

**THAMES FREEPORT BOARD**

11 December 2025 1:30pm-4:30pm

Adult College of Barking and Dagenham, 127 Ripple Rd, Barking IG11 7PB

**AGENDA**
**Membership**

Rt Hon Ruth Kelly	Chair
Cllr Dominic Twomey	Leader London Borough of Barking & Dagenham
Cllr Lynn Worrall	Leader Thurrock Council
Cllr Ray Morgan	Leader London Borough of Havering
Alan Shaoul	DP World London Gateway
David Webster	Port of Tilbury Forth Ports
Wendy Graham	Ford
Joan MacNaughton	Non-Executive Director
Paul Livingston	Non-Executive Director
Robin Mortimer	Port of London Authority
Stuart Rimmer	Thames Freeport

**Observers:**

Dave Smith	Thurrock Council
Fiona Taylor	London Borough of Barking and Dagenham
Andrew Blake-Herbert	London Borough of Havering
Dawn Calvert	Thurrock Council (s151)
Elizabeth Stewart	Odgers
Tim Amos	Ford

**In Attendance:**

Michael Clifford	EY Parthenon
Matthew Harding	Thames Freeport
Daniella Howell	Thames Freeport (actions & decisions)

**Apologies:**

N/A

Item	Agenda item	Lead	Papers	Timing	Time Slot
<b>PUBLIC MEETING</b>					
1	Welcome	Chair	Verbal	5 mins	1.30pm-1.35pm
2	Progress in Thames Freeport Activity	CEO (Interim)	Verbal	15 mins	1.35pm - 1.50pm
3	Public Q&A	Chair	Present	20 mins	1.50pm-2.10pm
<b>BREAK</b>				10 mins	2.10pm-2.20pm

4	<p><u>Chair's Opening Remarks</u></p> <ul style="list-style-type: none"> <li>• Apologies for Absence</li> <li>• Outline of the meeting and reflections from public meeting</li> <li>• Board Effectiveness Review Progress (and introduction to Odgers)</li> </ul>	Chair	Verbal	15 mins	2.20pm-2.35pm
5	<p><u>Approval of Minutes</u></p> <ul style="list-style-type: none"> <li>• Board – 10 June 2025</li> <li>• Strategy Day – 2 Sept – Confidential</li> <li>• Board Action Log</li> </ul> <p><u>Sub Committees minutes for information</u></p> <ul style="list-style-type: none"> <li>• Skills – 23 September 2025 &amp; 26 November 2025</li> <li>• Innovation – 24 September 2025 &amp; 4 December 2025</li> <li>• GPR – 12 November 2025</li> <li>• Trade &amp; Investment – 24 October 2025</li> </ul>	Subcommittee Chairs	Paper	10 mins	2.35pm-2.45pm
6	<p><u>Thames Freeport Progress</u></p> <ul style="list-style-type: none"> <li>• Q3 Performance &amp; Risk Report</li> </ul>	CEO (Interim)	Paper	30 mins	2.45pm-3.15pm
7	<p><u>Strategic Plan and Business Plan 2026/27</u></p> <ul style="list-style-type: none"> <li>• Strategic Plan</li> <li>• Business and Financial Plan 26/27</li> </ul>	CEO (Interim)	Paper	40 mins	3.15pm-3.55pm
8	Masterplan Progress Update	COO (Interim) EY Parthenon	Paper	30 mins	3.55pm-4.25pm

9	AOB/Summary of Actions	Chair	Verbal	5 mins	4.25pm-4.30pm
	Proposed dates of next meetings: <ul style="list-style-type: none"><li>• 10 March 2026</li><li>• 10 June 2026</li><li>• 10 September 2026</li><li>• 10 December 2026</li></ul>				