



HASTINGS HARBOUR DEVELOPMENT

A Strategic Outline Business Case Prepared by BDO

For

Hastings Harbour Quarter Limited



Outline Paper

To: [Fund Applicant]

From: Hastings Harbour Quarter, Hastings Borough Council, East Sussex County Council and South East Local Enterprise Partnership.

Date: 18th August 2017

Purpose: To seek central government financial and other support to enable the further progression of the Hastings Harbour Development Project (the 'Project').

Specifically, the Project requires funding to develop a Strategic Outline Case (SOC) as the immediate next stage in the process.

HHQ Project Team

Hastings Harbour Quarter Limited (HHQ)

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1. EXECUTIVE SUMMARY

Hastings Harbour Quarter (including a consortium of private sector interested parties) and have worked closely with their Consulting Team collaboratively to work up to concept stage a Project that would see the transformation of the Hastings sea frontage, the construction of a new enclosed harbour / marina and the social and economic regeneration of the surrounding area.

The full development will involve public and private investment to build the associated infrastructure, to deliver at least 1,300 new homes, to develop a new hotel and leisure facilities and to construct a marina within the new harbour walls. The scheme is projected to be entirely self-sustaining financially through re-investment of developer returns made on the commercial developments into the scheme's social realm infrastructure.

Some of the benefits that will be delivered by the Project include:

- Serving as a regeneration catalyst for the whole of the south-east region and with substantial direct benefit to Hastings town, bringing significant private investment into the region.
- Generation of income tax, National Insurance contributions, benefits savings from increased employment, corporation tax and property taxes.
- Enhancements and improvements to the public transport infrastructure in conjunction with ESCC to reduce the requirement for private car use.
- Job creation, with 500 to 1000 permanent jobs created in an area of high unemployment.
- The proposed residential aspect of the development will host residents with an anticipated spending power of approximately £26m per annum (current year).
- The image and reputation of the town and region will be enhanced.
- The project includes for the creation of improved facilities for the commercial fishing community.
- The project includes for the creation of a new venue for events.
- The proposal becomes an added halo attraction to the tourism market for both land based and water based (including UK coast hoppers and foreign channel crossers) activities.
- The development would help to stabilise the cliffs adjacent the town and prevent further local coastal erosion.
- A Minimum of 1,300 new residences built, a significant number of which will be affordable.

The HHQ team have already invested significant time and money into creating the Project conceptually at this stage. This has been done fully at risk from Hastings Harbour Quarter Limited and their specialist consulting teams. However, the project now needs to move to a sound footing in terms of being properly and fully resourced, and this note sets out the case for **central government support** to develop and submit a robust Strategic Outline Case for the project to move the project through the approvals stages and on to implementation.

The Project, subject to approval and as it progresses will also need to explore with government the availability of support for aspects of the borrowings that will be needed to mitigate some of the risks inherent in the infrastructure being developed - this might involve a Government Guarantee to part of the lending.

The key stages required to move this project from concept stage to delivery are set out below:

PROJECT STAGE	PURPOSE	TARGET COMPLETION
Concept Stage	Identify and secure support from relevant Stakeholders. Secure budget for Strategic Outline Case. Secure option on site.	Autumn 2017
Strategic Outline Stage (SOC)	Continue project development and Stakeholder engagement. This will include finalising and agreeing the land boundaries and assembling the key team to prepare the consultant scope of works for the OBC. It will include more detailed engagement with Finance, Legal and Planning to establish the framework of the development. Legal to establish and put in place consultant contracts and to identify the key contractual documentation needed to support the various elements of the Project. At the SOC stage, we will develop the construction plan and the masterplan, and will marry this with the development budget and financial plan. Market Advice and valuations will be sought and Social Context Themes will be developed. The overall aim is to demonstrate deliverability and affordability and to make the strategic case in terms of benefits and risks. Secure budget for Outline Business Case.	Spring 2018
Outline Business Case	Detailed Options Appraisal, full economic appraisal of deliverable options. Selection of preferred option. Fully developed funding solution and fully developed commercial arrangements including suite of legal documents. Procurement strategy detailed for all delivery partners. Continued progression of the project through planning and technical design. Detailed marketing exercise to understand residential and marine Gross Development Income vs Gross Development Operational Costs. Project Support Package approved. Likely to involve some kind of government guarantee for the borrowing needed for the harbour infrastructure.	Autumn 2019
Procurement of Construction and other Contractors	Identify procurement process for delivery contractors. Completion of funding competition	Summer 2020
Final Business Case (FBC)	Updated OBC based on outcome of procurement	End 2020

PROJECT STAGE	PURPOSE	TARGET COMPLETION
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Start on site	Enabling Works commences	Start 2021
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Our assumption is that any monies allocated by government for the development stages of this Project will be re-paid to government from returns made on the commercial elements of the development. The repayment of these sums will be fully included within any financial modelling undertaken as part of the Project's development appraisal.

We also understand that any public-sector support to this project could come from a variety of sources including HBC, ESCC, the LEP and Central Government.

We anticipate in depth and detailed open and transparent discussion with all relevant parties in relation to this, and are anticipating some cash contributions and some in-kind support through taking on some of the delivery tasks that are currently assumed to be undertaken by the HHQ advisory team.

2. HASTINGS HARBOUR PROJECT OUTLINE

2.1. CASE FOR CHANGE



Hastings is an urban seaside conurbation in an economic Travel to Work Area that is home to approximately 180,000 people (91,500 in Hastings itself). In 2013 Hastings was voted joint “best town in England” by the British Academy of Urbanism.

Nevertheless, Hastings remains one of the weakest economies in the South East of England, with severe concentrations of multiple disadvantage and structural weaknesses that put the area at a competitive disadvantage, particularly when compared to the expanding economies in the rest of the South-East region. Hastings and parts of neighbouring Rother have Assisted Area Status, and in 2015 Hastings was listed as the 13th most deprived town in England. The need for improved social mobility in the town has been recognised, as recently as January 2017, when Hastings was identified as one of 12 opportunity areas by the department of education, in part due to the levels of deprivation in the town and low attainment levels, but also due to the recognition that this is an area where, with additional investment, we can make innovative advances to combat social isolation.

Hastings is at a pivotal point in its economic development. Faced with the legacy of the South East’s most concentrated deprivation, there are clear signs of sustained improvement across a range of economic and social measurements. Investments in the local transport and communications infrastructure, in higher and vocational education, and in new employment space are helping to redress major obstacles to economic regeneration. Unemployment rates are slowly improving, crime has decreased dramatically, health indicators show signs of improvement, and child poverty is falling.

There are established public-private-community partnerships in the town working together to address some of the root causes of the deep and persistent pockets of deprivation, and our five-year (ESF-ERDF funded) CLLD programme will equip people in the most disadvantaged areas with the necessary skills and support to become economically active. This programme and a range of business support services will also help to stimulate business start-ups and entrepreneurial activity across the town.

Weaknesses in the local infrastructure which are significant obstacles to growth are being tackled through the combined efforts of the Hastings and Rother Task Force (a public-private partnership that is driving a six-point strategic plan to improve conditions for economic growth.

These include proposals for a high-speed rail link to London via Ashford; continued improvements to road connections to London and large coastal conurbations east and west of Hastings; and the growth of HE and FE skills provision linked to the needs of the local economy.

The strength of this cross party, multi-sector partnership has been a major factor in the considerable record of successful developments in the town in recent years. The most significant of these include: the establishment of a Higher Education institution, two new FE college campuses, the Bexhill-Hastings Link Road, new office and commercial buildings in the town centre, the innovation centre and other new commercial/industrial space and buildings on the western edge of the town and along the Link Road, the unlocking of considerable new housing sites, major seafront improvements including the Jerwood Gallery and associated Stade developments, the new Pier and, most recently, the opening of the largest underground BMX facility on the seafront.

There is, however, a compelling need to build on these achievements and to stimulate further business growth and diversity to ensure that Hastings - a subregional centre - is able to play its full part in a sustainable and thriving South East economy. The town currently has one of the lowest jobs density rates in the region, and a shortage of industries offering skilled and semi-skilled employment opportunities. The majority of the town has been designated an Assisted Area, which reflects both the level of deprivation and the town's economic growth potential.

2.2. DESCRIPTION OF SCHEME



The proposal is to create a new self-funding public harbour with associated public realm, residential accommodation and marina to sit alongside and compliment Hastings town. This development would act as a halo development and catalyst for regeneration within the town and wider area, setting a national precedent for the strategic regeneration of a British coastal town.

The proposal sets out to build upon and celebrate the maritime and harbour traditions of Hastings Town whilst adding a fully accessible public harbour and also a world class marina, reinforcing and strengthening the overwhelming ties which already exist between the town and the sea. The proposal has sought to add to the existing fabric of the town without reducing or undermining any of the sea front access or usage which is currently enjoyed, generating a huge stimulus to the local tourism industry, along with the creation of many more homes.

Ultimately the creation of Hastings Harbour would result in a lasting asset for the people of Hastings and East Sussex, unlocking a significant economic uplift within the local and regional area. The cost of the benefit would be funded by the value of the proposed real estate opportunity on the new podium. Ownership of the public asset would revert to the public sector through a charitable trust upon completion of the long-term funding process.

2.2.1. HARBOUR DEVELOPMENT



A harbour development in Hastings, in the context of the town's strong maritime heritage and its strategic location on the south-east coast, offers significant potential to expand the visitor economy in Hastings and the wider area. Marina-based recreational boating is a year-round activity, and the harbour development would stimulate increased year-round demand for food, drink and associated leisure and recreational services.

Hastings' fishing fleet, though small, plays a crucial role in the attractiveness of the town as a visitor destination. However, it is highly vulnerable and its future is by no means assured due, in large part, to the fact that the fleet is regularly prevented from launching from the beach (an inherently dangerous activity in the best of conditions), due to adverse weather and tides. Safe, fully accessible berths within a protected harbour would ensure that the fleet is able to fish year-round, thus having a profound impact on the sustainability of the fleet.

It is considered that a development of this scale would have a considerable multiplier effect not only on the visitor economy and housing market, but on a number of other factors too. The new jobs created within the marina and associated operations, as well as in a local supply chain that would develop to service the leisure marine activities, would provide much needed skilled and semi-skilled employment opportunities for young people. The impact of the harbour, with the associated marina and quality housing would help to transform the image of the town as an attractive location for new business investment and higher income/higher skilled residents. There would be considerable opportunities to engage young people and excluded communities in the leisure and employment opportunities the development would bring to the town.

The proposals envisage the creation of around 1,300 new homes. This would be a significant new addition to the Council's current Local Plan targets, increasing supply exponentially and broadening the housing offer in the town. The current Local Plan land supply allows for the construction of approximately 3,400 additional homes over the period 2011-2028 (although the objectively assessed need for Hastings was 6,863 over the Plan period). The proposal would increase the Plan's supply by a nearly a third.

The resulting housing would be available to meet a range of housing needs, attracting new skills and unemployment to the town, but also meeting current identified housing needs, including demand for affordable housing. At present, there are 1,500 people on the Council's priority housing register. The resulting housing would comprise dwellings of 1, 2 and 3 bedrooms, suitable for mixed needs including single persons for whom good quality apartments are in short supply in the town.

Residential development on the scale envisaged would generate some £456m of inward investment over 30 years and generate significant numbers of construction jobs. The nature of the proposal also lends itself to a potential focus on renewable energy (as a reference project), modern methods of construction and sustainable forms of living.

The success of a development of this scale in Hastings would serve as an example of truly transformational regeneration that has rarely, if ever, been fully implemented in other deprived UK coastal conurbations.

The large catchment of the Weald is an area with an increasing demand for boat ownership.

Current marina choices locally are at Newhaven, Brighton, Eastbourne and Rye. These are very much in demand in spite of their various disadvantages, with Newhaven having few visitor attractions to encourage visitors into the town. Brighton is somewhat decoupled from the town, and Eastbourne marina's high rise apartment complex is on the edge of an out of town shopping mall. Rye is an attractive destination and is very picturesque though it has limited Harbour and marine berths and is subject to tidal access. Hastings in contrast will be by far a more desirable home port linking with the Old Town on its doorstep and the Country Park but a short walk away.

The quality of the setting alone will draw berth-holders from the wider region who currently travel long distances to access fully serviced, attractive and all-weather marinas and moorings, including boat owners in the London metropolitan area.



A large (40ft+) yacht sailing east from the Solent to Dover can, if conditions are good, bypass all the south Coast harbours by taking advantage of the tides flooding eastward. Yachts under 40 feet, cannot keep up with the tide, and so must stop along the way. Sailing westwards between Dover and the Solent requires at least one stop because of the opposing currents. Between Eastbourne and Ramsgate, there is no harbour other than Rye which is often inaccessible due to tides, making the journey not worth considering for smaller vessels unless perfect timing and weather conditions prevail. Obviously, a new marina at Hastings would be a magnet for any such vessels.

Hastings is already a desirable location for European visitors, particularly French, Dutch and Belgian tourists. There are significant numbers of French and Dutch leisure sailors who regularly visit other marinas on the south coast, and a marina in Hastings would unlock a huge and currently inaccessible market from this sector for Hastings and the surrounding areas.

A 2014 British Marine Federation report in on the economic benefits of UK boating tourism revealed that it contributes £3.7bn to the UK economy and supports 96,000 jobs. For every job directly employed in the core boating tourism sector, a further 10 jobs are supported in the wider economy. An earlier RYA (Royal Yachting Association) report showed that the combined revenue for the southeast and southwest marine leisure sector accounted for 60% of the overall UK industry revenue. The majority of marinas, particularly in the south, cannot meet demand for berths.

Approximately 72% of all coastal berths in the UK are in the south eastern or south western regions. The annual average running cost of a marina based boat is well in excess of £5,000. In 2012, the RYA estimated that the average annual economic contribution of a marina based boat is between £9,500 and £19,000. A Tourism South East study revealed that the average spend per day per visiting boat is £183.40, and the average duration is around 3 nights. On-site marina tenant businesses generated the most significant impact (according to the BMF report).

2.2.2. FISHING INDUSTRY



The fishing industry and community has been at the heart of the proposal from the outset, although they have not yet been consulted. The team has waited to ensure that there is political support across the spectrum before engaging in dialogue with the fishermen. The key requirement from the fishermen will likely be for more quota. How this will develop following Brexit or the exit from the Common Fisheries policy is still unclear, but the expectation will be that there will be little change in the short term. One of the proposals which will be actively considered is the potential to buy quota (if still applicable), which would then be controlled by a charitable body or independent third party. In this way, the existing fishermen would be able to increase their quota and enhance their livelihood. Many of the people working in the fishing industry live distantly, outside of town. This proposal wishes to link affordable housing on site, close to work and the sea, and a key worker community.

The existing beach based fishing fleet has been retained, with increased protection for their entry and egress from the water, but alongside this would be the creation of a new public access harbour adjacent to the current fishing fleet. Many different alternatives have also been considered within the project to create ways in which the industry could not just become

sustainable, but which might help it to grow. A series of potential initiatives would be tabled such as access to pontoons in the outer harbour for loading and off-loading, access to a dock-side boat-lift, the creation of alternative sources of revenue generation such as public fishing trips with access from the harbour, improvements to their boat-winch infrastructure, improved opportunities to sell their fish, etc. A protected harbour environment and easy access on and off their vessels would enable the fishermen to fish throughout the year.



2.3. RATIONALE FOR CENTRAL GOVERNMENT SUPPORT

Initial financial modelling undertaken by our financial advisers strongly indicates that the Project is ultimately self-funding, which includes for a significant initial infrastructure cost which the commercial market will not fund due to the high levels of risk and long-term delay for any return on investment, the Borough and County Council have insufficient resource to cover this from a public perspective. For these reasons government assistance is therefore required because the scale of infrastructure and public realm to be created within the proposal makes the scheme unviable for private sector investors.

Whilst the proposal is ultimately self-funding, the initial investment in progressing the project through the approvals and procurement process, followed by the creation of the infrastructure required to develop the scheme is prohibitively expensive for a private development. The nature of the development requires the infrastructure investment to be front end loaded and securing funding for this element of the development would be challenging and potentially prohibitively expensive.

Significant elements of the project will be able to secure financing at reasonable rates, but certain elements relating to the enabling infrastructure (for instance the harbour wall), are unusual and do not generate a direct income stream. These elements will either be impossible to finance or would be prohibitively expensive to finance, without some kind of government support.

Government financial assistance is required to overcome this short-term investment hurdle allowing the ultimate profitability of the proposal to create a new town quarter with a high quality long term public asset. Once the original infrastructure has been created then this will act as a catalyst for further private sector investment creating jobs and additional high-quality housing.

A Government covenant will facilitate and release significant private investment by helping to mitigate the high initial cost of infrastructure.

Much of the new infrastructure required by the proposal will become public asset and for public benefit, including public realm, a new harbour, roads and services upgrades. It will truly be a public private partnership utilising private sector skills in construction and operation.

The benefits from the proposal would include the following:

- The proposal will serve as a regeneration catalyst for the whole of the south-east region and with substantial direct benefit to Hastings town.
- The proposal will introduce significant private investment into the region.
- Additional benefits to the public purse in the form of income tax, National Insurance contributions, benefits savings from increased employment, corporation tax and property taxes.
- The investment in infrastructure will have wider benefits to the town and region.
- Enhancements and improvements to the public transport infrastructure in conjunction with ESCC to reduce the requirement for private car use.
- Job creation, with 500 to 1000* permanent jobs created in an area of high unemployment (7.7%).
- The construction process could be worth over £1bn of indirect and induced economic activity over its 20-year cycle.
- The proposed residential aspect of the development will host residents with an anticipated spending power of approximately £26m per annum (this year).
- The proposal will serve as an exemplar for the successful regeneration of a traditional British seaside resort town.
- The image and reputation of the town and region will be enhanced.
- The project includes for the creation of improved facilities for the commercial fishing community.
- The project includes for the creation of a new venue for events.
- The proposal becomes an added halo attraction to the tourism market for both land based and water based (including UK coast hoppers and foreign channel crossers).
- There will be potential for water-based public transport to link along the coast.
- The development would help to stabilise the cliffs adjacent the town and prevent further local coastal erosion.
- The development would add to the viability of the HS1 rail extension to Hastings, which in turn would benefit the development and town by providing a 'transformational effect' (Transport Secretary Patrick McLoughlin, 2014).
- 1,300 new residences built, a significant number of which will be affordable.
- Government support/covenant will enable/facilitate substantial private sector capital investment, and is likely to attract inward investment to the UK from capital market funds.
- Growth in local construction trade industry and business parks that will service the harbour economy.

2.3.1. SUPPORT REQUESTED

Hasting Harbour Quarter is requesting support and approval for the following:

- Financial budget to support activities through the development stages of the Project and specifically for the preparation of a Strategic Outline Case (SOC), Outline Business Case (OBC) and for the identification of, and procurement of the design, construction and other delivery contractors (e.g. utilities).

- Strategic Outline Case (SOC)
 - Outline Business Case (OBC)
 - Procurement
- Government guarantee / support for initial development funding required for the early infrastructure works (the case will be made for this in the OBC).

Should the Public sector commit to providing support to this project by way of benefit in-kind resources and (can within the scale of this project explore their ability) may be able in lieu of budget alongside the central government support for the development stages of the Project. Any such support allocated to the project ought to commensurately reduce the amount required from central government.

The key tasks and activities that need to be undertaken at each of the development stages are outlined in section 3 of this paper.

Our assumption is that any budgetary support provided by any public-sector body to the development stages of this project, **will be by way of a refundable grant or a re-payable short-term loan.**

All development costs, including those funded by government, will be fully included in the development financial appraisal and will be recovered through the delivery of the commercial schemes.

3. DELIVERY PROGRAMME AND RESOURCE REQUIREMENTS

3.1. PROJECT MANAGEMENT APPROACH

HHQ and its consulting teams are following best public-sector practice in relation to developing this Project and are marrying this with the most stringent of private sector standards and approaches. The aim is to ensure that the Project demonstrably delivers the very best value to the public sector, is of exceptional quality and is delivered at acceptable levels of risk. As a minimum, we will continue to apply the following standards to the development and implementation of the Project:

- **Business Case Preparation:** We will prepare the Strategic Outline Case, the Outline Business Case and Final Business Case using the 5-Case model and all economic and financial analyses will be fully compliant with HM Treasury's Green Book, including the use of discounted cash flow analysis and the inclusion of optimism bias.
- **PRINCE2 Project Management Methodology:** We will project manage the delivery of the Strategic Outline Case, the Outline Business Case and the Procurement of Contractors using the key elements of the PRINCE2 project management methodology.
- **Procurement Approach:** Our procurement processes will be fully compliant with current EU Procurement Regulations and with the specific procurement regulations of whichever public-sector party fulfils the role of the Procurement Authority.
- **State Aid:** Our advisors are fully conversant with state aid regulations and we will appraise any potential public-sector support to the Project with a view to ensuring that these regulations are not breached.
- **Risk Management:** We will carefully appraise, monitor and manage all significant project risks. Where we are considering public sector risk, we will adopt HM Treasury's Orange Book approach to risk management.
- **Communications and Consultation:** a steering group will be assembled with ESCC and HBC officers together with the Hastings Harbour Quarter consortium. The aim of the steering group will be to provide strategic direction and decisions on the delivery of the SOC requirements.
- **Quality:** The Steering Group will review and select the best methods to demonstrate it is following best practice. It is also worth noting that a best practice document will be based upon Treasury Procurement Guidelines. The intent is to provide transparent, auditable procedures that provide best value.

3.1.1. PROPOSED DEVELOPMENT PROCESS

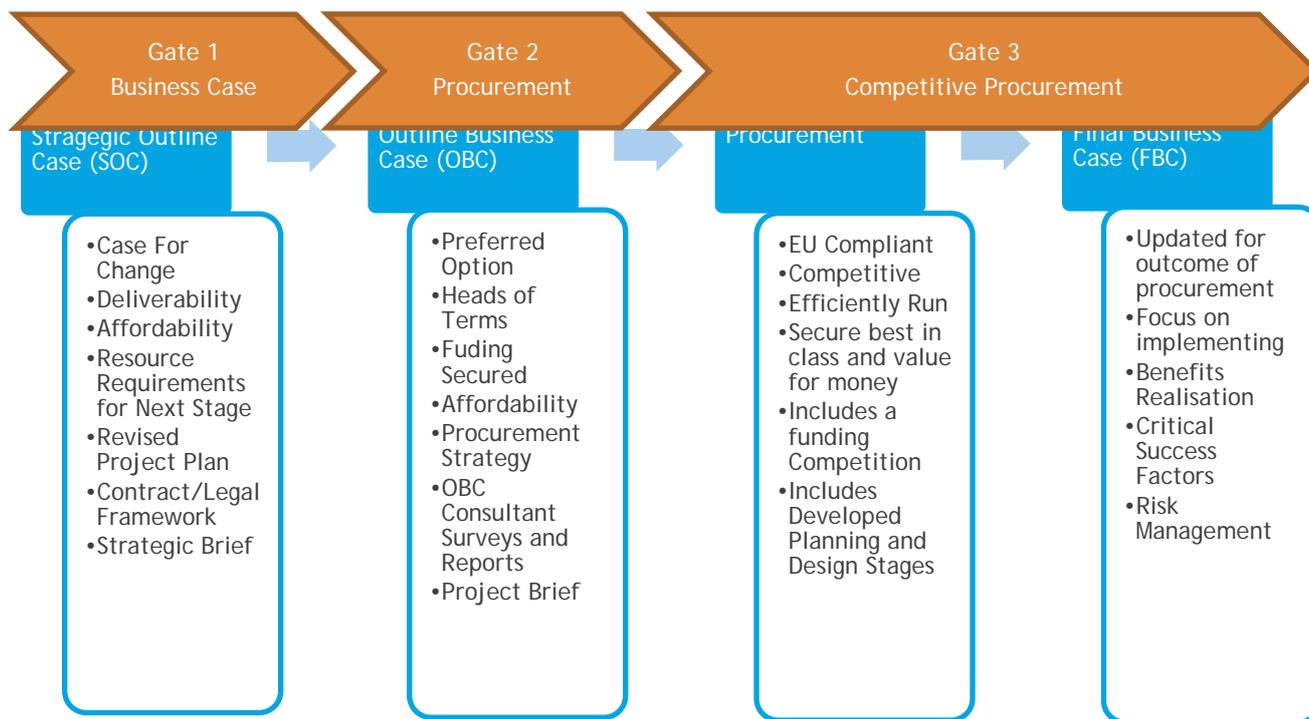
Broadly, the Project's development will adhere to the key stages ('gates') as defined within OGC's Gateway Process. We do not currently propose to implement formal Gateway Reviews, but for a project of this significance, there might be value in undertaking them and we will consider this further at the next stage.

Progression through the Business Case and Procurement stages of the Project will be subject to formal approvals by Project Sponsors and we are targeting the approval of the Final Business Case by the end of 2020.

We hope to progress the delivery of the project in parallel to the business case approvals processes and this will include design, surveys, securing funding, developing legal documentation and towards the end of the process we hope to expedite the delivery of the Project by undertaking early enabling works such as installing utilities and constructing access routes.

Once construction of the podium and harbour wall starts, we anticipate delivering the full Project within seven years.

The initial development of the project up to issuing the Final Business Case is anticipated to follow the key stages shown in the diagram below:



3.1.2. ESTIMATE OF REQUIREMENTS FOR INITIAL PROJECT STAGES

Hastings Harbour Quarter has already assembled a World-Class leading team of advisers and experts and key activities have been identified for the completion of the next stage of the Project and for the delivery to BEIS of a Strategic Outline Case. These activities and their estimated description are presented in the table below:

ACTIVITY	Brief Description
Project Management	Overall programme and project management of SOC and all associated development activities.
Business Case Authoring	Control of SOC document and authoring of Strategic Case, Management Case and input to other chapters of the document.
Technical Advisory / Cost Consultancy	Initial terrestrial and marine cost assessments.
Marine Engineering Advisory	Marine and transportation assessment to liaise with masterplanning and design.
Design and Masterplanning	Initial commercial feasibility masterplanning plus scheme design.
Landscaping of Public Realm	Initial Public Space feasibility masterplanning.
Environmental Assessment	Initial assessment particularly in relation to SSSI and sustainability.

Planning Consultant	Initial Planning assessment and coordination. Advice re approach to achieving planning approval.
Initial Mapping and Surveying	Above ground 3D mapping, but excluding marine and ground penetrating radar.
Communications / Consultation	Public and Media Consultant and initial engagement locally.
Legal Advisory	Due diligence on land and marine, preparation of NDA's, preparing advisory appointment terms, legal advice for inclusion in commercial case of SOC. Procurement advice.
Estate Agent / Real Estate Advisory (Valuations)	Initial assessment of local market value, potential and capacity.
Financial Advisory	Financial modelling, identification of deliverable funding, tax, VAT and SDLT high level advice, completion of economic and financial cases of SOC and contribution to commercial case.

HHQ is happy to work with this scope for the preparation of the SOC. Where activities are carried out by advisory firms, then funds will need to be made available to the Project. Where activities are supported on by one of the public-sector sponsor activities, then the funding requirement for this activity might be removed or reduced.

3.2. KEY STAKEHOLDERS

HHQ has identified a number of key stakeholders in relation to the development, and the response has been invariably supportive and at times enthusiastic. We will continue to engage and communicate as the Project progresses, and we will expand the list of Stakeholders to ensure it is fully inclusive of interested parties. At SOC stage, we will undertake a more formal stakeholder analysis to ensure that we understand the relative interest and influence that each stakeholder has in the project and how important they are to the successful delivery of the Project.

Excluding the local and regional public sector administration entities, our current key stakeholder list is as follows:

- Crown Estates
- Highways
- Natural England
- Fisherman
- Foreshore Trust
- Citizens of Hastings
- Old Town Residents
- Jerwood Gallery

3.3. DELIVERY TEAM

The Hastings Harbour Quarter delivery team for the SOC and OBC includes the following consultant services as a minimum

- Hastings Harbour Quarter Limited
- Financial and Accounting
- Funding
- Masterplan
- Project Management
- Planning
- Legal (Terrestrial and Marine)
- Estate and Land Agents
- Socio-Economic Consultant
- Quantity Surveying and Commercial / Contract Consultants
- Transport to include Marine, Civil and Environmental Engineering Consultant
- Public and Media Relations
- Environmental
- Energy
- Mechanical Electrical and PH Consultants
- Structural Consultants

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