

MAY 2026

ISSUE NUMBER 04

The build up

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



From the team at:

Milligan

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A WORD FROM THE CEO

Since our last issue of The Build Up, there's been a real sense of momentum building across Milligan. We've strengthened the team in key areas, particularly across asset management and development, because creating lasting places doesn't stop at delivery. It takes long-term stewardship, operational expertise and a deep understanding of how places actually work day-to-day.

Alongside this, we've secured exciting new projects in Bath, Weymouth and Coventry, each representing the start of what we see as long-term, multi-phase partnerships with real potential to evolve and grow.

In Torbay, that longer-term approach is already taking shape. What began as an ambitious partnership is now a programme of regeneration across Torquay, Paignton and Brixham, unlocking brownfield sites, attracting private investment and driving jobs, connectivity and confidence back into the Bay.

What unites all of this is a clear belief that regeneration must start with place. It's about listening, working in partnership and creating environments that genuinely reflect the communities they serve. That's also why we're embracing new thinking, including our work with Joe Pine and his ideas behind 'The Transformation Economy', exploring how experience-led approaches can help redefine what successful placemaking looks like. We're not here to replicate a model. We're here to build something more thoughtful, more collaborative and more meaningful for the places and communities we work with.

Stuart Harris, Milligan CEO



Views of Coventry Cathedral.



The build up



With the Bristol office now well and truly established, our work in the South West has a functional base. We've kicked off projects in Weymouth, Bath and Coventry getting stuck into engagement sessions, site visits and thought provoking workshops about the metrics of successful placemaking.





Views from Pultney Bridge, Bath.

Beyond the Stadium

IN MARCH, JOHN MILLIGAN TOURED
THE USA FOR 10 DAYS, TAKING NOTES
ON THE BEST NEW EXPERIENCE
VENUES AND THE DEVELOPMENT
IMPACT OF SPORTS STADIA



Sport as a civic anchor for culture

There is something very clarifying about stepping away from home soil and walking places with fresh eyes. Over ten days in March, I had the chance to spend time in Los Angeles, Las Vegas, Denver, Atlanta and New York - not on a whistle-stop tour, but slowly, deliberately, and in conversation with people who shape places for a living. What emerged wasn't a checklist of "best practice", but a series of reflections about scale and patience, about confidence in place, and about how great destinations are rarely the result of a single use or a single idea. If there was one recurring theme, it was this: the most successful projects are not just developments, they are ecosystems.

Sport as a starting point, not the end point.

The US does not just build stadiums. It builds entire districts that happen to include sport.

At SoFi Stadium in Inglewood, and later at The Battery Atlanta beside Truist Park, the lesson was not architectural, it was strategic. Sport here acts as a civic anchor, a gravitational pull around which hotels, workspace, food, culture and public life revolve.

Insight: A stadium is the anchor, but not the only destination. It should be the reason an ecosystem exists.

These places feel alive even when no event is on. That is not accidental. It comes from designing for daily life, not just peak moments - something that resonates strongly with how we think about long-term value at Milligan.

Experience is the economic driver.

From COSM in Los Angeles to Sphere and Area 15 in Las Vegas, the line between leisure, culture, technology and retail feels increasingly blurred.

What struck me wasn't spectacle for its own sake, but confidence: confidence that people will travel for a compelling experience; confidence that physical places still matter deeply in a digital world.



Experience is the commercial engine



Strategy signal - Experience is not a layer applied at the end - it is the commercial engine.

This reinforces our belief that successful destinations today are curated as much as they are constructed. They require operators, storytellers, technologists and asset managers working together from the outset.

Long-term thinking beats short-term optimisation.

Denver provided a different lens. Time spent walking Dairy Block, Union Station and conversations around downtown revitalisation revealed something more subtle: a city playing the long game. Here, success wasn't about headline buildings, but about connecting streets, uses, local businesses and identity over time.

Observation - The best places don't rush to look finished - they evolve.

This felt particularly relevant to our approach at Milligan: partnership-led, programme-based regeneration that accepts complexity and change rather than fearing it. Places succeed when they know who they are for, whether in Westfield Century City, Sportsmen's Lodge and The Grove in LA or Ponce Street Market and Avalon in Atlanta, the strongest places had something in common: clarity of audience.

They understand their audiences in great detail and were designed with intent and consideration for who would use them on a Tuesday morning, a Saturday evening or whilst a blockbuster event was taking place.

Guiding principle - Confidence in audience creates confidence in place.

This reinforces something we return to often: placemaking is an exercise of deep insight. And so what this journey reinforced for Milligan was, that this wasn't about importing US models wholesale. Context matters. Culture matters. Planning systems matter. But the principles travel well.

- Sport and culture work best as anchors to mixed-use ecosystems
- Experience is central to economic resilience
- Long-term partnerships outperform short-term gains
- Places thrive when designed around people, not phases
- Confidence, clarity and patience are competitive advantages

Above all, the trip reaffirmed why we focus on experience-led destinations, long-term stewardship and partnership-based regeneration at Milligan. Because if places are to endure, they must be lived in, not just delivered.



Back to Bath.

PROVING IT ONCE – TRUSTED TO DO IT
AGAIN: MARTIN TRESIDDER EXPLAINS
WHY THE TEAM WHO DELIVERED
SOUTHGATE ARE NOW BACK IN BATH



High-stakes responsibility in World Heritage destinations



Delivering major development in a World Heritage city like Bath is a high-stakes responsibility: every decision must balance commercial performance, function, and modern city needs with an uncompromising respect for heritage, townscape, and the lived experience of residents and visitors.

SouthGate is proof that this can be done, and done brilliantly. For those of us who led its delivery, including myself, Stuart Harris and Jon Munce, SouthGate was a defining demonstration of disciplined delivery, placemaking, and crucially, the trust and partnership built with Bath & North East Somerset Council.

Today, that same collective experience is back in Bath, with added heavyweight in the form of the wider Milligan team, supporting the Council to help elevate the city's offer and improve the overall experience of the city for everyone who uses it.

SouthGate wasn't a conventional retail-led scheme. It sat on a pivotal site at Bath's southern gateway, in the heart of a UNESCO World Heritage City.

Our scope was to deliver a mixed-use city-centre quarter, new retail and public realm, a rebuilt transport interchange, improved connections and access, and development that respected Bath's historic grain and architectural standards so the project strengthened the city as a place, not just its commercial performance.

The challenges were multi-layered. The existing retail offer was tired and losing ground, the transport interchange was no longer fit for purpose, and the surrounding streets and blocks lacked cohesion. All of this had to be resolved alongside nationally important heritage assets, including Bath Spa Station, a Grade II* listed building and one of the city's key arrival points.

We were also creating a genuinely mixed-use place on a highly constrained city-centre site. A three-storey basement car park sat beneath the development, providing essential central parking while keeping visual and townscape impact to a minimum.

Creating something unmistakably Bath

The ambition for SouthGate was clear and demanding. It had to compete with regional retail destinations, introduce modern formats, deliver high-quality public realm, and support city-centre living, while still feeling unmistakably “Bath.” Placemaking was central: SouthGate was planned as a connected city quarter, not an inward-looking development.

A key part of the regeneration was improving the city’s retail offer. We replaced the old accommodation with purpose-built space, making servicing easier and giving traders more flexibility day to day. It also helped attract new prime operators, which refreshed and strengthened the Bath offer overall.

Residential use was another core part of the scheme. SouthGate delivered 99 flats, supporting city-centre living and helping the area stay active beyond retail hours. That mix added to a more balanced, lived-in neighbourhood in Bath’s historic centre.

Delivering that vision took disciplined leadership and close collaboration with Bath & North East Somerset Council, transport authorities, heritage bodies, retailers, market operators, and the local community. For the leadership team, it went well beyond cost and programme, we had to steer complex stakeholder expectations and some very real technical constraints.

The transport interchange was one of the toughest pieces. We had to integrate the bus station, pedestrian movement, and rail access to Bath Spa Station, while also stitching the transport hubs into the retail and public realm. It needed meticulous coordination, with particular care taken to protect (and improve) the setting of the Grade II* listed train station.

SouthGate went on to win multiple awards, recognised for its placemaking, its sensitive response to the World Heritage setting, and the way it brought together transport, retail, homes, and public realm.



Heritage assets and contemporary needs

What we learned at SouthGate is directly relevant now. Bath faces pressures common to many historic cities: changing retail and use patterns; a high concentration of listed and operationally challenging buildings; evolving mobility needs; tougher sustainability requirements; and rising expectations for resilient, inclusive public spaces. Meeting these challenges takes strategic clarity, delivery realism, and a deep understanding of place. That experience underpins Milligan's current partnership with Bath & North East Somerset Council to support its real estate ambitions.

Alongside the wider consultant team, we are working across the estate and future opportunity areas helping shape strategy, test proposals, and move investable projects forward in line with adopted strategies and existing proposal documents.

Milligan has a strong track record in urban regeneration and placemaking, with deep experience in mixed-use development, retail change, and public realm. We work collaboratively to unlock complex sites, integrate heritage with contemporary needs, and deliver solutions that are resilient in the long term. Drawing on recent work, revitalising urban markets, delivering residential projects, and improving transport hubs, we can advise Bath with confidence as it plans its next chapter.

Milligan's capability runs from strategic vision and stakeholder engagement through to delivery and operation, so proposals stay both ambitious and buildable.

We bring technical rigour, commercial judgement, and real sensitivity to local context, aiming for outcomes that support growth while protecting what makes Bath special.



As the city responds to new pressures, from sustainability to digital change and a more inclusive public experience, our team can provide clear advice and hands-on support to help turn ambition into delivery. We are committed to working in partnership and bringing lessons from our wider portfolio to Bath's strategy and projects. Our experience in heritage cities, market towns, and urban districts gives a solid base for shaping proposals that respect Bath's character while still embracing change.

Milligan's role isn't to repeat past schemes, but to apply what works - collaboration, sensitivity to place, and disciplined delivery, to Bath's current and future challenges. This partnership is an opportunity to help shape a future that respects heritage, strengthens the economy, and reinforces Bath's position as one of the UK's most distinctive cities.

As we continue to work with Bath & North East Somerset Council, our focus is on practical, sustainable and inclusive outcomes and setting a high bar for regeneration and placemaking, to shape a next chapter for Bath that the city can be proud of.



The build up

60 SECONDS WITH HELEN JAMES

Helen James is Milligan's Senior Project Manager. With 20 years experience in the construction and property industry spanning from consultant civil and structural engineer, delivery project manager and now development project manager, Helen gives the lowdown on her proudest moments.

What are the top 5 proudest career moments?

1. Becoming a Chartered Civil Engineer. In a traditionally a male dominated industry so there aren't that many of us! (Still only 15% of the construction workforce is female today.)
2. One Hyde Park, a £470m residential mixed use scheme in central London. My time on this project has been some of the most valuable experience in my career.
3. Wiltshire College Chippenham Campus - a £15m educational facility, every time I go through Chippenham on the train I see this building.
4. Redcliff Quarter Practical Completion, my first as a Project Manager. This was a 128 bed residential apartment scheme in the centre of Bristol.
5. Bath Spa University, Locksbrook Road Campus, £21m refurbishment of the 6,100m² former Herman Miller building in Bath. This scheme had many challenges including replacement of the listed GRP façade system and harmonising the building specific use with sensitive ecology.
6. I know that the ask was five, but presenting the Women in Property Building Balance Campaign key findings at the APPG in Westminster last year was a highlight. I created Building Balance, and this journey evolved... I could not have imagined the success, the outcome and everything that it is becoming.

What do you enjoy most about your role at Milligan?

My previous roles have been as a delivery consultant; at Milligan I live and breathe the bigger picture. It is not just about delivering a building now, it is everything, bringing together the funding models, the key enablers, understanding and mitigating the impact locally and wider afield but fundamentally it is about viability and delivering better. Every scheme is challenging, it draws on my full range of skills and experience. In short, it is about the variety and challenge.

If you could give one piece of advice for someone starting out?

"Listen to understand" - Steven Covey. All too often, especially in a fast pace, technology and AI focused world, "we listen only for the answer we need or with the intent to reply". Property and construction is so diverse, not one person can know and do everything, it is impossible. Everyone has to come together and we have to rely on each other's expertise, which means it is really important to be an active listener and an effective communicator.

My other advice would be to get stuck in, contractor or site based experience is essential. To truly design and build you have to understand how components are formed and assembled on site and appreciate the practical challenges of being on a construction site.

Building a More Trusting, Inclusive Industry



Helen James, Senior Project Manager at Milligan, reflects on the role women are playing in shaping a more inclusive and effective built environment sector.



"The conversation around women in construction and property has moved on. It's no longer just about representation, it's about how we create an industry where people can genuinely thrive. At the heart of that is one principle: trust. Trust in how we lead, how we work, and how we design the environments where people spend their time.

"Women strengthen our industry in countless ways, but diversity is not simply a 'women's issue'. A workforce that reflects a broad range of backgrounds, identities, abilities and life experiences will always perform better. It leads to stronger decision-making, better outcomes for communities and more resilient businesses.

"Research from initiatives such as *Women in Property's Building Balance and Leading with Trust* programmes highlights a clear shift: today's leaders are not just managing work, they are managing people. That requires empathy, respect and a willingness to build trust at every level. Without those qualities, issues around retention, wellbeing and equity will continue to persist. One of the most visible ways this shift is playing out is through flexible working. It has proven to expand the talent pool, improve wellbeing and help retain people who might otherwise leave the sector. Crucially, flexibility is not just about supporting women or parents, it benefits everyone. The challenge is finding the right balance within teams, creating a rhythm that supports collaboration while allowing individuals the autonomy to work effectively.

"However, inclusion must extend beyond policy into the physical environments we create. Site conditions, welfare facilities and working practices still do not consistently reflect the needs of a diverse workforce. This is reflected in the fact that women remain significantly underrepresented in site-based roles.

"Encouragingly, there is progress. Industry initiatives such as the National Site Standard for Female Operatives are beginning to set clearer expectations for what inclusive sites should look like. These frameworks help move the conversation from intention to action, giving the industry practical tools to improve recruitment, retention and everyday experience.

"But progress requires persistence. Many of these challenges have been raised for decades, and while change is happening, it has not been fast enough. The opportunity now is to accelerate it to build on what we know works and to embed it into how we design, deliver and manage projects.

"This is about more than gender. It's about creating an industry that values people where trust, flexibility and inclusion are not seen as optional, but fundamental to success. If we can do that, we won't just attract a more diverse workforce, we'll build better places as a result."



Weymouth: Multisite regeneration alongside Dorset Council



Milligan

A long term regeneration partnership with Dorset Council to help deliver the Weymouth 2040 Vision. Key sites across the town centre will catalyse the transformation, unlocking economic value and new community uses.





Torbay: Multisite regeneration alongside Torbay Council



Milligan

A long term regeneration partnership to deliver revitalised town centres and improved economic outcomes for Torquay, Paignton and Brixham.

● Pre-planning ● In planning ● Planning approved



BRIXHAM

PAIGNTON

TORQUAY

1	2	3	4	5	6	7	8	9	10	11	12
Brixham Central	Oxen Cove	Crossways	Victoria	Paignton Gateway	Harbour	Tech Park	The Strand	Union Square	Lower Union Lane	Torre Marine	Torquay Pavilion
Improved and expanded car park and other facilities servicing the town	30,000 sq ft extension to the current fish market industry facilities	91 Extra Care residential unit and day care centre	Residential focused regeneration scheme, with additional health related facilities and improved public realm	Improved town arrival point including a new multi story car park, improved bus station and other commercial facilities	Potential to improve all facilities using the harbour including industry, leisure F&B	Development of an Electronics and Photonics Production Park for businesses graduating from the EPIC innovation centre	High-quality harbour fronting hotel class room, together with rooftop bar and associated restaurants	Mixed-use regeneration scheme delivering 95 residential units, refurbished and repurposed Panier Market, health-related facilities and public realm	The improvement and redevelopment of a key part of Torquay's town centre, creating new homes social rented homes	A consented scheme of Extra Care Apartments, Alternative tenures currently being explored ranging from 75-90 homes	The complete restoration of Torquay's most iconic heritage building to create a year-round destination and visitor attraction to bring to life the region's culture
Feasibility underway, public consultation to progress with a planning application made in Q2 2025.	Feasibility underway, Public Consultation March 2025 with application to be made in Q2 2025.	Planning approved, Final design being progressed to make a start on site Q4 2025	Feasibility study underway	Feasibility study underway	Feasibility study underway			Delivery options being reviewed			
●	●	●●●	●	●	●	●	●●	●●●	●	●	●





Union Square in Torquay is the redevelopment of the former town centre shopping centre into new residential and commercial units, a new NHS facility (including GP practices) refurbishment of the pannier market and public realm improvements.





On Torquay's harbourside, the former Debenhams will be redeveloped into an upscale 144-room hotel with a rooftop restaurant and a commercial offer showcasing the best independents in Devon.



Coventry: City Centre South



Working with Hill Group on this major mixed-use regeneration scheme delivering nearly 1,600 homes, Milligan will shape and deliver a commercial strategy that supports both the residential ambition and wider regeneration of the city.





Bath: Strategic town centre development partnership

Bath & North East
Somerset Council

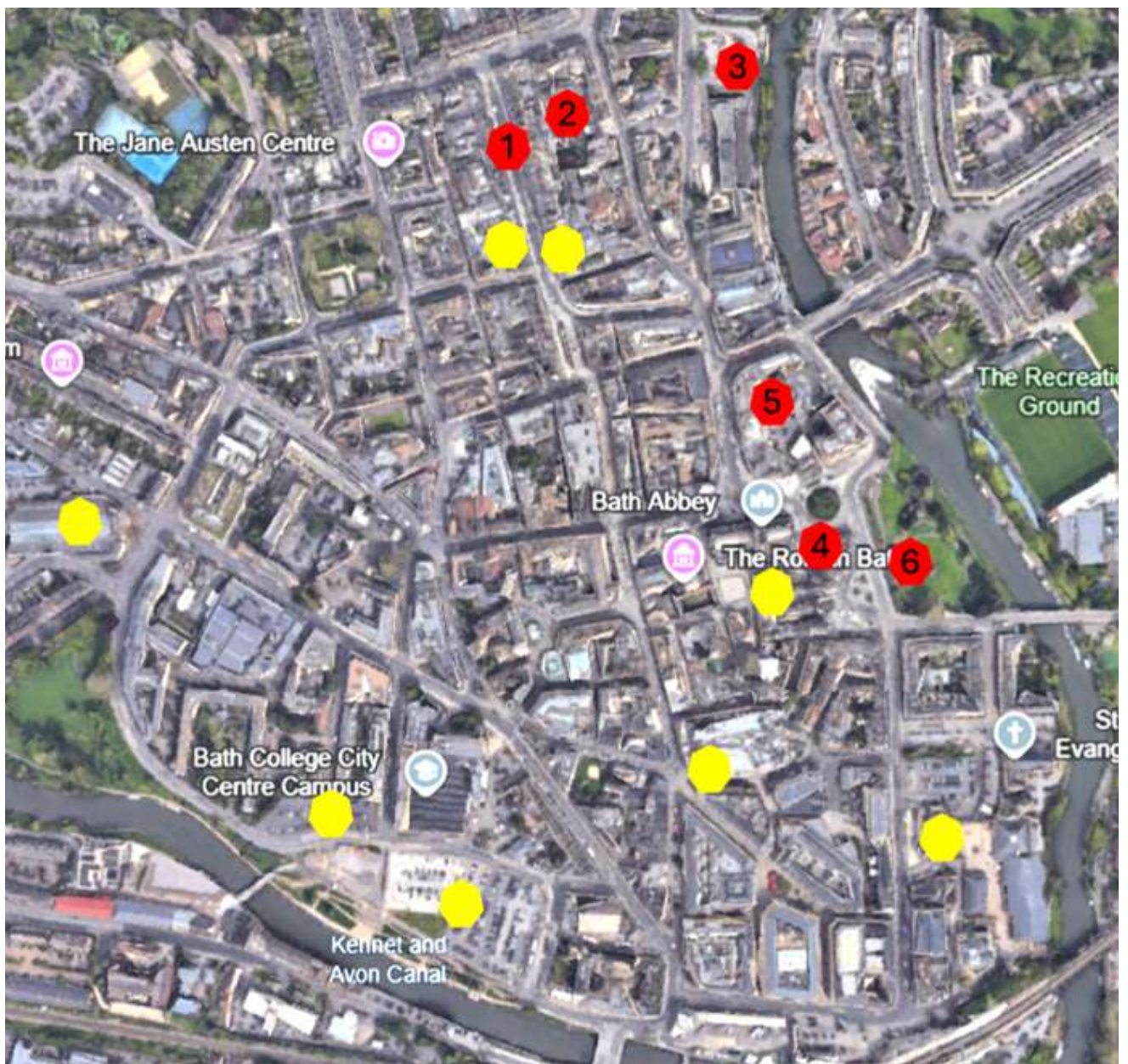
Strategic development partnership with Bath and North East Somerset Council, to unlock key sites in Bath's city centre and help elevate the city's offer for its residents communities and visitors.



Key sites:

1. Milsom Quarter
2. Broad Street Yards & King Edward School [KES]
3. Cattlemarket / Corn Exchange
4. 1-7 Orange Grove
5. Guildhall Market
6. Parade Gardens

Yellow denotes other sites of interest in the city.



Chesterfield: A new vision for The Pavements

Strategic asset management of a well-positioned shopping centre, helping Chesterfield Borough Council evolve its positioning alongside the wide-scale town centre regeneration being delivered.





Huddersfield: Our Cultural Heart



Milligan is developing the food hall vision and securing the operator for the culinary centrepiece of the vibrant, new cultural quarter in Huddersfield.





Meet the team



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 Experience
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.



Sophie Young - Project Manager
Sophie has over 12 years' experience delivering strategic, built environment, and infrastructure projects across higher education and government sectors.



Helen James - Senior Project Manager
Helen has vast experience in refurbishment and listed buildings and with procurement, programme and risk strategy management.



Mike Allison - Senior Asset Manager
Mike helps drive asset repositioning and transactional success. He brings extensive experience in the strategic management of multi-let portfolios.



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



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.

Milligan: Our story

Creating inspiring places, for over 23 years.



Over 23 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 with socio-economic outcomes in mind 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.



Manchester - The Triangle



Barcelona - Maremagnum



Liverpool - Metquarter



Manchester Airport



London City Airport



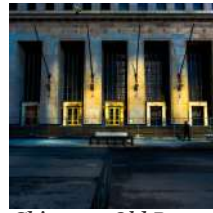
Gatwick Airport



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



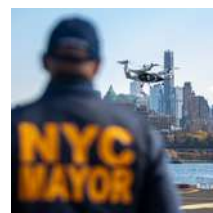
Basingstoke - Festival Place



Swansea



Torbay, multiple sites



Vertiports - UK wide



London - Chrisp Street



The John Lewis Partnership BTR, multiple sites



Huddersfield - Our Cultural Heart



Chesterfield, The Pavements



Dover, multiple sites



Bath, multiple sites

Milligan's projects and work, 2001 - present.

The future of Weymouth Peninsula

ON LOCATION IN WEYMOUTH

Weymouth Peninsula presents one of the South West's most compelling coastal regeneration opportunities. Sitting at the intersection of town, harbour and seafront, it has all the ingredients to become a vibrant, mixed-use destination that reconnects communities with the water.



At a stakeholder engagement session, run by Dorset Coastal Forum, a variety of ideas and suggestions for future uses for the peninsula were explored.



Town centre stakeholders from Harbour Management, to cultural champions were consulted on their views starting with a prominent question - who is the peninsula for?

The opportunity is not just about development, but about reimagining how the peninsula works, creating a place that balances the environment, leisure, culture and local business. With strong local identity and untapped potential, it offers the chance to deliver something distinctive and enduring, helping to unlock economic growth while celebrating what makes Weymouth unique.



COVENTRY STUDY TOUR

A CITY ON THE UP

It's not just Coventry's football team that's back in the Premier League. Over recent years, the city has transformed its arrival experience with a new train station and successful, new leisure anchors have diversified the city centre offer. Alongside a budding independent and cultural scene, and the wide-scale city centre regeneration now underway, Coventry is one of the UK's big cities, where momentum is building.



A walk around Weymouth



Weymouth is a town defined by its setting where a working harbour, historic streets and a sweeping seafront come together to create a place with real character. Its coastline, heritage and strong sense of identity give it a natural appeal that already draws visitors and supports a proud local community.

A mix of thriving independents along Weymouth's harbour open their doors to visitors and residents, year round.



Weymouth is a place where landscape, heritage and community come together in a way that feels both timeless and distinctive. Defined by its Georgian seafront, working harbour and historic streets, it feels lived-in, not just visited.



The harbour remains active at its heart, creating a constant sense of life and movement, while the beach and coastline give it a natural draw that spans generations.

What makes Weymouth special is this balance: a strong local identity alongside its role as a destination. That creates a real opportunity for the future. Thoughtful development in the town centre can build on this character, introducing new uses, supporting local businesses and creating more reasons to visit year-round, while strengthening its role as a place to live, work and belong.



INSPIRING PLACES



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