

Programme	Project	Target	Date	Lead Responsibility (Joint responsibility)	Outcome
Key Strategies and Cross-cutting Studies	Long Term Delivery Plan	Finalise Plan	July 07	Horizons	Clarity of infrastructure requirements and mechanisms for delivery to 2021, plus indicative requirements to 2031
		Assessment of options for future funding arising from LTDP	July 08	Horizons	Increased certainty of funding and delivery of long term infrastructure projects
		Assessment of growth on implications on local authorities budgets	Dec 07	County Council (other authorities)	Increased understanding of issues facing authorities and future funding needs
		Development of rolling fund strategy	Dec 07	Horizons	Early implementation of key infrastructure
	Quality Charter for Growth	Finalise charter	Dec 07	Horizons	Increased knowledge, shared understanding and commitment to quality growth
	Cambridge Area Transport Strategy /	Submit TIF partnership proposals to DfT	Oct 07	County Council	Sustainable transport strategy that

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	TIF	Adoption of Cambridge Area transport strategy	Dec 09		addresses growth
	Waste and Minerals	Adoption of LDF	Dec 10	County Council	Waste and minerals strategy that addresses growth
	Education Review for Cambridge	Adoption of catchment area review	July 07	County Council	Secondary education strategy in Cambridge that addresses impacts of growth
		Capital strategy published	Sept 07		
	Housing	Completion of Strategic Housing Market Assessment	Summer 07	Housing Board	Robust evidence to support sub regional strategy for housing delivery
		Award of Cambridge Challenge (Affordable housing strategic partner)	June 07	Housing Corporation	Piloting a new approach to investment in high quality affordable housing on strategic sites
		Affordable housing design guide	Dec 08	Horizons	Improve quality of affordable housing
		Good practice guidance on supported housing	Mar 08	Horizons (Papworth Trust)	Improve quality of supported housing

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	Water	Complete Water Cycle Strategy (Ph 1)	Mid 08	Horizons / Environment Agency	Strategy for water provision and sewage recycling and treatment
		Best practice on adoption of SUDS	Dec 08	Horizons	Improved sustainable drainage infrastructure
	Urban Design	Complete Guidance on design of residential streets and public spaces	Dec 08	County Council (Horizons)	High standards of urban design in new developments
	Climate Change	Undertake study to assess impacts of climate change and mitigation to address these impacts	Dec 08	Horizons (local authorities)	Minimise impacts of growth agenda on climate change
	Faith	Complete faith study	July 07	Horizons	Good practice to be incorporated into master plans for new developments
	Education	Strategy to identify post 16 requirements	July 08	LSC (Colleges)	Provision to meet skill requirements for growing sub region

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	Travellers	Strategy to identify and meet needs of Travellers	Sept 07	County Council East Cambs District Council Horizons	Sub-regional criteria for identifying suitable sites for Travellers
	Community Infrastructure	Study to identify community infrastructure needs and management of facilities and open spaces	Sept 08	Horizons	Best practice for provision of customer focused facilities and efficient management
Strategic Infrastructure	A428	Completion of Caxton – Hardwick scheme	May 07	Highways Agency	Improved highway infrastructure to address east-west movements and growth agenda.
		Agree strategy for Caxton – A1	Summer 07	Horizons (County Council, Highways Agency)	
		Start lobbying EERA	Oct 07	Highways Agency)	
	A14 Ellington – Fen Ditton Improvement	Second Preferred Route announcement	Oct 07	Highways Agency	Provision of trunk road capacity to reduce delays to long distance traffic, improve accessibility to Cambridge area and improve road safety
		Publication of Orders	Spring 08		
		Start of construction of scheme	2010		

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	Thameslink 2000 Rail Improvements	Completion of scheme	Timescale to be identified	Network Rail	Upgrading of rail network
	Cambridgeshire Guided Busway	Completion of St Ives to Cambridge and Cambridge to Trumpington sections	Spring 09	County Council	Provision of rapid transit system linking Cambridge, major development sites and market towns
		Completion of Cambridge on street works	Spring 09		
		Completion of Hunts on street works	Spring 09		
	Chesterton Station	Completion of scheme	Dec 10	County Council	Upgrading of rail infrastructure and improved accessibility to sustainable transport
	Electricity Supply	Completion of new electricity grid station for Cambridge North	Spring 09	EDF Energy	Provision of capacity for electricity for growth of Cambridge area

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	Strategic green infrastructure projects	Strategic Open Space associated with Cambridge East – first stage of development of country park	March 09	Marshall, Natural England, Local Authorities	Environmental improvements to the existing landscape
		Guided Busway Green Corridor – opening of cycleway / bridleway	Early 09	County Council	Public access link between Cambridge, Northstowe and the Ouse Valley settlements
		Cambridge Sports Lakes – construction of phase 1 complete	March 11	Cambridge Sports Lakes Trust	Provision of increased public access and associated recreation opportunities
		Wicken Fen Vision – Access spine route completed	March 10	National trust	A new 13 mile linking cycleway / bridleway with access to >60 miles of associated circular routes
	Strategic arts and culture projects	Major arts / conference venue feasibility study	Dec 07	GCP (Horizons, Arts Council, Local Authorities)	Provision of world class facilities to support sub region's economic standing and population requirements

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	Strategic sports projects	Community sports stadium feasibility study	Dec 07	Horizons (Local Authorities, Sport England)	Provision of world class facilities to support sub region's economic standing and population requirements
	Strategic Health projects	Start on implementation of Addenbrooke's 2020	Spring 08		Provision of health facilities for future needs of the sub region
		Implementation of Papworth relocation	Dec 10		
		Start construction new Papworth hospital	Early 2010		
	Establishment / Operation of revolving fund	To forward fund infrastructure	Oct 07	Horizons	Revolving fund operating
Major Developments - Northstowe	Coordination	Prepare Delivery Plan	July 07	Horizons	Provision of sustainable new town of 9,500 dwellings (4,600 to be provided by 2016)
	Planning	Publish Masterplan	June 07	Developers	
		Submission of Outline Planning Application	Oct 07	Developers	
		Finalise S106	March 08	Joint Committee (Horizons)	
		Determine Planning Application	March 08	Northstowe Joint Committee	

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	Construction	Commence Infrastructure / Housing Construction	Aug 08	Developers	
		1 st housing occupation	July 09	County Council	
		1 st school open	Sept 09	County Council	
		1 st Community Centre open	July 09	County Council / SCDC	
Major Developments – Cambridge Southern Fringe	Coordination	Prepare Delivery Plan	July 07	Horizons	Provision of sustainable urban extension of c.4,000 dwellings and Medical Research Park
		Resolution of Section 106 requirements	July 07	Horizons (Local authorities)	
	Clay Farm	Determine Outline Planning Application	Oct 07	Fringes Joint Committee	
		Start on site	May 08	Developer	
		1 st housing occupation	April 09	Developer	
		Community Centre open (c. 600 th house)	2011	City Council / County Council	
		Secondary School open	TBC – Sept 2011?	County Council	
	Glebe Farm	Submit Outline Planning Application	Dec 07	Developer	
		Determine Outline Planning Application	Mar 08	Fringes Joint Committee	
		Start on site	June 08	Developer	

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	Trumpington Meadows	Determine Outline Planning Application	Sept 07	Fringes Joint Committee	
		Start on site	May 08	Developer	
		1 st housing occupation	April 09	Developer	
		Primary school open	Sept 10	County Council	
	Bell School	Determine Outline Planning Application	Oct 07	City Council	
		Start on site	TBC	Developer	
		1 st housing occupation	TBC	Developer	
	Addenbrooke's	Determine Outline Planning Application	Sept 07	City Council	
		Submission Papworth PFI outline business case	Oct 07	NHS	
		Start MRC construction	Spring 08	NHS	
		Start 2020 research construction Phase 1	Sept 08	Developer	
		Access Road Construction Complete	Spring 09	County Council	
			Start construction new Papworth hospital	Early 2010	
Major Developments	Coordination	Prepare Delivery Plan	Oct 07	Horizons	Provision of

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– North-West Cambridge	Planning	Section 106 Agreement	May 08	Joint Committee (Horizons)	sustainable urban extension of 2,500 homes
		Determine Outline Planning Application	Aug 08	Fringes Joint Committee	
		Adoption of AAP	Dec 08	S Cambs DC	
	Construction	Start house building (City Area)	Jan 09	Developer	
Major Developments – Cambridge East	Coordination	Prepare Delivery Plan	Dec 08	Horizons	Provision of sustainable urban extension of up to 12,000 dwellings (3,300 to be provided by 2016)
	Transport strategy	Agreement of strategy	Dec 08	County Council	
	Strategic Masterplan	Agreement of Strategic Masterplan	Mid 08	City Council / SCDC	
	Area Action Plan	Adoption of plan	June 08	City Council SCDC	
	Relocation of Airport	Decision on relocating of airport	End of 07	Marshall	
		Determination of Outline Planning Application for relocation to Mildenhall or Wyton	Early 09	Forest Heath or Huntingdonshire District Council	
	North of Newmarket Road	Submission of Outline Planning Application	June 08	Marshall	

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		Determination Outline Application	Autumn 08	Joint committee	
		Start of Construction	Autumn 09	Marshall	
	North of Cherry Hinton	Submission of Outline Planning Application	June 08	Marshall	
		Determination Outline Application	Autumn 08	Joint committee	
		Start of Construction	Autumn 09	Marshall	
Major Developments – Cambridge Northern Fringe East	Coordination	Prepare Delivery Plan	March 08	Horizons	Provision of sustainable urban extension of up to 3,500 dwellings
	Land Availability	Decision on future use of land	Autumn 2007	Land owners	
		Viability study	March 08	Horizons	
		Draft Minerals and Waste LDF decision on rail uses	Dec 07	County Council	
	Local Development Plan	Issues and options for City area	Date to be confirmed	Cambridge City Council	
Sewage Works Relocation	Draft Minerals and Waste LDF decision on relocation	Oct 10	County Council		
Major Developments – Market Towns and	Huntingdon, Northbridge	Determine Outline Planning Application	Mid 2007	Huntingdonshire District Council	Provision of sustainable expansion

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Rural		Start on site	Dates to be confirmed	Gallagher	to market towns
		1 st housing occupation	Dates to be confirmed		
	St Neots, Loves Farm	1 st housing occupation	Dates to be confirmed		
	Chatteris		Ongoing	Fenland DC	
	Ely		Ongoing	East Cambs DC	
	Cambourne		Ongoing	South Cambs DC	
Programme and Project Management	Programme Management	Fully implement new programme and risk management regime for growth sites	July 07	Horizons	Effective coordination of multi-partner major developments and infrastructure
	Project Management support	Implement project management suite and support for local authorities	Dec 07	Horizons	Integration of project management and improved resolution of issues
Communicating Sustainable Growth	Revised strategy for promoting the benefits of growth	Implement strategy	Dec 07	Horizons	Improved public engagement with growth agenda

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GAF Projects	Implementation of GAF programme	Completion of programme on time and to cost	Mar 08	Horizons	Essential early infrastructure for growth