

<b>9 March 2022</b>		<b>ITEM: 13</b> <b>Decision: 110609</b>
<b>Cabinet</b>		
<b>Thames Freeport: Business Rates Policy and Governance Structure</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key	
<b>Report of:</b> Cllr Shane Hebb, Deputy Leader and Cabinet Member for Finance and Cllr Mark Coxshall, Cabinet Member for Regeneration, Strategic Planning and External Relationships		
<b>Accountable Assistant Director:</b> Jonathan Wilson, Assistant Director of Finance and Gerard McCleave, Assistant Director of Economic Growth & Partnerships		
<b>Accountable Director:</b> Sean Clark, Corporate Director of Resources and Place Delivery and Karen Wheeler, Director of Strategy, Engagement & Growth		
<b>This report is Public</b>		

## Executive Summary

Thames Freeport is a key feature of Britain's Trading Future and will drive economic growth across the Thames Estuary. As a national and international hub for global trade and investment across the UK, it will deliver regeneration and job creation in areas in urgent need of levelling-up and will be a transformational game-changer for Thurrock communities.

Thames Freeport is private sector led (Forth Ports, DP World and Ford). Thurrock Council is the Lead Authority and the Accountable Body for Thames Freeport. Lead Authority main responsibilities include managing and being accountable for public money, participation in the Freeport governance arrangements, liaison with Government and public sector leadership. As Lead Authority for Thames Freeport, the Council had a principal role in ensuring the collaborative completion of the business case and submission to Government for approval.

One of the tax incentives available to businesses is 100% relief on business rates for five years providing they invest in the Freeport tax site area by September 2026, which is then fully reimbursed back to the Council from Government. As this is a locally-administered tax, the Council is required to create and adopt a business rates relief policy to provide that benefit, subject to the criteria required to meet Freeport objectives. This report seeks to agree this policy.

As part of the business case, the guidance required development of a management case which sets out the long-term governance structure and arrangements (Board membership, powers, delegations, accountabilities and responsibilities etc.), delivery team structure, stakeholder management and engagement, shared learning and building expertise, risk management, arrangements for dealing with security and illicit activity, key milestones, the role of the accountable body, and monitoring and evaluation arrangements.

Expanding on the interim arrangements in place for developing the business case, Thames Freeport will be governed by a Board, the Thames Freeport Governance Board (TFGB), established for the purpose and duration of delivering the Freeport. The TFGB will have overall responsibility for all Thames Freeport activity and will be accountable to Government for the achievement of the Freeport strategic objectives. This report also seeks to appoint the Thurrock Council representative to the TFGB, as well as endorsing the Council's role in future sub-committees.

## **1. Recommendation(s)**

**That Cabinet:**

- 1.1 Approves the Thames Freeport Business Rates Policy at Appendix 1.**
- 1.2 Delegates authority to the Section 151 Officer to make necessary amendments to the policy as required, in consultation with the Cabinet Member for Finance and the Cabinet Member for Regeneration, Strategic Planning and External Relationships.**
- 1.3 Approve the Chief Executive's appointment as the Council's representative on the Thames Freeport Governance Board, who will be responsible for briefing and updating the Leader of the Council, the Cabinet Member for Finance and the Cabinet Member for Regeneration, Strategic Planning and External Relationships on key and significant activity.**
- 1.4 Endorses that relevant Officers participate in and represent the Council on the various Thames Freeport Sub-committees as necessary and delegates authority to the Chief Executive to appoint Officers to appropriate sub-committees e.g. Skills, Levelling Up and Regeneration.**
- 1.5 Delegates authority to the Chief Executive, in consultation with the Corporate Director of Resources and Place Delivery and the Monitoring Officer, to enter into any Memoranda of Understanding with government and Freeport bodies in order to deliver the activities of Thames Freeport in consultation with the Leader of the Council, Cabinet Member for Finance and the Cabinet Member for Regeneration, Strategic Planning and External Relationships.**

## **2. Introduction and Background**

- 2.1 Thames Freeport is a catalyst for change in Thurrock. It will deliver further employment which will increase local productivity, initiatives to support inclusive and sustained economic growth, reduce inequalities and enable growth to meet local need and attract further talented people, more investment, innovative employers, and businesses. The TFGB will formalise the strong public-private relationships, with a relentless focus on local impact and putting local stakeholders and communities at the heart of delivery.
- 2.2 The core economic strengths of the Thames Freeport geography are logistics, low carbon energy, transport and storage, construction and advanced light manufacturing. The Freeport is the correct regeneration and policy response because it is directly aligned to and builds on Thurrock's strengths and can deliver greater economic growth than could be achieved with traditional (locally isolated) regeneration policy. In particular, time bound tax incentives will increase the rate of return to new investment which occurs over the short-medium term. This will de-risk, accelerate and increase the volume of investment occurring as the economy recovers from Covid-19. Businesses investing in the tax sites will continue to benefit over the longer-term because of the strong clustering / agglomeration impacts the Freeport is aiming to create through its selection criteria of supportive businesses, the delivery and focus of the Thames Freeport Innovation Strategy, bespoke skills and labour market pipeline, alignment with initiatives of local, regional and national significance, increased trading opportunities and the quality infrastructure on offer on the port sites.
- 2.3 Greater public and private investment in the region will allow it to close gaps in employment opportunities and incomes with the rest of the nation, whilst the retention of additional business rates will allow investment in social and economic infrastructure which boosts the productivity and well-being of Thurrock residents, aligning to wider regional and national policy, for example regeneration, levelling up and net zero.
- 2.4 The Outline Business Case (OBC) for Thames Freeport was submitted in July 2021 and, following an extensive review period with relevant government departments, was approved by Government at the Autumn Statement and Spending Review in October 2021. Following the approval of the three tax sites and the primary customs site by HM Treasury and HMRC, Thames Freeport was fully approved by government to operate on 15 December 2021.
- 2.5 The Full Business Case (FBC) was submitted to government on 28 January 2022, where it will be assessed by the relevant government departments, led by the Department of Levelling Up, Housing and Communities. Approval of the FBC allows for the release of funding from government, including seed capital funding to accelerate investment within the tax sites, and accrued retained business rates to the ratings authorities, which includes Thurrock Council.

## Thames Freeport Headline Economic Benefits

2.6 The Thames Freeport identified a number of economic and other benefits from Freeport policy and investment. The headline points are:

- Deliver an increase in gross value added (GVA) of £2.6 billion per annum into the economy
- Over £4.5 billion in new public and private investment
- 21,000 net additional jobs with many more across supply chains
- 1,700 acres of development land – much with planning consent
- £400 million port investment into some of the most deprived areas
- Approximately £300 million of retained business rates investment in Thurrock in projects to accelerate levelling-up outcomes, including:
  - **Sustainable Multi-Modal Transport Initiatives** – such as enhanced public transport, improvements to rail and river infrastructure, as well as walking and cycling lanes between existing communities, new communities and across South Essex to provide sustainable access to Thames Freeport employment locations.
  - **Social Development Investment** – for example new health, well-being and cultural facilities, aimed at health and wellbeing improvements, as well as education investment – the new South Essex Technical University a centrepiece of the Thames Freeport Skills Plan to ensure local residents have access to new high-quality jobs, and supporting young people through investment in community-based youth programmes and better targeted youth facilities.
  - **Infrastructure to Unlock Growth** – new roads and upgrades to existing network including feasibility study on major infrastructure in Stanford-Le-Hope.
  - **Digital and Green** – expansion of Gigabit speed internet to tackle digital exclusion, enabling the hydrogen opportunity and supporting the South Essex Estuary Park and further investment in digital infrastructure.

2.7 Overall, it is anticipated that the Thames Freeport will contribute £65 billion to the UK economy over the next 25 years.

## 3. Thames Freeport Business Rates Policy

3.1 The Government has confirmed that full business rates relief will be available to eligible businesses within the designated Freeport tax sites.

3.2 Relief will be available to all new businesses, and certain existing businesses where they expand, until 30 September 2026. Relief will apply for five years from the point at which each beneficiary first receives relief.

3.3 The Government has not changed legislation relating to the Freeport relief and instead has issued guidance for authorities to use their discretionary relief

powers under section 47 of the Local Government Finance Act 1988 (as amended), to grant relief to those who are eligible.

- 3.4 In the existing framework granting of discretionary relief would involve a cost to the Council. However in the case of Freeports the Government will fully reimburse the Council for the cost of relief granted in accordance with the guidelines, through section 31 of the Local Government Finance Act.

#### **4. The FBC Management Case – Governance Structures**

- 4.1 The FBC Management Case sets out the main governance structures and arrangements for delivering Thames Freeport including areas of responsibility, accountabilities, the role of the accountable body and the executive team, led by the Executive Director.

- 4.2 Thames Freeport will be governed by a Board, the Thames Freeport Governance Board (TFGB), an unincorporated body established for the purpose and duration of delivering the Freeport. The TFGB will have overall responsibility for all Thames Freeport activity and will be accountable to Government for the achievement of the Freeport's strategic objectives:

- Establish the Thames Freeport as a hub for global trade and investment;
- Enable regional regeneration, improving access to quality jobs and infrastructure;
- Create a centre of regional innovation; and
- Be a leader on transition to net zero within the Freeport Tax and Custom sites.

- 4.3 The TFGB main areas of responsibility will include Freeport strategy; setting strategic goals, overseeing tax site delivery, approving annual business and delivery plans; overseeing the use of public funds<sup>1</sup>, reviewing the strategy and projects funded by retained business rates in line with Freeport policy objectives, stakeholder engagement and monitoring and evaluation of Thames Freeport activities in line with key performance indicators (KPIs) to be agreed with Government.

- 4.4 The TFGB will be supported by four sub-committees in the areas of:

- Trade and Inward Investment
- Skills, Levelling Up and Regeneration
- Investment, Innovation and Risk Management
- Tax and Custom Site delivery (including net zero and security)

- 4.5 During the process of developing the original Freeport bid, OBC and FBC, Thames Freeport had in place an Interim Board comprising executive officers from each of the private sector partners, Thurrock Council and the London Borough of Barking and Dagenham (LBBD). Expanding from these interim

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<sup>1</sup> Subject to final approval by the Accountable Body – Thurrock Council

arrangements, Thurrock Council as the lead local authority and accountable body will be a core member of the TFGB alongside the private sector tax site operators. The TFGB will also include LBBD and the London Borough of Havering (the local authorities making up the Thames Freeport geographic boundary) with representation from the Port of London Authority as well as a 'skills champion' and non-executive members. In total, the Board will comprise 12 members including an independent Chair, Rt. Hon Ruth Kelly (appointed in November 2021).

- 4.6 The TFGB Chair and Executive Director will attend, at the invitation of the Council, a full council meeting of the three Local Authorities in the Freeport outer boundary and the Joint Committee of the Association of South Essex Local Authorities, each calendar year.

### **Accountable Body**

- 4.7 Thurrock Council also holds the role of Accountable Body for the Thames Freeport in relation to the use of public funds.

- 4.8 As set out in the FBC, it is expected that the role of the Accountable Body will include, but not limited to the following functions:

- Establish and maintain a financial system to account for all funding received and disbursed on behalf of the Freeport;
- Review and approval of business cases for seed capital projects
- Receive funding on behalf of the Freeport and be responsible for its proper administration;
- Ensure, that funding is used appropriately in accordance with the law, good financial management any applicable grant conditions and Freeport objectives;
- Ensure the decisions and activities of the Freeport are taken transparently, are evidence based and represent value for money, and compliance with the Nolan principles, the National Assurance Framework; legal requirement; the principles of probity or sound financial practice; applicable funding terms and agreement on scrutiny arrangements;
- Ensure that the checks and reporting requirements of Thurrock Council's Section 151 Officer are met; this includes retaining appropriate documentation on decisions around funding;
- Ensure appropriate control and reporting mechanisms are in place and that all required information on expenditure, activities, outputs and outcomes are properly recorded and reported to the Freeport;
- Retaining necessary information and ensuring all required information on expenditure, activities and outcomes are properly recorded and reported;
- Escalating in the first instance concerns around non-delivery and/or mismanagement to TFGB;
- A support function: providing technical advice on the relevant law, identifying risks associated with pursuing a particular course of action for the TFGB to consider; and

- Responsibility for assessing the overall delivery risk and associated financial risk (up to an agreed level) on behalf of the Freeport.
- 4.9 These functions are subject to ongoing negotiations with government, approval of the FBC by DLUHC and will form the basis of a memorandum of understanding (MoU) with government and relevant bodies.
- 5. Reasons for Recommendation**
- 5.1 The draft business rates policy is designed to support business while protecting wider local interests from factors such as displacement within the Freeport outer boundary. The correct application of the policy will ensure that relief is granted in accordance with the Government's guidance.
- 5.2 Cabinet previously (January 2021) endorsed submission of the private sector led Thames Freeport bid and subsequently endorsed (July 2021) the continued engagement of officers with partners to develop the Outline Business Case (OBC) and Full Business Case (FBC) and delegated authority to the Chief Executive (in consultation) to sign-off and submit the final OBC and FBC to Government for approval. Cabinet also delegated authority to the Chief Executive, in consultation with the relevant Cabinet Members to sign-off and to agree to the formal arrangements for the Council's role in the Freeport's governance structure and enter into appropriate agreements.
- 5.3 During the development of the Thames Freeport bid, OBC and FBC processes an interim board was in place to oversee and drive forward these different processes. Specifically the role of the interim board was to provide leadership, strategy and oversight / coordination of activities to ensure the successful set-up, formal designation and transition to full operation of the Thames Freeport. This included leading the development of the OBC and FBC processes; developing relationships with the DLUHC Freeport team and leading discussions on wider Freeport economic strategy; coordinate the development of the investment proposition; appoint an independent Chair as well as to evolve the governance arrangements for Freeport operations and delivery. The interim arrangements comprised executive officers from each of the private sector partners, Thurrock Council and LBBD. The TFGB is an expansion on the interim arrangements.
- 5.4 As outlined above, Thames Freeport is a catalyst for change in Thurrock and can deliver significant economic benefits for the Council area and wider geography through the creation of more and better jobs, substantial increases in investment and GVA into the local economy, initiatives to support inclusive and sustained economic growth, reduce inequalities and enable growth to meet local need and attract more talented people, more investment and more businesses. The potential of the Thames Freeport impacts across a wide range of Council services and longer-term ambitions for example in economic development, skills, health and well-being, engagement and communications, regeneration, planning, community development, finance and legal services. Given this breadth and depth of potential impact and benefit across Thurrock

and the Council, it is recommended that the Chief Executive be appointed as Thurrock Council's representative on the TFGB and relevant officers participate in and represent the Council on the various Thames Freeport sub-committees as appropriate.

- 5.5 As the Lead Authority and Accountable Body Thurrock Council will agree a Memorandum of Understanding with Government in relation to Seed Fund Capital and Business Rates Retention. As the Accountable Body the Council will provide local assurance for all seed capital projects. The Accountable Body will also act on behalf of the Freeport to manage the financial arrangements in relation to the capacity funding provided by Government. It is expected that the role of the Accountable Body will include review and approval of business cases, financial management, accountability and monitoring for all funding received e.g. seed capital, as well as ensuring decisions and activities represent value for money.

## **6. Consultation (including Overview and Scrutiny, if applicable)**

- 6.1 Thames Freeport partners, Forth Ports, DP World, Ford, Thurrock Council, LB Barking and Dagenham and LB Havering have engaged with a wide range of stakeholder groups throughout the Freeport process including businesses and regional bodies such as South East Local Enterprise Partnership (SELEP), Opportunity South Essex (OSE), the Association of South Essex Local Authorities (ASELA) and the Thames Estuary Growth Board. This engagement is continuing and will intensify as Thames Freeport moves into its operational phase, for example through the DLUHC Freeports Forum, membership of the Thames Freeport Sub-committees, development and delivery of projects, and implementation of the Thames Freeport strategies to support economic growth e.g. skills and innovation. In particular, the connected work by ASELA on the growth agenda has been a key element of the Freeport processes which has demonstrated that the Thames Freeport has understood the wider geographical impact expected of the policy and investment beyond the boundaries of the actual designated area.
- 6.2 This report will also be considered at the meeting of Corporate Overview and Scrutiny Committee on 8 March. A verbal update of the discussion will be provided.

## **7. Impact on corporate policies, priorities, performance and community impact**

- 7.1 The vision for Thurrock is: **An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.**
- 7.2 The opportunity created by the Thames Freeport to further support the delivery of this vision and corporate priorities is significant. The government's policy objective to promote regeneration and job creation through the Freeport

model is directly aligned to the Council's ambitions and place shaping agenda.

- 7.3 Under the corporate priority banner People, Place, Prosperity, the council is creating a place where people want to live and are proud of, and where businesses want to stay and thrive, and where investors and talent want to locate.
- 7.4 The successful delivery of the Thames Freeport has the ability to support a number of the Council's Place and Prosperity priorities:
- Attractive opportunities for businesses and investors to enhance the local economy
  - Vocational and academic education, skills and job opportunities for all
  - Commercial, entrepreneurial and connected public services
  - A borough ambitious for its future – clean environments, roads, housing and public spaces that connect people and places
- 7.5 The successful delivery of the Thames Freeport in Thurrock will also significantly contribute to achieving wider place agenda ambitions by bringing together physical, economic, social and environmental renewal to improve the well-being of communities, provide opportunities and help ensure places are fit for the future. This will be reflected in the Council's overall corporate strategy including communicating and promoting the economic strengths, successes and opportunities in Thurrock, a key part of delivering successful economic growth. It also relates to the development of the Local Plan and the implementation of the Economic Development Strategy, Backing Thurrock and the emerging health and well-being strategy.

## **8. Implications**

### **8.1 Financial**

Implications verified by: **Jonathan Wilson**  
**Assistant Director, Finance**

The development of a Freeport in the borough enables access to additional funding sources including grants and the retention of business rates relating to new business that locate within the Freeport Tax Sites. This funding can then be utilised to support the wider development of the Freeport area.

The Council has submitted projections of the potential funding streams to identify the level of investment available to deliver the outcomes of the Freeport. The FBC under the 'Financial Case' strand assesses all monetary costs and benefits associated with Thames Freeport including capital and revenue requirements. This includes an assessment of the financial risks associated with the capital programme and a sensitivity analysis of the projections of the additional retained business rates income. This income

requires the implementation of the Freeport business rates policy as proposed in the body of the report. It is reiterated that, while the policy enables the Council to retain 100% of new business rates within the designated tax sites, this funding is specifically required to support the delivery of the objectives of the Freeport. Government requires that this funding be largely used for additional activity such as infrastructure and environmental enhancements and other “levelling up” activity including investment in skills, as it relates to the Freeport objectives.

Subsequent investment decisions for which the Council will be responsible will be subject to a business case process and will follow the Council reporting and decision-making processes.

The role of the Accountable Body also means the Council will have wider responsibility for the Seed Capital Funding (totalling £25m) which supports the delivery of agreed projects by DP World, Forth Ports and Ford. As noted in the report, arrangements will be setup to support the approval of projects, the release of funding and the ongoing monitoring of the project delivery.

## 8.2 Legal

Implications verified by: **Gina Clarke**  
**Governance Lawyer and Deputy Monitoring Officer**

The Government has not laid out the rules for Freeports in a single Freeports Act. The relevant legislation is spread across a range of different Acts and secondary legislation which enables the Council to participate in the Government’s Freeport programme.

Under S113 Finance Act 2021, HM Treasury has the discretion to designate a location as Freeport tax sites purposes of SDLT, plant, machinery, buildings and structures allowances. The Designation of Freeport Tax Sites (Thames Freeport) Regulations 2021 has designated the location of the Thames Freeport with effect from 19th November 2021. Following designation, businesses in the Freeport tax sites will be able to benefit from tax reliefs including business rates relief.

Under Section 47 of the Local Government Finance Act 1988 (LGFA) the Council has the power to grant discretionary business rates relief in respect of newly developed sites of Thames Freeport within its area. The LGFA also requires the Council to have regard to any relevant guidance issued by the Secretary of State when deciding whether to grant relief under section 47 of the 1988 Act. Government Guidance dated 21 July 2021 to support local authorities in administering the business rates freeports relief scheme sets out eligibility criteria for which properties will benefit for relief.

The Guidance states that it is up to individual local authorities administering the business rates relief to adopt a local scheme and determine in each individual case to grant discretionary relief under the LGFA. The Government will then fully reimburse local authorities for the local share of the discretionary relief grant funding under s.31 Local Government Act 2003.

The Guidance makes it clear that:

- Local authorities have discretion to apply additional tests for Freeport rates relief in order to avoid or not incentivise displacement of business activity from within the Freeport of the surrounding area.
- Relief should be applied after mandatory and other discretionary reliefs have been applied. Where a site is located within an enterprise zone and freeport, the business itself should choose which scheme applies.
- Freeport business rates relief is subject to the UK's domestic and international subsidy control obligations. Businesses located in Thames Freeport tax sites will need to fulfil any requirements in place to ensure compliance with those obligations in advance of, during, and after claiming relief.

The proposed Business Rates Relief Policy at Appendix 1 of the report is consistent with Government Guidance.

In this context, when considering creating and implementing a proposed policy, the Council is required to demonstrate compliance with its public sector equality duty, pursuant s.149 Equality Act 2010. Cabinet is required to consider the equality impact or likely impact of the proposed policy on those with protected characteristics who are potentially affected by the decision and that any potential adverse equality impacts have been minimised.

Powers set out in section 1 Localism Act 2011, the general power of competence, enables the Council to do anything a private individual may do provided it is not otherwise prohibited by law. Under section 111 Local Government Act 1972, the Council can do anything calculated to facilitate, or is conducive to, or incidental to the discharge of any of the Council's functions. The proposed activities of Thames Freeport are calculated to facilitate the Council's regeneration and economic development functions, bringing jobs, investment, enabling regeneration and facilitating construction and upgrading infrastructure.

The recommendation to appoint the Chief Executive to be the Council's representative on the Thames Freeport Board (TFGB) is consistent with the powers set out in the 2011 and 1972 Acts. The Council's Constitution enables Cabinet to make the appointment. The legal nature of the TFGB is an unincorporated association, to be set up through an agreement between the members of the Freeport to further the Freeport objectives. This governance

structure does not have limited liability, therefore arrangements for insurance or indemnity cover will need to be in place for the Chief Executive acting as the Council's representative on the TFGB.

The proposed appointment of Council Officers to sub committees of the TFGB, is also a function, which Cabinet is able to exercise. Section 9E(5)(b) of the Local Government Act 2000 provides that where any executive functions may be discharged by Cabinet, then unless the Leader directs otherwise, Cabinet may arrange for the discharge of any of those functions by an officer to the authority. The delegation to the Chief Executive to undertake this function is consistent with the provisions of the 2000 Act. Insurance cover/ an indemnity for Council officers appointed the TFGB sub committees will need to be in place.

Subject to the terms of a memorandum of understanding the Council will act as the accountable body to the Government, to oversee and support the use of public funds to ensure good financial management, grant condition compliance and appropriate spend. The section 151 Officer will be responsible, for overseeing the proper administration of financial affairs in respect of the Thames Freeport. Recommendation 1.5 of the report is consistent with the powers available to the Council to deliver the Thames Freeport objectives.

### 8.3 Diversity and Equality

Implications verified by: **Rebecca Lee**  
**Team Manager - Community Development and Equalities**

A full Equalities Impact Assessment (EQIA) has been completed as part of the FBC process for consideration by Government.

The EQIA was developed in line with Council's Community Equality Impact Assessment process with a focus on both the construction (initial) and fully operational phases and considered the extent to which Thames Freeport can positively impact on reducing inequalities overall, not least employment, income and health and well-being.

The EQIA predominately identifies positive equalities benefits for the borough's residents, including those with protected characteristics. The EQIA will continue to evolve as the Freeport develops and new opportunities for investment are brought forward and will be the subject of an ongoing cycle of monitoring and review by the TF Programme Manager in conjunction with the TF Partnership Board who will identify any new considerations. Where applicable, new programme elements will be incorporated into future versions of this EQIA including identifying mitigations to minimise the potential of any negative impacts.

Aligning the equality impact of Thames Freeport to the Council's Community Equality Impact Assessment process also supports the Council in meeting our duties under the:

- Equality Act 2010
- Public Sector Equality Duty
- The Best Value Guidance
- The Public Service (Social Value) 2012 Act

8.4 **Other implications** (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, and Impact on Looked After Children

Freeport policy is also a significant part of the government's goal of net zero carbon emissions and will be used to develop new technologies and advanced manufacturing to bring forward decarbonisation.

9. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

Cabinet Report – 13 January 2021

<https://democracy.thurrock.gov.uk/documents/s29328/Thames%20Freeport%20Bid%20to%20Government.pdf>

Cabinet Report – 7 July 2021

<https://democracy.thurrock.gov.uk/documents/s30973/Thames%20Freeport%20Outline%20Business%20Case%20OBC%20and%20Full%20Business%20Case%20FBC%20to%20government.pdf>

10. **Appendices to the report**

Appendix 1: Thames Freeport Business Rates Policy

**Report Author**

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