

AGENDA ITEM 8

REPORT TO THE TEESSIDE FREEPORT GOVERNANCE BOARD

18th NOVEMBER 2021

REPORT OF THE DIRECTOR OF FREEPORT

FREEPORT DELIVERY PLAN UPDATE

SUMMARY

The purpose of this paper is to provide an update to Teesside Freeport Governance Board on the key activity since the last meeting of 19th August.

RECOMMENDATIONS

It is recommended that the Board notes the content of this update report.

PROGRAMME DEVELOPMENT

1. Teesside Freeport has successfully navigated the initial confirmation of Tax sites through the submission of the OBC and a series of responses to critical analysis. The Tax sites maps were laid under statutory instrument on 29th October and have a mandatory 21-day review period. Providing no challenge is received, the maps will pass into law on 19th November.
2. The Primary Custom Zone was delivered to schedule at the end of October. During October our application to utilise [REDACTED] as the Custom Zone Operator was approved in principle by HMRC. Both the PCZ [REDACTED] had a full audit on 9th November and HMRC have approved the PCZ operation subject to the close out of some minor audit actions which are being closed out.
3. HMRC confirmed that the Teesside PCZ was the first application received and was being used as a test bed for remaining Freeports.
4. Brand, Website and marketing collateral were launched on 28th October and have been picked up on press and tv media. Teesside Freeport will be represented at a series of presentations and conferences to the end of the year.
5. Engagement with local policing highlighted a need to brief both the Cleveland and Regional Resilience forums. The initial meetings have been held and it is likely that the Freeport will provide a representative to this forum going forward.

KEY MILESTONES

6. The programme delivery plan is a dynamic document being reviewed weekly following engagement with stakeholders and formally updated fortnightly.
7. The next significant milestones within the plan are:

By 19th November	By 15th December	By 31st January
<p>Designation of Tax Maps into law following laying of Statutory Instruments on 29th October</p> <p>Submission and confirmation of PCZ audit actions to approve AEO(S)</p>	<p>Confirmation of all Custom zone maps and including a timeline for implementation from commercial imperative</p> <p>Thematic delivery plans for Freeport</p>	<p>FBC prepared and approved for submission to DLUHC</p> <p>Redeployment of Freeport delivery team and replacement with operational resources.</p>

8. The immediate focus of the programme of work is to resolve the uncertainty surrounding custom zones. The delivery of the remaining custom zones is reliant on confirmation from HMT that the submission of custom maps does not create an obligation as referenced in the risk report. A delivery plan is shown in **Appendix 1** to this report.
9. The current plan is to prepare the FBC in December for review and submission in January however this is subject to DLUHC providing the finalised FBC guidance which remains outstanding at this time.

FINANCIAL IMPLICATIONS

10. The budget for the initial year capacity funding for the project is monitored by the Strategy and Accountability for Public Money workstream, discussed in Agenda Item 6. TVCA provides assurance and management of the funding as the accountable public body.

LEGAL IMPLICATIONS

11. This update report has no specific legal implications.

RISK ASSESSMENT

12. The approach to Risk has been provided under agenda item 9.

CONSULTATION & COMMUNICATION

13. Stakeholder engagement meetings have continued during the month both on an individual and reference group basis.
14. The workstream meetings have commenced and are reported under agenda items 5, 6 and 7.
15. The MHCLG Freeport group meeting of all eight Freeports has commenced and is held every 2 weeks. A brief update on each meeting is in the process being circulated to the Board on a fortnightly basis.

16. A monthly meeting between the Freeport team and HMRC has commenced to support the development of guidance and implementation.
17. Meetings have been held with NCA, UKBF and local policing to commence security and illicit activity threat assessment in the context of Freeports.

EQUALITY & DIVERSITY

18. No specific impacts on groups of people with protected characteristics have been identified

Name of Contact Officer: Nolan Gray

Post Title: Director of Freeport

Telephone Number: [REDACTED]

Email Address: [REDACTED]@teesvalley-ca.gov.uk

FREEPORT		TVCA - FREEPORT (Resp)				2021												2022	
Activity D	Activity Name	% Comp	Start	Finish	STDC Responsible Person	October			November			December			January				
						04	11	18	25	01	08	15	22	29	06	13	20	27	03
FREEPORT			01-Mar-21 A	31-Dec-20															
Government Process			01-Mar-21 A	28-Feb-22															
Guidance			06-Mar-21 A	05-Nov-21															
FP-1000	Clarification from MHCLG on process and support available.	100%	06-Mar-21 A	21-May-21 A	MHCLG														
FP-1005	Set up shared workspace for project team external and internal team members	100%	02-Apr-21 A	02-Apr-21 A															
FP-1010	Clarify central government support available	100%	19-Apr-21 A	13-Aug-21 A	MHCLG														
FP-1020	HMRC Customs guidance	70%	10-May-21 A	05-Nov-21	HMRC														
FP-1025	HMRC Tax guidance	100%	10-May-21 A	01-Oct-21 A	HMRC														
FP-1015	Agree and Access Direct Consultancy Support	100%	07-Jun-21 A	30-Jul-21 A	NG														
FP-2100	HMRC provide confirmation of Primary Custom Zone - Phase 1 enabler (3 acres)	100%	12-Jul-21 A	13-Aug-21 A															
FP-1030	Border Force, National Crime Agency & Harbour Police	50%	19-Jul-21 A	05-Nov-21	BF														
Approval			07-Jun-21 A	28-Feb-22															
FP-1035	HMT Administrative Funding agreement	100%	07-Jun-21 A	02-Jul-21 A															
FP-1050	Business Rates Retention Scheme Agreed	100%		30-Jul-21 A	MHCLG														
FP-1410	Freeport Status Confirmed	0%		01-Nov-21*															
FP-1045	Governance Seed Capital Funding Received	0%		28-Feb-22*	MHCLG														
Submission			01-Mar-21 A	10-Dec-21															
FP-1080	Tax sites to be confirmed (OBC)	100%	01-Mar-21 A	23-Jul-21 A	NG														
FP-1085	Customs sites confirmed (FBC)	50%	01-Mar-21 A	10-Dec-21	NG														
FP-1055	Submission of an updated and comprehensive project Risk and Issues Register for the delivery of your proposed Freeport.	100%	01-Apr-21 A	30-Apr-21 A															
FP-1090	TVCA to submit OBC	100%	19-Apr-21 A	23-Jul-21 A															
FP-1095	TVCA to submit FBC	10%	19-Apr-21 A	10-Dec-21															
FP-1060	Agree amount of seed capital to be requested from Government (OBC)	100%	03-May-21 A	14-May-21 A															
FP-1065	Submission of updated Implementation Plan, indicative timelines & gaps identified in the Risk/Delivery Plan Feedback.	100%		07-May-21 A															
FP-1075	Governance plans confirmed initial revenue funding released.	100%		17-May-21 A															
FP-1070	Confirmation of intended customs software plans for procuring it	50%	19-Jul-21 A	05-Nov-21	NG														
Operational			01-Apr-21 A	23-Jul-21 A															
FP-1100	Formalise Freeport team and roles and responsibilities for actions.	100%	01-Apr-21 A	23-Jul-21 A	NG														
FP-1110	Shadow Freeport Governance Body and workstreams approach agreed	100%	01-Apr-21 A	14-May-21 A	NG														
FP-2090	Completion of RDEL form to release £300K funding	100%		04-Jun-21 A															
Governance			29-Mar-21 A	16-Dec-21															
Operational			29-Mar-21 A	16-Dec-21															
FP-1115	Establish arrangements for workstreams inc. TOR, Agendas, Work Packages	100%	29-Mar-21 A	16-Apr-21 A															
FP-1415	Inaugural Freeport Board Meeting	100%		20-May-21 A	NG														
FP-1435	Freeport Board Meeting	100%		24-Jun-21 A	NG														
FP-1495	Address Feedback Received From Governance Sign Off By SOS	100%		05-Jul-21 A	NG														
FP-1445	Freeport Board Meeting (OBC to this meeting)	100%		22-Jul-21 A	NG														
FP-1455	Freeport Board Meeting	100%		19-Aug-21 A	NG														
FP-1530	Freeport Board Meeting - Meeting Cancelled Due To Delayed FBC Submission Date	100%		16-Sep-21 A	NG														
FP-1540	Freeport Board Meeting	100%		21-Oct-21 A	NG														
FP-1550	Freeport Board Meeting	0%		18-Nov-21*	NG														
FP-1560	Freeport Board Meeting	0%		16-Dec-21*	NG														
Inward Investment & Innovation			09-Jun-21 A	01-Dec-21															
FP-1570	Inward Investment & Innovation - Workstream Meeting	100%		09-Jun-21 A	CB														
FP-1580	Inward Investment & Innovation - Workstream Meeting (OBC to this meeting)	100%		07-Jul-21 A	CB														
FP-1590	Inward Investment & Innovation - Workstream Meeting	100%		04-Aug-21 A	CB														
FP-1600	Inward Investment & Innovation - Workstream Meeting	100%		01-Sep-21 A	CB														
FP-1610	Inward Investment & Innovation - Workstream Meeting	100%		29-Sep-21 A	CB														
FP-1620	Inward Investment & Innovation - Workstream Meeting	100%		27-Oct-21 A	CB														
FP-1630	Inward Investment & Innovation - Workstream Meeting	0%		01-Dec-21*	CB														
Strategy & Accountability For Public Money			08-Jun-21 A	30-Nov-21															
FP-1640	Strategy & Accountability For Public Money - Workstream Meeting	100%		08-Jun-21 A															
FP-1650	Strategy & Accountability For Public Money - Workstream Meeting (OBC to this meeting)	100%		05-Jul-21 A															
FP-1660	Strategy & Accountability For Public Money - Workstream Meeting	100%		03-Aug-21 A															
FP-1670	Strategy & Accountability For Public Money - Workstream Meeting	100%		31-Aug-21 A															
FP-1680	Strategy & Accountability For Public Money - Workstream Meeting	100%		28-Sep-21 A															

■ Remaining Level of Effort
 ■ Actual Work
 ■ Critical Remaining W...
▬ Actual Level of Effort
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 ◆ Milestone

FREEPORT		TVCA - FREEPORT (Resp)				2021												2022					
Activity D	Activity Name	% Comp	Start	Finish	STDC Responsible Person	October				November				December				January					
						04	11	18	25	01	08	15	22	29	06	13	20	27	03				
FP-1690	Strategy & Accountability For Public Money - Workstream Meeting	0%		02-Nov-21*						◆													
FP-1700	Strategy & Accountability For Public Money - Workstream Meeting	0%		30-Nov-21*										◆									
Assurance & Compliance			07-Jun-21 A	09-Nov-21		Assurance & Compliance																	
FP-1710	Assurance & Compliance - Workstream Meeting	100%		07-Jun-21 A	NG																		
FP-1720	Assurance & Compliance - Workstream Meeting (OBC to this meeting)	100%		05-Jul-21 A	NG																		
FP-1730	Assurance & Compliance - Workstream Meeting	100%		02-Aug-21 A	NG																		
FP-1740	Assurance & Compliance - Workstream Meeting	100%		31-Aug-21 A	NG																		
FP-1750	Assurance & Compliance - Workstream Meeting	100%		27-Sep-21 A	NG																		
FP-1760	Assurance & Compliance - Workstream Meeting (CANCELLED)	100%		25-Oct-21 A	NG					◆													
FP-1770	Assurance & Compliance - Workstream Meeting	0%		09-Nov-21*	NG									◆									
Stakeholder Engagement			29-Mar-21 A	05-Nov-21		Stakeholder Engagement																	
FP-1130	Letter to all partners updating them on next steps from Nolan Gray.	100%	29-Mar-21 A	16-Apr-21 A	NG																		
FP-1120	Develop a clear stakeholder engagement plan setting out all levels of stakeholders & plans for communication/involvement	100%	01-Apr-21 A	23-Jul-21 A	NG																		
FP-1125	Meet all stakeholders to discuss process and information requirements	100%	03-May-21 A	23-Jun-21 A	NG																		
FP-1215	Commission brand and website development and marketing support	100%	10-May-21 A	04-Jun-21 A																			
FP-1315	Develop policy for commercial enquiry management Tees Valley Invest	100%	10-May-21 A	23-Jul-21 A																			
FP-1305	Government visit to Teeside Freeport	100%	17-May-21 A	21-May-21 A	NG																		
FP-1425	Establish a Freeport MOUNDA - Information sharing	100%	17-May-21 A	04-Jun-21 A	NG																		
FP-1320	Finalise Freeport brand and designated website	100%		23-Jul-21 A	NG																		
FP-2110	Brand, website, comms: plan launch	80%	26-Jul-21 A	05-Nov-21	NG																		
Business Case For OBC			15-Mar-21 A	05-Nov-21		Business Case For OBC																	
Procurement			15-Mar-21 A	05-Nov-21		Procurement																	
FP-1325	TVCA to commission external support to develop the assessment of need / investment pipeline	100%	15-Mar-21 A	22-Sep-21 A																			
FP-1475	Programme Plan Support	100%	10-May-21 A	21-May-21 A																			
FP-1485	Draft Procurement Paperwork for additional customs support	100%	17-May-21 A	18-Jun-21 A																			
FP-2070	Support for the development of the Freeport business calculator for Freeport benefits assessment	75%	26-Jul-21 A	05-Nov-21	NG																		
FP-1505	TVCA to commission next support with advice from WSP to develop assessment of need / investment pipeline for Clean Energy	25%	17-Aug-21 A	05-Nov-21	NG																		
FP-1515	Commission ext support with advice from WSP to develop assessment of need / investment pipeline for Chemicals & Materials	25%	17-Aug-21 A	05-Nov-21	NG																		
FP-1525	Commission ext support with advice from WSP to develop assessment of need / investment pipeline for Advanced Manufacturing	25%	17-Aug-21 A	05-Nov-21	NG																		
Strategic Case For OBC			29-Mar-21 A	23-Jul-21 A		Strategic Case For OBC																	
FP-1135	Write strategic case section	100%	29-Mar-21 A	23-Jul-21 A																			
FP-1140	Complete assessment of need.	100%	29-Mar-21 A	23-Jul-21 A																			
FP-1145	Address government feedback in OBC	100%	29-Mar-21 A	23-Jul-21 A	NG																		
Economic Case For OBC			29-Mar-21 A	23-Jul-21 A		Economic Case For OBC																	
FP-1150	Review current economic case	100%	29-Mar-21 A	23-Jul-21 A																			
FP-1165	Skills and levelling up agenda	100%	07-Jun-21 A	23-Jul-21 A																			
FP-1480	Address government feedback in OBC	100%	07-Jun-21 A	23-Jul-21 A	NG																		
FP-1155	Undertake options workshop to align with assessment of need	100%	19-Jul-21 A	23-Jul-21 A																			
FP-1160	Identify constraints & critical success factors: to be informed by Gov guidance on tax & custom zones, powers & costs	100%	19-Jul-21 A	23-Jul-21 A																			
Management Case For OBC			10-May-21 A	22-Sep-21 A		Management Case For OBC																	
FP-1465	Continuous update Risk Register to be submitted with OBC	100%	10-May-21 A	23-Jul-21 A																			
FP-1172	Undertake management case workshop to consider programme and project management	100%	01-Jun-21 A	23-Jul-21 A																			
FP-1175	Governance & Assurance	100%	07-Jun-21 A	23-Jul-21 A																			
FP-1180	Project and Programme Management Arrangements (OBC)	100%	07-Jun-21 A	23-Jul-21 A																			
FP-1185	Operational Model (OBC)	100%	07-Jun-21 A	23-Jul-21 A																			
FP-1190	Programme	100%	07-Jun-21 A	23-Jul-21 A																			
FP-1195	Milestones	100%	07-Jun-21 A	23-Jul-21 A																			
FP-1200	Risks	100%	07-Jun-21 A	23-Jul-21 A																			
FP-1205	Programme	100%	07-Jun-21 A	22-Sep-21 A																			
FP-1490	Address government feedback in OBC	100%	07-Jun-21 A	23-Jul-21 A	NG																		
Commercial Case For OBC			07-Jun-21 A	23-Jul-21 A		Commercial Case For OBC																	
FP-1225	Initial workshop to be undertaken with relevant colleagues to list all items to be considered in the commercial case	100%	07-Jun-21 A	18-Jun-21 A	NG																		
FP-1255	Understanding administration and tax powers	100%	07-Jun-21 A	23-Jul-21 A	NG																		
FP-1500	Address government feedback in OBC	100%	07-Jun-21 A	23-Jul-21 A	NG																		
Financial Case For OBC			01-Jun-21 A	23-Jul-21 A		Financial Case For OBC																	
FP-1790	First Draft OBC	100%	01-Jun-21 A	23-Jul-21 A																			
FP-1260	Capital Investment Plan (Business and wider enabling infrastructure);	100%	07-Jun-21 A	23-Jul-21 A																			

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█ Actual Work
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◆ Milestone

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						October				November				December				January
						04	11	18	25	01	08	15	22	29	06	13	20	27
FP-1270	Operating Model, what is needed and how will we pay for it?	100%	07-Jun-21A	23-Jul-21A														
FP-1275	Income Assumptions	100%	07-Jun-21A	23-Jul-21A														
FP-1280	Hard and soft infrastructure requirements and costs	100%	07-Jun-21A	23-Jul-21A														
FP-1285	All resource requirements to be identified for inclusion in the financial model	100%	07-Jun-21A	23-Jul-21A														
FP-1295	Identify financial risks	100%	07-Jun-21A	23-Jul-21A														
FP-1300	Financial modelling in line with revised demand analysis and implementation plan	100%	07-Jun-21A	23-Jul-21A														
FP-1310	Secure dedicated finance/accountant human resource	100%	07-Jun-21A	23-Jul-21A	NG													
FP-1207	Initial workshop to be undertaken with relevant colleagues to list all items to be considered in the financial case	100%	07-Jun-21A	18-Jun-21A														
FP-1510	Address government feedback in OBC	100%	07-Jun-21A	23-Jul-21A	NG													
FP-1800	Final OBC	100%	12-Jul-21A	23-Jul-21A														
FP-1810	OBC To Freeport Board	100%	12-Jul-21A	23-Jul-21A														
Critical Questions For Designation						Critical Questions For Designation												
FP-1820	Strategic: Plan of how & why freeport & wider interventions contribute to regen skills & regen, incl Skills Charter	100%	10-Sep-21A	22-Oct-21A														
FP-1830	Economic: estimate of value for Tax Benefits - input to WSP template; with methodology, evidence and assumptions	100%	10-Sep-21A	22-Oct-21A														
FP-1840	Commercial: Provide info on proposed investment strategy for retained business rates	100%	10-Sep-21A	22-Oct-21A	NG													
FP-1850	Management: Provide Risk Assessment of security issues	100%	10-Sep-21A	22-Oct-21A	NGMHCLG													
FP-2220	Management: Demonstrate the Freeport Operator has adequate processes and governance in place	100%	10-Sep-21A	22-Oct-21A	NGMHCLG													
FP-2230	Management: Provide info on how operator intends to control goods	100%	10-Sep-21A	22-Oct-21A	NGMHCLG													
FP-2280	Articulate Net Zero Plan	100%	10-Sep-21A	22-Oct-21A	NGKWCR													
FP-2290	Economic/Financial: Provide BCR based on highest remediation costs & lowest land value uplift	100%	04-Oct-21A	22-Oct-21A														
Business Case For FBC						Business Case For FBC												
Strategic Case For FBC						Strategic Case For FBC												
FP-1420	Prepare Final Strategic Case	80%	12-Jul-21A	05-Nov-21														
FP-2300	Integrate Critical Action 2 Response	100%	18-Oct-21A	22-Oct-21A														
FP-2320	Integrate Critical Action 1 Response	100%	18-Oct-21A	22-Oct-21A														
FP-2310	Respond to OBC Feedback	0%	01-Nov-21*	26-Nov-21	NG													
FP-2330	Update all Freeport levers	0%	01-Nov-21	26-Nov-21	NG													
FP-2340	Freeport Lever: Innovation Strategy required: create Annex L	0%	01-Nov-21	12-Nov-21														
FP-2350	Freeport Lever: Trade & inward Investment Strategy: create Annex K	0%	01-Nov-21	12-Nov-21														
FP-2360	Freeport Lever: Full Skills Plan required: create Annex N	0%	01-Nov-21	12-Nov-21														
FP-2380	Carry out Equalities Impact Assessment: create Annex O	0%	01-Nov-21	12-Nov-21														
FP-2390	Provide Net Zero Strategy	0%	01-Nov-21	12-Nov-21														
FP-2400	Redraft Strategic Case to address all lines of guidance and feedback	0%	01-Nov-21	26-Nov-21														
FP-2760	Net Zero Strategy Workshop TVCA & WSP	0%	08-Nov-21*	12-Nov-21														
Economic Case For FBC						Economic Case For FBC												
FP-1430	Prepare Final Economic Case	80%	12-Jul-21A	01-Nov-21	NG													
FP-2370	Integrate Critical Action 1 Response	100%	18-Oct-21A	29-Oct-21A														
FP-2410	Respond to OBC Feedback	0%	01-Nov-21*	26-Nov-21	NG													
FP-2420	Redraft Economic Case to address all lines of guidance and feedback	0%	01-Nov-21	26-Nov-21														
Management Case For FBC						Management Case For FBC												
FP-1210	Operational Connectivity - Scoping of IT and control requirements	30%	07-Jun-21A	05-Nov-21	NG													
FP-1440	Prepare Final Management Case	0%	12-Jul-21A	05-Nov-21	NG													
FP-2630	Integrate Critical Action 6	100%	18-Oct-21A	29-Oct-21A														
FP-2640	Integrate Critical Action 7	100%	18-Oct-21A	29-Oct-21A														
FP-2650	Integrate Critical Action 8	100%	18-Oct-21A	29-Oct-21A														
FP-2240	Undertake management case workshop to consider programme and project management	0%	01-Nov-21*	05-Nov-21														
FP-2660	Respond to OBC Feedback	0%	01-Nov-21*	26-Nov-21														
FP-2670	Set out and confirm final governance arrangements	0%	01-Nov-21	26-Nov-21	NG													
FP-2680	Set out and confirm freeport executive and delivery team, incl roles and responsibilities	0%	01-Nov-21	26-Nov-21	NG													
FP-2690	Demonstrate adequate structures governance and processes are in place to manage security and illicit activity risks	0%	01-Nov-21	26-Nov-21	NG													
FP-2700	Set out responsibility and reporting requirements whilst await DLUHC requirements for M&E	0%	01-Nov-21	26-Nov-21														
FP-2710	Redraft Management Case to address all lines of guidance and feedback	0%	01-Nov-21	26-Nov-21														
FP-2720	Stakeholder Engagement Plan post designation	0%	01-Nov-21	26-Nov-21														
FP-2730	Marketing Approach post launch	0%	01-Nov-21	26-Nov-21														
FP-2740	Business Investment Approach / Investment Strategy	0%	01-Nov-21	26-Nov-21														
Commercial Case For FBC						Commercial Case For FBC												
FP-1240	Consideration of Port Operator Options	100%	01-Mar-21A	08-Sep-21A	NG													

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						October				November				December				January
						04	11	18	25	01	08	15	22	29	06	13	20	27
FP-1235	Planning and Site Security	50%	10-Mar-21A	05-Nov-21	MKR													
FP-1220	Investment and Commercial agreements	25%	07-Jun-21A	05-Nov-21*	NG													
FP-1230	Discuss and decide how the Tees Valley offer is marketed to all pipeline investors	80%	07-Jun-21A	05-Nov-21	NG													
FP-1245	Customs Operations (Authorisation/Inventory Linking Systems and Security)	30%	07-Jun-21A	05-Nov-21	NG													
FP-1250	Planning & consideration of Secondary Customs Zones	30%	07-Jun-21A	05-Nov-21	█													
FP-1450	Prepare Final Commercial Case	30%	12-Jul-21A	05-Nov-21	NG													
FP-2250	Planning and Site Security	0%	01-Nov-21	05-Nov-21	█													
FP-1535	Integrate Critical Action 6	0%	01-Nov-21	26-Nov-21	█													
FP-1545	Integrate Critical Action 7	0%	01-Nov-21	26-Nov-21	█													
FP-1555	Integrate Critical Action 8	0%	01-Nov-21	26-Nov-21	█													
FP-1565	Respond to OBC Feedback	0%	01-Nov-21*	26-Nov-21	█													
FP-1575	Teesworks East Tax site management strategy incl project delivery plan	0%	01-Nov-21	26-Nov-21	NG													
FP-2430	Teesworks West: Tax site management strategy incl project delivery plan	0%	01-Nov-21	26-Nov-21	NG													
FP-2440	Wilton International: Tax site management strategy incl project delivery plan	0%	01-Nov-21	26-Nov-21	NG													
FP-2450	For each Customs Zone separately: strategy incl project delivery and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2460	Primary Customs Zone: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2470	Secondary Custom Zone - Tees Docks: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2480	Secondary Custom Zone - Port of Hartlepool: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2490	Secondary Custom Zone - Wilton Universal: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2500	Secondary Custom Zone - Haverton Hill Shipyard: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2510	Secondary Custom Zone - Liberty Steel Hartlepool: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2520	Secondary Custom Zone - 2M Group: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2530	Secondary Custom Zone - Teesworks East Sub Zone: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2540	Secondary Custom Zone - Teesside Int Airport Southside: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2550	Secondary Custom Zone - Teesside Int Airport Northside 1: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2560	Secondary Custom Zone - Teesside Int Airport Northside 2: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2570	Secondary Custom Zone - Port of Middlesbrough: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2580	Secondary Custom Zone - Able Seaton Port: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2590	Secondary Custom Zone - LV Shipping: site management strategy incl project delivery plan and governance	0%	01-Nov-21	26-Nov-21	NG													
FP-2600	Procurement Strategy	0%	01-Nov-21	26-Nov-21	PJ													
FP-2610	Subsidy Control	0%	01-Nov-21	26-Nov-21	PJ													
FP-2620	Redraft Commercial Case to address all lines of guidance and feedback.	0%	01-Nov-21	26-Nov-21	█													
Financial Case For FBC			07-Jun-21A	26-Nov-21														
FP-1265	Practical Delivery On Sites - Primary & Finance Model	50%	07-Jun-21A	05-Nov-21	TBC													
FP-1290	Phases of delivery	30%	07-Jun-21A	05-Nov-21	TBC													
FP-1460	Prepare Final Financial Case	30%	12-Jul-21A	05-Nov-21	TBC													
FP-1585	Integrate Critical Action 4	0%	01-Nov-21	26-Nov-21	█													
FP-1595	Integrate Critical Action 5	0%	01-Nov-21	26-Nov-21	█													
FP-1605	Respond to OBC Feedback	0%	01-Nov-21*	26-Nov-21	█													
FP-1615	Re-model financials re seed funding, retained rates, and proposed expenditures	0%	01-Nov-21	26-Nov-21	TBC													
FP-1625	Redraft Financial Case to address all lines of guidance and feedback.	0%	01-Nov-21	26-Nov-21	█													
Customs Zones Readiness			01-Apr-21A	28-Feb-22														
Boundary			07-Jun-21A	26-Nov-21														
FP-1335	Confirm boundaries for primary custom zones	100%	07-Jun-21A	16-Sep-21A	█													
FP-2270	Confirm mapping of primary & secondary Customs Zones: maps to be redrawn	50%	06-Sep-21A	26-Nov-21	NG													
Capital Works			01-Apr-21A	26-Nov-21														
FP-1345	Using above for primary custom zones - develop capital investment plan for secondary custom zones	20%	01-Apr-21A	26-Nov-21	NG													
FP-1340	Identify capital investment required for primary custom zones - fences; security; posts; etc;	100%	12-Jul-21A	16-Sep-21A	█													
Delivery			10-May-21A	26-Nov-21														
FP-1520	Integrate wider transport plans with the potential impact of Freeport	40%	10-May-21A	26-Nov-21	NG													
FP-2080	Contingency Planning - Alternative Primary Customs Zones	100%	13-Aug-21A	13-Aug-21A	NG													
FP-2260	Security & Illicit Threat - Risk Assessment: Liaison with Harbour Police to share their Risk Register - Follow Up MHCLG	50%	13-Aug-21A	26-Nov-21	NG													
FP-1350	Produce Implementation programme	100%	06-Sep-21A	16-Sep-21A	█													
Operational Management			06-Sep-21A	26-Nov-21														
FP-1355	Determine with partners full operational arrangements	50%	06-Sep-21A	26-Nov-21	NG													
AEO Accreditation			08-Jul-21A	28-Feb-22														
FP-2170	Project initiation, scoping	100%	08-Jul-21A	24-Sep-21A	NG													

█ Remaining Level of Effort
 █ Actual Work
 █ Critical Remaining W...
█ Actual Level of Effort
 █ Remaining Work
 ◆ Milestone

Activity D	Activity Name	%Comp	Start	Finish	STDC Responsible Person	2021												2022	
						October				November				December				January	
						04	11	18	25	01	08	15	22	29	06	13	20	27	03
FP-2180	Development Stage 1 preparatory processes	100%	12-Jul-21 A	22-Sep-21 A	NG														
FP-2190	Development Stage 2 Progress AEO Application, set up IT systems, training	50%	16-Jul-21 A	26-Nov-21	NG														
FP-2200	Development Stage 3 Implementation, AEO Criteria met, make application	20%	20-Sep-21 A	26-Nov-21	NG														
FP-2210	Review & delivery	20%	27-Sep-21 A	28-Feb-22	NG														
Primary Custom Zones																			
FP-1780	Establish Working Group/ Reporting Mechanisms	100%	26-May-21 A	04-Jun-21 A															
Primary Customs Zones Reporting						▼ Primary Customs Zones Reporting													
FP-1860	Primary Custom Zones - Progress Update Provided - Percentage Completion	100%		05-Jul-21 A															
FP-1870	Primary Custom Zones - Progress Update Provided - Percentage Completion	100%		05-Jul-21 A															
FP-1880	Primary Custom Zones - Progress Update Provided - Percentage Completion	100%		01-Aug-21 A															
FP-1890	Primary Custom Zones - Progress Update Provided - Percentage Completion	100%		30-Aug-21 A															
FP-1900	Primary Custom Zones - Progress Update Provided - Percentage Completion	100%		26-Sep-21 A															
FP-1910	Primary Custom Zones - Progress Update Provided - Percentage Completion	100%		24-Oct-21 A															
FP-1920	Primary Custom Zones - Progress Update Provided - Percentage Completion	0%		26-Nov-21*															
Secondary Zones																			
FP-1930	Establish Reporting Mechanisms	100%	09-Aug-21 A	13-Aug-21 A															
Secondary Custom Zones Reporting						▼ Secondary Custom Zones Reporting													
FP-1980	Secondary Custom Zone - Tees Dock	50%	20-Sep-21 A	26-Nov-21	NG														
FP-1990	Secondary Custom Zone - Port of Hartlepool	50%	20-Sep-21 A	26-Nov-21	NG														
FP-2020	Secondary Custom Zone - Wilton Universal	50%	20-Sep-21 A	26-Nov-21	NG														
FP-2030	Secondary Custom Zone - Haverton Hill Shipyard	50%	20-Sep-21 A	26-Nov-21	NG														
FP-2040	Secondary Custom Zone - Liberty Steel Hartlepool	50%	20-Sep-21 A	26-Nov-21	NG														
FP-2060	Secondary Custom Zone - 2M Group	20%	20-Sep-21 A	26-Nov-21	NG														
FP-1940	Secondary Custom Zone - Teesworks East Sub Zone	0%	01-Nov-21*	26-Nov-21	NG														
FP-1950	Secondary Custom Zone - Teesside International Airport Southside	0%	01-Nov-21*	26-Nov-21															
FP-1960	Secondary Custom Zone - Teesside International Airport Northside 1	0%	01-Nov-21*	26-Nov-21															
FP-1970	Secondary Custom Zone - Teesside International Airport Northside 2	0%	01-Nov-21*	26-Nov-21															
FP-2000	Secondary Custom Zone - Port of Middlesbrough	0%	01-Nov-21*	26-Nov-21	NG														
FP-2010	Secondary Custom Zone - Able Seaton Port	0%	01-Nov-21*	26-Nov-21	NG														
FP-2050	Secondary Custom Zone - LV Shipping	0%	01-Nov-21*	26-Nov-21	NG														
Tax Zones Readiness						▼ Tax Zones Readiness													
Boundary																			
FP-1360	Confirm boundaries for Tax zones	100%	07-Jun-21 A	23-Jul-21 A															
Capital Works																			
FP-1365	Identify capital investment required for Teeswork tax zones	100%	12-Jul-21 A	23-Jul-21 A															
FP-1370	Using above for Teesworks Tax zones - develop capital investment plan for other tax zones	100%	12-Jul-21 A	23-Jul-21 A															
Delivery						▼ Delivery													
FP-2160	Confirm eligible uses of sites	100%	26-Jul-21 A	13-Aug-21 A															
FP-1375	Agree Tax Zone Implementation Process	90%	09-Aug-21 A	05-Nov-21	NG														
FP-2150	Confirm planning status of all customs zone - DBC to progress planning status at TIA	50%	09-Aug-21 A	05-Nov-21															
Innovation																			
Infrastructure						▼ Infrastructure													
FP-1330	Full Fibre Infrastructure	30%	07-Jul-21 A	31-Dec-21															
Sector Network																			
FP-1170	Develop the proposition to Government for the Freeport Observatory (implementation & method for Monitoring & Evaluation)	100%	21-Apr-21 A	09-Aug-21 A															
FP-1385	Technical Networks - Set up working groups (NOF, NEPIC, FSB, NECC & CBI)	100%	07-Jun-21 A	16-Sep-21 A															
Research Centres																			
FP-1470	Centre For Frictionless Trade - Invest Team Made Approach To Treasury	40%	07-Jun-21 A	05-Nov-21															
FP-1390	Research Centres Formalise Working Arrangements	0%		30-Sep-22*															
Seed Funding						▼ Seed Funding													
FP-2750	Determine internally use of Innovation Seed Funding for NZIC	0%	01-Nov-21	26-Nov-21															
De-Carbonisation & Net Zero																			
FP-2120	Fully developed CCUS system by 2030	20%	09-Aug-21 A	31-Dec-30															
FP-2130	Development of 1 GW of Blue Hydrogen by 2030	20%	09-Aug-21 A	31-Dec-30															
FP-2140	Delivery of a Net Zero power plant by 2026	40%	09-Aug-21 A	31-Dec-26															
FP-1395	Net Zero Policy statement required for Freeport activity	0%	01-Nov-21	26-Nov-21															

█ Remaining Level of Effort
 █ Actual Work
 █ Critical Remaining W...
█ Actual Level of Effort
 █ Remaining Work
 ◆ Milestone

Activity D	Activity Name	%Comp	Start	Finish	STDC Responsible Person	2021												2022
						October				November				December				January
						04	11	18	25	01	08	15	22	29	06	13	20	27
Social Impact & Value						Social Impact & Value												
FP-1400	Equality and Diversity Policy	100%	10-May-21 A	21-May-21 A	NG													
FP-1405	Procurement Policy	75%	07-Jun-21 A	05-Nov-21	NG													