November 2026

Statement of intent: 25 year strategic vision



Funded by UK Government

Greater Cambridge Development Corporation

The Greater Cambridge Development Corporation was established in July 2026, following public consultation in February and March 2026 and debate in Parliament.

This initial statement sets out:-

- The mission and purpose of the Greater Cambridge Development Corporation
- The ways in which we will work closely with the Mayor, local and central government, delivery partners and residents to deliver our mission
- Our preliminary set of milestones.

The creation of the Development Corporation represents a 25-year commitment from the Government to fully back the sustainable, inclusive growth and economic success of Greater Cambridge.

We are at the outset of a transformational journey, one that will harness our collective efforts to make Greater Cambridge an even better place to live, with greater opportunity and stronger economic prosperity.

By the end of 2028 we will have defined a clear set of targets and milestones against which the Development Corporation's performance, our contribution to residents' quality of life, and our impact on the national economy will be measured.

Our website (greatercambridge-dc.org.uk) provides further details of our Board members, staff, budget and work to date and, in due course, key corporate documentation.

The Board

Peter Freeman CBE, Chair	Baroness Sally Morgan of Huyton, Deputy Chair
Professor Sir John Aston	Mayor Paul Bristow
Richard de Cani	Ros Kerslake CBE
Cllr Lucy Nethsingha	Paul Schofield
Cllr Bridget Smith	Cllr Katie Thornborrow

Our mission and purpose

This is a defining moment for Greater Cambridge.

The opportunity before us is about more than economic success. It is about translating high and sustained economic growth into better lives for the people who live here, ensuring that Greater Cambridge remains a place where business and communities can thrive for generations to come.

We will help unlock that future.

Government has entrusted the Development Corporation with a clear mandate, recognising the unique contribution our area makes to the nation's future through world-leading industries including life sciences, artificial intelligence, semiconductors and quantum, aviation, defence and agri-tech.

As the Government sets a new national ambition for Britain to become the world's leading innovation nation, Greater Cambridge has a pivotal role to play in delivering that vision.

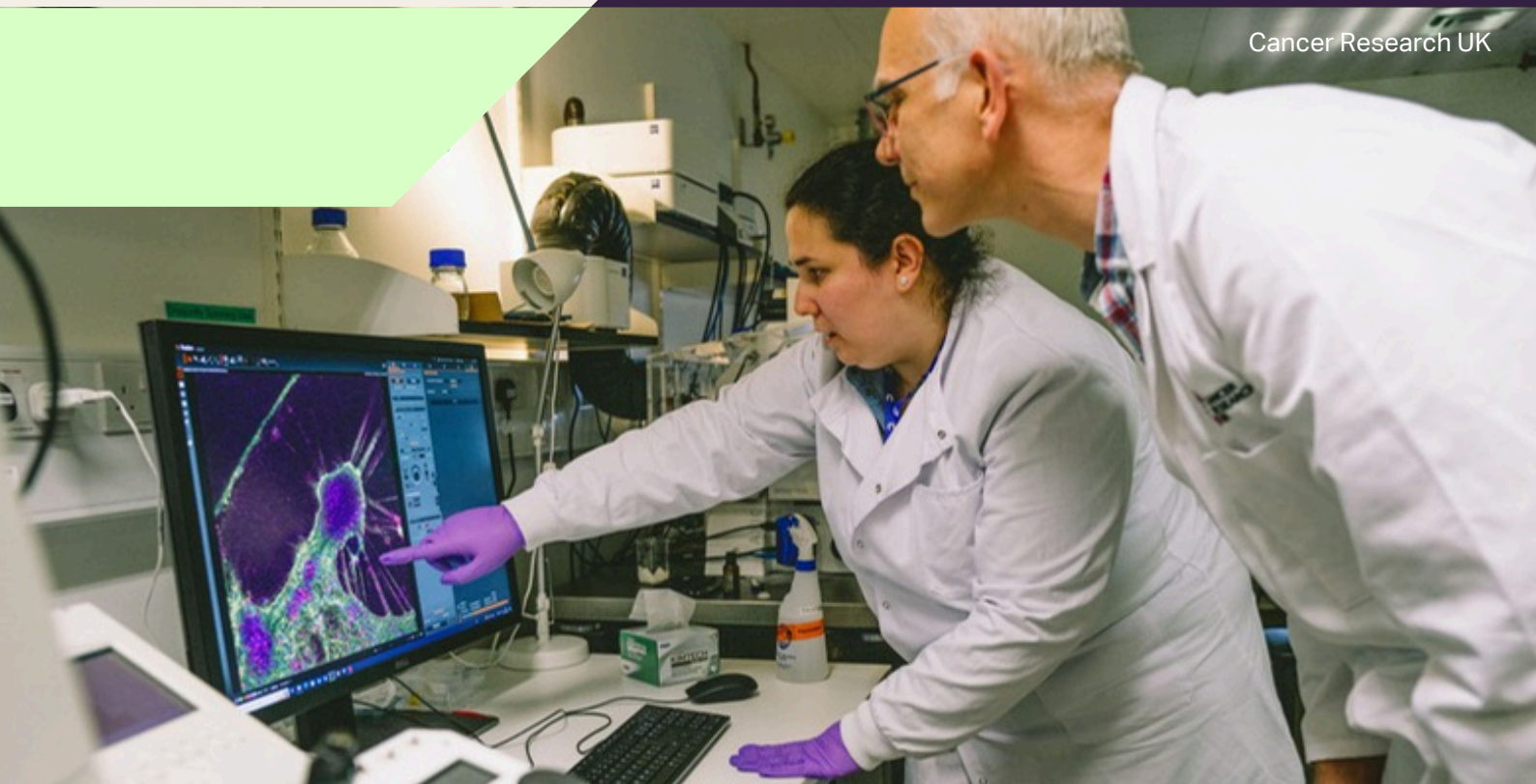
Economic growth is the cornerstone of government's policy to raise living standards in every postcode, hard-wired regionally into a new plan-led system under the leadership of Mayors. The Development Corporation is the agent that brings together national, regional and local delivery to catalyse the acceleration of economic growth across Greater Cambridge.

Our Board comprising the Mayor, local authority leaders and leaders from industry, innovation and the health sectors, is responsible for aligning the investment for, and overseeing the delivery of, significant infrastructure and homes that will underpin long-term, ambitious sustainable and inclusive growth in one of the country's most important innovation-led ecosystems.

For the past 30 years, Cambridge has been one of Britain's greatest economic success stories.

That growth has brought extraordinary benefits for the UK and the world. Researchers and innovators here are making breakthroughs in genetics to fight diseases like malaria and childhood leukaemia. From vaccines to chip technology to enhance performance, to advances in making artificial intelligence safer, to developing new drought-resistant crops that can strengthen food security, Greater Cambridge continues to be at the forefront of helping to make the world better, safer and healthier.

But this growth success has put great strain on our infrastructure, largely designed to serve a much smaller city. The roads are congested and the transport infrastructure stretched; water resources are under significant pressure; homes are increasingly unaffordable, with more people being priced out of where they want to be. To sustain Greater Cambridge's contribution to both scientific leadership and economic impact, we need a national focus to help resolve the constraints on its future economic success.



Cancer Research UK

Our core mission is to help Greater Cambridge thrive as Europe's leading innovation city, ensuring that growth delivers a better quality of life and makes it the best place to live, work and innovate.


JACKS
SPACE.NK

Working together we can think big and act boldly to raise the bar for every resident.

By doing so, we can ensure that the success of Greater Cambridge is measured not only by the power of its innovation, but by the quality of life it creates for current and future generations.

Greater Cambridge is one of the most successful and distinctive places in the country. It combines internationally renowned research institutions and knowledge-intensive businesses with unrivalled opportunities to scale, set in one of the country's most historic cities and sensitive landscapes. To secure its future success, we must use its innovation strengths to address the significant pressures on our natural environment and adapt to a changing climate. We must tackle head on the challenges that residents see and experience every day due to the persistent constraints in infrastructure.

Working in partnership, we will enable better, connected transport systems with less congestion and more reliable journeys, making it easier for people to get to work, to school and to see the people who matter to them. We can expand opportunities for local people to succeed in rewarding careers. We will create more high quality green and cultural spaces for communities to come together and thrive and can help secure the public services our communities rely on.

Success will depend on close cooperation and collaboration between all tiers of government, investors, developers, business, the education sectors and civic society, opening up opportunities for growth and securing the investment to deliver it, so that the benefits of economic growth are realised long-lasting and shared.

The Development Corporation brings specific, dedicated and specialist expertise aligned to our principal areas of responsibility: infrastructure delivery, planning and coordinating complex multi-phase developments, high quality placemaking and, making sure that projects are financially viable for the long term. To fulfil our part in this endeavour, the Development Corporation is granted statutory powers to align infrastructure planning, housing, investment and economic growth, and to protect and enhance major environmental systems across Greater Cambridge on which the region depends. These powers gives it sufficient authority to make tangible progress in unlocking and accelerating the delivery of essential infrastructure.

Bold in ambition.
Transformative in impact.
Determined to deliver.



Our strategic commitments and preliminary milestones

Economic growth delivered in partnership with the Greater Cambridge Development Corporation will be:

- **Transformational, in its impact and quality, with decisions taken transparently, in collaboration and, rooted in robust evidence.**

The first joint Local Plan for Greater Cambridge, due for public examination in 2027, sets a strong and progressive foundation for growth shaped by the ambitions of local people. But, one constrained by systemic infrastructure challenges. Working In partnership, the Development Corporation will focus on large scale strategic growth, building on the foundations set to make a real, tangible difference to people's everyday lives. We will do this by closing the gaps in infrastructure capacity and access to affordable housing so that the lived experience of Greater Cambridge communities reflects the best possible outcomes.

Over the next year, we will engage with residents, businesses and stakeholders to develop a vision for Greater Cambridge to 2060 and beyond. This vision will underpin the Corporation's long-term strategic plan. Through this engagement we will explore the opportunities and challenges facing Greater Cambridge, including the known infrastructure capacity and environmental constraints which must be addressed to support sustainable growth. Working closely with elected representatives, with residents and business leaders we will test and refine shared priorities for growth and build consensus around what success should look like. The outcome of this engagement will help determine the strategic place-based and investment interventions the Corporation will facilitate to achieve ambitious and sustainable levels of economic growth. Our work will inform the forthcoming regional Spatial Development Strategy.



Cambridge South Station, Network Rail

- **Infrastructure-led. Within the first three years of operation, we will have established clear pathways to address the infrastructure deficits.**

Delivering today: we are working with landowners, investors and institutions to accelerate infrastructure delivery in identified key strategic sites. Working agilely, our role with partners varies from convening to acquiring land, to brokering complex investments, to allocating funding to pump-prime activity.



Taking action on priority strategic sites, including:

Cambridge Biomedical Campus

Supporting efforts to secure the next phase of sustainable development, regeneration and access to the Cambridge Biomedical Campus, already Cambridge's largest employment site, recognising the importance of transport and the provision of new acute medicine aligned to a new healthcare services model



Illustrative visualisation, Allies & Morrison

Cambridge East

Cambridge East, the 700-acre former Marshalls site presents one of most significant and exciting new development opportunities for Greater Cambridge. Acquired by The Hill Group and Homes England, it has the potential to become a thriving new city quarter that creates jobs, homes, green spaces and community facilities in a well-connected, sustainable location. We are actively supporting this venture, investing resources and expertise to develop a bold vision to deliver lasting benefits for residents, businesses and the wider area.



Cambridge Central Station visualisation, EWR Co

Station led regeneration

Working with East West Rail and other partners, we are seeking to optimise regeneration and enable economic growth around core transport hubs including the Cambridge central station, Cambourne and in developing plans for Cambridge East.

The Corporation has a critical role in informing and supporting the long-term statutory infrastructure delivery planning. A key part of our role is to convene and align organisations responsible for delivering growth. In partnership with the Mayor and local authorities, we work closely with energy companies, water companies, sector regulators, government departments and agencies, and through the Cambridge Water Scarcity Group, to secure alignment, commitment and the timely delivery of power, water supply and wastewater infrastructure and environmental restoration, to support planned and future growth.

Water scarcity remains a significant challenge facing Greater Cambridge's long term future. Alongside the government pursuing significant reforms to the water sector the Corporation is involved in supporting delivery, reducing demand and helping to test new approaches that can improve the way water is managed. We are actively exploring innovative approaches and championing pilots for water reuse and recycling, nature-based solutions, and are working with farmers on ways to improve rain water storage and management. We are carrying out technical studies covering transport, water, environmental infrastructure, and economic growth.

An inclusive economy depends on providing people with easier, faster and more affordable ways to get to work. To support a step-change in connectivity across the transport system, reduce congestion, improve air quality and ensuring the transport network is fit for future growth, the Corporation is working with the Mayoral Strategic Authority, the Department for Transport and the Highways Authority to make the case for sustained and coordinated investment in mass rapid transit solutions. This will help create a transport system capable of supporting the area's ambitious economic aspirations and unlock its full growth potential.



- **Inclusive, and progressive in our role tackling inequality and unlocking opportunity.**

We have a duty to champion and respond to the priorities and needs of Greater Cambridge communities.

As a nationally backed Development Corporation we have direct access into central government to convene and coordinate infrastructure delivery. As a joint national and local endeavour, the development corporation will support government departments to factor growth in Greater Cambridge into their future spending plans to ensure that the region has the services and social infrastructure needed. Within the statutory role and responsibilities given to the Corporation, we will work closely with the Mayoral Strategic Authority, local authorities and institutions to help align statutory plans and negotiate coordinated budgets so that economic growth, and physical, health and social infrastructure and public services required to achieve it, are programmed and delivered in the right sequence.

The Corporation has a clear objective to reduce inequality.

Over the past 12 months, we have provided early support for local innovative skills-led programmes. For example, as principal sponsors for the Cambridge Science Centre's flagship Building a Better Future programme, and Included, an initiative led by Cambridge City Council to create clear, connected pathways to get young people across Greater Cambridge into careers. Over the next year, we will work with the Mayoral Strategic Authority, local authorities, business leaders and service providers to establish how the Corporation can best add value in implementing the region's skills strategies, specifically the Mayor's emerging youth engagement and participation strategy and the region's Local Skills Improvement Plan.

Importantly, as we expand our operations, we recognise that we bring with us significant buying power. The Corporation will embed best practice inclusion and social value policies in our delivery, procurement, financial and investment activities.

We are already actively exploring how to develop an apprenticeship programme to be embedded within our delivery teams.



Northstowe Midsummer Festival, Homes England

- **Sustainable, climate-resilient and nature-positive. By leading by example and showing what is achievable in the developments delivered by the Corporation.**

In fulfilling our commitments, we will embed in our growth initiatives the 2025 Oxford-Cambridge Growth Corridor Environment Principles. These Principles set out the framework and pathways for a sustainable future and we will seek out opportunities for interventions and habitat connections for the area at a much greater scale than we've seen today.

Cambridge has significant expertise in sustainability, climate adaptation, and design innovation, recognised internationally by foreign governments as well as nationally and locally through the multiple awards won.

Embedding this expertise into our work, we will update the Greater Cambridge Quality Placemaking Framework, which we aim to have in place by the summer of 2027. The Framework will define the quality standards and place outcomes we expect development to deliver and how these will be assured. We will apply these standards particularly where the Corporation is a landowner and master developer and we will hold others to account contractually to deliver these quality outcomes. Communities will have a central role in both shaping the proposals and testing them as development projects evolve. We are exploring the early establishment of a Community Review Panel as a structured forum for this participation at project level.



Our role is not only to help deliver development, but to create places that remain welcoming and looked after for years to come.

Greater Cambridge is home to some exceptional biodiversity, though spread across small, fragmented sites including Special Areas of Conservation, multiple sites of Special Scientific Interest, County Wildlife Sites, Nature Reserves and Priority Habitats. We are committed to supporting strategic initiatives to scale up nature-based solutions identified in the Local Nature Recovery Strategy to connect habitats in chalk streams, wetlands and woodlands across the whole area and beyond. This work will contribute towards replenishing the chalk aquifer and improve the quality of rivers, as well as enhancing access to green and open spaces for communities.

We know that communities care deeply about what happens long after new neighbourhoods are built. Our role is not only to help deliver development, but to create places that remain welcoming and looked after for years to come. Through careful planning and long-term stewardship arrangements, we will ensure that parks, green spaces and community facilities are accessible and protected for the future. We know how important that is to local communities.

- **Innovative, in the use of public funding to unlock significant capital for investment.**

Working with His Majesty's Treasury, the Mayoral Strategic Authority and other partners, we are exploring the optimum mix of current and new funding models that bring public and private investment together behind Greater Cambridge's infrastructure, housing and placemaking priorities.

We will co-develop with the Mayoral Strategic Authority a clear, evidence-led and costed infrastructure plan so we are all ready to capitalise on investment and funding opportunities.

The anticipated total investment required over the next 5, 15 to 20 years to address Greater Cambridge's infrastructure needs is likely to run into tens-of-billions of pounds. We will use a range of funding sources to help pay for this. Some of these sources will be in place in the next year. This will give the Development Corporation the ability to acquire and assemble land, prepare it for development and subsequent sale, and capture the resulting uplift in land value to reinvest in strategic infrastructure. We will also work with utility companies to help deliver essential energy and water infrastructure needed for sustainable growth. Other powers are in progress, such as the ability to make Section 106 agreements and receive funds from a Community Infrastructure Levy, ensuring that developers contribute to local infrastructure. The government has also announced at the recent Autumn Budget the potential for the development corporation to make direct investments in key projects. Looking ahead, the development corporation will pursue coordination among government departments, specifically the Departments for Transport, Health, Education and Defra to form future spending review bids, and also explore funding from national public finance institutions, and use future growth-related revenues to support repayment.

To secure this, we must demonstrate not only the current infrastructure needs but a realistic expectation that Greater Cambridge's economic growth will deliver a more significant boost to the regional and national economy and achieve a major increase in tax revenue. The long-term backing by government and its commitment to infrastructure-first delivery, gives confidence that we can raise the investment needed.



- **Transparent, publicly accountable, and collaborative.**

The Development Corporation will make important decisions about the future of Greater Cambridge. We are fully committed to ensuring that those decisions are made transparently, grounded in evidence and informed by the knowledge and experience of the local people and organisations.

The Corporation's Board is accountable to the Secretary of State, reflecting the national scale of the ambition for Greater Cambridge, but that accountability will sit squarely alongside local public accountability and enabled through genuine opportunities for input and scrutiny.

As we develop governance structures, we will also develop our approach to engagement in partnership with communities , elected representatives and stakeholders. Our work will be guided by the following principles:

- Engagement is an ongoing conversation. We will design our engagement to create lasting relationships, not around a series of project-specific events and consultations. We will show how views have helped to shape decisions and explain our reasoning when different conclusions are reached.
- We will listen and respond. We will consider what we hear carefully and will be transparent about how feedback has influenced our thinking and decision-making.
- We will make participation easy and inclusive. We will explore a range approaches to involve people in ways that are accessible, creative and meaningful, recognising that traditional consultation methods alone are not enough to reach everyone, or to reflect the scale of our ambitions.
- We will work collaboratively. We will coordinate with local partners so that our engagement complements and strengthens the efforts of local councils, community organisations and other strategic partners.



Our approach will reflect the nature and scale of the decisions being made.

Influencing the big strategic choices

Communities will be involved in the big questions about growth, development and how places should change over the long term. We are actively exploring opportunities for innovative and deliberative models of engagement including methods designed to involve people who reflect the diversity of Greater Cambridge's places and communities, drawing on learning from previous regional assemblies. These approaches will embed community capacity-building throughout, helping people participate in decision-making over the longer term

Shaping local places and projects

When the Corporation is developing or delivering infrastructure, engagement will be tailored to the specific scheme, project or place. This could include co-design or community review panels, giving local people a clear role in shaping proposals, reviewing how they develop and providing scrutiny.

Participating in statutory planning processes

Subject to parliamentary approval, the Corporation will become a planning authority. Communities will continue to have formal opportunities to comment on planning policies and applications in accordance with statutory requirements.

We will draw on the Greater Cambridge Shared Planning Service's significant expertise and innovation in community engagement.

We recognise that the benefits and impacts of our work go well beyond the boundaries of our formal responsibilities. We are committed to working with the Oxford-Cambridge Growth Corridor unit, with the Mayoral Strategic Authority members and the neighbouring authorities to plan and support delivery of major blue, green and physical infrastructure that serves communities across multiple administrative boundaries. Through this collaboration, we will help to align investment strategies, services and support joined up delivery at scale, maximising the value of public and private investment.

The Development Corporation Board

The non-executive directors are appointed as interim Board members to oversee the set up and early implementation of our work. Democratically elected members will retain positions on the Board. The government intends to commence a competitive appointments process for Board members in the coming months. Following this process, Board members will typically remain on the Board for one or more three-year terms.



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