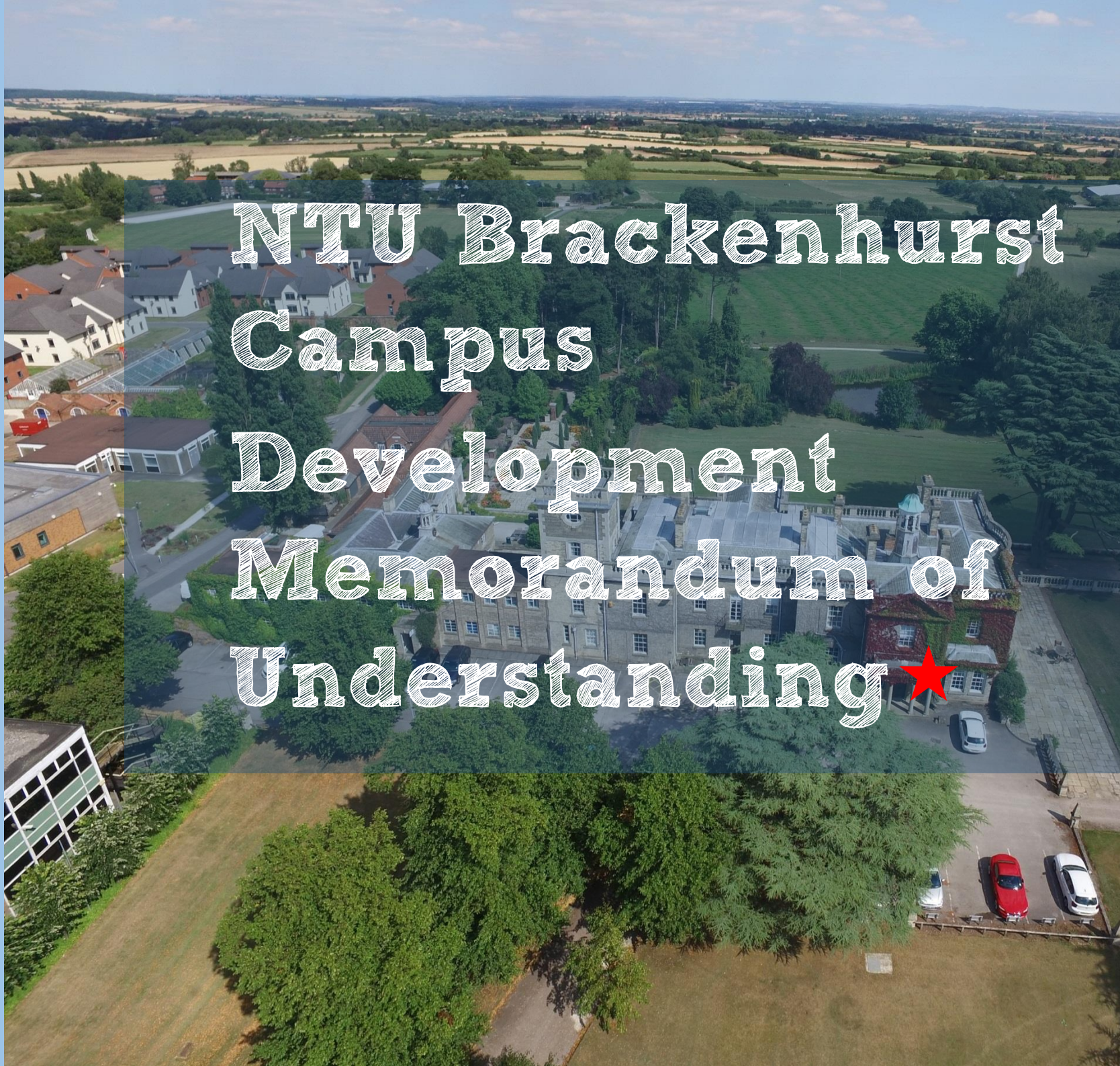




NOTTINGHAM
TRENT UNIVERSITY



NEWARK &
SHERWOOD
DISTRICT COUNCIL



NTU Brackenhurst Campus Development Memorandum of Understanding

★ Acknowledgments

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★ Executive Summary

The Brackenhurst campus is home to over 1,000 students from the School of Animal, Rural and Environmental Sciences. It is based around a former countryside estate with landscaped gardens and a country house built in 1828.

Throughout its history from a rural college to its establishment as a campus of Nottingham Trent University, almost 20 years ago, Brackenhurst has supported and educated its rural hinterland and enhanced its local community. It has nurtured and attracted skilled people, a large proportion of whom live in the District. It has encouraged enterprise and innovation in the local economy and has generated both direct and indirect employment for local people. In this way the partnership between the community and the university has helped to create prosperity, enhanced productivity in the rural economy and secured a better quality of life for the local population.

It continues to both aspire and innovate, but there is always an imperative to go further; in an internationally mobile market, the community and University need to work collaboratively to both attract, retain and support future students. Brackenhurst must adapt to a changed global economy and must remain at the cutting edge of rural sciences. In the current UK agro-economy, where the costs of production are so close to the price of the commodity the need for greater efficiency and improved productivity and yield is essential. Demand for localised production, food provenance, sustainability and concerns over 'food miles' have increased interest in 'Farm to Fork' initiatives. In a world where millions still go hungry every day, holding back less-developed countries and fuelling conflict and extremism, and where crop and animal disease become resistant to traditional treatments, there is an imperative to support the ability of rural sciences to deliver disease and drought resistant strains and to further the science of animal husbandry. The need to feed a growing, precarious world is no minor challenge; as a world class University, NTU Brackenhurst intends to remain at the forefront of that challenge, and in so doing, it will have huge economic and educational benefits locally, bringing widespread opportunities to the community.

It is recognised that the Brackenhurst Campus is not an island, severable from Southwell or the wider district, it is an integral element of the landscape both influencing and influenced by Southwell and its rural hinterland. It is vital

★ Executive Summary

that it is sensitive to, and responsive to, its context. It must grow and adapt if it is to survive – a number of well-regarded rural colleges have closed in recent years. Necessarily and quite rightly, a rural University must be located in a rural location – however ‘development’ and ‘countryside’ are words that can be perceived to sit uncomfortably together and there is a need to be sensitive to those concerns while recognising the imperative of change.

This document represents a memorandum of understanding (MoU) between Nottingham Trent University and Newark and Sherwood District Council. It establishes a partnership between Nottingham Trent University and Newark and Sherwood District Council to support and encourage the appropriate and contextually responsive development, management and enhancement of Nottingham Trent University Brackenhurst in a way that enables NTU and the local rural economy to go from strength to strength.

The MoU is intended to support and direct the continued improvement and development of the Brackenhurst Campus and its environs. It recognises that there is a mutually beneficial relationship between the success of the University and the success of the local economy. The MoU identifies opportunities for enhancement and growth that will maintain Brackenhurst’s position as a world leader in rural sciences, entrepreneurship and food production, and ideas that will generate more value for the district and community than they actually cost to create.

It provides a flexible and enabling framework for change which provides the confidence for future investment and innovation. It will enable NTU to educate with ease and efficiency, able to adapt to changes in demand and need.

The MoU places the sustainability agenda at the heart of these ambitions. Through design, technology and by meeting the day-to-day needs of students, the campus can become more energy efficient and reduce the need to travel. It highlights an ambition to open up the Campus to a wider public, to showcase its work and to act as a gateway to the wider University and rural sciences more generally. Its aim is to combine high quality, responsive design and diverse social, cultural, leisure and economic activity, to create a self-sustaining place where students and local people will want to be in and will come together to enjoy collective interaction.

★ Executive Summary

There already exists a solid basis for taking forward the sustainable, responsive growth agenda:– a defined and well established campus ; strong leadership and support, with control over a wide estate; and, an adopted planning framework which actively facilitates and encourages positive change and innovation. However, effectively managing change and improvement requires certainty and control; the MoU will help the University to support the Council's management of the Campus' growth and ensure the maintenance of a high quality environment.

In addition it provides a mutual understanding about the University's ambition to ensure that campus management takes place in a way that facilitates and supports its delivery. It is, ultimately, about communication and establishing a line of conversation and a partnership, where visions can be shared, innovations facilitated and issues resolved.

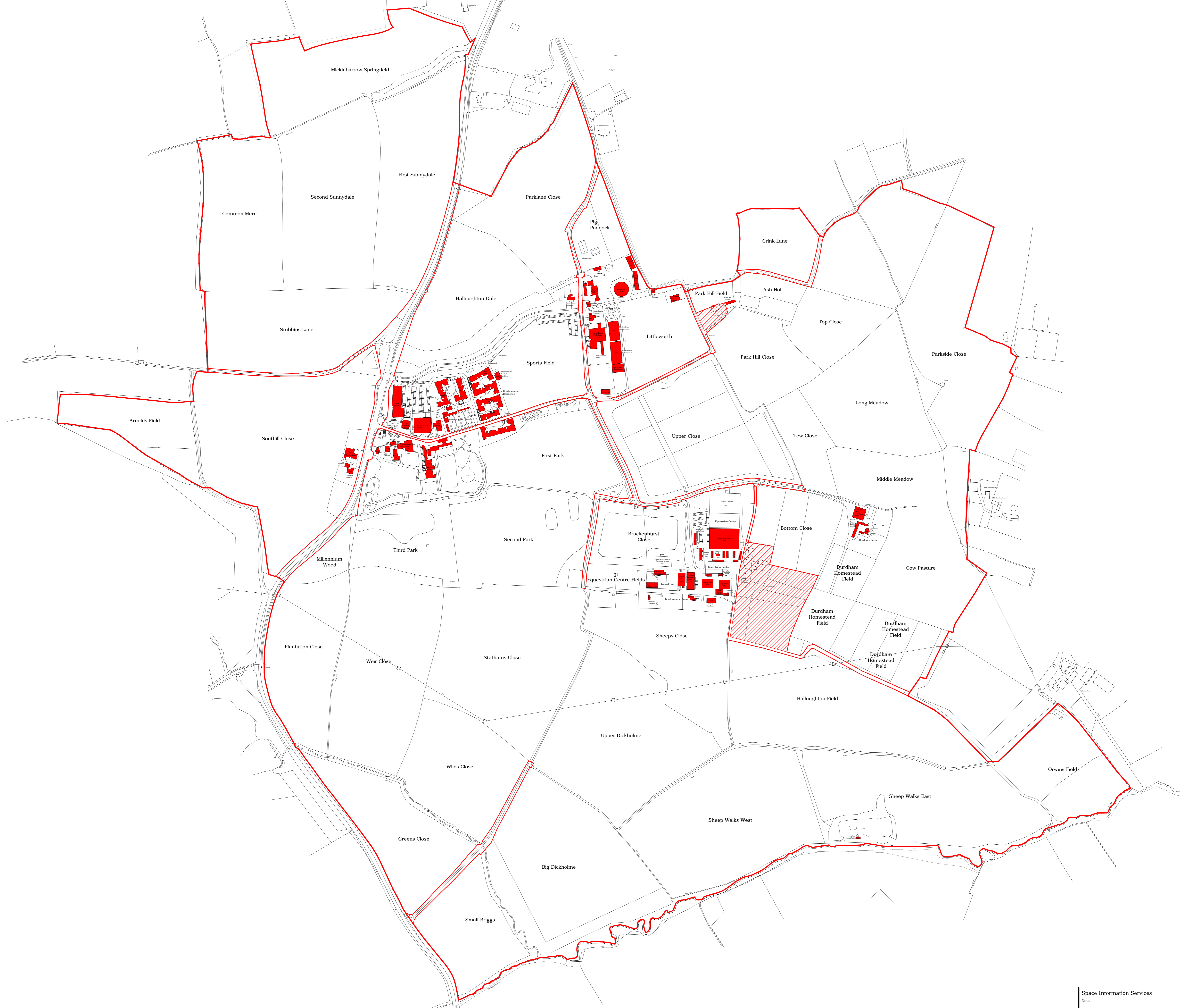
Brackenhurst Maps

1	Introduction	pg1
	i. Background	
	ii. Purpose of the MoU	
	iii. Roles and Responsibilities	
	iv. Vision	
2	The Context and Evidence	pg5
3	Key Opportunities and Aims	pg8
4	Development and Activity Guidelines	pg12
	i. Other Land Uses	
	ii. Design and Conservation	
	iii. Circulation and Access	
	iv. Inclusive Design	
	v. Sustainability	
	vi. Landscaping and Biodiversity	
5	Implementation strategy	pg15

Contents

★ The Brackenhurst Campus





★ Introduction

★ Background

NTU Brackenhurst is Newark and Sherwood's University. It has been a centre of excellence in education and training for over 60 years. During this time the character of the house, gardens, grounds and parkland has been retained, maintaining a friendly atmosphere and beautiful working environment. It has supported and educated its rural hinterland and has encouraged enterprise and innovation in the local economy generating both direct and indirect employment for local people. As such there is an obvious mutual interest in securing its future and improving its presence, relationship, functions and linkages to the wider District.

Since NTU took custodianship it has engaged in a constant programme of environmental and building improvements, renewal and enhancement. New teaching blocks and laboratories, new student accommodation, a new animal unit and veterinary nursing facilities and a revamped Equestrian Centre have sought to create the necessary teaching and observational space to match research projects and ambitions.

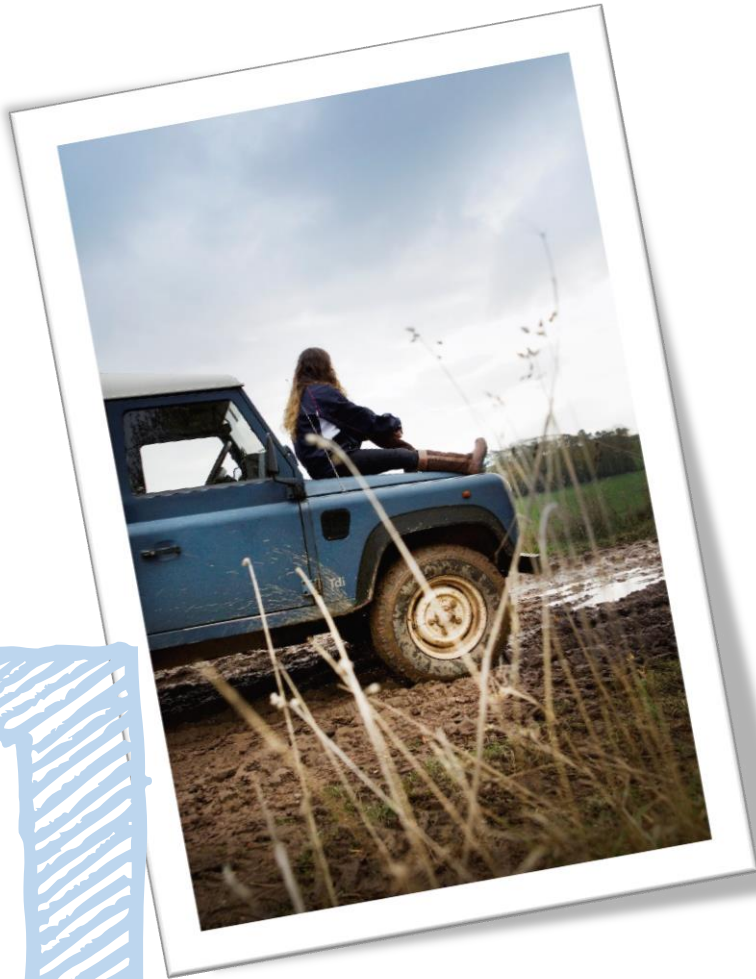
The campus is constantly being developed and has benefited from a high level of both internal

and external funding to achieve the unique, friendly feel the campus has today

Most recently, £2.75 million has been invested in a new library built to the very highest environmental and design standards. These recent developments have applied a striking and innovative, but contextually sensitive approach to institutional architecture, with a significant emphasis on the spaces around the buildings.

Despite the quality of the campus and the amazing work that it does, there remains a missed opportunity to share this unique environment with the wider district. There is a desire and a need to emphasise that this is Newark and Sherwood's University and to promote inclusivity. Further, despite the high quality of recent developments, there remain a large number of less sensitively designed, dated and poor quality, modular educational buildings that are unfit for purpose; a huge maintenance liability and unsympathetic to the heritage assets within the campus.

Fundamentally, the campus must modernise, change and adapt to a rapidly changing world. Advances in education, understanding and technology have changed the needs of students and researchers and the campus must keep pace. Without continued improvement and



upgrade it risks becoming uncompetitive and increasingly unable to sustain its role and function.

There is a need to continue to develop the site at Brackenhurst as a supportive hub of the rural economy. This not only extends to the wider Newark & Sherwood District, but towards national importance in the high calibre of learning, teaching and the sharing of knowledge it creates, and the graduates that go on to play a part in the rural productivity drive. It is a good indicator of local economic success to have high retention rates of skilled graduates in the surrounding area of a University site, which is why Brackenhurst is so pivotal to the local economy and rural productivity in general. Newark & Sherwood is a vibrant district with great potential to retain such a skills base.

★ Purpose of the Memorandum of Understanding (MoU)

This MoU establishes a partnership between Nottingham Trent University and Newark and Sherwood District Council to support and encourage the development, management and enhancement of the environment that is encompassed by the Brackenhurst Campus

The primary purpose of the MoU is to support an enabling framework for responsive change and adaptation within the Campus. It will support the continuing enhancement of the area, ensuring that development proposals

come forward within an agreed framework, and that small-scale improvements are linked to an over-arching area strategy.

The MoU is intended to support and direct the **continued improvement** of the Campus and its environs. It recognises that there is a **mutually beneficial relationship between the success of the University and the success of the District**. The MoU identifies opportunities for **greater community access and interaction**. It provides a **flexible and enabling framework for change** which provides the confidence for **future investment and innovation**.

The MoU places the **sustainability agenda at the heart of these ambitions** and will focus on the desire to create a self-sustaining place where students and local residents will want to be in and will come together to enjoy collective interaction.

There already exists a solid basis for taking forward the sustainable, responsive growth agenda:– a defined and well established campus ; strong leadership and support, with control over a wide estate; and, an adopted planning framework which actively facilitates and encourages positive change and innovation. However, effectively managing change and improvement requires certainty and control; the MoU will help the University to support the Council's management of the

Campus' growth and ensure the maintenance of a high quality environment.

★ Roles and Responsibilities

Land control within the Brackenhurst Campus is effectively split between Nottingham Trent University, which owns the land, and the Newark and Sherwood District Council which is the regulatory authority managing development consents and policies. Together, this creates a unique opportunity for the two organisations to work in partnership to develop and manage this key part of the District estate.

There are significant challenges in managing any environment and in driving forward change and growth in a contextually sensitive and inclusive way that enables the widest possible benefit to be derived.

Like many Districts where the economy has traditionally focussed on primary industry, Newark and Sherwood is dealing with the challenges of post-industrialisation and the MoU provides an opportunity for the enhancement of the Brackenhurst campus to support the development of the rural economy.

Further, it is recognised that there are tensions between the needs for regulatory control over development and activities within the Campus, in order to protect the wider amenities of the District, and the need to avoid stifling creativity and innovation through over-regulation or an over cautious, prescriptive approach

★ Introduction

This document is intended to ease these tensions by providing a memorandum of understanding and a growth and visionary context for applying the regulatory framework.

★ Vision

The aim of the MoU is four-fold:

- To improve the student experience, encourage success and attract new talent;
- To engender a partnership approach to the development of the Brackenhurst Campus to deliver world class educational facilities and support the District's economic, social and physical development;
- To set out a place-based approach to managing land use and development issues;
- To deliver a culture of positive facilitation and consistency from both institutions in regulatory matters in support of achieving the vision.

The **key objectives** of the MoU are:

- *Encourage the creation of a 'Countryfile' campus*
- *Create a better 'sense of arrival'*
- *Support and improve the development of a sustainable rural economy and agricultural practices*
- *Deliver world class laboratory facilities*
- *Meet the educational and accommodation demands of up to 1700 students by 2019*

- *Facilitate innovation in land use and activity and encourage visitors as a gateway to learning and the wider NTU*
- *Encourage a range of 'farm to fork' food experiences and outreach to schools*
- *Showcase the dynamic global research happening on campus*
- *Establish a mutual consultation framework for the management of buildings and spaces*
- *Encourage a coordinated approach to urban design and environmental management*
- *Set an overarching and widely understood context for campus improvements of all scales, including smaller developments that are required to support NTU operations and which facilitates wider enhancement.*
- *Respect the historic urban structure and key historic buildings*
- *Work with policy as a platform for an adaptable and responsive campus*

These core objectives are encompassed within the following **vision statement**:

'The Brackenhurst Campus will develop its role as a leading sustainable rural sciences campus where localised production and provenance sit alongside a global ambition to deliver world class, world changing laboratories.'

New leisure opportunities and visitor attractions will increase public use and will provide opportunities for social interaction, showcasing the University's work, and enjoyment of the environment. The campus will be a gateway to learning, and will help bring people together, and get them talking, building social capital, in a way that is specifically connected to the place. This will encourage communication between the student and permanent communities.

The Campus will work hand in hand with the District's rural and urban communities, supporting and procuring local talent, skills and produce, to further drive the rural economy in which it sits

It will encourage graduates to stay in the District and it will be a place spoken of in glowing terms by those that move elsewhere.

The Brackenhurst Campus will be a place that generates more value for the District and community than it actually costs to create.

The enhancement of the Campus will be an inclusive and collaborative partnership between the University, Newark and Sherwood District Council and local stakeholders. The Council and the University will be the proactive advocacy team.'

A photograph of a modern building with a facade of vertical wood slats. In the foreground, two young women are sitting on a wooden bench, talking. One is wearing a black top and the other a blue t-shirt. A brown leather bag sits on the ground between them. In the background, other students are walking on a paved path. The sky is blue with some clouds.

★ *“The Brackenhurst Campus will develop its role as a **leading** sustainable rural sciences campus where **localised** production and provenance sit alongside a **global** ambition to deliver world class, world changing laboratories”*

★ The Context and Evidence



★ Brackenhurst is Newark & Sherwood's University



★ Context

To fulfill joint ambitions and to make a contribution to supporting the ambitions of the wider District, the University and the Council need to identify and deliver in partnership, the key opportunities for development and improvement within the Brackenhurst Campus that will collectively meet the aspirations of the students and local people. Studies have identified the importance of regulatory authorities across the world working in partnership with 'key anchor institutions' such as universities, in order to implement their economic plans

The MoU recognises that the ambitions of the University and the District are uniquely interrelated, with a world class, higher and further education institution able to attract the best students, who make a significant contribution to the wider economic and cultural life of the rural hinterland - a community that has given its students a positive and fulfilling experience through their studies has a better chance of retaining the best and brightest as key entrepreneurs and drivers in the rural economy.

It also responds to the difficulties associated with the regulatory process of place management; it is relatively easy to support and sign up to exhilarating new architecture and landscape improvements, but less easy to contextualise the rather less glamorous drains,

temporary buildings, car parking, renewables etc, that form the necessary infrastructure required to support and deliver the overall growth and improvement. The MoU seeks to give the unglamorous a context, within which seemingly piecemeal planning applications can be understood at an institutional level.

Most of the time these issues are modest, easily resolvable, and not a threat to institutional goals. Such tensions are inevitable and normal, however, they can be diffused and reduced, where there is a collective and structural understanding of mutual ambitions and aspirations, and a working partnership to ensure effective communication and problem solving.

The ambitions for the campus are much more than sporadic aspirations. The opportunities and aims identified in this Memorandum have been directly informed by research into the future needs of the Campus. This research has focused on educational, technological, environmental and operational needs to identify potential areas of enhancement.

The '**Spaces**' research concluded that the Campus, has areas of both quality and weakness and has highlighted the operational, physical, landscape and heritage constraints and opportunities.

The '**Motives**' research has explored the needs and aspirations of staff and students while



★ The Context and Evidence

numerous stakeholder engagement and consultation event have taken place with local resident groups; University Alumni; 240 staff residents of Southwell; Robert Jenrick MP;

Mark Spencer MP; and, the Southwell Town Council, to explain the work on campus and to seek the views of residents and visitors.



Key Project Aims

- ★ Establish a **collaborative** working partnership with the Council
- ★ Produce a **Memorandum of Understanding** which sets an **enabling framework** for improvement
- ★ **Enhance** the rural economy and develop opportunities for **rural science start-ups** and showcasing **'farm to fork'** production
- ★ Create a **fantastic, accessible and inclusive** place with a **welcoming and sustainable** environment

★ Key Opportunities and Aims

★ Key Opportunities and Aims

Flagship to replace 'Clasp' building

There is a significant and pressing opportunity to replace the dated, unsympathetic and costly to maintain modular 'Clasp' buildings with a purpose built, sustainable, modern 'arrival' building.

This building would incorporate a main reception and arrival areas, distinctly and legible within the site. It would include a visitors' centre to welcome and inform the public of the works and opportunities within the campus. Visitor facilities would be provided such as a year round café offering locally sourced 'farm to fork' and 'Totally Locally' produce prepared on site.

It would provide a lecture theatre, which, incredibly, the campus has never had. This will be of sufficient size to contain a cohort of students for graduation ceremonies etc

The building will provide a defined social space for students, which again has never been previously facilitated on campus, alongside improved staff offices.

Library

As noted earlier in this document £2.75 million has been invested in a new library built to the very highest environmental and design standards. Its popularity is unprecedented and it is regularly full, with space at a premium and students having to reserve slots.

With additional student numbers this pressure will increase and there is the potential to expand the facility, repeating the excellence in design and energy efficiency.

Workshop Area

The workshop area lies to the east of campus and is long overdue a revamp and enhancement. With the science of agricultural and horticulture being significant development areas, with world changing opportunities, there is a chance to improve provision and to replace the existing glasshouses; research is ongoing into vertical greenhouses, with the potential to deliver vastly improved productivity using reduced levels of resources and the long term promise of reducing world hunger – there is an opportunity for NTU to be at the vanguard of this revolution.

In a related area there is an opportunity to deliver vastly improved facilities as part of an Environment Centre, housing geography and environmental students – who currently have no defined area of the campus. Aligned to the subjects, the building would be of the highest specification and environmental efficiency.

This is also the area in which school parties are currently invited and where children are given a unique opportunity to discover agriculture and to learn about sustainable food production and healthy eating. There is a desire to provide new and bespoke classroom facilities for Nottinghamshire County Council education where children can experience farming in a real and comfortable environment and where they can be introduced to the work of the University and the opportunities in further and higher education at an early age. In this way the potential to raise skills is instilled early.

There has been huge interest in the opportunity to provide further food and drink business incubator units to support student placements. NTU has as significant legacy of working with business to nurture entrepreneurship and to provide opportunities for students. It remains at the forefront of business partnership schemes.

★ Key Opportunities and Aims

Home Farm

Home Farm is the original farmstead within campus and maintains a traditional form and function. It is in need of repair and upgrading, but its operational format remains of significant interest even in the context of modern agriculture and there is the potential to reutilise the traditional layout in a creative and innovative way.

Ideas include improvements to the traditional lambing facilities with potential to enhance 'lambing live' as a unique and educational, seasonal visitor attraction.

Initial discussions have taken place regarding the potential for a micro distillery using local produce e.g. Bramley apples, building upon the burgeoning interest in micro brewing and local provenance.

Equine Area

The equine area lies to the south east of the campus site. In 2011 the Equestrian Centre underwent extensive refurbishment to create the necessary teaching, riding and observational space to match the Universities research projects and ambitions.

Five years later and it is out of date, reflecting the fast moving pace of change that the campus must work within if it is to keep ahead of the innovation curve.

Facilities like the equestrian centre becoming out of date represent a considerable risk to the institution if it is unable to adapt and respond rapidly.

As such, a state of the art new arena is required to compete with alternative facilities if Newark and Sherwood is to retain the likes of the National Dressage Team who train at the campus facilities.

Just south of the equestrian centre is the Animal Unit and Veterinary Nursing Centre. There is a pressing need to develop an endangered species recovery unit, supporting and showcasing NTU Brackenhurst global reach and research.

Main Hall

The Main Hall is the centrepiece of campus and the key, listed heritage asset. It is a wonderful, exemplary building but it also poses substantial challenges in terms of energy efficiency and maintenance. Notwithstanding these challenges it is an asset that NTU takes huge pride in as custodian.

Its age and fabric unfortunately mean that it is increasingly unsuited to modern educational uses and it is less and less used. However, within the wider context of Brackenhurst's ambitions, this provides an opportunity to

facilitate new supportive and complementary uses – there are numerous ideas

Campus-wide Opportunities and Issues

With the increase in student numbers, the need for increased student accommodation in the order of 150 bed-spaces has been identified. It is noted that unlike an urban campus, students at Brackenhurst don't tend to live in private rented housing in their second and third years and prefer to remain on campus in halls of residence. Without on campus facilities, student are forced into less suitable, scarce rental accommodation in Southwell where lifestyles can be incompatible with those of permanent residents. It is stressed that more student beds are needed even without expansion of the campus or student numbers.

With reference back to development which facilitates operational continuity and new works, this will inevitably require a need for portable / temporary buildings to be stationed on the site as work progresses, for various periods of time. It is recognised that the need for such buildings (while never ideal) will be a requirement of the growth plans and that applications for temporary buildings have to be seen in the context of delivering the overall vision.

Operational Issues relating to internal roads, car parking arrangements and street lighting are vital in ensuring the delivery of safe and effective pedestrian and vehicular routes which

★ Key Opportunities and Aims

minimise the potential for user conflict and protect the local environment. The support for local bus services is stressed and it is recognised that without NTU students the bus service serving the Campus is unlikely to continue.

As noted throughout this document the campus provides a unique, beautiful, tranquil and contemplative environment in which to learn and experience. The mix of heritage, landscape, husbandry, environment and ecology combine to create positive and revitalising atmosphere. Within the context of a rural sciences campus and the opportunity to improve visitor access, there are literally hundreds of opportunities to create and enhance habitat, landscape and the environment in a way that produces positive change and additional therapeutic learning opportunities.



★ **The campus provides a unique, beautiful, tranquil and contemplative environment in which to learn and experience.**



★ Development and Activity Guidelines



★ Development Objectives

The development and enhancement of the Brackenhurst campus is supported within adopted planning policy, which sets a context of a permissive framework for future development.

There is little controversial about the joint ambitions of NTU and NSDC and future development proposals within the campus will reflect adopted policy. However this MoU is about more than identifying potential uses on Campus, it is about establishing a partnership to ensure that the management and regulation of the Campus enables the core activity of education to take place easily and efficiently and in a way that can adapt swiftly to protect the interests of the Campus and the District.

Other Land Uses

In line with both national and local planning policy the Brackenhurst Campus will support a mix of ancillary uses, including visitor and student facilities, student accommodation, offices, community facilities, restaurant, leisure, entertainment facilities, improved open space, business incubator units.

In addition, there are significant opportunities within the campus for the University and its affiliates to hold relevant events.

Design and Conservation

All development proposals within the Campus will comprise high quality contextual design that respects and responds to local character and distinctiveness. The Main Hall is a Grade II Listed building and there are several other designated heritage assets. There are a number of key buildings which currently detract from the importance of these assets.

Development proposals will carefully regard the area's existing form, function and structure. Consideration will also be given to existing building scale and massing, and new development will build on positive existing elements to enhance character.

Nottingham Trent University will work with the support of the Council's heritage and design advisors to ensure that new development proposal carefully consider the Campus's heritage assets and where appropriate identify, value, conserve, restore, re-use and incorporate heritage assets. Development proposals affecting heritage assets and their settings will conserve their significance and will be sympathetic to existing form, scale, materials and architectural detail.

Design proposals, their location and schemes of lighting, will be sensitive to landscape issues and will seek to ensure that the impacts on key views from Southwell are minimise and mitigated.

★ Development and Activity Guidelines

Circulation and Access

Nottingham Trent University and the Council will work collaboratively to ensure that new development on the Campus contributes to improving and supporting the area's connectivity across pedestrian, cycle and bus movement networks, and promotes considerate transport choices to lessen potential impacts on the local environment. The Council and the University will support schemes which prioritise pedestrians and cyclists.

In line with planning policy development on the Campus will support aims to reduce the need to travel by car, will encourage walking and cycling and will utilise and promote existing local public transport linkages.

There is much opportunity for improved legibility and permeability across the area, improved walking and cycling routes and protection and enhancement of the historic character of the area.

Inclusive Design

Inclusive Design is not a fixed set of design criteria but an evolving philosophy that aims to produce aesthetically pleasing, functional environments that can be enjoyed by everyone, taking into account age, gender and disability.

NTU and the Council will seek to ensure that any new development within the Campus

- can be used safely, easily and with dignity by all regardless of disability, age, gender, ethnicity or financial circumstances;
- is convenient and welcoming with no disabling barriers, so everyone can use it independently without undue effort, separation or special treatment;
- is flexible and responsive taking account of what different people say they need and want, so people can use it in different ways; and
- is realistic, offering more than one solution to help balance everyone's needs, recognising that one solution may not work for all.

Sustainability

Sustainability is a core principle of both Nottingham Trent University and Newark and Sherwood District Council. Any new development within the Campus will seek to minimise carbon emissions and contribution to climate change

High standards of sustainable design and construction will be achieved to improve the environmental performance of new developments, and so adapt to the effects of climate change over their lifetime.

Landscape and Biodiversity

The University has an aspiration to significantly improve the natural landscape of the campus

and to enhance and introduce new habitats, open spaces and green linkages. The aim is to provide more restful and contemplative spaces for staff, students and visitors, to improve health and wellbeing, encourage 'dwell time' and enhance the overall appearance of the Campus.

Opportunities for habitat creation and to encourage biodiversity will be maximised in new development proposals and will be supported by the Council.

★ **Together,**
NTU and NSDC
represent a
formidable
team for the
promotion of
the District at a
regional,
national and
international
level



★ Implementation Strategy

★ Strategy for Delivery

This Document is a memorandum of understanding based on a joint vision for the growth and development of the Brackenhurst Campus as Newark and Sherwood's University.

It recognises that the University and the Council have a significant joint interest in the social, economic and educational development of the District. It recognises that working positively together to deliver environmental change will have far-reaching benefits that far exceed the cost of implementation. Together, Nottingham Trent University and Newark and Sherwood District Council represent a formidable team for the promotion of the District at a regional, national and international level.

While it focuses on development as a driver of change and improvement delivery, it recognises that there is a need to understand the links between the physical reality of places and everything else that contributes to the experience of that place.

Linking, integrating and bring together different sectors to deliver positive change requires place leadership. This MoU is not simply a matter of making the case for the built environment, it commits to mutual, active engagement in making positive things happen in a different way.

Place Leadership comes through mutual understanding, and this MoU is designed to ensure that the overall aims and aspirations of the Brackenhurst Campus are understood by those who regulate development and change. This will avoid misunderstanding and will ensure that the end goal is not lost in decision making on individual schemes.

It will also help to ensure that 'due process' is delivered **expediently, efficiently and as a creative process to deliver positive change**. It recognises that the needs of users evolve rapidly and there is a need to respond quickly to innovation.

At its most basic level, this MoU is about a conversation – it is about people within Nottingham Trent University and the Council talking to each other and understanding their mutual ambitions.

★ Consultation and Involvement

As noted at the beginning of this document, one of the key objectives is to establish a mutual consultation framework, between NTU and NSDC

To this end, communication is key, and the very process of developing this MoU is already paying dividends in the effective delivery of on Campus development.

The production of the MoU has involved cross departmental working groups within NSDC facilitated by the Chief Executive and the Planning team and the Estates team at NTU. Relevant service heads and stakeholders have been directly involved in the development of this document. At an early stage, the context and opportunities identified were directly informed by a series of extensive consultations with key users and stakeholders.

★ Communication

The delivery and implementation of this agreement will be pursued through a twice yearly forum involving key service personnel from the Council and Nottingham Trent University. Within four weeks of both parties formally signing the MoU, a first meeting of the forum will be convened to agree process on specific genres of activity.

The forum will act as the advocacy partnership to explore opportunities for environmental improvement and development within the Campus and will provide a resource for exploring regulatory and environmental management issues that need mutual agreement or resolution.

★ Implementation Strategy

★ Business Day to Day

Within the context of the MoU it is recognised and understood that both NTU and NSDC have to carry out their day to day functions in accordance with due process. The MoU will help to facilitate the mutual business areas of the organisation by engendering trust and working relationships between key service areas at a personal level. This is an essential element of Place Leadership

To this end, the forum will establish a key contacts list, enabling efficient lines of direct communication between those personnel best placed to understand, assist, facilitate and resolve issues arising. The list will identify names, contact details and areas of responsibility and will primarily be made up of forum members.

Delivering effective place management is not simply about grand and aspirational projects and will require dealing with the minor, mundane, difficult and unglamorous with a holistic view. Signing up to dazzling new architecture is relatively easy compared to dealing with seemingly minor issues, but which can have a significant impact on the character and experience of a place. The forum will establish the routes of communication that will make dealing with day to day issues easier and more efficient.

In essence, this MoU is about delivering mutually understood, positive change through person to person conversation. Organisations cannot talk to each other, only people can.

★ Monitoring and Review

The Document is a memorandum of understanding which commits NTU and NSDC to positive engagement and a collaborative approach to Place Leadership within the Brackenhurst Campus.

While no formal monitoring is proposed, the forum members will review the success and merits of the MoU as a standing item. To a great extent the success of the MoU will be measured by the success of the Campus in enhancing the environment, and by the feedback from users through the annual student survey.

Subject to the findings of further consultation work and the feedback from the forum, the MoU will be refreshed and reviewed as necessary. The Outline Opportunities and Aims will be a live document subject to change and review. Following the review of the Local Plan, consideration will be given to whether a more formal expression of development proposals should be prepared to support overarching policy.

