities.

Stuart Harris, Milligan CEO



Martin Tresidder, Development Director, speaks with ITV News about the forthcoming regeneration of Torquay's harbourside. The Strand, a former Debenhams will be transformed into a 154 room, upscale hotel with stunning rooftop views and a commercial offer reflecting 'the best of Devon'.





IN THE FIELD & ON THE ROAD



Media interviews, stakeholder engagement, public consultations, visioning sessions, workshops and study tours. The last few months have been full on for all the team. We finished the summer in the Isle of Wight, reflecting on our successes and learnings and preparing for a busy year end.





Lights, camera, collaboration! Our filming project in Torbay brought every partner and stakeholder together, capturing not just footage, but the shared vision and energy driving our projects forward.

A coastal focus: why it matters

STUART HARRIS TALKS ABOUT WHAT MAKES COASTAL REGEN DIFFERENT TO REGEN ELSEWHERE AND WHY IT MATTERS SO MUCH.



Understanding the challenges



When our CEO **Stuart Harris** wrote for BE News earlier this year about the crossroads facing coastal towns, he set out a stark truth: the risks are real, but so is the potential. From ageing populations to climate pressures and from economic reliance on seasonal tourism to challenges in housing affordability, coastal communities face a set of issues that go deeper, and differ significantly, from regeneration challenges inland.

“At Milligan, we believe that unlocking coastal opportunity requires more than just good regeneration practice. It demands an in-depth understanding and focused learning from the successes and challenges in coastal regions across the UK. That’s why our partnerships with Willmott Dixon, working with Torbay Council, and Dover District Council are gathering pace. While the delivery is focussed on specific brownfield, council-owned town centre sites, the overarching strategy must consider a wider set of issues.

“The solutions need to deliver projects that are not only about bricks and mortar, but also about resilience, identity, and long-term economic sustainability. We have also been championing proactive discussion, bringing leaders from coastal local authorities, regeneration specialists and central government to share these learnings and highlight where political support is needed.

“Our work in Torbay and Dover has highlighted how coastal regeneration cannot simply replicate approaches taken in cities or market towns elsewhere in the UK.

“Tourism seasonality shapes the economic cycle, leaving many workers in precarious positions. Extending the visitor season and diversifying into high-growth sectors (digital, health and wellbeing, green energy, and creative industries) is critical. In Torbay, this is evident in plans to repurpose disused retail and brownfield sites into new homes and mixed uses, which both stabilises housing supply and reduces dependence on seasonal influxes.

“Housing affordability is a sharper issue on the coast. The prevalence of second homes and short-term lets puts pressure on affordability for young people and working families. This makes workforce retention difficult and risks hollowing out local economies.

“Climate resilience is not a theoretical concern. Erosion, flood risk, and the costs of coastal defences mean that every regeneration project must account for environmental realities as much as financial ones.

The blue economy opportunity

“For instance, as part of Torbay’s Levelling Up Partnership, there are investment plans to improve the Paignton and Preston sea defences and deliver associated public realm enhancements (lighting, signage, accessibility) to increase safety, accessibility, and pride in place.

“Identity and inequality are also in sharp focus. Public sentiment can make or break regeneration efforts. Communities want to see projects that feel rooted in place, not imposed from outside. The Torbay regeneration work includes preserving heritage buildings like the Pavilion and Oldway Mansion, retaining listed markets like Torquay’s Pannier Market even as surrounding areas transform, and ensuring voice and visibility for local people in shaping what gets built. In Dover, we plan to use the regen efforts to highlight the towns rich heritage and cultural assets, which will enhance it as a destination.

“It’s important to remember that these challenges sit alongside significant opportunities. The blue economy - marine, maritime services, aquaculture and coastal tourism all offer a natural advantage. Likewise, the green transition presents coastal communities with the chance to lead in offshore wind, nature restoration, low-carbon building, and resilient infrastructure.

“At Milligan, our work with partners ensures these opportunities are embedded in the wider vision. In our work, regeneration strategy recognises not only physical redevelopment but placemaking: public spaces, seafronts, improved accessibility, transitions from retail to mixed uses, and integrating nature and heritage. These create the conditions for new kinds of jobs, extended seasons, and inclusive growth.

“The challenges facing coastal communities are systemic. They cut across housing, health, infrastructure, economic identity, environment, and employment. No single organisation can address them alone.



“That’s why we approach every regeneration opportunity as a partnership. By combining public sector leadership, private-sector delivery expertise, community engagement, and government funding, we can create regeneration that is both viable and visionary.

“At our recent Coastal Regeneration Roundtable, councils from across the country echoed the same themes: need for peer learning, integrated solutions, and more nuanced national support. We’re proud to be part of that conversation and to help demonstrate, through action, how coastal regeneration can be different.

“Coastal regeneration is not just about fixing today’s problems. It’s about unlocking long-term potential - economic, social, and environmental. By keeping a coastal focus, we ensure that the projects we deliver today are resilient to tomorrow’s challenges, and that they build on the unique strengths of coastal places. Because if we get this right, our seaside towns won’t just survive the crossroads, they’ll thrive, leading the way on how regeneration can deliver healthier, more inclusive, and more sustainable futures.”

Views of Dover Castle.



Experience cities: what we can learn from them

TARAH GEAR LOOKS TO THE GLOBAL LESSONS WE CAN LEARN, WHEN IT COMES TO SHAPING NEW PLACES



The ‘greatest’ cities and ‘experience’ cities are not the same.



There are cities you go to because they are great, and there are cities you go to because they make you feel something. The distinction may sound subtle, but it is profound.

The “greatest cities” of the world (New York, London, Tokyo, Paris) impress with scale, variety, history, commerce, culture and multi-culture. They are global centres of economy, politics, and infrastructure, the places where decisions are made and fortunes built. But “experience cities” are different. They don’t demand respect through statistics or skyscrapers; they invite intimacy, discovery, and immersion. They make you feel as though you are both a participant and a narrator, walking into a story that already exists, but also one where you might write a pivotal chapter of your own.

At Milligan, this distinction matters. Our work in regeneration and development goes beyond bricks and mortar; it is about creating places that live in people’s memories, places that make you want to return, places that feel human. In this sense, we look to experience cities not simply as destinations to admire, but as teachers that shape our practice and give ‘placemaking’ (an overused term in our industry) something more aspirational.

Experience cities excel not just in what you see, but in what you sense. The atmosphere is alive with textures, scents, sounds, and colours that create a vivid tapestry of memory. In Marrakech, the call to prayer echoes through the medina as spices mingle with the heat of the market stalls. In Kyoto, silence hangs like silk in a temple garden, punctuated by the crunch of gravel underfoot. In Barcelona, you wander from Gaudi’s curves into a plaza filled with clinking glasses and late-night laughter.

They are also cities of scale, not size, but human scale. They are walkable, exploratory, surprising. They reward curiosity, whether in the alleyways of Fez, the tiled staircases of Lisbon, or the canals of Venice. These places feel like they are designed not for cars or commerce, but for wanderers... and wanderlust.

They are cities with stories. Each carries a mythology that elevates the experience beyond tourism. Paris has romance. Havana has nostalgia and resilience. Berlin has rawness and reinvention. Their narratives seep into streets and buildings, turning every encounter into a what feels like a potential scene in a film or a page in a novel.

The cities that ‘feel like’ something

Above all, they are cities that resist homogeneity. They retain a cultural fingerprint that can't be mistaken for anywhere else, whether that's tango in Buenos Aires, fado in Lisbon, or flamenco in Seville. They refuse to be generic.

You don't need to be Barcelona or Kyoto to borrow these from these lessons. Even in the smallest towns, there are cultural pieces and heritage stories that can (and should) be brought to the fore. Regeneration is not simply about housing provision, retail right-sizing or infrastructure; it is about identity and experience.

In our work, we often ask: what is the story here? What is the emotional hook that will make someone want to spend time in this place, tell others about it, and come back?

Learning from Experience Cities

So what do experience cities teach us about regeneration?

We see six recurring lessons:

1. Curate sensory appeal. Places should engage all five senses—through food, landscape, texture, and atmosphere.
2. Prioritise human scale. Walkability, intimacy, and surprise should guide design.
3. Surface local identity. Amplify the cultural DNA, the heritage, music, sport, craft and food that makes a place distinct.
4. Tell the story. Every place has a narrative; regeneration should reveal and celebrate it.
5. Design with beauty and cohesion. Aesthetic choices matter, whether through bold architecture or sensitive restoration.
6. Protect authenticity. Avoid the generic. Ensure that developments reflect the character of their place, not a global template.

In the end, the greatest cities may dominate the charts, but it is the experience cities that linger in the memory. They are the places that make us feel alive, make us curious, make us dream. In regeneration, that is the true benchmark of success: not just creating a centre that functions, but creating a place where people feel like they are part of a story worth telling.



Bath, a fantastic example of a UK experience city.



60 SECONDS WITH JOHN STENLAKE

John Stenlake has over 42 years of experience in technology and consults for Milligan in AI and other areas related to data and software.

What are your top 5 career moments?

1. Helping Bill Gates launch Office XP on stage in New York in 2002.
2. The Mailbox app - powered by my Living PlanIT Urban Operating System - going live in Birmingham in 2017 and seeing the first users sign up.
3. Seeing my first Ford Sierra with a DOHC engine, with my engine management code running in it.
4. CES 2024, and seeing the Microsoft demo zone, which I produced, go live and have customers.
5. Seeing my first Ford Mondeo on the roads, having been part of that program team in the early years.

What do you enjoy most about what you do?

If I were to single one thing out, it's the diversity of what I do. You can't be bored or jaded if the world you operate in is constantly changing, and your brief is wide enough to be able to exercise creativity and a problem solving attitude in a wide range of circumstances. When I started my career I had a couple of coding projects and that was what I focussed on for most of my time - although from an early stage I always seemed to attract side projects and additional responsibilities that broadened my role. As things developed, I gravitated towards large and ill-defined roles and enthusiastically embraced the opportunity to do many things, as opposed to just one.

To this day, that theme continues. Both in working with Microsoft and with Milligan, I have the opportunity to influence a wide span of engagement with customers and partners across a broad base of topics. My main focus these days is the application of AI, which as most people know is a very fast developing story with massive amounts of untapped potential. We are at the beginning of the journey in how best to channel and leverage these technologies, and it's a great journey to be able to accompany and guide people along as we figure out the best approaches together.

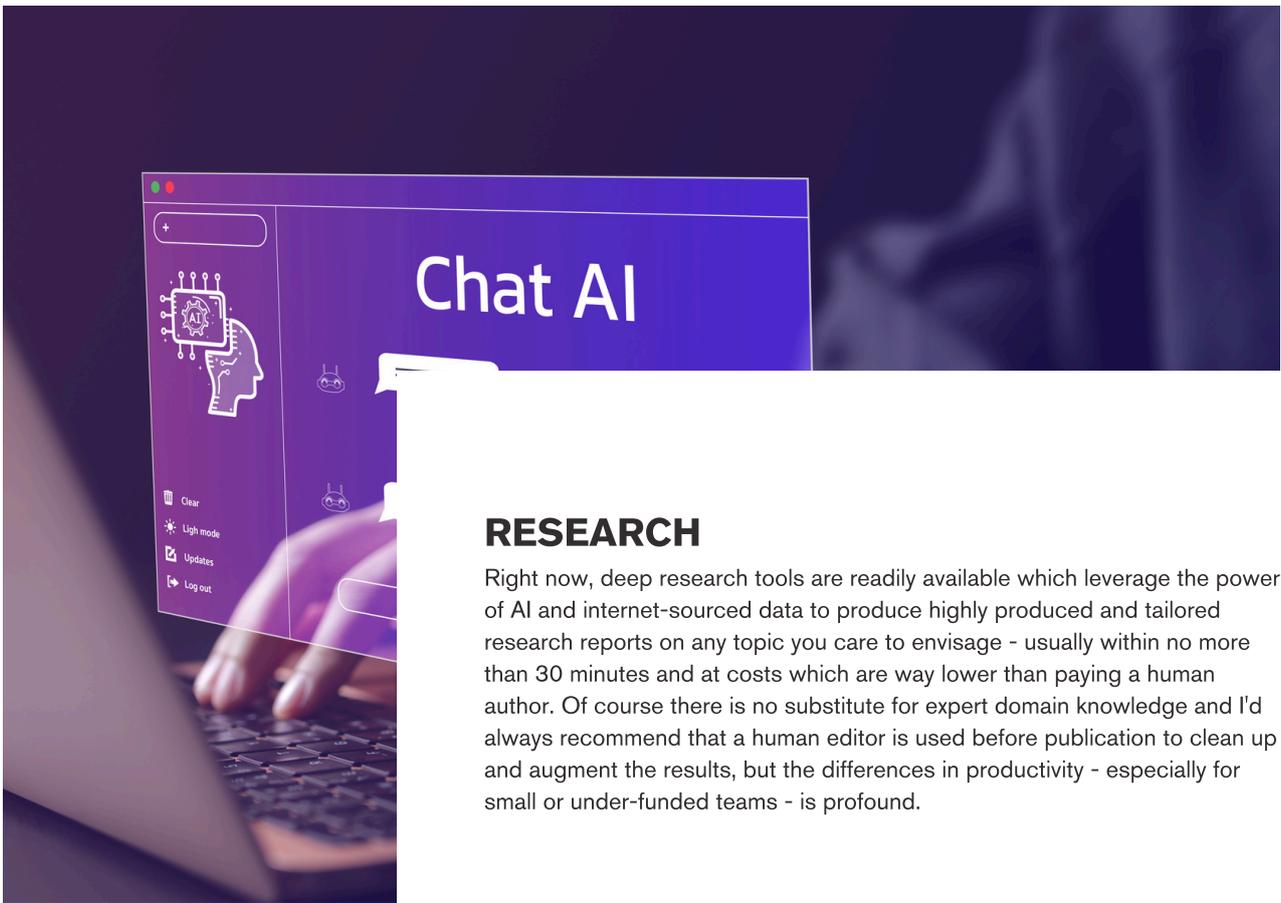
What advice would you give to anyone starting out in your field today?

The tech world - perhaps more than any other, although the same model is expressed in other disciplines as well - continually reinvents itself through layers of abstraction, where the fundamentals are further away from those making the decisions and building the solutions with every generation. Coding becomes increasingly higher level, and with AI we are starting to see significant development without traditional coding being used very much. This trendline will continue for sure... but I think if you want to have real understanding of what's going on, ensuring you are grounded in the fundamentals of computing and the theory of AI - which will involve wrapping your head around some math I am afraid(!) - is hugely valuable. With this background you can develop insights into what's going on under the hood - otherwise the world looks increasingly like a black box. So understand and become expert in the current paradigm, but make sure you've got a grasp of earlier paradigms and how technologies are layered together.

What's next for AI in Real Estate?



John Stenlake on how AI and data can revolutionise real estate and town centre regeneration, from quick wins to ambitious, long-term visions.



RESEARCH

Right now, deep research tools are readily available which leverage the power of AI and internet-sourced data to produce highly produced and tailored research reports on any topic you care to envisage - usually within no more than 30 minutes and at costs which are way lower than paying a human author. Of course there is no substitute for expert domain knowledge and I'd always recommend that a human editor is used before publication to clean up and augment the results, but the differences in productivity - especially for small or under-funded teams - is profound.



DATA ANALYTICS

Software tools have existed for some time which are intended to 'commoditise' what has historically been an expert-driven space of deriving insights and knowledge from data, but AI tools are further simplifying and expanding the scope of what can be done without a resident data scientist. Assuming that appropriate datasets can be sourced and made available, AI approaches have two benefits. The first is integrating the data sources - because of their ability to infer relationships and 'meaning' - provided that relatively consistent semantics are used the AI tools can align disparate data and query across the connected data landscape without requiring someone to explicitly identify relationships and create multidimensional data structures. This unlocks significant power in the data without expertise. Secondly, the AI tools encapsulate advanced analytical techniques and will select and employ appropriate tools based on the users query, and without the user having to specify what to use or how to use it. This materially simplifies the extraction of insights from available data.





JOINED-UP SERVICES AND EXPERIENCES

Once upon a time, the only way in which it could be conceived that advanced, joined up services could be delivered for and by stakeholders in a town centre or similar built environment was by having a common platform - the Living PlanIT Urban Operating System is an good early example of this thinking, and 'IOT' (Internet of Things) platforms designed in this paradigm continue to this day. However, as noted previously with analytics, AI changes the game somewhat. No longer do we need to force data into a common model or representation in order to act on it. And no longer do we need a consistent interface to be able to have applications work reliably with infrastructure. The AI can bridge the gap between dataspaces and systems, provided that the underlying semantic is similar (in simple terms we can't use the same word to stand for strawberries and footballs!). This means that the disparate way in which built environments are assembled and evolve can continue, and subject to appropriate privacy and access controls - which the AI layers can also help with - we can assemble integrated services and solutions post hoc, and with great end-user capability.

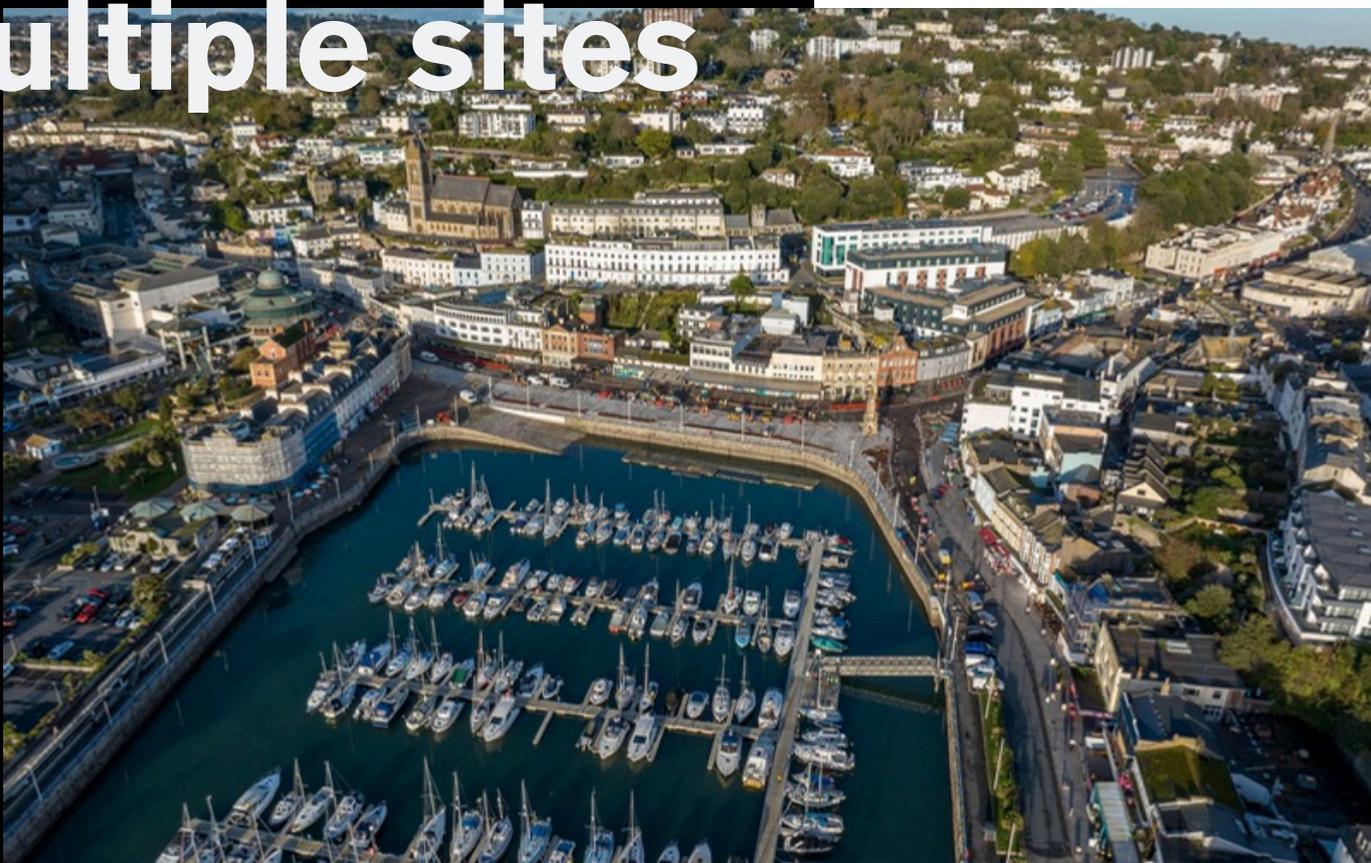


PERSONAL, GUIDED EXPERIENCES

Finally, bringing this down to earth and the individual user, imagine a town centre where your own personal assistant can brighten and simplify your day by reducing friction at every point of interaction with the built environment. From helping you with your travel and transportation choices to simplifying your journey, to enabling you to optimise your visit for time (efficiency), comfort, entertainment value, preparing for a business meeting, historic interest, or diversity of experience - whatever is most important to you the AI assistant can be told - or can infer from prior behaviour - and deliver to you. This can include pre-curated experiences that are primed to add substantial value to the exploration of a new town or city to the end user, or extract and insert experiences that are still new to the customer on the 50th visit. When we think about helping compensate for differences in abilities, or ailments or challenges that the individual may be suffering from at the time, then this becomes even more relevant and worthwhile. Imagine the difference that a more chatty, involved assistant can have to the life of a relatively isolated individual who can benefit from an accompanied journey, even if their companion is artificial - which is not to say that the AI assistant can't have a role in connecting people also. The sky is the limit here... and the conversational, speech enabled interfaces are already available.



Work in focus: Torbay, multiple sites



Overview

A strategic regeneration partnership between Torbay Council, Willmott Dixon and Milligan across three towns (Torquay, Paignton and Brixham) and multiple sites.

WDM (Willmott Dixon & Milligan) is bringing forward for development and delivery in the next 10-15 years:

- Eight+ initial sites in Torquay, Paignton and Brixham
- Up to 700 homes, including new homes for sale and rent, extra care and affordable homes
- New healthcare facilities, including diagnostics centres and GP surgeries
- New employment opportunities in construction, healthcare, retail, leisure and hospitality, and opportunities for skills development
- A new high-end boutique hotel
- New independent cafes and restaurants
- New space for the fishing industry
- New public squares and spaces
- New and improved parking

Union Square will also be a pilot project for the new UK Net Zero Carbon Building Standard.

Next sites

- Union Square - resolutions to grant both Listed Building Consent and full planning permission achieved.
- The Strand - Planning to be submitted early '26.



Work in focus: The Pavements, Chesterfield



Overview

Chesterfield Borough Council has appointed Milligan as the strategic asset manager for The Pavements shopping centre, a key site situated between the town's historic market and bus station.

Milligan's role involves developing a strategic action plan aimed at revitalising the centre, enhancing its appeal to both national and independent retailers, and integrating it with Chesterfield's broader regeneration vision. The plan will focus on maximising the shopping centre's value to its occupiers and ensuring it meets the evolving needs of the community.

Milligan brings extensive experience in town centre regeneration and asset management, having worked on various mixed-use and retail-led destinations across the country. Our appointment is seen as a strategic move to unlock The Pavements' full potential as a cornerstone of Chesterfield's transformation. The Council anticipates that Milligan's involvement will not only attract more tenants and visitors but also ensure that the shopping centre remains a vital part of the town centre offering.

Key info

- Size: Approximately 170,000 sq ft
- Number of Units: 33
- Key Occupiers: Tesco, Boots, WH Smith, Post Office
- 5.11 million annual visitors

Catchment:

- Core catchment population: approx. 225,000
- 500,000 population within a 30-minute drive

Status:

- Optimising operational efficiencies and tenant mix strategy
- Long term: Position the Pavements within Chesterfield's broader regeneration programme ("Southern Gateway" vision), potentially facilitating major redevelopment.

Work in focus: The John Lewis Partnership BTR



Overview

Over the past five years, Milligan has worked closely with the John Lewis Partnership (JLP) to help establish a fully integrated Build to Rent (BTR) development, operating, and investment business—built on JLP’s ambition to help tackle the UK housing crisis while diversifying its portfolio.

Milligan has supported JLP at a strategic level throughout the development lifecycle—guiding feasibility, planning, investment strategy, and delivery. We’ve led on shaping a pipeline of sites and overseen the first three developments through concept and planning. In a major milestone, Milligan brought global investor Aberdeen to the table, securing a £500m joint venture to deliver the first 1,000 homes of JLP’s wider 10,000-home ambition. The first three projects were announced in June 2022—at Waitrose sites in Bromley South and West Ealing, and at a former JLP site in Mill Lane, Reading.

Following planning submissions in 2023 and 2024, JLP secured a Resolution to Grant Consent for Bromley South in August 2024 - its first fully designed and developed BTR scheme. This followed with planning permission secured for West Ealing in May 2025, followed by Resolution to Grant achieved for Reading in October 2025.

Key info

- West Ealing – Planning Permission Secured in May 2025 for 428 homes at planning appeal.
- Bromley – Resolution to Grant achieved July 2024. Planning permission expected end 2025.
- Reading – Resolution to Grant achieved in October 2025 with planning permission anticipated in early 2026.
- JLP is expanding its presence as a BTR operator, now managing 1,000 homes across Birmingham, Leeds, Leicester and London on behalf of funds managed by Aberdeen, with more to come.
- The offer is built on the John Lewis values of trust, quality, and outstanding service, defining a new benchmark for customer experience in the rental sector.

Work in focus: Dover, multiple sites



Overview

Milligan, in partnership with Willmott Dixon has teamed up with Dover District Council to help shape the next chapter of Dover's Town Centre regeneration. Through strategic collaboration, the WDM partnership is contributing placemaking and development expertise to unlock the potential of key council-owned sites, supporting Dover's evolution into a vibrant destination steeped in heritage and world-renowned natural assets.

Our work involves:

- Strategic Regeneration Vision: Co-leading a comprehensive review of multiple council-owned sites to inform a forward-looking regeneration strategy.
- Mixed-Use Development Planning: Supporting the creation of new mixed-use spaces that combine residential living, retail, leisure, workspace, healthcare, cultural, and public services.
- Public Realm Enhancement: Advising on improvements to public spaces to foster a more inviting and accessible town centre.
- Community-Focused Urban Design: Ensuring developments meet the needs of the local community while complementing Dover's historic character.

Key areas of focus

Tourism Opportunity Development

- Exploring potential to expand Dover's tourism offer with unique, heritage-based attractions to take advantage of proposed increases in cruise ship visits.

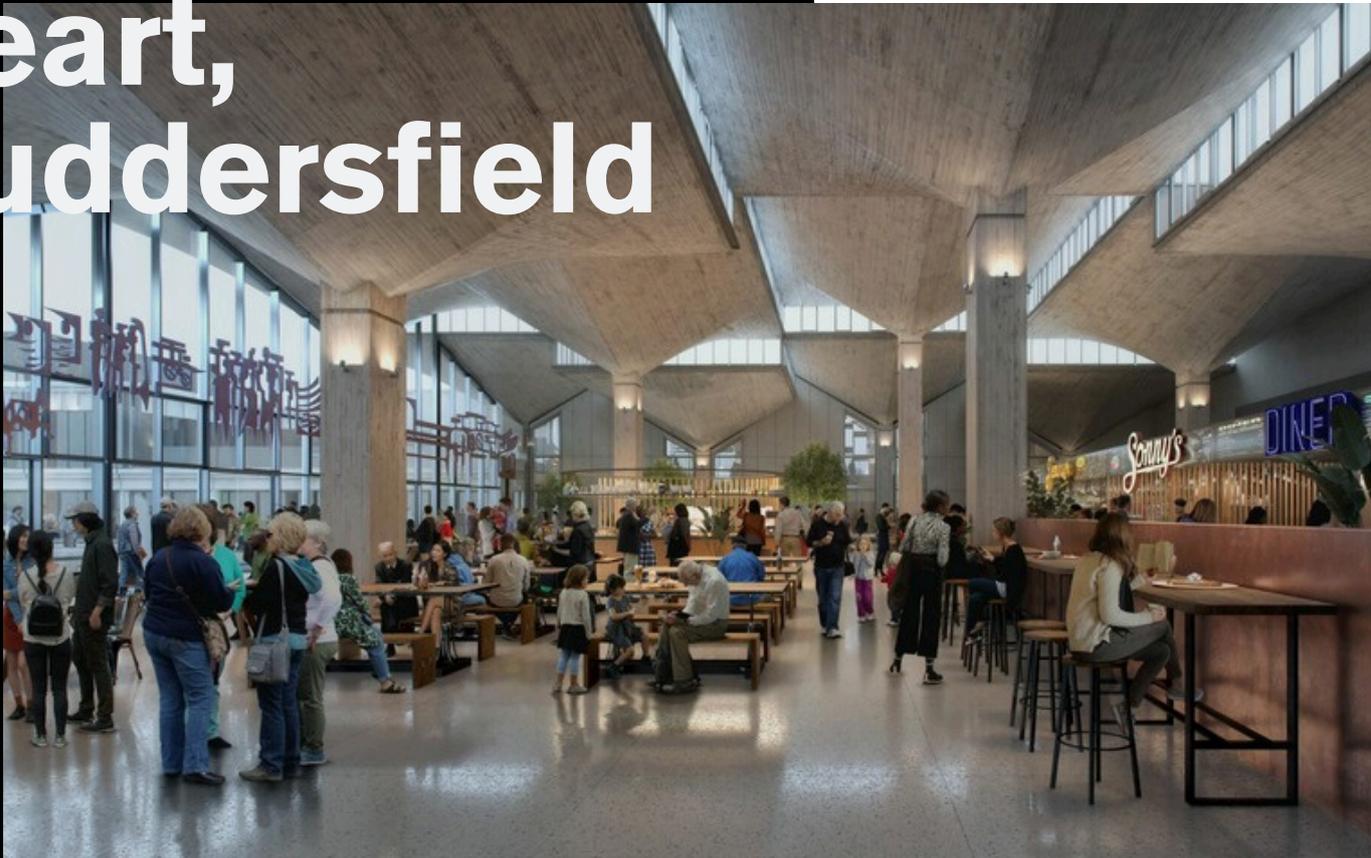
Collaborative Stakeholder Engagement

- Working closely with local stakeholders to ensure alignment and community buy-in.

Long-Term Sustainable Impact

- Applying our expertise in delivering high-impact, commercially viable regeneration schemes with social value at their core.

Work in focus: Our Cultural Heart, Huddersfield



Overview

Kirklees Council has appointed Milligan to secure an operator for a new 25,000 sq ft food hall in Huddersfield town centre, part of the £262 million 'Our Cultural Heart' regeneration project.

The food hall will be located in the Grade II-listed former Queensgate Market building, which is being transformed into a vibrant culinary destination aimed at attracting residents and visitors. Milligan's role involves identifying an operator who will design and manage the space, curating a diverse selection of vendors that showcase the best of Kirklees' food and drink scene. The food hall is expected to serve as a social focal point, enhancing the town centre's appeal and contributing to increased footfall.

The food hall is a key component of the first phase of the 'Our Cultural Heart' masterplan, which also includes a new community library and public square for outdoor, cultural events. Milligan's involvement builds on its experience delivering successful food halls across the UK, including in Sheffield, Liverpool, and London. The company is actively engaging with the food hall sector to find the right operator and concept to bring the space to life, aiming to define the character and future of Huddersfield town centre.

Key info

- 25,000 sq ft Food Hall
- Brand new state of the art library
- Public Realm with infrastructure to host events (capacity 3,000)

Later phases:

- New digitally enabled museum
- Best gallery in Yorkshire
- Urban Park
- Live music venue

Demographics:

- 433,200 people live in Kirklees
- C. 21,000 students at University of Huddersfield
- Major commuter links to Leeds, Manchester

Status:

- Market engagement launched targeting leading operators
- Food Hall opening Q2 2026

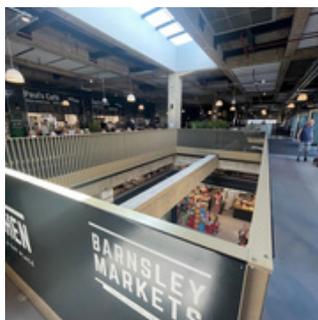
PHỞ THE PEOPLE



YORKSHIRE STUDY TOUR

CHESTERFIELD, SHEFFIELD, BARNESLEY, HUDDERSFIELD.

This summer, our team swapped their desks for a couple of days on the road in Yorkshire, revisiting projects some of us have proudly delivered in Sheffield and Barnsley, and stopping by the Our Cultural Heart site in Huddersfield taking in everything from markets to food halls and top heritage spots.





Mike Anderson - CIO

Mike is the key liaison between Milligan's investment partners and development pipeline, originating, structuring and executing property deals.



Rupert Clarke - Non-exec Board Advisor

Rupert is a former CEO of Hermes Fund Managers and Hermes Real Estate, President of the BPF and CEO at JLL.



Tarah Gear - Director of Brand & Place Futures

Tarah oversees brand, place narrative, public engagement, social impact and all aspects of marketing and communications.



Rachel Guthrie - EA

Rachel is essential to running team Milligan. EA to the senior team, office manager and in charge of coordinating events, Rachel keeps everything running smoothly.



Stuart Harris - CEO

Stuart is Chief Executive Officer at Milligan and its Commercial Director. Previously Stuart was a UK board Director for Multi Development and Co-Founded Queensberry.



Alex Hyams - Head of Mixed Use Asset Management

Alex brings a wealth of commercial and strategic leasing experience from diverse, mixed-use projects all over the UK.



Jon Munce - Head of Development

Jon has over 30 years of experience in development analysis and the delivery of complex development projects.



John Milligan - Founder and Executive Chair

John has 40 years experience in the real estate markets and was a former senior global partner of Jones Lang Lasalle.



David Rothwell - Development Director

David is a BTR Expert. He started his career at CBRE before moving to Kier Property Developments, Aspire and Greystar.



Martin Tresidder - Development Director

Martin is delivery focused with over 35 years experience. He has worked as contractor, consultant, developer and client lead.

Meet the team



Belfast - Victoria Square



Bath - Southgate



Sheffield - Heart of the City II



Barnsley - The Glassworks



Guildford - Tunsgate Quarter



London - Borough Yards



Newport - Friars Walk



Birmingham - The NEC Group



Coventry - Wasps/Ricoh Arena



Worcester - Crown Gate



Nuneaton - Grayson Place



Coventry City Centre South



Courtyard by Marriott



Manchester Airport - Radisson Blu



Edinburgh - Radisson Blu



Bayswater - Whiteleys



Kingston - Bentalls



London - Butlers Wharf



Paris - Disneyland



London - Camden Passage



Manchester - Corn Exchange



Islington - Angel Central



Liverpool - Metquarter



Falmouth - Port Pendennis



UAE - Whitbread Premier Inn



Grimsby - Freshney Place



McArthur Glen Outlets



Birmingham - Bullring



Birmingham - Brindleyplace



Hastings - Priory Meadow

Our team's personal experience, prior to joining Milligan.



Manchester - The Triangle



Barcelona - Maremagnum



Liverpool - Metquarter



Manchester Airport



London City Airport



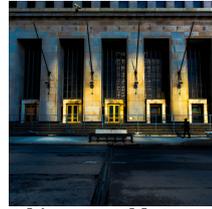
Gatwick Airport



Berlin - Primark



Lisbon - Barreiro



Chicago - Old Post Office



Dublin - Stephens Green



Center Parcs



Birmingham - Mailbox



Camden Lock Market



Bilbao - Zubiarte



Ashford - Vicarage Lane



Warrington - Golden Square



Creative Trade



London - Dickens Yard



Sunderland - Crow Tree



The Peak District - The Gateway



Basingstoke - Festival Place



Swansea



Torbay, multiple sites



Vertiports - UK wide



London - Crisp Street



The John Lewis Partnership BTR, multiple sites



Huddersfield - Our Cultural Heart



Chesterfield, The Pavements



Dover, multiple sites

Milligan's projects and work, 2001 - present.

Milligan: Our story

Creating inspiring places with heart for over 21 years.



Over 21 years ago, John Milligan started Milligan Retail. Surrounded by a 'best in the business' team and an impressive black book, Milligan Retail's mission was simple – to create places where people were inspired to shop.

At the company's core, were two guiding principles.

- 1) *A focus on the end customer and community*
- 2) *Creating long-term, sustainable value*

Since then, and now 'Milligan', we've partnered with major institutions, large private equity houses and local authorities to develop inspiring places, providing lasting value for both communities and investors.

We have conceived, developed, and operated mixed-use destinations, regeneration projects, retail centres, leisure experiences, travel hubs and airports, iconic markets and multi-tenure living communities across the UK and Europe.

Over time, we've shifted our specialisms and whilst we always recognise retail and leisure as being the catalyst for regeneration and placemaking, our expertise has evolved helping us become one of the most unique mixed-use developers in the UK. Our focus on community and dedication to the creation of long-term value remains as critical as ever. We're making more decisions through the ESG lens and unlocking the potential of places to build lasting impact.

"Placemaking is kindred to what [Milligan] do... the ground floor... the curation and the animation."

Currently, we work with Local Authorities on Urban Regeneration, with Shopping Centre owners on repurposing and redevelopment, and with Strategic Partners on innovative and future-led projects.

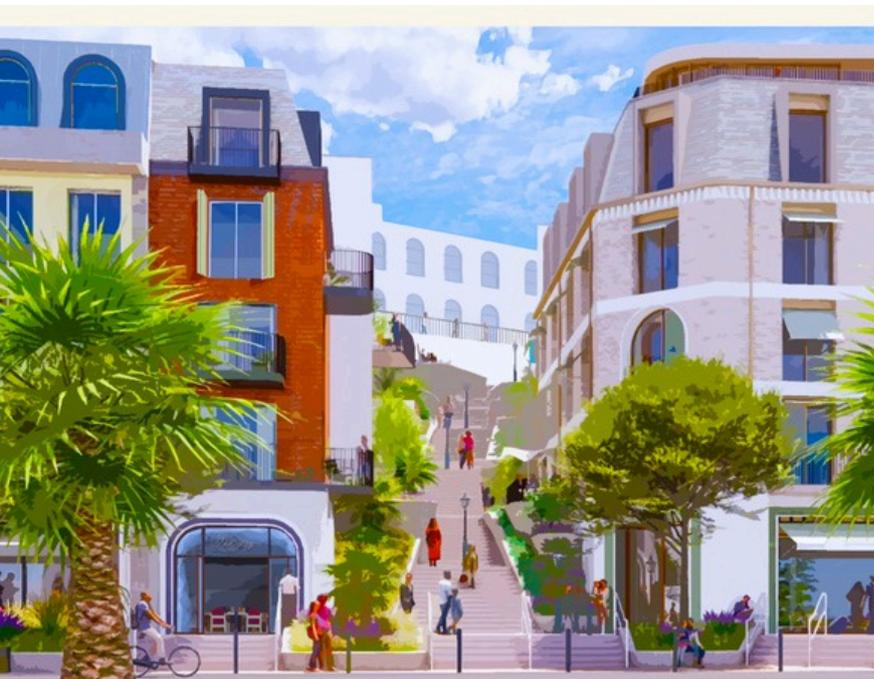
When Torbay speaks, we listen.

ON LOCATION IN PAIGNTON

Throughout 2025, we have worked closely with Torbay Council and our partners to engage the public on the exciting reimagining of the former Debenhams building in Torquay, develop the vision for Paignton town centre and plan for the future of Brixham's harbour.



The current proposal for The Strand on Torquay's harbourside is an upscale 154 room hotel, rooftop terrace and restaurant with dramatic views across the coastline.



A wide, sweeping stairway will connect the harbourside to The Terrace and other hotels above, providing connectivity and beautiful new public space.

Alongside the already enhanced harbourside walkways, completed in 2025, commercial frontages will face out onto the harbour and showcase an independent offer which is set to represent 'the best of Devon'.



Investing in Brixham's Fishing Legacy



Nestled on Tor Bay, Brixham has long been defined by the lapping waters of the harbour, the bobbing fishing vessels and the out-on-the-waves spirit of its community.



Working with Torbay Council, development plans are guided by heritage and honouring a way of life. The proposals envisage increasing capacity and improving operational efficiency across the harbour.

These changes will help support the thriving fishing industry while unlocking new commercial potential: an increase in landed fish value of up to £20 million per year within five years and around 150 new year-round jobs.



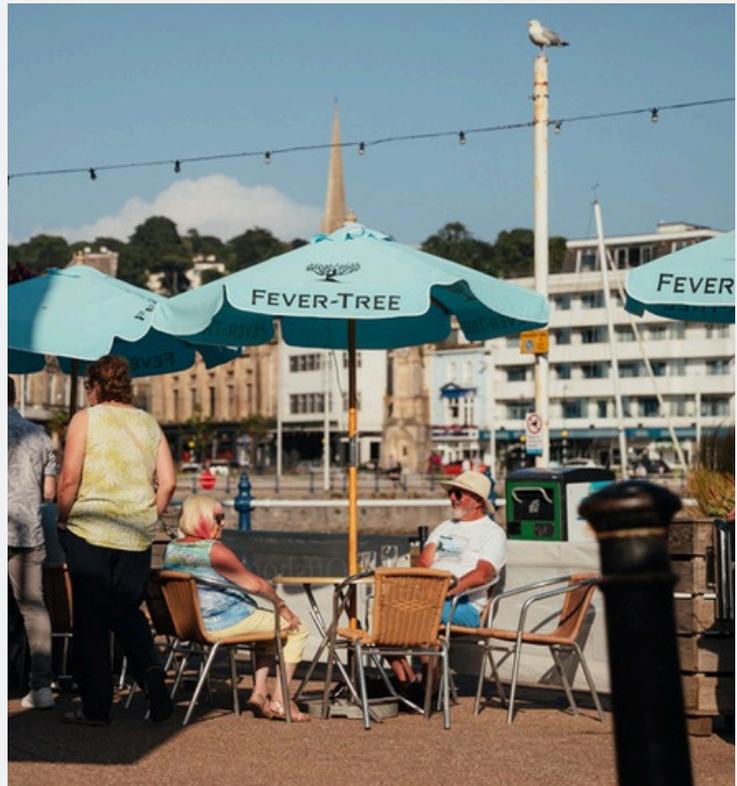
But perhaps most importantly, our approach is about community.

We are working with local partners ensuring the improvements reflect Brixham's identity, respectful of the sea, the people and the craft.





INSPIRING PLACES WITH HEART



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