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# Strategic Regeneration Framework

For

## Milford Haven



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July 2018

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# Introduction

- 1.1 BE Group, BDP and CBO Transport has prepared five Strategic Regeneration Framework documents on behalf of Pembrokeshire County Council, to guide the regeneration of five town centres; Tenby; Pembroke; Pembroke Dock; Milford Haven; and Fishguard and Goodwick.
- 1.2 Each Strategic Regeneration Framework contains the following main elements:
- The identification of interventions that will significantly enhance the vitality and viability of the town centre
  - The identification of major development opportunities (referred to as Flagship Sites)
  - An Action Plan setting out the key steps necessary to implement major projects including the requirements for and likelihood of external funding.
- 1.3 The framework will guide the development and management of the towns and highlights realistic and deliverable opportunities to secure investment in town centre developments and infrastructures. It will guide decisions about the development and management of town centres, as

well as helping in developing a cohesive long term strategy for Pembrokeshire.

# The Regional Context

2.1 This chapter provides the strategic context pertinent to Pembrokeshire. It provides a brief overview on the policies and the core socio-economic fundamentals of the County and, where available, Tenby. The policy framework includes County-wide planning and specific planning for the town centre.

## **Vibrant and Viable Places – A Regeneration Framework, Welsh Government (2003)**

2.2 Vibrant and Viable Places is a regeneration framework that was produced by Welsh Government in March 2013. The vision was ‘that everyone in Wales should live in well-connected vibrant, viable and sustainable communities with a strong local economy and good quality of life’.

2.3 Welsh Government defines regeneration as “an integrated set of activities that seek to reverse economic, social, environmental and physical decline to achieve lasting improvement, in areas where market forces will not do this alone without some support from government”. The key principles that the programme will operate are Partnership, Strategy and Sustainability.

2.4 Even with the country estimated to have £2-4 billion less capital available for spending than the last decade, Wales is still determined to invest £15 billion over the coming decade into growth and jobs in the country.

2.5 The Framework recognises that the approach to regeneration must adapt to changes with shopping habits, especially with the rise in internet shopping and out-of-town retail spaces, and decline of town centres. An approach to regeneration which is more evidence based is important and a mixture between ‘people-based’ and ‘place-based’ regeneration.

2.6 There is a growing need for town centre regeneration to focus on town centre’s becoming the hubs of economic development, and to be the catalyst for improvement in employment, leisure and public services.

### **Well-being of Future Generation (Wales) Act, 2015**

2.7 The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the 44 public bodies listed in the Act think more about the long-term, improve relationships with communities and each other, look to prevent problems and take a more joined-up approach.

2.8 To ensure all public bodies are working towards the same vision, the Act puts in place seven well-being goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales.

2.9 The Act also puts in place a 'sustainable development principle' which advises organisations how to meet their duty under the Act. Public bodies need to make sure that when making their decisions they take into account the impact they could have on people living their lives in Wales in the future.

2.10 The Act outlines five things that public bodies need to consider to demonstrate that they have applied the sustainable development principle:

- **Long term**– The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
- **Prevention**– How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
- **Integration** – Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- **Collaboration** – Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- **Involvement**–The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

## **Environment (Wales) Act, 2016**

2.11 The Environment (Wales) Act puts in place the legislation needed to plan and manage Wales' natural resources in a more proactive, sustainable and joined-up way. It delivers against Welsh Government's commitment to introduce new legislation for the environment and positions Wales as a low carbon, green economy, ready to adapt to the impacts of climate change.

2.12 The act will create significant economic, social and environmental benefits for Wales. It has been carefully designed to support and complement ongoing Welsh Governmentwork to help secure Wales' long-term well-being, so that current and future generations benefit from a prosperous economy, a healthy and resilient environment and vibrant, cohesive communities.

2.13 The key parts of the act are:

- **Part 1:** Sustainable management of natural resources – enables Wales' resources to be managed in a more proactive, sustainable and joined-up way. It also helps to tackle the challenges we face and is focused on the opportunities our resources provide.

- **Part 2:** Climate change – provides the Welsh Ministers with powers to put in place statutory emission reduction targets, including at least an 80% reduction in emissions by 2050 and carbon budgeting to support their delivery. This is vital within the context of our existing UK and EU obligations and sets a clear pathway for decarbonisation. It also provides certainty and clarity for business and investment.
- **Part 3:** Charges for carrier bags – extends the Welsh Ministers' powers so that they may set a charge for other types of carrier bags such as bags for life. It also places a duty on retailers to donate the net proceeds from the sale of carrier bags to good causes.
- **Part 4:** Collection and disposal of waste – improves waste management processes by helping us achieve higher levels of business waste recycling, better food waste treatment and increased energy recovery. This will help to decrease pressure on natural resources while also contributing towards positive results for both the economy and the environment.
- **Parts 5 & 6:** Fisheries for shellfish and marine licensing – clarifies the law in relation to shellfisheries management and marine licensing.

- **Part 7:** Flood & Coastal Erosion Committee and land drainage – clarifies the law for other environmental regulatory regimes including flood risk management and land drainage.

**Welsh Government – Prosperity for All – The National Strategy, 2016**

2.14 The Programme for Government, Taking Wales Forward, outlines the commitments that Welsh Government will deliver over the next five years to help drive improvements and build a Wales that is:

- Prosperous and secure
- Healthy and active
- Ambitious and learning
- United and connected.

2.15 Welsh Government’s long-term aim is to build a Wales that is prosperous and secure, healthy and active, ambitious and learning, and united and connected. The Programme for Government, Taking Wales Forward, sets out the headline commitments we will deliver between now and 2021. This strategy takes those key commitments, places them in a long-term context, and sets out how they fit with the work of the

wider Welsh public service to lay the foundations for achieving prosperity for all.

2.16 Taking Wales Forward provides clarity about Welsh Government’s pledges for this Assembly term. Set out in four chapters, it outlined the main commitments that will make a difference to the people of Wales, despite the impact of a decade of cuts to the Welsh budget, and the uncertain impact of Brexit.

2.17 The four key themes of this strategy are the same as those in Taking Wales Forward. The vision for each theme is set out, showing how they will contribute to prosperity for all, and how delivering in a more integrated and collaborative way can enhance the well-being of the people of Wales.

- Prosperous and Secure – The aim is to drive a Welsh economy which spreads opportunity and tackles inequality, delivering individual and national prosperity. This will enable people to fulfil their ambitions and enhance their well-being through secure and sustainable employment. This can be achieved by breaking down the barriers many face to getting a job, and creating the right environment for businesses to grow and thrive.

- **Healthy and Active** – The aim is to improve health and well-being in Wales, for individuals, families and communities, helping to achieve the ambition of prosperity for all, taking significant steps to shift the approach from treatment to prevention.
- **Ambitious and Learning** – The aim is to instil in everyone a passion to learn throughout their lives, inspiring them with the ambition to be the best they possibly can be. A prosperous Wales needs creative, highly skilled and adaptable people, so our education from the earliest age will be the foundation for a lifetime of learning and achievement.
- **United and Connected** – The aim is to build a nation where people take pride in their communities, in the Welsh identity and language, and in Wales' place in the world. This will be achieved by building the vital links that make it easier for people to come together, for the economy to grow, and for Wales to become a confident nation at ease with itself.

2.18 In developing the strategy, five areas are recognised as having the greatest potential contribution to long-term prosperity and well-being. These priority areas reflect the times in people's lives when they may be most in need of

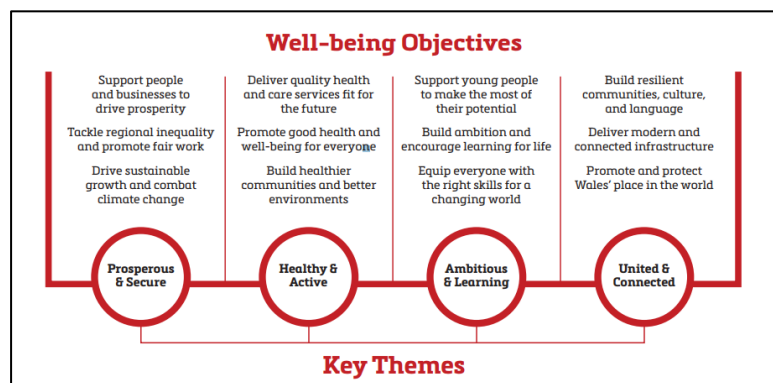
support, and when the right help can have a dramatic effect on their life course.

- **Early Years:** an individual's experiences in childhood play a significant part in shaping their future, and are critical to their chances of going on to lead a healthy, prosperous and fulfilling life.
- **Housing:** the bedrock of living well is a good quality, affordable home which brings a wide range of benefits to health, learning and prosperity.
- **Social Care:** compassionate, dignified care plays a critical part in strong communities, ensures that people can be healthy and independent for longer, and is a significant economic sector in its own right.
- **Mental Health:** one in four people in Wales will experience mental ill health at some point in their lives, getting the right treatment at an early stage, coupled with greater awareness of conditions, can in many cases prevent long term adverse impacts.
- **Skills and Employability:** the better people's skills, the better their chances of getting fair, secure and rewarding employment, and the stronger the skills base is in Wales, the more chance we have of attracting new businesses and growing existing ones to improve prosperity. These



are by no means the limit of government’s activities, and therefore it is important to not lose sight of the day to day running of vital public services, while adapting and improving them to reflect this new approach.

**Figure 1 - Prosperity for All: the national strategy – Well-being Objectives**



Source: Welsh Government, 2016

### South West Wales Regional Retail Study 2017

2.19 The study has been prepared to help inform both plan-making and decision-taking across the three authority areas of Pembrokeshire, Ceredigion and Pembrokeshire Coast National Park, and assist in the development of planning policy; particularly in relation to future retail provision.

2.20 A survey of 1,600 households was commissioned as part of the study, which helped to identify shopping patterns for different types of retail categories and identified where retail expenditure is directed to, including key foodstores and town centres. An assessment of the need (or ‘capacity’) for new retail (convenience and comparison goods) floorspace up to 2036 was also carried out, identifying need at strategic level and for key centres in each authority area.

2.21 The market share analysis for Pembrokeshire County and Pembrokeshire Coast National Park shows almost all of resident catchment convenience expenditure is retained in Pembrokeshire County and Pembrokeshire Coast National Park as a whole. Key foodstores in Haverfordwest account for the majority of retained convenience expenditure. Smaller centres in Pembrokeshire County and Pembrokeshire Coast National Park (including Pembroke Dock, Pembroke, Milford Haven, Fishguard and Tenby) attract a smaller proportion of convenience expenditure which reflects a more limited offer in convenience provision compared to larger centres.

2.22 For comparison goods, the catchment for Pembrokeshire County and Pembrokeshire Coast National Park as a whole

retains a relatively high proportion of expenditure for all comparison goods (60.1 percent). Leakage from the catchment is mainly directed to Carmarthenshire. At centre level, Haverfordwest attracts the greatest proportion of expenditure from the catchment, which reflects the centre's role as a sub-regional town centre. Within the Pembrokeshire Coast National Park area, Tenby attracts the greatest proportion of comparison goods expenditure.

2.23 At a strategic level, the capacity assessment identifies up to 1,244 sqm net of new comparison goods retail floorspace in 2031, increasing to 4,973 sqm net by 2036. The majority of the forecast capacity is directed to Haverfordwest (up to 2,916 sqm net by 2036). No new convenience floorspace capacity is identified over the study period.

2.24 In terms of accommodating growth, the study concluded the following for Milford Haven, which is relevant to this Regeneration Framework:

#### *Milford Haven*

2.25 There is no capacity identified for new convenience or comparison goods floorspace in Milford Haven town centre, after taking account of pipeline development at Milford Haven Marina.

2.26 The town centre is not considered to be a particularly strong retail centre, which is evident from the market share analysis. Milford Haven Town Centre attracts only one percent of both convenience goods and comparison goods expenditure from the Pembrokeshire catchment area. The out of centre food stores serving Milford Haven are achieving a considerably higher market share (7.9 percent)

2.27 The town centre health check also confirms that Milford Haven Town Centre is struggling, particularly in terms of its retail function. Charles Street in particular has a large number of vacancies and some have been vacant for more than five years.

2.28 Demand for new retail in Milford Haven is likely to be limited due to the proximity of Haverfordwest and its out of centre shopping offer, as well as out of centre shopping facilities in Pembroke Dock. Investment in the centre is critical and while

the Marina offer the potential to develop Milford Haven's tourism economy, potential opportunities to promote the town centre should be supported. This could involve diversifying the offer towards the leisure sector or seeking to develop a specialist, complementary retail offer,

***Pembrokeshire Local Development Plan 2013-2021 (adopted 2013)***

2.29 The Local Development Plan provides the framework for decisions to be made up until 2021 on how land is used and developed, for example what type of development is appropriate or desirable for Pembrokeshire's economy, communities and environment and how best to secure resilience to climate change and to bring forward affordable housing through the Planning System.

2.30 The Plan establishes a Vision based development strategy and policies to guide the development and use of land in Pembrokeshire from adoption to 2021. It provides the policy context for directing development to appropriate locations, conserving the natural, built and historic environment and providing a basis for rational and consistent decision-making on planning applications. The base date for the Plan's land use allocations is 2011.

2.31 The LDP vision for Pembrokeshire includes 'creating a network of strong urban and rural communities in Hub Towns, Service Centres, Service and Local Villages and the Strategic Objectives to deliver this vision include 'Regenerating town centres' and 'Supporting the development of the distinctive role of Pembrokeshire's towns especially within the Haven Hub'. Pembrokeshire is defined as Hub Town along with Pembrokeshire, Milford Haven and Fishguard and Goodwick. It is worth noting that Tenby is within Pembrokeshire Coast National Park and therefore not considered in this document.

2.32 The Plan states that the economic base of the County has changed in recent years, and the tourism sector is now the largest industry and employer. However, there is an issue in that many tourism jobs are seasonal. There is consequently a need for the County to diversify to become a year-round industry in order to provide employment opportunities consistently throughout the year. There is an opportunity, and need for Pembrokeshire's regeneration projects to help achieve this.

2.33 Milford Haven is identified as a hub town in the LDP. However the town centre has a limited catchment area, and will be consolidated and improved links developed to the

marina area. The marina and town's strong links to the Haven Waterway provide opportunities to develop in the leisure, tourism and fishing industries.

## Milford Haven's Context

3.1 Milford Haven is the second largest settlement in Pembrokeshire with a population of close to 14,000 people. The town is situated on the north side of the Milford Haven estuary and has developed into a major port, which today mainly services the energy sector. The town centre core is focused on short sections of Charles Street and Hamilton Terrace in the older part of the town, which sits above the marina.

### *Day to Day Activities*

3.2 In recent years Tesco and Lidl supermarkets have opened outside the town centre, and the Tesco store anchors the Havens Head retail park that includes a Boots, Peacocks, and Home Bargains. There is now little by the way of convenience retailing within the town centre, except for a Best One convenience store and a Spar, and the overall range and quality of shops is limited to a localised catchment. There is a post office and building society on Charles Street and two banks on Hamilton Terrace. There are only a handful of vacant units within the primary retail area, but levels of vacancy are very high on the eastern section of Charles

Street in particular. There are a number of independent shops in both the primary and secondary areas.

3.3 There are few community facilities in and around the town centre. The most significant is the new Manchester Square Health Centre on the site of a former supermarket. The leisure and youth centre is located just north of the town centre (about an 8 minute walk). The library is located in the Cedar Court complex part of the Havens Head Business and Retail Park. A Saturday market is held in the Market Square on Charles Street.

3.4 The Torch Theatre is a high quality venue and has local and national productions, and also doubles as a cinema with a strong attendance at performances.

3.5 Most upper floors appear to be in residential use and there is a good amount of residential accommodation in and around the town centre.

### ***Environmental Quality***

- 3.6 The quality of townscape is variable. On Charles Street a good amount of the historic built fabric remains but there are also a number of unattractive 1960s buildings and gaps in frontages. The derelict Motorparts store, a 1960s block, has a particularly negative impact on the eastern end of Charles Street (soon to be redeveloped). Many buildings have also been insensitively modified with modern shop fronts and UPVC windows. The quality and upkeep of properties on Hamilton Terrace, however, is much higher. Towards the western end (Victoria Street) there are derelict historic buildings (Quay Stores) and gap sites. But the Eastern end has the town hall and St Katherines and St Peters Churches. The Southern side of Hamilton Terrace is an attractive lawned promenade with views across the Haven.
- 3.7 The fly tower of the Torch Theatre is a significant but not particularly attractive landmark on the town's skyline.
- 3.8 Public space is limited to pavements but traffic is satisfactorily light and pavements proportionally wide enough to encourage dwell time. There has been some investment in public realm materials but the public realm is not particularly distinctive -

Market Square on Charles Street is little more than a surface car park. A fairly attractive space has been formed on Hamilton Terrace and offers views across the Haven Estuary. The link from the Torch to Charles Street is weak and could be enhanced but would involve relocation to Witness Hall.

### ***Movement and Transport***

- 3.9 Traffic has a minimal impact on the pedestrian experience of Charles Street but there is a significant change in level from north to south. This impacts on pedestrian links to the marina in particular, which is generally poorly connected to the town centre.
- 3.10 There is on-street car parking on Charles Street and car parks located on Robert Street and Charles Street. The main routes into the town are from the north and west. There is a particular pinch point around the roundabout on Victoria Road where access to the Retail Park and marina are concentrated.
- 3.11 The railway station is located next to the Havens Head Retail Park and marina. The design of the immediate area is dominated by highways but the station is conveniently located for the marina and retail park. Pedestrian connections from

the station to the town centre, however, are very poor due to the significant change in level and lack of direct routes. The 'Milford Haven Public Transport Interchange' is one of the projects outlined in the 2015-2021 South West Wales Joint Transport Plan, which will look at improvements to this area.

- 3.12 Milford Haven station is the terminus of the West Wales line with services to Manchester (via Swansea and Cardiff) approximately every two hours. Bus services run into the town and terminate at Market Square.

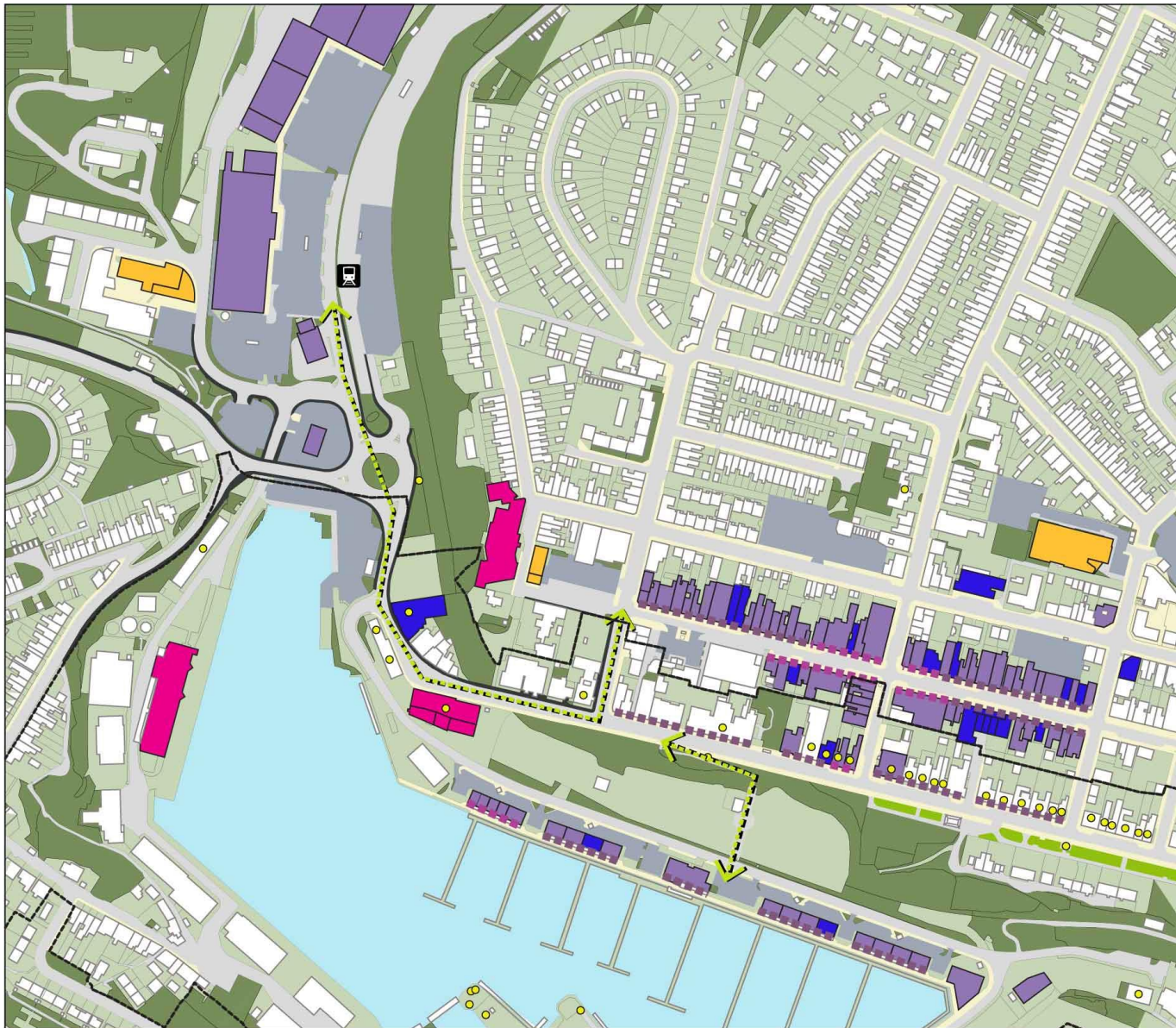
### ***Attractions***

- 3.13 The town centre has few attractions but does possess its own theatre. The Torch is one of only three repertory theatres in Wales and also has regular film screenings. It also attracts national acts, often before embarking on larger UK tours.
- 3.14 The 360 berth marina is destination in its own right and includes the Milford Haven museum, a bowling alley, gift shops, and eateries. The marina sits some distance below the town centre and it is unlikely that visitors to the marina venture up to the town centre. MHPA has ambitious plans to develop the waterfront with hotels, leisure and residential

development. It also wants to develop an arts centre linking to the Torch. The Museum and Church are heritage destinations.

- 3.15 Leisure shopping and eating options in the town centre are very limited, although there are a number of quality eateries outside the centre. The Astoria and Basement night clubs, as well as a number of public houses and bars suggest the leisure offer is aimed more at night time drinking. There are also few hotels and guest houses in the town, including the recently refurbished Nelson Hotel on Hamilton Terrace.





-  Primary retail area
-  Secondary retail area
-  Occupied A class use
-  Unoccupied building
-  Community use
-  Visitor attraction
-  Listed building / structure
-  Conservation area boundary
-  Traffic issues
-  Car park
-  Public green space
-  Poor linkage
-  Railway station

**Key Assets and  
Regeneration Opportunities**  
Milford Haven  
Pembrokeshire SRF



## Key Assets and Regeneration Opportunities

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• New health centre draws in footfall towards the town centre.</li> <li>• Some attractive historic fabric – most notably Hamilton Terrace.</li> <li>• Walkable scale and limited impact of traffic on Charles Street.</li> <li>• Attractive public space and views on Hamilton Terrace.</li> <li>• Well served by car parking.</li> <li>• Convenient access by car.</li> <li>• Torch Theatre - one of only two theatres and only three cinemas in Pembrokeshire.</li> <li>• Marina – attractive setting and range of attractions draws people into Milford Haven.</li> </ul>                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• The fact that a lot of retail and local services are located out of the town centre, restricts the ability to drive up footfall.</li> <li>• Market Square is poorly related to the main shopping area</li> <li>• Limited retail capacity may restrict retail development opportunities.</li> <li>• High levels of retail vacancy on Charles Street.</li> <li>• Poorly maintained historic fabric.</li> <li>• Insensitive 1960s buildings.</li> <li>• Public realm is not distinctive – Market Square more of a surface car park.</li> <li>• Significant change in level and poor pedestrian connections between the town centre and station / retail park / marina.</li> <li>• Few town centre attractions.</li> <li>• Torch Theatre is 'hidden' and visual links to the town centre are poor.</li> <li>• Lack of town centre food and drink offer.</li> <li>• Night time economy is drinking focused.</li> </ul> |
| Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>• Scope to maximise the Torch Theatre as a town centre asset, and link to the waterfront.</li> <li>• Proposed residential redevelopment of 1960s block on Charles Street will bring a current derelict site back into use.</li> <li>• Scope to rationalise retail blocks and develop other uses.</li> <li>• Scope to densify townscape through redevelopment of surface car parks and gap sites.</li> <li>• Scope to create a new pedestrian linkage between the theatre and station/ retail park/marina.</li> <li>• Scope to redevelop and refurbish a cluster of sites on Victoria Road</li> <li>• Scope to Improve the food and drink offer, particularly in relation to the Torch</li> <li>• Scope to create enhanced pedestrian links between the town centre and marina and possibly another link from Hamilton Terrace.</li> <li>• Scope to create an enhanced Market Square, or open space by the Torch.</li> </ul> | <ul style="list-style-type: none"> <li>• The fact that a lot of retail and local services are located out of the town centre, restricts the ability to drive up footfall.</li> <li>• Limited retail capacity may restrict retail development opportunities.</li> <li>• Marina development plans may compete with development of the town centre, unless there is a comprehensive plan linking the areas of the town.</li> <li>• Local traders may be resistant to reductions in car parking.</li> <li>• Victoria Street is a pinch point and is not currently an attractive setting for development.</li> </ul>                                                                                                                                                                                                                                                                                                                                            |

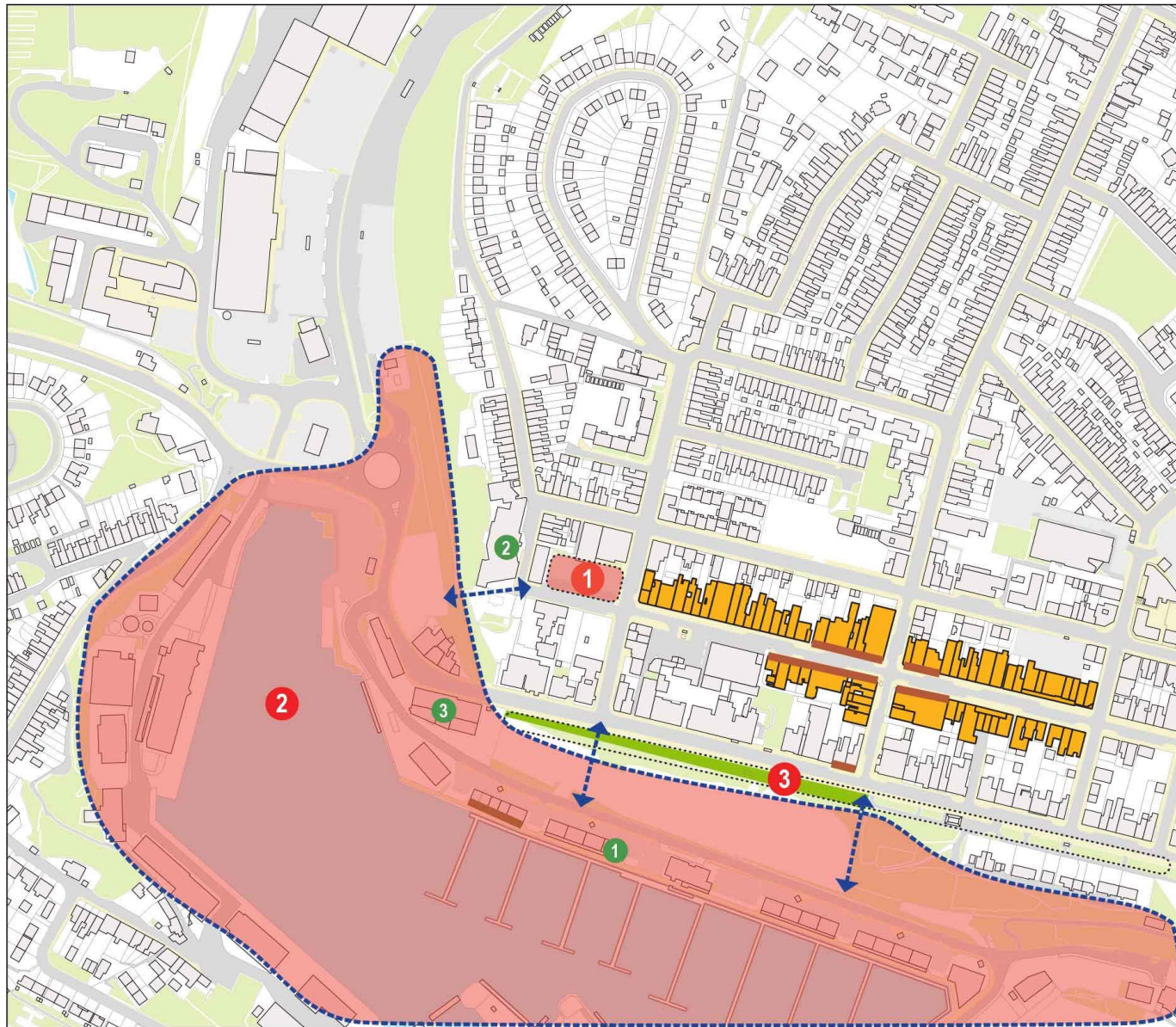
|                                                                                                                                                                                                                     |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <ul style="list-style-type: none"><li>• Scope to relocate Victoria Street carriageway and create a better development opportunity.</li><li>• Proposed MHPA waterfront development, and links to the town.</li></ul> |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

## 4.0 Rationale for Regeneration in Milford Haven

- 4.1 Despite being a popular shopping destination for both local residents and tourists, the out-of-centre Haven Retail Park and Marina developments are the greatest draws and the town centre is struggling. This in part is due to the poor connections around the town, and from the Marina and Haven Retail Park into the historic town centre, and in part because of the town centre offer. Despite boasting several popular independent retailers, much of the offer is low quality. Furthermore the town centre is sprawling, with no true 'centre' of focus, and these issues combined mean that the town centre has restricted appeal. There is a real opportunity to improve access around the town centre, and to bring focus back into the heart of the town.
- 4.2 The Torch theatre is a popular attraction for both locals and visitors from surrounding towns – screening films as well as a wide variety of theatre productions. At present the theatre is very much self-contained, at the quieter western end of the town centre. There is potential for it to link with the town centre more, which would be mutually beneficial to businesses in the town centre and the Theatre itself. This could be through the development of the area around the theatre, to provide community space and additional food and drink outlets. Improved links from elsewhere in the town would also improve this asset.
- 4.3 The Marina is a popular and attractive location within Milford Haven, providing a range of leisure, retail and food and drink functions. Its development over the past few years has helped to regenerate the town, and MHPA have planning permission to further develop the waterfront over the next few years. However the development here has been in some ways to the detriment of the town centre, and it is vital that this is addressed. Linking the town centre and waterfront is crucial, and whereas this may be difficult in a physical sense due to the level change, other links can be improved – signposting and improved pedestrian links. There is potential to and expand and improve Terrace Gardens on Hamilton Crescent, with enhanced pedestrian links to waterfront.
- 4.4 Reflecting this, the Strategy is structured under the following sections.

|                                                                  |
|------------------------------------------------------------------|
| <b>Providing New Development/Re-development (Flagship Sites)</b> |
| <b>Enhancing Town Centre Vitality</b>                            |
| <b>Improving Movement and Access</b>                             |
| <b>Promoting Heritage and Tourism</b>                            |
| <b>Developing Employment and Skills Opportunities</b>            |

4.5 The objectives and outcomes of these sections are overlapping; however grouped under these sections it is apparent that a Strategy for the regeneration of Milford Haven must be multi-faceted.



**FLAGSHIP PROJECTS**

- 1 New Town Square
- 2 Milford Waterfront Development
- 3 Hamilton Terrace Gardens Enhancement

**TOWN CENTRE VITALITY**

- Living above the shop scheme
- Empty shop policy
- Primary retail frontage

**ACCESS AND MOVEMENT**

- Enhanced pedestrian links

**HERITAGE AND TOURISM**

- 1 Milford Waterfront
- 2 Torch Theatre
- 3 Milford Haven Heritage & Maritime Museum

**Proposed Interventions**

Milford Haven  
Pembrokeshire SRF

## Providing New Development/Re-development (Flagship Sites)

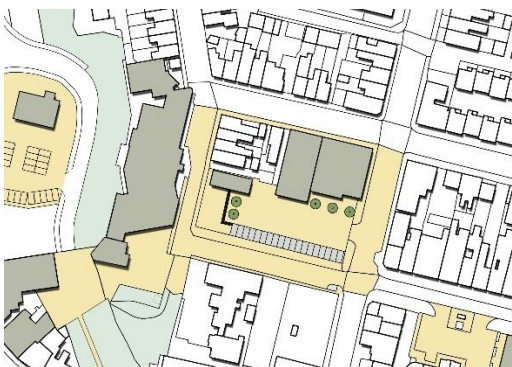
**Objectives:** Support the redevelopment of underutilised and vacant sites, encouraging the introduction of a mix of uses to assist in the diversification of the town centre.

**Rationale:** It is felt that there are three key areas within the town that are not meeting their potential. The redevelopment and improvement of these areas will create more attractive space, provide new employment opportunities, and improve access to the town centre for both residents and visitors.

### ***New Town Square***

The Torch Theatre is one of the key attractions in the town and there is an opportunity to build on this, with one opportunity is to create an attractive meeting square outside the theatre, which can improve animation and vibrancy in the town and to create some much needed community space. This could also include a new café, to compliment the food offer at the theatre and improve the night time economy, as well as providing a choice for patrons.

**Figure X – New Town Square Conceptual Plan**





# Milford Haven – Theatre Square Twilight scene

Reclad and lit as recent scheme. Add 'Torch Theatre' pink neon sign



Take out car parking and have a funky painted surface



Street theatre / entertainment in the square

Open up windows / entrances on to square and add funky graphics to facades



Over hanging lights



### ***Milford Waterfront Development***

Milford Waterfront is a multi-million pound flagship development for the Port of Milford Haven. The venture comprises approximately 380,000 sqft of development space for independent businesses, alongside significant investment opportunities for national businesses with dedicated space for hotels, restaurants, food retail and leisure. It is now home to a variety of independent businesses including cafes, restaurants, shops and activities including boat trips and bowling, as well as Milford Marina.

Milford Waterfront currently attracts over 100,000 visitors a year, and over the coming years it will continue to evolve with the addition of hotels, event spaces, a cultural hub and iconic, fine dining restaurant. New developments which already have planning permission are Costa Coffee and a scheme of four floating hotel rooms 'Milford Waterfront Floatel Cabins'. Future developments, which are subject to planning permission, include an iconic eco-friendly restaurant on stilts over the water and a 65 bed hotel. After publishing their initial masterplan in 2014, The Port of Milford Haven is currently working on an updated masterplan, to be published in 2018. It is important that our regeneration strategy complements the Milford Waterfront masterplan.

Despite the Marina and Waterfront area providing an attractive, vibrant attraction for the town, it is segregated from the town centre due to the level differences, and therefore the town centre does not benefit from visitors to the marina. This needs to be addressed, especially as the Waterfront develops further and further gains prominence in the town. The area of land to the south of the railway station should be incorporated in any comprehensive development, linking both to the Quay Stores area and vertically to the Torch and Charles Street.





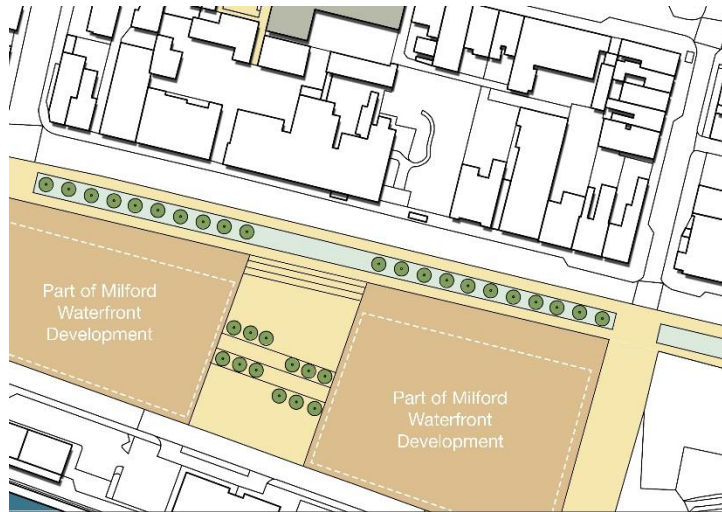
Conceptual Image - Milford Waterfront Floatel Cabins

### ***Hamilton Terrace Gardens Enhancement***

In order to stimulate more activity on Hamilton Terrace, and encourage better connections between the town centre and Milford Waterfront, there is opportunity to expand the Terrace Gardens with enhanced pedestrian links to waterfront. This could also include the development of cafes alongside viewing areas and terraces and the use of the Terrace for events, such as temporary markets.

The Waterfront development proposes a new leisure development on the boat storage area below Hamilton Terrace, with direct road access to rooftop parking. This would provide pedestrian access to the marina. However, if his proposal does not proceed, the link still needs to be developed. In the past, cost has prohibited ambitious plans such as a lift or funicular. The existing pedestrian link could be improved with the slope developed as marine gardens.

**Figure X - Hamilton Terrace Gardens Enhancement Conceptual Image**



## Enhancing Town Centre Vitality

**Objectives:** To increase activity levels in Milford Haven Town Centre and to improve the experience for residents and tourists.

**Rationale:** Milford Haven town centre has suffered from out-of-town development at Haven Retail and Business Park and Milford Waterfront. This has resulted in a loss of town centre businesses and a decrease in footfall which has effecting the vitality of the town centre. There is therefore a real need to improve the appeal and experience of the town centre, and improve linkages between the Marina and out of town retail area, and the town centre.

**Opportunities:**

One of the key issues affecting the vitality of Milford Haven is the steep level difference between the main shopping street and the Marina. Milford Marina has seen a lot of investment in recent years, and will continue to develop in the future. Because of the level difference and lack of linkages, the town centre does not benefit from this, and in fact the Marina is seen as a completely separate destination. Furthermore, the retail development which houses Tesco, Iceland, Home Bargains, Peacocks, Boots and Pound Stretcher (the town's only national retailers) is disconnected from the main shopping street. Costa Coffee has also announced it is opening in the town, but this will also be at the lower level (close to the entrance to the marina).

There have been discussions in the past to create a lift /elevator to link Charles Street with Victoria Road/Hamilton Terrace but this has never been developed. Milford Haven Port Authority have ambitious plans for the future, which will include the development of a leisure facility that would be accessed at roof level from Hamilton Terrace and also an arts centre linking the Torch and the Marina. If this development transpires it would help to improve linkages between the town and the port area.

The town centre is struggling and there are several empty units and several low quality retail units, as well as poor quality shop frontages. Furthermore, the town centre is sprawling, with no real centre or focal point and it is felt that it requires major change. One option is to reduce the primary retail frontage, which would help to concentrate footfall and help to create a real focus for the town. Although the town has struggled to maintain an active business group, there is now a new business group who is trying to build momentum in the town, and this should be supported and promoted.

There are several artisan companies in Milford Haven but no outlets for permanent displays. There have therefore been proposals to hold a craft market in St Katherine's and St Peter's Church during Founders Week, a celebration of Milford Haven past and present. There are also ideas to launch a 'Made in Milford' brand for local producers in the town. Both of these initiatives would help to promote and strengthen local produce offer of the town, and would help to lift the quality of the existing offer.

There is potential to introduce additional town centre living, including imminent plans to develop the former Motorworld site for housing for older people. There is also opportunity to convert space above retail units into living accommodation, and a 'living above the shop scheme' should certainly be considered for targeted affordable housing for local people (not HMI type accommodation). Additional town centre living would increase footfall and improve town centre vitality, which would benefit the local economy.

## Improving Movement and Access

**Objectives:** To improve connections around the town, and improve pedestrian linkages from the town centre to the Marina and Haven Retail Park.

**Rationale:** Connections from the historic town centre to the Marina and Haven Retail Park are poor, predominantly because of the steep level difference but also because of a lack of signage. Because of the level difference and lack of linkages, the town centre does not benefit from the investment that has taken place at the Marina, and in fact the Marina is seen as a completely separate destination.

**Opportunities:**

One of the key issues affecting the vitality of Milford Haven is the steep level difference between the main shopping street and the Marina. Milford Marina has seen a lot of investment in recent years, and will continue to develop in the future. . Furthermore, the retail development which houses Tesco, Iceland, Home Bargains, Peacocks, Boots and Pound Stretcher (the town's only national retailers) is disconnected from the main shopping street. Costa Coffee has also announced it is opening in the town, but this will also be at the lower level (close to the entrance to the marina)

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## Promoting Heritage and Tourism

**Objectives:** To protect Milford Haven's heritage and enhance the town's Tourism offer to attract more visitors to the town.

**Rationale:** There are a number of heritage and tourism draws in the town, including Milford Haven Museum, the Waterfront and the Torch Theatre. However at present the Waterfront (including the Museum) is disjointed from the rest of the town centre and ways to link the two areas need to be considered in order to ensure that the town centre can benefit from the large numbers of visitors that the Marina area receives each year. Furthermore, there is potential for the Torch Theatre to become more of a feature in the town.

### **Opportunities**

Discover Milford is a partner project between the Port of Milford Haven, PLANED and Milford Haven Museum and has been funded through the Coastal Communities Fund. Discover Milford aims to increase tourism related activity in the area and enhance the visitor experience by operating both land and water based heritage trails that are accessible to all. However Discover Milford is not well advertised and could be promoted better and more widely.

Milford Waterfront attracts over 10,000 visitors a year, both via the town and the water. As the Waterfront Masterplan is implemented and the area is developed further it is expected that the area will become an even more popular visitor attraction. There are plans for a 150 bed hotel as well as a number of restaurants. As the waterfront grows an attraction it is vital that the landowner MHPA and chosen developer consider ways in which the town centre can benefit.

The Torch Theatre is also a real asset to the town, attracting a number of prominent performers, and drawing visitors from across the County. The theatre doubles as a cinema showing live national theatre broadcasts alongside mainstream films. The town could further benefit from the

development of the area around the theatre, to improve the appeal and offer, and create more of a focal point for the town, and the New Town Square Flagship Project can help to deliver this.

## Developing Employment and Skills Opportunities

**Objectives:** To encourage local business growth and expand skills in Milford Haven.

**Rationale:** The provision of small managed work space in the town centre would provide the opportunity for local entrepreneurs to establish in the town. Furthermore, there is potential for Milford Haven to build the skills base of its population through the development of partnerships between local colleges and businesses, and particularly the Port where there is a cluster of high skilled employment. .

**Opportunities:**

The potential for small office and workshop space within the town centre should be explored. Such workspace could provide start-up accommodation for local entrepreneurs, and potentially additional employment opportunities for young people once they leave school/college. Local businesses have little choice for new ventures, and the private sector is unlikely to lead on the provision of new space. Office space could be provided within one of the vacant shops or bank buildings, and the potential should be explored.

Local supply chain opportunities in the Marine and Energy sectors should be explored and prioritised, building on the success of the Port of Milford Haven, and to ensure that this success benefits the local economy. PCC, MHPA and local skill providers could work together to upskill local employers, build links between businesses and ensure that these relationships are sustained.

There is also potential to develop partnerships or apprenticeships with local employers, such as working with Marine and Energy providers to provide training and/or experience. Pembrokeshire College, and particularly the MITEC campus at Milford Haven (which has a boat building and marine engineering focus) already plays a key role in the development of skills and job creation in Milford Haven, and this could be strengthened further through a co-ordinated programme of engagement with local employers and college students.



# MILFORD HAVEN ACTION PLAN

| Activity                                                                                                                                                                                                                                                                                                      | Lead                    | Timescale | Resources/Funding Options |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------|---------------------------|
| <b>Flagship Project – New Town Square</b>                                                                                                                                                                                                                                                                     |                         |           |                           |
| Improve public realm and install street furniture to produce public realm in a new Town Square outside Torch Theatre. This could also provide space for outside seating or events, and encourage this area to become a focal point of the town.                                                               | Torch Theatre/PCC       | Medium    | PCC                       |
| Consider redeveloping buildings for leisure/café uses to increase footfall and vitality in this area.                                                                                                                                                                                                         | PCC                     | Medium    | PCC/Private               |
| <b>Flagship Project –Milford Waterfront Development</b>                                                                                                                                                                                                                                                       |                         |           |                           |
| PCC must work with MHPA to ensure that the continued regeneration of Milford Waterfront provides maximum benefits to the local economy, and incorporates linkages into the town centre to ensure than improvements here benefit the whole town.                                                               | MHPA/PCC                | Medium    | Private                   |
| <b>Flagship Project – Hamilton Terrace Gardens Enhancement</b>                                                                                                                                                                                                                                                |                         |           |                           |
| Improve pedestrian linkages from Milford Waterfront to Hamilton Terrace in order to stimulate more activity on Hamilton Terrace, and encourage better connections between the town centre and Milford Waterfront                                                                                              | PCC/MHPA                | Medium    | Private                   |
| Investigate potential to expand Hamilton Terrace Gardens and improve public realm here to enhance the pedestrian experience here and encourage movement between the Marina and town centre. This could include the development of viewing platforms and/or a café that could benefit from the stunning views. | PCC                     | Long      | PCC                       |
| <b>Enhancing Town Centre Vitality</b>                                                                                                                                                                                                                                                                         |                         |           |                           |
| Produce a marketing strategy for Milford Haven building on existing events, heritage assets and town trail.                                                                                                                                                                                                   | Milford Haven Town Team | Short     | PCC                       |

| <b>Activity</b>                                                                                                                                                                                 | <b>Lead</b>                             | <b>Timescale</b> | <b>Resources/Funding Options</b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------|----------------------------------|
| Introduce opportunities for permanent displays of local produce/artisan products to promote and strengthen local produce offer of the town, and help to lift the quality of the existing offer. | Milford Haven Town Team                 | Short            | PCC                              |
| Produce a 'living over the shop' scheme and work with town centre property owners to provide affordable housing to local people.                                                                | PCC                                     | Medium           | PCC                              |
| Identify development opportunities to deliver high quality residential development in the town centre, reducing the core primary shop front zone.                                               | PCC                                     | Long             | Private                          |
| <b>Improving Movement and Access</b>                                                                                                                                                            |                                         |                  |                                  |
| Improve signage into town centre from the Marina and Haven Head Retail Park, and vice versa                                                                                                     | PCC                                     | Short            | PCC                              |
| Improve linkages between Milford Waterfront and the town centre                                                                                                                                 | PCC/MHPA                                | Short            | PCC                              |
| <b>Promoting Heritage and Tourism</b>                                                                                                                                                           |                                         |                  |                                  |
| Enhanced and wider promotion of heritage tours already offered through Discover Milford.                                                                                                        | Milford Haven Town Team                 | Short            | Milford Haven Town Team          |
| Encourage working relationship between MHPA and PCC to ensure that Waterfront development links to, and benefits, the town centre                                                               | PCC/MHPA                                | Short            | PCC/MHPA                         |
| <b>Developing Employment and Skills Opportunities</b>                                                                                                                                           |                                         |                  |                                  |
| Undertake a market demand assessment to assess the requirement for small business space in the town.                                                                                            | PCC                                     | Medium           | PCC / Private                    |
| Explore, encourage and prioritise local supply chain opportunities in the Marine and Energy sectors                                                                                             | PCC/Marine and Energy sector businesses | Short            | Private                          |

| Activity                                                                                                                  | Lead                                                       | Timescale | Resources/Funding Options                                  |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------|------------------------------------------------------------|
| Provide opportunity to upskill local employers through joint working between local businesses and local skills providers. | MHPA / Mitec School of Boatbuilding and Marine Engineering | Short     | MHPA / Mitec School of Boatbuilding and Marine Engineering |