Greater Cambridge
Development Corporation

2 December 2026

Greater Cambridge Development Corporation Board Meeting

Greater Cambridge Development Corporation

GCDC Board Agenda

Date: 2nd December 2026

Time: 13.00-16.00

Item Ref	Agenda Item	Purpose	Time	Lead
	Private Session - Board Members only	Discussion	13.00	PF
12/26/01	Welcome and Chair's Opening Remarks		13:15	PF
12/26/02	Apologies for Absence	Noting		PF
12/26/03	Declarations of Interest	Noting		PF
12/26/04	Previous Minutes	Approval		PF
12/26/05	Matters Arising and Action Log	Noting	13:20	PF
	STRATEGIC DIRECTION			
12/26/06	Corporation Business Planning	Approval	13:25	BD, GC
12/26/07	Greater Cambridge Development Corporation's Planning Functions Set-Up – Gateway Decision	Approval	13:45	PM, AS
12/26/08	Mass Rapid Transport - Strategic Outline Case Update	Noting	14:10	PH
12/26/09	Water Update	Noting	14:35	PH
12/26/10	Progress towards a Quality Placemaking Framework	Noting	15:00	PM
	OPERATIONAL READINESS			
12/26/11	Establishment of GCDC Investment Committee - Terms of Reference	Approval	15:15	JB
12/26/12	Employment Readiness & Nominations & Remuneration Committee Proposals	Approval	15:30	GC
12/26/13	Local Government Pension Scheme - Pension Resolution	Approval	15:45	JB
	Any Other Business and Close		15:55	PF
	Board Forward Plan including Deep Dives **Next Board Meeting Date: 2nd Feb 2027 (TBC)**	Noting		BD

NOTICE: Please note that the following items have been exempted in accordance with the Board's Terms of Reference and will be held confidential (limited to: the unredacted version of previous minutes, 12/26/06, 12/26/07, 12/26/08 Appendix B, 12/26/11 Appendix 1, 12/26/12, and the Board Forward Plan version with deep dives included).

Greater Cambridge
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Agenda item: 12/26/04

Previous Minutes

Presenter: Chair

Greater Cambridge Development Corporation

Greater Cambridge Development Corporation Board Meeting Minutes

Board Date: 20 October 2026

Present	Position
Peter Freeman CBE (PF)	Chair of Greater Cambridge Development Corporation (GCDC)
Baroness Sally Morgan of Huyton (SMor)	Deputy Chair
Richard de Cani (RD)	Board member (Joined virtually)
Ros Kerslake CBE (RK)	Board member
Cllr Lucy Nethsingha (LN)	Board member Cambridgeshire County Council
Paul Schofield (PS)	Board member
Cllr Bridget Smith (BS)	Board member South Cambridgeshire District Council
Cllr Katie Thornborrow (KT)	Board member Cambridge City Council
In Attendance	
James Butters (JB)	General Counsel, GCDC
Gareth Caller (GC)	Finance Director, GCDC
Beth Dugdale (BD)	Deputy CEO and COO, GCDC
Liz Watts (LW)	CEO, South Cambridgeshire District Council
Janice Gotts (JG)	Deputy CEO, CPCA (representing CPCA in absence of Mayor Paul Bristow and Rob Bridge)
Lise-Anne Boissiere (LB)	Director of Local Government Reform & Strategy, MHCLG (joined virtually)
Stanley Mukwenya (SM)	Assistant Company Secretary (Minute Taker) GCDC
Rebecca Sampins (RS)	Deputy Director, Cambridge Strategy Unit, New Towns, Infrastructure and Housing Delivery, MHCLG
Jenny Thomas (JT)	Cambridge Strategy Unit, New Towns, Infrastructure and Housing Delivery, MHCLG (joined virtually)
Karen Clarke (KC)	Head Public Affairs and Engagement GCDC, joined for Item 09 only
Paul Flatt (PFla)	Assistant Director Project Delivery GCDC, joined for Item 10 only
Will Nichols (WN)	Head of Planning and Place GCDC, joined for Item 11 only
Anthony Hollingsworth (AH)	Director of Planning and Place GCDC, joined for Item 12 only
Robyn Skerratt (RS)	Senior Manager Strategy GCDC, joined for Item 11 only

Apologies	
Professor, Sir John Aston	Board Member
Dr. Stephen Moir	CEO, Cambridgeshire County Council
Mayor Paul Bristow	Mayor, Cambridgeshire and Peterborough Combined Authority
Rob Bridge	Chief Executive, Combined Authority (CPCA)

01	**Declarations of Interest**	
10/26/01	The Chair welcomed members and attendees to the meeting and noted apologies received from Prof. Sir John Aston, Rob Bridge, Mayor Paul Bristow and Dr. Stephen Moir.	
10/26/02	The Board was informed that members had been invited in advance of the meeting to submit any declarations of interest relating to the business on the agenda. It was confirmed that no additional declarations had been received.	
10/26/03	Consideration was given to the minutes of the previous meeting. The Board was informed that the corrections previously identified had been incorporated into the revised version. The minutes were approved, with no further objections raised.	
02	**Matters Arising and Chair Update**	
10/26/04	The Chair provided an update on engagement undertaken since the previous meeting. This included discussions with government representatives, local partners, other development corporations, civic representatives and young people.	
10/26/05	It was highlighted that discussions with representatives of other development corporations had provided useful insight into the practical arrangements required to establish and operate an effective development corporation. Consideration had included staffing responsibilities, organisational capacity, financial arrangements and the importance of establishing an appropriately resourced operational model.	
10/26/06	The Board was informed that engagement had also taken place with government advisers. It was noted that the Corporation's thinking and practical preparations appeared, in some respects, to be more developed than those of other emerging organisations. Government representatives had expressed an interest in learning from the Corporation's experience.	
10/26/07	Members also noted the importance of continued engagement with local authorities, the Combined Authority, civic institutions and communities across Greater Cambridge.	

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03	**Transparency Policy and Main Board Terms of Reference**	
10/26/08	Consideration was given to the proposed Transparency Policy. The Board was informed that the policy had been developed to fulfil commitments made during the consultation process and to align, where appropriate, with local government transparency standards.	
10/26/09	It was highlighted that the policy sought to balance public accountability and openness with the need to protect commercially sensitive information and enable effective decision making in accordance with the Corporations terms of reference. Members noted the significant level of transparency proposed, including commitments relating to publication of papers, and online public access arrangements.	
10/26/10	Discussions were held on whether four public Board meetings (being meetings open to the public and defined as "Open Meetings" in the Corporations terms of reference) each year represented an appropriate balance between transparency and operational effectiveness. The importance of meaningful public engagement was recognised, alongside the practical and operational arrangements required to support effective and accessible meetings	
10/26/11	Further discussions were held on publication of declarations of interests, publication timescales for minutes and practical arrangements for meetings that are open to the public to observe and receive response to questions that are to be pre-submitted in accordance with a policy on public meetings that the Corporation will develop and publish.	
10/26/12	Members highlighted the importance of ensuring that transparency arrangements remain proportionate and are reviewed following implementation. Members welcomed the quality and scope of the policy.	
10/26/13	The Board: • approved the Transparency Policy and the Board Terms of Reference; • approved the commitment to hold four open Board meetings each year, with open and closed sessions arranged as appropriate; • agreed that the policy and Terms of reference should be reviewed after its first year of operation; • agreed that arrangements for publishing declarations of interest should be confirmed; • approved the Board Terms of Reference, noting that they provided sufficient flexibility for implementation of the transparency protocols. the interrelation with the Board Terms of Reference was discussed.	

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04	**Audit, Risk and Assurance Arrangements**	
10/26/14	Consideration was given to the proposed Terms of Reference for the Audit and Risk Committee. The Board was informed that the proposed arrangements had been developed in accordance with recognised central government governance guidance and reflected established good practice for public bodies.	
10/26/15	It was highlighted that the committee would provide oversight of governance, risk management, internal controls, assurance and audit arrangements.	
10/26/16	The Board received an update regarding discussions with the sponsoring department on external audit arrangements. Members were informed that the legislative framework required the appointment of a suitably qualified external auditor and that discussions remained ongoing regarding the preferred approach.	
10/26/17	Discussions were held on membership arrangements and the importance of effective assurance from the outset. It was noted that the initial membership would comprise Paul Schofield as Chair, Prof. Sir John Aston and Cllr Lucy Nethsingha.	
10/26/18	The Board: • approved the terms of reference for the Audit and Risk Assurance Committee; • noted the unresolved statutory position concerning the appointment of the external auditor.	
05	**Nominations and Remuneration Committee**	
10/26/19	Consideration was given to the proposed Terms of Reference for the Nominations and Remuneration Committee. The Board was informed that the committee would provide oversight of remuneration, recruitment, appointments, people matters and organisational capability.	
10/26/20	Members highlighted that the committee's remit should extend beyond remuneration matters alone and should encompass workforce planning, organisational development and wider people related considerations.	

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10/26/21	The Board considered diversity and inclusion, with Members emphasising the importance of reflecting diversity objectives within the Committee's responsibilities and future workforce arrangements. It was highlighted that the Terms of Reference should make clear the Committee's role in supporting the setting of diversity and inclusion objectives, monitoring progress, and reporting on performance and any necessary corrective action.	
10/26/22	The Board discussed future workforce planning requirements and noted the need to establish remuneration and employment frameworks to support organisational growth.	
10/26/23	The Board: • approved the establishment of the Nominations and Remuneration Committee; • agreed that the Committee's wider people and organisational remit should be explicitly reflected; and • agreed that the equality, diversity and inclusion provisions should be strengthened	
10/26/24	**Actions** • Amend the Terms of Reference to reflect the Committee's broader responsibility for wider people and organisational matters (which will include oversight over contractual terms, human resources policies, in addition to renumeration and any benefits).	JB
06	**Establishing an Investment Committee**	
10/26/25	Consideration was given to the governance arrangements required to support the Corporation's future investment activity. It was highlighted that the Corporation could be required to consider significant, complex and long-term investments. Decisions could involve substantial public funding and would require detailed assessment of financial return, risk, public value, strategic alignment, delivery confidence, and the circumstances in which a return below the market rate might be justified by wider economic, social or environmental benefits.	
10/26/26	It was highlighted that consideration was being given to appointing an additional Non-Executive Director with property, banking or investment expertise to strengthen the Board's investment capability.	

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10/26/27	Relationship with the Board The Board discussed the respective responsibilities of the proposed Investment Committee and the Board. It was suggested that the Committee should undertake detailed scrutiny and make recommendations, while the Board should retain responsibility for material strategic decisions and matters beyond any delegated financial threshold.	
10/26/28	Members noted that the Committee could assist the Board by examining commercial information in depth as a separate committee of the Corporation's Board with dedicated sessions to undertake detailed reviews of commercial and investment propositions at a more granular level.	
10/26/29	Conflicts of interest Members highlighted the potential for conflicts where Board members represented organisations with significant landholdings or other relevant interests. A member questioned whether representatives of local authorities that owned land could participate fully in investment decisions. Other members noted that technical expertise could still be valuable, provided conflicts were clearly declared and managed.	
10/26/30	The Board also recognised the need to maintain a clear separation between the Corporation's role as an investor or landowner and the exercise of any statutory planning functions. It was highlighted that robust information barriers and decision-making protocols would be essential.	
10/26/31	Membership and skills It was recognised that more potential volunteers had come forward than might be required. The Board considered that membership should be determined by reference to the skills and experience needed, rather than solely by willingness to serve.	
10/26/32	The Board: • agreed in principle that an Investment Committee should be established; • agreed that its remit and delegated authority should be developed further; • agreed that membership should reflect the required investment, financial, property and commercial skills; and • agreed that robust arrangements should be established to manage conflicts between investment and planning responsibilities.	

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	• noted the agreement with the Minister to appoint further interim Non-Executive Director to the Board with the intention that they Chair Investment Committee.	
10/26/33	**Actions** • Develop draft Investment Committee Terms of Reference, setting out proposed membership, chairing arrangements and delegated financial authority.	GC
07	**Engagement Approach to Inform 25 Year Vision**	
10/26/34	The Board considered proposals for developing the Corporation's long-term vision and public engagement approach, drawing together economic, infrastructure, environmental and growth evidence alongside stakeholder and community input.	
10/26/35	Members supported a phased engagement approach, beginning with elected representatives and technical stakeholders before progressing to wider public participation including a citizens' assembly. It was emphasised that engagement should be representative and proactively include young people, future and underrepresented communities, lower-paid workers and those less likely to participate through traditional consultation.	
10/26/36	The Board highlighted the need to clarify the planning horizon and ensure consistency across the programme. Engagement should also align with the Combined Authority and Greater Cambridge Shared Planning Service to avoid duplication and maximise opportunities for joint working.	
10/26/37	The Board noted the long-term vision should be developed through meaningful and representative public participation, aligned with wider strategic planning activity.	
10/26/38	The Board: • endorsed the proposed direction of travel for developing the long-term vision and supported the phased engagement approach; • supported further development of a citizens' assembly or equivalent deliberative model and agreed that the engagement should represent current, future and underrepresented communities.	
10/26/39	**Actions** • A revised Statement of Intent would be circulated following receipt of final comments.	KC

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08	**Local Plan Reg 19 and Minerals and Waste Response**	
10/26/40	The Board was informed of the representations submitted in response to the Greater Cambridge Local Plan Regulation 19 consultation and the Cambridgeshire and Peterborough Minerals and Waste scoping exercise. It was noted that the relevant submission deadlines had preceded the Board meeting and the representations were therefore presented for information.	
10/26/41	In relation to the Local Plan Regulation 19 consultation, the Board was informed that the Corporation supported the Local Plan and its overall strategy and remained committed to constructive engagement with the Greater Cambridge Shared Planning Service.	
10/26/42	Consideration was given to the proposed approach to Cambridge East, with the representation recommending that the reference to approximately 8,000 homes be amended to a minimum of 8,000 homes, reflecting the potential impact of Cambridge East station and the aspirations of the development partners.	
10/26/43	In respect of the Cambridge Biomedical Campus, it was highlighted that the representation proposed greater collaboration between existing landowners in the preparation of any future biomedical campus masterplan.	
10/26/44	The Board was informed that the Corporation supported the overall approach to the Minerals and Waste scoping exercise. It was highlighted that up-to-date demographic information and emerging Local Plan evidence should inform the Minerals and Waste Plan to ensure future housing and economic growth, and the resulting minerals and waste requirements, were appropriately assessed.	
10/26/45	The Board; • noted the representations submitted in respect of the Local Plan Regulation 19 consultation and the Minerals and Waste scoping exercise.	
10/26/46	**Actions** • Review and correct inconsistent references to the anticipated Local Plan adoption date in the paper.	WN
09	**Planning Function Update**	
10/26/47	The Board received an update on progress towards the Development Corporation assuming its strategic planning authority functions. The emerging strategic site definition and development	

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	thresholds were outlined, noting that these remained subject to final Government determination and inclusion in the relevant statutory instrument. Engagement with the County Council and Greater Cambridge Shared Planning Service had informed the emerging position.	
10/26/48	Discussions were held on the future planning service delivery model and resourcing arrangements. Members noted that implementation remained dependent on the statutory instrument, Planning Committee appointments and other delivery requirements. It was emphasised that planning powers should only be activated once the Corporation was appropriately prepared, resourced and capable of delivering an effective planning service. It was noted that no final commencement date had been agreed.	
10/26/49	The Board considered the implications for existing planning staff, noting that the position would depend on the functions transferred and the future operating model, including potential SLA arrangements. Relevant statutory employment protections would need to be considered once any affected employees had been identified.	
10/26/50	Members emphasised the importance of retaining the expertise and local knowledge of the Greater Cambridge Shared Planning Service and avoiding unnecessary duplication of existing capability. It was indicated that collaborative working and potential SLA arrangements would be explored, including opportunities for early joint working and pre-application activity ahead of the formal transfer of powers.	
10/26/51	The Board: • noted the emerging strategic site thresholds and supported continued engagement with the relevant local authorities and Shared Planning Service on the future planning delivery model.	
10/26/52	**Actions** • Report the workshop outcomes, including staffing and future service delivery arrangements, to the Board in December.	AS
10	**Board Forward Plan**	
10/26/53	The Board considered the Forward Plan and the sequencing of key matters for forthcoming meetings and deep-dive sessions. Members emphasised the need to ensure sufficient time for substantive strategic discussion and supported the use of separate briefings or deep dives where appropriate.	

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10/26/54	The Board noted the priority areas of water, mass rapid transport, planning functions, business planning and investment matters, highlighting the need for coordinated stakeholder engagement and communications.	
10/26/55	The Board also noted the planned December meeting would have a substantial agenda and considered whether some items could be deferred or addressed through separate sessions. Project Eagle was specifically suggested as suitable for a separate deep dive.	
10/26/56	Members raised practical concerns regarding the accessibility, printing and sharing of Board papers, and requested that these arrangements be reviewed.	
10/26/57	The Board was informed that the Forward Plan would be refined to prioritise key strategic matters and make appropriate use of deep dive sessions and briefings.	
	The Chair thanked everyone for their contributions and noted the strong consensus regarding the ambition for the Development Corporation to operate as a proactive, well governed and delivery focused organisation.	

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Greater Cambridge
Development Corporation

Agenda item: 12/26/05

Matters Arising & Action Log

Presenter: Chair

Greater Cambridge Development Corporation

Matters Arising & Action Log

Ref	Meeting Date	Action Point	Owner	Action Progress	Date Required	Status
10/26/25	20/10/26	Amend the Terms of Reference to reflect the Committee's broader responsibility for wider people and organisational matters (which will include oversight over contractual terms, human resources policies, in addition to renumeration and any benefits).	James Butters	Action closed, updated N&R committee ToR included on the Board agenda	02/12/26	Closed
10/26/33	20/10/26	Develop draft Investment Committee Terms of Reference, setting out proposed membership, chairing arrangements and delegated financial authority	Gareth Caller	Action closed, draft Investment Committee Terms of Reference developed and included on the Board agenda	02/12/26	Closed
10/26/46	20/10/26	Arrange a technical deep-dive session for Board members and clearly define the scope, methodology, timetable, outputs and decision points for evidence base scenario testing.	Beth Dugdale	Action closed, technical deep-dive session completed on 16 November 2026, addressing the evidence-base scenario testing.	02/12/26	Closed
10/26/52	20/10/26	A revised Statement of Intent would be circulated following receipt of final comments.	Karen Clarke	Action closed, final version and draft PN sent to PF for onward circulation to Board on 4.11.	02/12/26	Closed

10/26/64	20/10/26	Review and correct inconsistent references to the anticipated Local Plan adoption date.	Will Nichols	The inconsistency related specifically to the anticipated adoption date for the Greater Cambridge Local Plan. During the discussion, it was highlighted that paragraph 3.13 referred to adoption in late 2027/early 2028, whereas a later section of the document referred to 2028/29. However, having cross-referenced the document and its appendices, I was unable to find any reference to an alternative date. The only alternative date I could find related to the timetable for the Cambridgeshire & Peterborough Minerals and Waste Local Plan, which referred to 2029. It is therefore considered that this has been cross-referenced and the action is complete.	02/12/26	Closed
10/26/70	20/10/26	Report the workshop outcomes, including staffing and future service delivery arrangements, to the Board in December.	Alexander Savine		02/12/26	Open

Greater Cambridge
Development Corporation

Agenda item: 12/26/08

MRT SOC Update

Presenters: Philip Harker

Greater Cambridge Development Corporation

Mass Rapid Transit Strategic Outline Case – Update

Item Number: **12/26/08**
Author/Presenter: **Rhiannon Hedingham/Philip Harker**

1) Background

1.1 This paper provides an update on the Mass Rapid Transit Strategic Outline Case. It has been prepared in response to a request from members as part of their induction and onboarding sessions.

1.2 A slide deck to accompany this section and provide additional context is provided in Appendix A.

1.3 The Cambridge Growth Company were commissioned by government to prepare a Strategic Outline Case (SOC) for Mass Rapid Transit (MRT) in Greater Cambridge. This work continues to be developed by the Greater Cambridge Development Corporation since it was established in July 2026. The SOC is the first step in a formal process to make the 'Case for Change' for strategic transport intervention to support growth in Greater Cambridge.

Stage	Question	What it does	Output
Strategic Outline Case (SOC)	**Do we need to do something?**	**Explains the problem, why action is needed, and the possible solutions.**	**Agreement that there is a strong case to investigate options further.**
Outline Business Case (OBC)	What is the best solution?	Tests the options in detail, assessing costs, benefits, risks and value for money to identify a preferred option.	Agreement on the preferred solution.
Full Business Case (FBC)	Are we ready to deliver it?	Confirms the final design, cost, funding and delivery arrangements before committing to construction.	Approval to proceed with delivery.

1.4 An anticipated timeline for progression through the Business Case stages is shown below:



1.5 WSP's transport and business case professionals were engaged to deliver the SOC. Working in partnership with the Combined Authority ensures that the MRT programme reflects the Greater Cambridge Transport Strategy and enables mutual alignment of outcomes.

1.6 A number of detailed technical reports were prepared to help inform key considerations as the project progresses. The three reports were:

- Summary Analytical Report;
- Potential Repurposing of Existing Busways to MRT; and
- Geotechnical and Tunnelling Feasibility Report.

1.7 Stakeholder engagement focussed on a series of joint workshops delivered in partnership with the Combined Authority, covering both the Transport Strategy project and MRT. The outputs of this engagement informed the project team of subjects such as key existing network constraints, what improvements people would like to see and what are the priorities for any future service.

1.8 Additional engagement has continued throughout the project with local partners, interest groups and authorities including regular briefings to the Transport Senior Officers Group with representation from all tiers of Local Authority, including:

- Cambridgeshire and Peterborough Combined Authority;
- Cambridgeshire County Council;
- Greater Cambridge Shared Planning;
- Greater Cambridge Partnership;
- Cambridge City Council;
- South Cambridgeshire District Council;
- Ministry for Housing, Communities and Local Government; and
- Greater Cambridge Development Corporation.

2) Option Development

2.1 The MRT network options were developed using information from stakeholder engagement, technical reports, previous studies, network analysis and travel demand data. A wide range of possible routes was identified and then assessed against project objectives, expected demand, growth opportunities and existing public transport provision.

2.2 This process resulted in five shortlisted network options, which are now being tested through transport modelling and appraisal. The options have been designed to be different enough to isolate the benefits of individual characteristics and connections and to look at as many alternatives as possible. Any future preferred network is likely to combine elements of the options currently being assessed. At this stage, no decisions have been made on technology and the routes shown are indicative only.

2.3 The Options aim to:

- Serve Local Plan sites and be flexible to deliver future growth scenarios as they develop through the future corridor studies and engagement work;
- Support the principle of ‘Everywhere to Everywhere’ connectivity;
- Minimise the need for interchange; and
- Align with the longer-term goals of the Greater Cambridge Transport Strategy and the Development Corporation vision.

2.4 The five shortlisted network concepts are described below:

- **Option 1:** Full Orbital and East-West surface route (North-South connectivity provide by rail)
- **Option 2:** Full Orbital (North-South connectivity provide by rail)
- **Option 3:** ¾ Orbital and North-South surface route
- **Options 4:** Half Orbital with East-West tunnel (North-South connectivity provide by rail)
- **Option 5:** Spoke and Hub with East-West tunnel and North-South surface route

2.5 Diagrams of the five option layouts are shown in Appendix B (Confidential).

2.6 These Options are now being assessed through transport modelling and appraisal work. This builds on the modelling undertaken for the Transport Strategy. Engagement with DfT modelling team on 23rd November helped agree key assumptions and approach.

2.7 All the technical work is leading to the preparation of the SOC Documentation for submission to DfT and Government, which is split into five 'Cases' in line with DfT and Green Book Guidance. These are described below:

Business Case Dimension	**Simple Question**	**What is covers**
Strategic Case	*Why are we doing this?*	The problem being solved, objectives, and why investment is needed.
Economic Case	*Is it worth it?*	Costs and benefits, value for money, and comparison of options.
Commercial Case	*How will we buy it?*	Procurement approach, contracts, and market engagement.
Financial Case	*Can we afford it?*	Funding sources, affordability and budget impacts.
Management Case	*Can we deliver it?*	Governance, programme management, risks, and delivery plans.

2.8 Drafting of the five Cases continues to progress, including strengthening the narrative from the Programme Level growth evidence base work, in line with DfT recommendations, to further demonstrate the need for strategic transport intervention

3) Programme Update

3.1 The MRT programme is on track to complete the Strategic Outline Case for consideration at the February Board, ahead of formal submission to DfT and HMT in March 2027.

3.2 The proposed timetable responds to the following key aspects:

- **Agreement on Modelling and Appraisal Approach with DfT**
  Agreement with DfT on modelling assumptions and appraisal methodology remains critical to progressing the Economic Case, with resolution expected following the 23 November 2026 meeting.

- **Demonstrating the Strategic Rationale from the Programme Level SOC**
  Following DfT advice, a transport-focused Five Case Model-based document is being developed by KMC to strengthen the strategic case for MRT against alternative interventions. This is now nearing completion.

- **Alignment with the Greater Cambridge Transport Strategy**
  To avoid any risk of progressing ahead of the Greater Cambridge Transport Strategy, which identifies MRT as key to supporting Local Plan growth, the MRT programme has been aligned to ensure a robust and policy-aligned foundation for the business case.

- **Alignment with Board-approved timeline for engagement on developing the Corporation's long-term vision (includes economic evidence and good growth principles, and considers the CPCA's timeline for its emerging Spatial Development Strategy)**
  This coordinated approach will support the effectiveness of the MRT SOC and the Development Corporation's wider objectives, helping to ensure discussion remains focused on the strategic transport case.

4) Future Governance Arrangements next stages

4.1 As the MRT programme progresses from SOC to Outline Business Case, then Full Business Case and onwards to delivery and operation, the governance arrangements will need to appropriately scale and adapt to provide appropriate oversight, sponsorship and accountability. The SOC will appraise a range of possible governance models to enable this.

4.2 Initial discussions regarding future governance arrangements for Outline Business Case and future delivery have commenced with the Combined Authority and will also reach out to other strategic partners.

4.3 It is anticipated that some form of Joint Governance approach with key partners may be proposed, reflecting complementary responsibilities for growth, spatial planning and transport powers.

5) Next Steps

5.1 Work has progressed with the Combined Authority and Cambridge Ahead to consider the scope of an Integrated Ticketing Study, building on emerging lessons from the bus franchising programme and wider best practice.

5.2 Meeting with DfT to confirm modelling and appraisal methodology held on 23rd November 2026.

5.3 Development of the scope of works has commenced to enable the early procurement of specialist consultants and advisors to support delivery of the Outline Business Case. It would be anticipated to use existing framework panels and identify a potential specialist partner(s) by Q1 27/28.

5.4 Progress discussions with partners to reach a proposed ‘in principle’ approach of joint governance for future Outline Business Case work. Work would then continue to reach agreement and adopt this as the OBC work commences.

5.5 Prepare Deep Dive session for Board to present MRT SOC in full.

5.6 Finalise SOC Documentation ready for February 2027 Board approval and submission to DfT/ government.

Cambridge **Mass Rapid Transit**

An opportunity of national and global significance

December 2026

Greater Cambridge
Development Corporation

OFFICIAL

The Cambridge growth opportunity

A region of national and global significance

- Cambridge is an economic hub of vital significance to UK Growth – it is a unique national asset and is a focal point of the Government's growth agenda.
- Cambridge is ranked as the most intense innovation cluster in Europe, and second in the world only to San Jose - San Francisco (World Intellectual Property Organisation – UN agency)
- It is the UK's most innovative city, with the highest density of new economy firms and consistently the highest number of patents registered per head of population (Centre for Cities)
- The city is a net contributor to the Exchequer, contributing around £1 billion per year more than it receives in public spending
- Cambridge does not only benefit locally; it actively supports growth elsewhere; Cambridge firms frequently expand into other UK cities, including Manchester, Sheffield, and Bristol



An economic high performer

GVA per capita

40% above the national average

Strong economic growth

2.5% per year since 2000 significantly outpacing the nation (1.7%)



A major knowledge exporter

Exporting the best of the UK

£8.9b worth of services exported (2022)

Research & development mecca

10% of all UK R&D sites are in Greater Cambridge



An incubator of next-generation tech

In the top…

20 Most valuable tech cities, with a combined market valuation of over $100bn USD

Home to future breakthroughs…

110 AI startups in Cambridge, many with linkages to the life sciences and medtech sectors

The risk of doing nothing

- Cambridge's continued position as a world-leading centre of innovation is dependent on tackling infrastructure deficiencies, accessibility and housing supply – Infrastructure investment needs to keep pace with growth.
- Planning permissions, development completions and occupations have already been delayed or constrained because supporting infrastructure is not in place.
- According to research by Cambridge Ahead, transport connectivity is identified by employers in Cambridge as their single biggest barrier to growth – there is a 'clear and urgent call' for infrastructure to be delivered at the speed and scale required to support growth.
- Some employers reported to Cambridge Ahead actively considering alternative locations because of infrastructure constraints
- ***"In the event that no significant new policy actions were taken to address the housing and transport gaps over the next decade, employment in the city region is likely to reverse its growth trend and decline from 2031 onwards."***

~ Cambridge Independent Economic Review

Research done by the University of Cambridge Martin Centre for Architectural and Urban Studies estimates that if housing and transport constraints continue to suppress growth, the resulting losses to the regional and national economies are enormous.

Estimated GVA loss of

£164-178bn

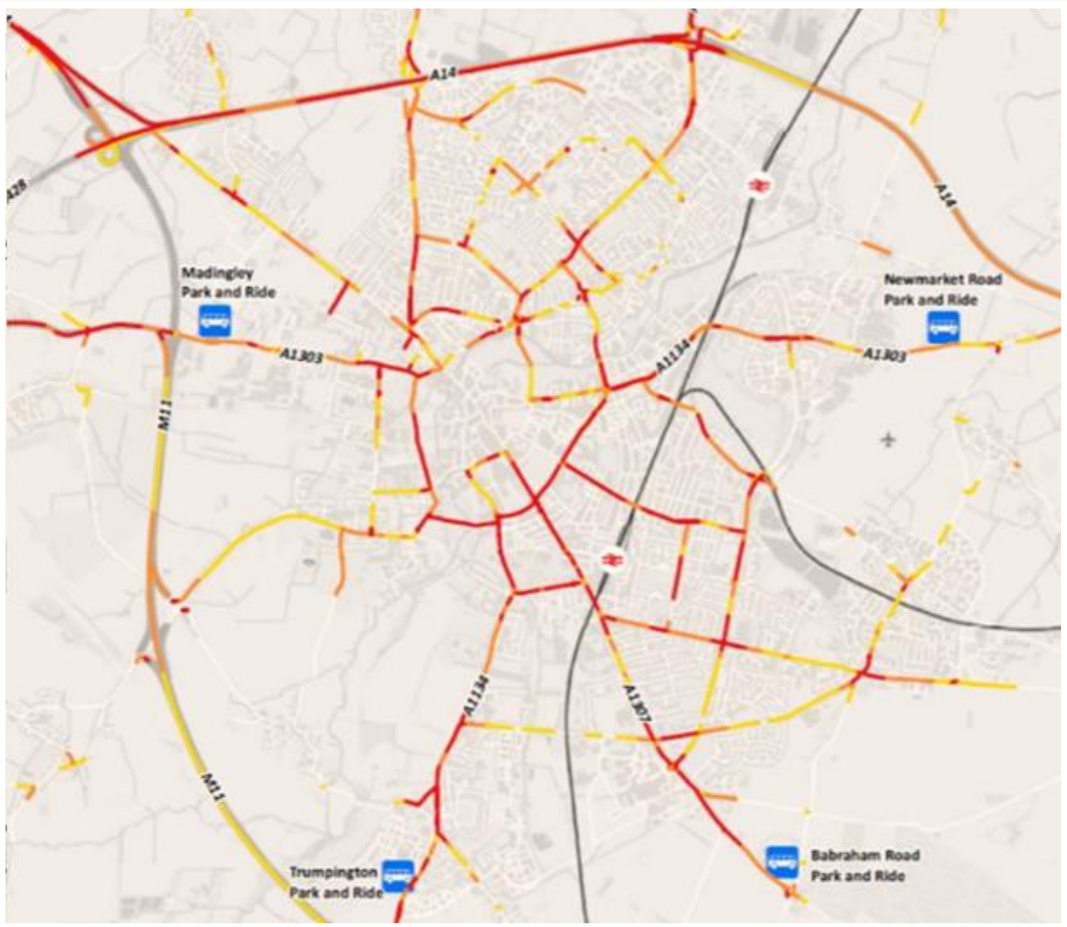
and up to

143,000

fewer jobs in Greater Cambridge

by 2051 relative to the feasible growth expectations set out in the Cambridge Independent Economic Review.

Congestion is putting a chokehold on growth and opportunity



- Congestion in and around Cambridge is already a significant problem and will worsen with growth
- There is inequality in access across the region to major centres of employment, education and services such as healthcare
- New developments are constrained due to lack of high-quality public transport access
- The current public transport network is fragmented and does not facilitate reliable, seamless journeys that attract mode-shift

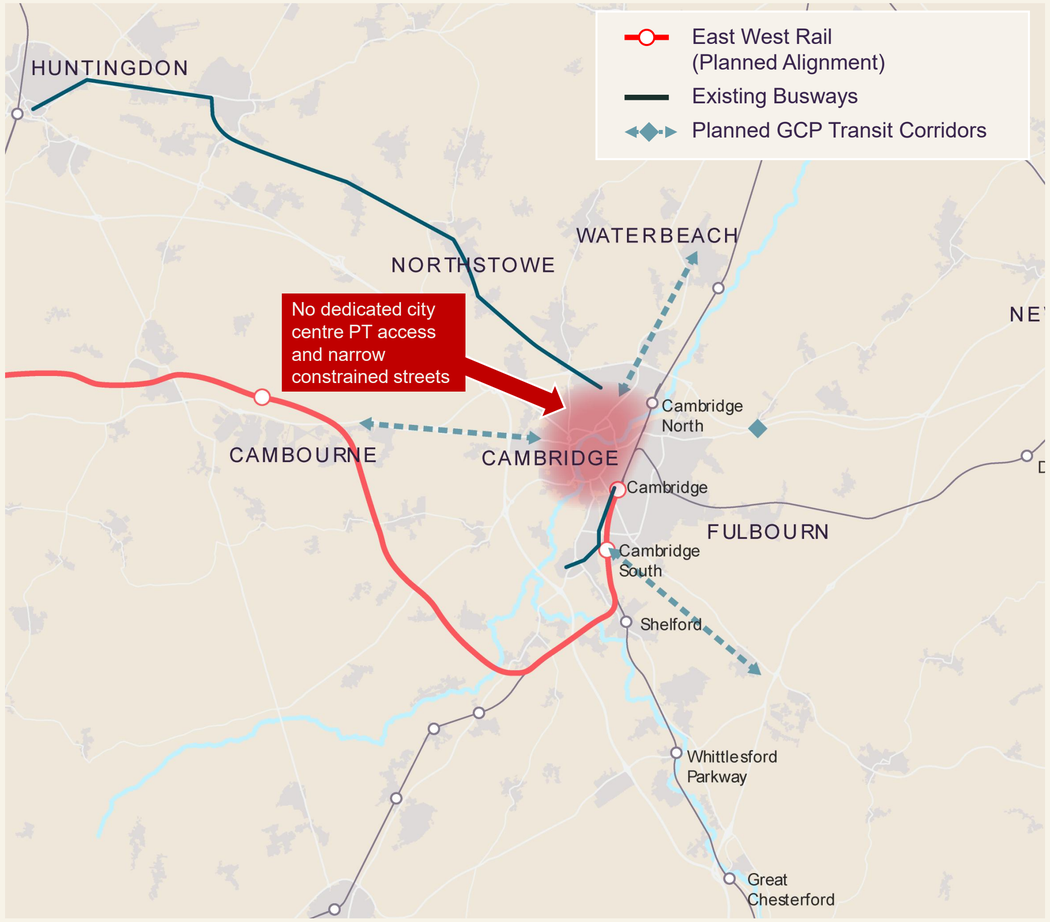
INRIX 2025 Cambridge Traffic Scorecard

15% year-on-year increase in congestion

60hrs a year lost to congestion per driver

£826 annual cost of congestion per driver

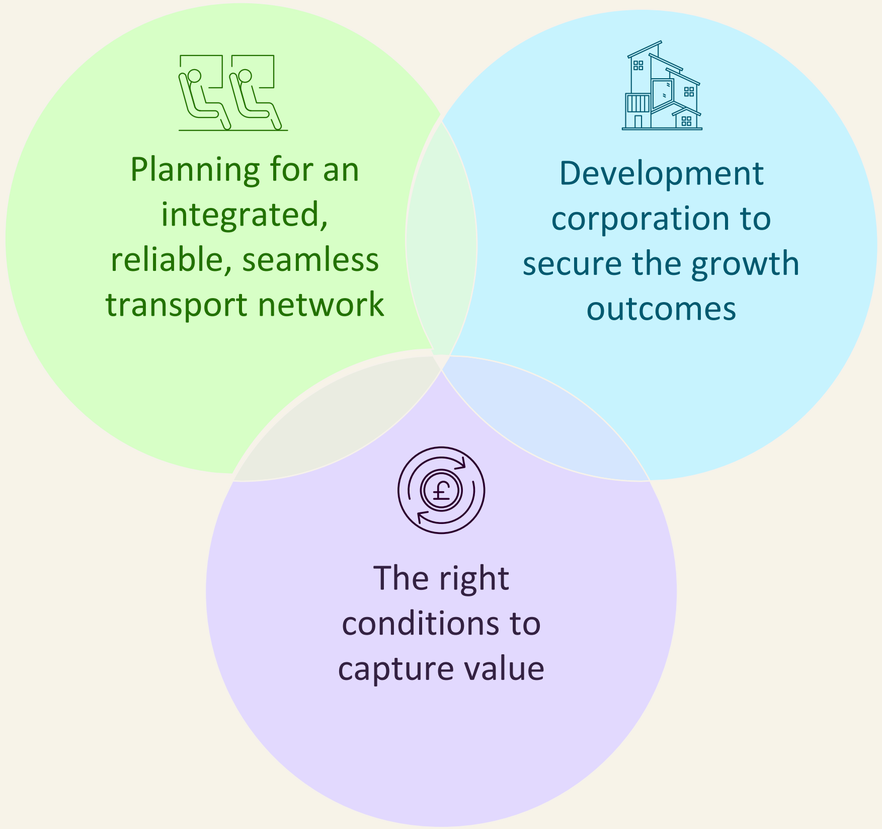
Existing investments and reforms don’t go far enough - MRT is needed for transformational growth and to maximise benefits



- Major new infrastructure in the form of East West Rail is coming to the region. To maximise its benefits, complementary investment in the local transport network will be essential.
- Local transport investment should build on planned schemes already in the pipeline, particularly the Greater Cambridge Partnership corridor improvements, including Cambourne to Cambridge and CSET.
- However, these do not fully address the most constrained sections into and across the city, nor create a connected network. These urban sections, where services mix with general traffic, are impacted by congestion and delay.
- The Greater Cambridge Transport Strategy seeks to create an integrated, inclusive and resilient ‘everywhere-to-everywhere’ transport system, enabling people and businesses to access homes, jobs, education, services, centres, open spaces and key interchanges through reliable, attractive and sustainable travel choices.

The opportunity for a place-based, growth led MRT approach

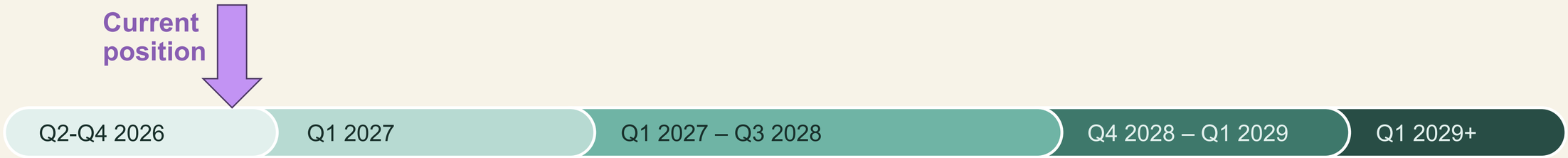
- The Combined Authority and Development Corporation are working in close partnership to ensure that the Greater Cambridge Transport Strategy and the Mass Rapid Transit study are developed and delivered in a fully integrated way.
- Given the scale of growth in Cambridge alongside the underlying and future values – there may be an opportunity to establish a delivery model for MRT where contributions can be captured over time from development and value unlocked
- The scale of these potential contributions, relative to the costs of a specific MRT intervention, will need to be tested through the business case process, alongside consideration of other infrastructure funding requirements associated with growth of this magnitude.
- On the basis such a model is workable in Cambridge – this will rely on a different kind of Government support to many other cities in the UK where a development corporation to secure growth and the underlying values do not yet exist.
- A different model of Government support could mean – among other things – a different profile of capital funding, including borrowing and guarantees and powers through the Combined Authority and Development Corporation to capture aspects of value over time from future development to offset initial borrowing.



MRT Strategic Outline Case

The Business Case Process

Anticipated Timeline



Completion of SOC

- Demonstrate case for change
- Articulating outcomes MRT could enable
- Proportional analysis to demonstrate MRT is an investable proposition

Review of SOC and OBC Mobilisation

- Review and feedback from MHCLG and DfT
- Engagement with key stakeholders
- Ensure Development Corporation is setup for successful OBC delivery (including procurement)

OBC Development

- Detailed optioneering, and appraisal of preferred way(s) forward
- Public consultation and engagement on preferred way forward.
- Refinement and validation of the value for money of the proposition and development on an affordable funding proposition
- Design progression to support an agreed commercial delivery model and enable consents

OBC Review and Confirmation

- Detailed optioneering, and appraisal of preferred way(s) forward

Progressing to scheme consenting and early works

- Specific activities to be identified through the OBC

Key
SOC: Strategic Outline Case
OBC: Outline Business Case

The Cambridge MRT SOC

The Greater Cambridge Development Corporation is currently sponsoring the development of a Cambridge MRT Strategic Outline Case, working in partnership with the Cambridge and Peterborough Combined Authority and other key stakeholders

PURPOSE

- **Establishing the case for change** – Why MRT is needed and the outcomes it should enable (in line with regional and national policy priorities)
- **Aligning stakeholders** – on a shared view of the *right* answer for Greater Cambridge

APPROACH

- **Partnership** – The SOC is being developed in close coordination with local partners including the combined authority (CPCA), Greater Cambridge Partnership (GCP), county council and others
- **Proportional analysis** – Building to inform a preferred way forward and decision to progress the scheme forward towards further stage of scheme development and business case

EXPECTED OUTCOME

- **A preferred way forward for the MRT network** - setting out potential prioritisation and phasing of network corridors to support both emerging Local Plan and the Development Corporation's higher growth
- **An investible proposition** – that demonstrates MRT merits further development and to continue to progress through the business case process to OBC

Key questions the SOC must help to answer to build the case and align stakeholders on a way forward

1. **Is MRT needed to unlock Cambridge's growth ambitions?**
   With planned and committed transport investments, including East West Rail, the Busway network and bus franchising, is MRT still required to provide the level of connectivity needed to support Cambridge's transformational growth potential?

2. **Does MRT need to serve Cambridge city centre directly?**
   Could a lower-cost orbital MRT network, without direct city-centre access, provide sufficient connectivity to address the key gaps in Cambridgeshire's public transport network and support planned growth?

3. **Should a tunnelled MRT solution be considered?**
   If direct city-centre access is required, could the additional cost of a tunnelled MRT alignment deliver sufficient benefits in terms of reliability, journey times, network performance and reduced surface-level disruption?

4. **Is there clear potential that growth can help fund MRT delivery?**
   To what extent can the value generated by transformational growth contribute to the funding and delivery of MRT, and are the necessary powers, funding mechanisms and development opportunities in place to materially reduce the requirement for conventional public-sector capital funding?

The Technology Question

We are aware the MRT debate in Cambridgeshire has involved many voices with strong perspectives on the technological solution for Cambridge (Bus, Tram, Light Rail, etc.).

We are **NOT** seeking to define the technological solution for Cambridge MRT through the SOC and focusing on being guided by defining the right network and connectivity needed.

This will ensure we are led by the network outcomes and not a specific technology solution.

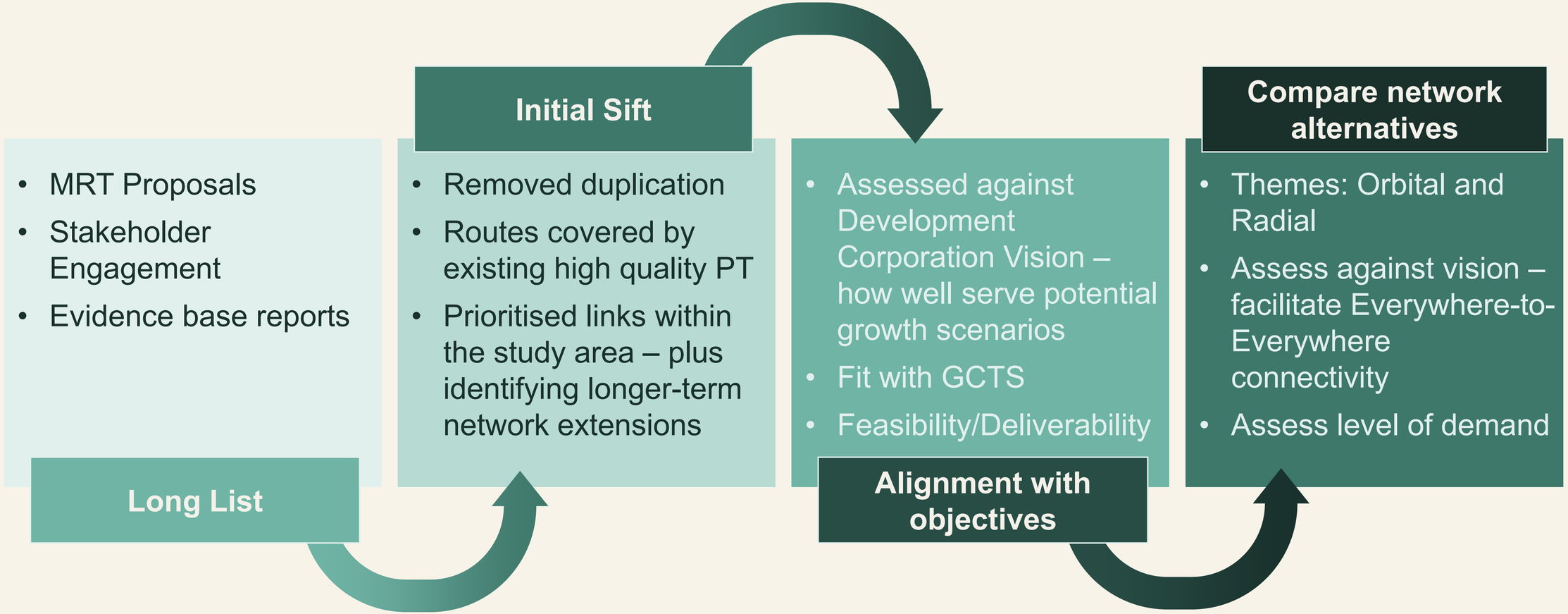
Stakeholder Engagement – key messages we heard

A programme of Stakeholder Engagement has underpinned the development of the SOC.

Through workshops held collaboratively with the Combined Authority we gathered vital information about the existing network and what a future service may need to deliver:

- Existing congestion impacts businesses – some companies may choose not to expand in Cambridge until the existing transport situation is improved.
- Increasingly employees, hospital visitors and students in the region are coming from further away – public transport solutions need to be affordable, integrated and connected to discourage car being the default mode of choice – links to travel hubs / park and ride / mainline rail are essential.
- A recognition that to have a public transport system that delivers a high level of service then general traffic demand would need to be managed through other levers, such as: parking levies, modal filters, public transport priority/segregation, congestion charging, etc. However, demand management without good quality public transport is not palatable.
- Integration is key in providing seamless journeys, approaches such an integrated ticketing and enhanced customer information could offer meaningful benefits.
- There was little concern given to the technology that would deliver an MRT system – more important to attendees was the level of service, and integration.

MRT - Long-Listing, Initial Sift & Short-Listing Approach



Short-Listing Overarching Approach

Key considerations / assumptions include:

- GCP busway programme and EWR considered as committed and delivered
- Connect emerging Local Plan and Development Corporation potential growth scenario – principle of ‘everywhere-to-everywhere’ connectivity
- Minimise need for interchange
- Technology agnostic (at this stage)
- Test key MRT network trade-offs – orbital v. radial, surface v. tunnel
- Sufficiently unique network options to produce comparative CaPCAM strategic modelling outputs

Engagement with Government

We will continue to sponsor and progress the development of the Cambridge MRT business case working in close partnership with CPCA, local partners and HMG.

Maintain regular engagement with DfT and MHCLG as the scheme (and business case) develops. DfT and MHCLG are acting as ‘critical friends’ through the SOC process and we aim to continue this through OBC despite this not sitting within a defined Programme.

It is anticipated that there will be a role for government as a likely co-funder/forward funder and partner in the delivery of Cambridge MRT and future approvals.

Engagement ensures:

- A robust, place-based business case aligned with latest Green Book guidance.
- Alignment with the Mass Transit Taskforce and input on appraisal and technical approaches.
- Open, collaborative delivery that positions Cambridge MRT as a credible, priority investment.

Wider public engagement will continue in line with the agreed programme.



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Greater Cambridge
Development Corporation

Agenda item: 12/26/09

Water Programme Update

Presenter: Philip Harker

Greater Cambridge
Development Corporation

Water – Programme Update

Item Number: **12/26/09**
Author/Presenter: **Philip Harker**

1) Purpose

1.1 This paper provides the Board with an update on the evolving water supply and wastewater infrastructure position across Greater Cambridge, including progress by water companies, regulators and government relative to housing and economic growth and environmental restoration. It summarises recent water programme activities and the implications for future growth. The paper also outlines ongoing engagement with key stakeholders and highlights areas where Board insight and strategic guidance would be valuable.

2) Recommendation

Board members are invited to:

2.1.1 **Note** the latest position regarding water resources and wastewater infrastructure capacity within Greater Cambridge, and wider water activity programmes;

2.1.2 **Provide guidance** on continued approach to ongoing engagement with government, regulators, partner authorities, water companies and other stakeholders;

2.1.3 **Endorse** the proposed next steps set out in the paper and request; and

2.1.4 **Endorse** that further updates are brought to future Board meetings as significant developments arise.

3) Summary

3.1 This paper sets out the current position on:

- Water resource availability across Greater Cambridge and progress on strategic water supply solutions, including updates on major regional water resource schemes.
- Wastewater infrastructure and planned investment by Anglian Water.
- Regulatory and policy developments, including actions being taken by government, Ofwat, the Environment Agency, Natural England and water companies to address water scarcity and environmental pressures.

- Water demand management and efficiency measures, including progress in promoting reduced consumption, water-efficient design, leakage reduction and behavioural change initiatives, recognising that efficient use of water will remain an important component of any long-term solution alongside strategic infrastructure investment.

- Updates on strategic infrastructure solutions, including water resource schemes and wastewater investment programmes.

- Stakeholder engagement and partnership working, summarising ongoing collaboration with local authorities, Government departments, water companies, infrastructure providers, environmental bodies and other key stakeholders.

- Outlining activities proposed over the coming period, including continued stakeholder engagement, monitoring of infrastructure programmes,

4) Water Supply Demand Balance

4.1 Cambridge Water's updated Water Resource Management Plan24 indicates that there is sufficient water to support the growth currently planned across Greater Cambridge. This requires that the measures set out in its WRMP24 and associated demand management programmes.

4.2 Updated supply-demand modelling shows that the emerging Greater Cambridge Local Plan growth forecasts (i.e. likely build out over time) can be accommodated within available water resources, reflecting lower household consumption through improved water efficiency, reduced non-household demand projections and demand reduction from metering, leakage reduction and efficiency measures as set out in the WRMP24.

4.3 Government-funded water efficiency programmes, including social housing retrofits, non-household projects and water reuse initiatives, provide additional headroom and further confidence that planned development can proceed sustainably without water supply acting as the principal constraint.

4.4 Looking beyond the current decade, maintaining this positive position is reliant on the successful delivery of strategic infrastructure. The Grafham Transfer is expected to provide an additional 26 Ml/d from 2031/32, providing additional resource that supports growth from the early 2030's.

4.5 The Fens Reservoir will provide around 43.5 Ml/d to the Cambridge supply area from the late 2030s, adding further long-term strategic water resource, enabling both continued growth and environmental recovery through reduced reliance on chalk aquifer abstractions.

4.6 Previous objections to development by the Environment Agency were withdrawn as Cambridge Water updated and submitted its final WRMP24, demonstrating confidence in the delivery of planning growth.

4.7 The government published Addressing Water Scarcity and Wastewater Capacity in Greater Cambridge Progress Report on 20th November 2025 relative the activity of the Water Scarcity Group.

5) Water Scarcity Group Programme of Work Update

5.1 **Water Efficiency Phase 1 - retrofitting water saving in homes and non-household:**

- Circa £9m government funding to South Cambridge District Council to implement homes and non-household water efficiency and saving programme.
- Over 2,000 installations completed across social housing (Nov 26) and significant daily water savings are estimated to be delivered. Expansion into Cambridge City Council housing, schools and swimming pools.
- MOSL-are managing non-household fund, with 20 successful bids that aim to deliver additional water savings.

5.2 **Nature Based Solutions - enhance natural attenuation for aquifer recharge:**

- Phase 1 construction complete with monitoring underway. Phase 2 sites being identified and selected.

5.3 **Agriculture: Smart Agri-Abstraction Pilot - reducing abstraction in dry periods**

- Live abstraction monitoring and dashboard now operational. Supporting responsive abstraction management and environmental protection.

5.4 **Agriculture: Water Resources Grant Scheme - reducing potable water use for irrigation**

- Grant programme launching to support farm water storage, harvesting and resilience measures. Delivery arrangements with partners substantially complete.

5.5 **South Levels IDB - Local Water Resource Option**

- Feasibility work indicates potential deployable water equivalent to around 27 Ml/d, which could support between 85,000 - 100,000 new homes. Further feasibility and evaluation ongoing.

5.6 **Water Reuse**

- Policy and regulatory work underway to enable wider use of non-potable water systems and reuse infrastructure. Includes progressing opportunities such as Eddington and large non-household users.

5.7 **Water Efficiency Standards**

- National consultation completed. Government response and tighter building standards is currently being developed to reduce future demand.

5.8 **Wastewater Capacity**

- Focused on resolving short-term wastewater constraints and planning long-term capacity for Cambridge growth. Active engagement with Anglian Water and Environment Agency to manage short term pressures at Cambridge Wastewater Treatment Works.

5.9 **Grafham Pipeline – Cambridge Water led**

- Strategic transfer scheme delivering 26 Ml/d to Cambridge from 2031/32. Route development, planning preparation and dependency management ongoing. All surveys and investigations complete and on track.

5.10 **Fens Reservoir - Anglian Water led**

- Long-term strategic supply providing 43.5Ml/d to Cambridge by 2036 at the earliest (half of the total deployable output of 87Ml/d). Technical design, environmental assessment, stakeholder engagement and funding development continuing ahead of planning submission.

6) Water Credit Scheme update

6.1 The government committed to pilot a water credit scheme, updated analysis of the water supply demand has confirmed water availability to support planned growth.

6.2 Since then, water demand balance indicates sufficient water is available to support planned growth. However, water availability will continue to be monitored and if required in the future an offsetting mechanism could be introduced considering delivery mechanisms for securing developer contributions, rather than establishing a separate water credits market.

6.3 It is anticipated that the Development Corporation will receive planning powers in 2027 to determine strategic planning applications in the Greater Cambridge area and in due course plan making powers.

6.4 It will use its development management powers to ensure that opportunities for water efficiency are maximised in new development. It will also consider the appropriate approach to take should the need for a water offsetting scheme arise and what practical arrangements would be needed to put such a mechanism in place.

6.5 In the longer term, once it receives its anticipated plan-making powers, it will review the evidence on water scarcity and consider what planning policy and mechanisms might be required in addition to those identified in the emerging Greater Cambridge Local Plan.

7) Water Transition Plan

7.1 Currently MHCLG sponsor and manage the WSG. This will be transitioned to the Corporation by Autumn 2027, across 2 phases:

7.2 Phase 1: Establishment and Initial Transfer by Spring/Summer ‘27; focusing on:

7.2.1 Determining and sharing growth scenario work to support future water investment planning

7.2.2 Establishing governance arrangement for continued liaison.

- Resourcing to support and accelerate water programme activities.
- Establish principles of Integrated Water Management approach.

7.2.3 Enhancing partnership working with key local stakeholders and organisations.

7.2.4 Aligning activities with Mayoral Water Resilience Plan

7.3 Phase 2 – Leadership and Delivery by Autumn/Winter '27; focusing on:

7.3.1 Ensuring growth is incorporated into investment planning working with Anglian Water, Cambridge Water, Water Resources East, Ofwat, RAPID and Environment Agency.

7.3.2 Enabling scaling innovative approaches within Greater Cambridge and use as exemplar of water-efficient growth.

- Establish further programme of innovative approaches to water management.

7.3.3 Embedding IWM approach into strategic developments.

7.3.4 Actively representing Greater Cambridge within Regional Water Councils.

8) Recovery in Water Systems

8.1 The Development Corporation's Statement of Intent restates its commitment to the Growth Corridor Environment Principles. These set a guiding framework for sustainable, inclusive growth across the Corporation's activities.

8.2 Principle 3 establishes the goal to "recover water ecosystems and manage water sustainably" with objectives to:

- manage water efficiently to secure future water needs and availability
- protect healthy aquatic ecosystems
- restore river ecosystems to a healthy ecological state
- ensure fair access to water for all users

8.3 The principles additionally identify a series of pathways to achieving these goals, including the need to take a holistic, integrated catchment-based approach to watershed management to reverse the over-abstraction of aquifers, wetlands and rivers.

8.4 The Statement of Intent commits the corporation to seeking out opportunities to achieve interventions, and we are actively exploring approaches and championing the potential of nature-based solutions (see 5.2. above) to deliver multiple benefits such as aquifer recharge, nature recovery and improvement to water quality.

8.5 Board may recall from their induction that the Corporation considers the natural environment as critical infrastructure and has an approach to landscape-scale catchment-based nature recovery. A Lowland Water Recovery area has been identified to encompass the Cam and Granta water corridors and chalk river valleys in south Greater Cambridge. A Northern Fenland Arc has also been identified, capturing the River Cam downstream of Cambridge, the River Great Ouse along the northern boundary of Greater Cambridge and acknowledging the Wicken Fen nature reserve.

8.6 Specifically, through the Water Scarcity Group, the government has enabled Water Resources East to undertake a significant study exploring the potential for nature-based solutions such as 'leaky dams' and the installation of runoff attenuation and infiltration features to support sustainable water use.

8.7 The Corporation has been engaging with key stakeholders to understand how it can best amplify local activity on water quality and nature recovery and provide additionality using the mandate and powers that the Corporation will have. To this end, productive conversations have taken place with partners including officers involved in Cambridge City Council's Chalk Stream Project, the Great Ouse Rivers Trust, the Wildlife Trust, Cambridge Past Present and Future, the Environment Agency and Nature England. Future engagement with the Cam and Ely Ouse Catchment Partnership and the Cam Catchment Partnership is planned.

8.8 There is a significant opportunity for the Corporation to use its clear mandate on environment and infrastructure to deliver "nature-positive" inclusive growth for Greater Cambridge to promote nature recovery in water systems whilst unlocking water supply and wastewater constraints.

Greater Cambridge
Development Corporation

Agenda item: 12/26/10

Quality Placemaking Framework Update

Presenter: Peter Maxwell

Greater Cambridge Development Corporation

Quality Placemaking Framework

Item Number: **12/26/10**
Author/Presenter: **Katie Parry / Peter Maxwell**

1) Purpose

1.1 To update the Development Corporation Board on the approach to, and progress in, developing the Greater Cambridge Development Corporation's Quality Placemaking Framework. This workstream was originally approved by the Cambridge Growth Company Board in June 2026.

2) Recommendation

2.1 Board members are invited to note progress and provide comments on the emerging direction of the Quality Placemaking Framework and refreshed Quality Charter, including the proposal for a Board Design Champion.

3) Summary

3.1 The Quality Placemaking Framework will set out how the Greater Cambridge Development Corporation will ensure that quality across Greater Cambridge's growth is designed, secured and sustained.

3.2 The Framework's central principle is that the Development Corporation's combination of roles (as future landowner, investor, master developer and planning authority) gives it more levers for quality than any conventional planning authority. Quality can be embedded before planning decisions are made, through the planning process and sustained after planning decisions through delivery agreements and long-term stewardship. The framework will treat these as a single integrated system.

3.3 The eventual Quality Framework, as the Development Corporation's corporate policy, is planned to be organised around four interdependent pillars (Culture & People, Vision & Standards, Procurement and Stewardship). It will operate across the continued evolution of the Development Corporation, from its status as a constituted Development Corporation to its future role as planning authority.

4) Why do this?

4.1 The Development Corporation has a significant opportunity to establish a strong approach to sustainable and healthy placemaking from the outset. The Framework will help embed quality in the Corporation's culture, governance and ways of working, rather than relying on later interventions to address it.

4.2 Greater Cambridge faces acute challenges – housing affordability, transport congestion, water scarcity and stark inequality, with a 12-year life expectancy gap between the area's most and least deprived areas. Without an explicit framework there is no integrated mechanism to ensure new development narrows rather than widens these gaps.

4.3 The MHCLG consultation (2026) on establishing the Development Corporation makes clear that the Development Corporation is expected to be guided by a commitment to sustainable growth and high-quality placemaking.

4.4 The Government's objectives, published in its analysis of consultation responses (June 2026), commit the Development Corporation, in delivering growth, to "recognise the importance of high-quality placemaking that respects Greater Cambridge's distinctive character, heritage and natural environment, creating beautiful, well-designed places where people want to live, work, study and visit". This Framework is a core mechanism through which the Development Corporation will deliver on that commitment.

4.5 The revised National Planning Policy Framework (NPPF) (2026) and the draft Design and Placemaking PPG (2026) reinforce that design quality is a material consideration; development corporations are expected to lead by example.

4.6 Greater Cambridge has strong existing policy and best practice to build on: Greater Cambridge Shared Planning Service (GCSP) is an award-winning planning authority, the Cambridgeshire Quality Charter has provided a shared reference point since 2008 and the Cambridge Futures methodology demonstrated that ambitious, scenario-based engagement can build genuine public support for growth.

4.7 The Development Corporation's Quality Framework explicitly builds on rather than replaces existing tools, including Homes England's Sustainable Placemaking framework and Building for Healthy Life Assessment.

5) The commission

5.1 Following a competitive procurement exercise, Tibbalds, working with Municipal, has been appointed to develop three connected deliverables that will support the Development Corporation in embedding quality across its activities:

- A refreshed Greater Cambridge Quality Charter, developed through engagement with the built environment community and wider partners. The planned engagement programme will involve a broad range of stakeholders, including the Greater Cambridge Shared Planning Service, Cambridgeshire County Council, the Cambridgeshire and Peterborough Combined Authority, civic groups, developers and consultants.

- A concise, high-level placemaking policy, forming the Development Corporation's Quality Framework.

- A set of organisational key performance indicators and a reporting approach that will enable the Board to monitor quality outcomes over time.

5.2 Together, these deliverables will establish how the Development Corporation embeds, secures and sustains quality through its roles as landowner, investor, master developer and planning authority. They will help ensure that the scale and pace of growth in Greater Cambridge strengthen design ambition, community confidence and long-term stewardship.

5.3 At the outset of projects and programmes, the Framework will be used to translate the Corporation's quality ambitions into clear and proportionate requirements. This will include informing project, programme and investment briefs; setting scheme-specific quality objectives and measurable outcomes; and identifying the evidence needed to demonstrate that these requirements are being met.

5.4 These requirements will then be carried through procurement and delivery. For example, quality criteria may be incorporated into consultant appointments, design team briefs, development partner selection and the assessment of investment proposals. The Framework may also inform masterplanning and infrastructure design, land and joint venture / development agreements, design review, project assurance and decisions at key delivery gateways.

5.5 Once the Development Corporation assumes planning functions, the Framework will help inform its approach to planning policy, design guidance and development management as best practice. It will not replace statutory planning policy or predetermine individual planning applications. Instead, it will help align the Corporation's planning role with the quality expectations it establishes through its corporate, landowner, investment and delivery activities, while maintaining the proper independence and transparency of planning decisions.

5.6 The Framework will continue to be used after planning decisions are made, with agreed outcomes reflected, where appropriate, in delivery agreements, monitoring arrangements and long-term stewardship. The proposed key performance indicators and reporting arrangements will enable the Board to assess whether quality commitments are being achieved over time and to identify where further action or changes in approach are required.

5.7 The commission is being delivered alongside the Development Corporation's work to develop a long-term Vision for Greater Cambridge. As set out in the Statement of Intent: 25-year strategic vision, high-quality placemaking will be central to achieving the Corporation's ambitions for sustainable growth and improved quality of life.

5.8 Undertaking the commission at this stage provides an opportunity to establish the Development Corporation's expectations for quality before major investment, land assembly and planning decisions are made. This will help embed quality from the outset rather than relying on later interventions.

5.9 The refreshed Quality Charter will be developed through a structured programme of stakeholder engagement and will help inform the wider Vision for Greater Cambridge by articulating the qualities that should underpin future growth. It will be one of a range of inputs considered through the wider Vision engagement process. The findings from that process may refine elements of the Charter before it is brought to the Board for adoption.

5.10 Tibbalds and Municipal bring extensive experience of comparable work, including the Ministry of Housing, Communities and Local Government's National Design Guide and the emerging Design and Placemaking Practice Guidance and the Greater London Authority's Good Quality Homes for All Londoners guidance.

5.11 The commission commenced in October 2026 and is programmed to conclude in March 2027.

6) Considerations

6.1 Quality, pace and cost. There is a legitimate concern that quality frameworks can add process and slow delivery. Evidence from comparable programmes suggests that, where expectations are clearly established upfront, they can reduce negotiation time, uncertainty and redesign later in the process. The costs of poor-quality development are also well documented, although the balance between upfront quality investment and marginal cost savings will vary by scheme.

6.2 Resource. Any subsequent workstreams arising from the Framework will be subject to the development Corporation's business-planning process.

6.3 Governance. The emerging framework proposes a named Development Corporation Board Design Champion, with oversight of annual reporting on quality outcomes, supported by a named Director with operational responsibility for implementation. Appropriate interim responsibility would be assigned through the Development Corporation's existing leadership arrangements while the Framework is developed and finalised.

6.4 Engagement coordination. The commission will produce final drafts of the Quality Framework. The draft refreshed Quality Charter will help inform the wider Vision by articulating the qualities that should underpin future growth. It will be one of a range of inputs considered by the Citizens' Assembly next year as it helps shape the long-term Vision for Greater Cambridge. The findings from the Assembly may be used to refine elements of the Charter before it is brought to Board for adoption.

7) Next Steps

7.1 Development of the Quality Framework and refreshed Quality Charter will continue in parallel with the wider Vision and engagement programme.

7.2 A further report will be brought to Board setting out the proposed final Charter, Framework and monitoring arrangements following stakeholder engagement and consideration of findings from the wider Vision process.

Greater Cambridge
Development Corporation

Agenda item: 12/26/11

Investment Committee ToR

Presenter: James Butters

Greater Cambridge Development Corporation

Establishment of GCDC Investment Sub-Committee - Terms of Reference

Item Number: **12/26/11**
Author/Presenter: **James Butters**

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1) Background

1.1 In October 2026, Board agreed in principle that an Investment sub-committee should be established to consider future proposals for investments in infrastructure, land acquisition, development and disposal, in line with GCDC's objectives, budgets and delegated authorities.

1.2 It further agreed that its remit and delegated authority should be developed further, and that a Terms of Reference including a proposal around membership should be returned to Board, noting membership should reflect the required investment, financial, property and commercial skills and that robust arrangements will need to be established to appropriately manage potential conflicts of interest, including between investment and planning responsibilities.

1.3 Board also noted that the Corporation would, in due course, consider establishing a subsidiary vehicle to deliver this part of its activity.

1.4 A draft Terms of Reference for the GCDC Investment sub-committee has now been prepared for Board consideration, enclosed at Appendix 1 to this paper.

1.5 The Chair of IC should be a main Board member. However, due to the timeline associated with recruiting additional Board Members, and given the need to have an operational IC in place to take decisions by March 2027, the Board is asked to agree on a member who can act as the Chair of the IC on an interim basis until the selection of an additional member of the Board is completed, who will then take the Chair of IC.

2) Terms of Reference - Key Points

2.1 Appendix 1 of the Terms of Reference for the Investment Committee sets out the levels of delegation for decision making to the Investment Committee. These will be of interest to the Board members.

3) Recommendations & Next Steps

Recommendation

The Board is asked to:

3.1 Approve the draft Terms of Reference for the Investment Committee;

3.2 Agree on a member of the Board who will be willing to be appointed the interim Chair of the Investment Committee pending the completion of the selection process for an additional Member of the Board, who will then take the Chair of IC.

Next Steps

The interim Chair will be asked, in due course, to approve the other members of the Committee and oversee the establishment of the Investment Committee and its inaugural meeting.

Greater Cambridge
Development Corporation

Agenda item: 12/26/13

LGPS Pension Resolution

Presenter: James Butters

Greater Cambridge
Development Corporation

LGPS Pension Resolution

Item Number: **12/26/13**
Author/Presenter: **James Butters**

Board Resolution to designate the Cambridgeshire Pension Fund Local Government Pension Scheme

1) Introduction

1.1 Following liaison with the Ministry of Housing, Communities and Local Government, the Corporation proposes to register with the Local Government Pension Scheme (LGPS) through the Cambridgeshire Pension Fund.

This paper does not address the specific arrangement for any colleagues transferring from other public bodies these pension arrangements will be part of a separate workstream and analysis to look to achieve the optimal outcome for the individual and the Development Corporation within the applicable laws.

1.2 The LGPS is a statutory, public service pension scheme. Unlike a defined contribution pension, where retirement benefits depend on the amount contributed and investment performance, the LGPS provides members with a pension calculated by reference to their pensionable pay and membership of the Scheme.

1.3 Under the current career average arrangements, for each year of membership an amount equal to 1/49th of the employee's pensionable pay is added to their pension account. The pension built up is then adjusted in line with changes in the cost of living and, on retirement, provides the member with a pension payable for life.

1.4 The Corporation will participate in the LGPS as a “designating body” and as such designates its employees as eligible for membership.

1.5 Membership requires contributions from both the employee and GCDC. Employees contribute a percentage of their pensionable pay, with the applicable percentage depending on their level of earnings. For the 2026/27 Scheme year, employee contribution rates range from 5.5% to 12.5%.

1.6 Membership also provides benefits in addition to the retirement pension. These include tax relief on employee pension contributions, life cover, and benefits for eligible dependants in the event of the employee's death, and provision for ill-health retirement in qualifying circumstances.

1.7 Members also have a degree of flexibility over their pension arrangements, including the ability to pay additional contributions or to participate in the Scheme's 50/50 section, under which they pay half the normal employee contributions and build up pension at half the normal rate while retaining certain other Scheme protections.

1.8 The Cambridgeshire Pension Fund will administer these LGPS arrangements for the Corporation and its eligible employees. The Corporation will be responsible for its obligations as a participating employer, including making the required employer contributions, deducting employee contributions through payroll and providing relevant membership information to the Fund.

1.9 GCDC will make separate employer financial contributions towards the cost of providing members' LGPS benefits, at the employer contribution rate determined for it by the Fund. The cost of this scheme will be considered as part of the general remuneration offer and will be considered by the Nominations and Remuneration Committee.

1.10 Using this local public sector pension provision has benefits for the Corporation in that it will be offering the same pension arrangements used by other regional public bodies.

2) Recommendation

Board is asked to approve the board resolution set out below:

2.1 The board resolution confirms that the Corporation designates its employees (as and when they are contracted) as eligible members of the Cambridgeshire Pension Fund, which is part of the Local Government Pension Scheme as set out in the attached Resolution.

The Resolution

Date of the Meeting: Wednesday 2 December 2026

1) Business of the meeting

The Chair reported that the purpose of the meeting was to consider and, if thought fit:

1.1 **Approve** the Corporation designating that its employees will be eligible for membership of the Cambridgeshire Pension Fund, which is one of the regional LGPS funds.

1.2 **Note** that:

1.1.1 the Cambridgeshire Pension Fund is administered by West Northamptonshire Council and Cambridge County Council retains responsibility as the “administrating authority” for the pension fund; and

1.1.2 from the date of this resolution, all the direct employees of the Development Corporation will be eligible for membership of the Cambridgeshire Pension Fund.

2) Resolutions

Following consideration of the Board **IT WAS RESOLVED** that:

2.1 The Corporation would designate that all direct employees will be eligible for membership of the Cambridgeshire Pension Fund as described in this resolution.

2.2 The Board delegates to the General Counsel the responsibility of providing the Cambridgeshire Pension Fund with such details relating to the specific job roles or defined groups of employees who would be eligible from the 3rd of December 2026.

Greater Cambridge
Development Corporation

Agenda item: N/A

AOB

Presenter: Chair

Greater Cambridge
Development Corporation

Agenda item: N/A

Forward Plan

Presenter: Beth Dugdale

Greater Cambridge Development Corporation

GCDC Board Forward Plan Extract

A forward plan of topics for future Board meetings, as well as additional, planned engagement activities with members outside of formal Board sessions is summarised below for members' information.

	December	January	February	March	April	May
Board Meeting	**2nd Dec**	**N/A**	**2nd February** • Target Operating Model Approach • 27/28 Business Plan • Corporate Services / Managed Services Supplier Update • Planning Function set up Update / Decision • MRT SOBC Update • Performance Reporting	**N/A**	**N/A**	**11th May** • Draft Annual report & Accounts • Infrastructure Delivery Plan • Quality Framework approval (TBC) • Community Review Panel update • Performance Reporting
Committees	Nominations & Remuneration Committee (07/12)	Audit Risk and Assurance Committee (Date TBC) Investment Committee (Date TBC) Nominations & Remuneration Committee (Date TBC)	Investment Committee (Date TBC)	Investment Committee (Date TBC)		

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