

3. ARTWORKS IN PUBLIC PLACES - OPERATIONAL PROCEDURES

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The purpose of this report is to recommend procedures for the implementation of 'Urban and Environmental' and 'Community' artworks in public places projects.

INTRODUCTION

During the process to review the Artworks in Public Places Policy, two significant pieces of work were identified as being required: an artworks in public places plan and some standardised operational procedures.

Consultation has been carried out on a draft a five year artworks in public places plan. This is the subject of a separate report to the Council.

The need for the operational procedures results from the Council having used a variety of processes for artworks projects in the past, some of which have worked well and some of which have worked not so well. It was considered important that the Council used its experiences and standardized its procedures utilizing the best practice. There has been a lack of clarity as to the process to be used and the reporting process (to whom and when). As artworks in public places projects have been initiated in different parts of the organization new staff have been involved. The staff have often had difficulty identifying the appropriate process to follow and to a large degree to re-invent the wheel. At times difficulties have been created by people with relevant skills not being involved at the appropriate stage in the process. There have been particular issues around who selects the artist and the artwork for a particular location.

It is anticipated that the operational procedures developed will help alleviate many of the problems identified and enable the Council to consistently apply good practice.

Operational procedures for 'Urban and Environmental' and 'Community Artworks' have now been developed and are ready for approval. Work is underway to develop similar operational procedures for 'Integrated' artworks. The finished procedures will be developed into a web-based resource to enable easy access and use by staff within the Council.

PROCESS TO DEVELOP THE PROCEDURES

The Artworks in Public Places Policy identified three different types of artworks in public places:

- Urban and Environmental
- Community
- Integrated

It was identified that different procedures may be required for each of the artwork types. Operational procedures for the Urban and Environmental Artworks and Community Artworks were drafted on the Council's behalf by Deborah McCormick of Art and Industry consultants. These procedures were based on Ms McCormick's experience of implementing artworks projects in Christchurch, her research of international best practice and consultation with the Council staff.

Feedback was sought on the draft operational procedures from the Arts, Culture and Heritage Committee, community boards and relevant staff.

The feedback received was considered and amendments made to the draft operational procedures, where considered appropriate.

A further combined seminar was held with the community boards to explain the revised operational procedures.

Some elements of the operational procedures clearly deal with areas impinging on governance roles. In addition many detailed procedures have been developed to assist staff including:

- Brief Development
- Tendering and Registration of Interest
- Budget Development
- Sponsorship
- Role of Artist, Art Co-ordinator/Consultant, Project Manager
- Project Management Guidelines
- Registration and Maintenance of Artworks
- Loan of Artworks
- Communication Plans
- Insurance

Pro forma documents have been prepared for Brief for Registration of Interest, Request for Proposal (RFP) Technical Specifications and Artwork Commission Agreement

Those operational procedures involving governance and decision making are presented for approval to the Arts, Culture and Heritage Committee

URBAN AND ENVIRONMENTAL ARTWORKS

Urban and Environmental Artworks are:

- Stand alone artworks located in an urban or natural environment.
- Usually created for the space concerned or in special circumstances transferred to it.
- Not necessarily an integral element of the space, but have a contextual relationship to it.
- Permanent or temporary artworks.
- Created by a professional artist.

An example of a recently created Urban and Environmental artwork is “The Corgis” situated on High Street.

Artworks projects can vary widely in their costs and it is important in developing operational procedures that the process does not become ‘top heavy’ for the scale of the project. At the same time, even artworks of modest cost can become contentious public issues, if suitable processes are not followed.

The decision making processes detailed for Urban and Environmental Artworks will be triggered if the project is permanent and the value of the project is \$30 000 or greater. For temporary artworks or projects of values below this trigger point the Arts Adviser will be consulted to arrange an expedited process.

The process to select artists and Urban and Environmental artworks and to implement these projects involve two main groups as follows:

Project Working Party - staff group brought together on a project-by-project basis responsible for administering and implementing the project.

Public Artworks Team - on going group of stakeholders and those with knowledge related to artworks in public places. Provide input to brief and commissioning, decide on artist and artwork. Advocate for artworks in public places and develops partnerships with relevant other organisations. Advises the relevant standing committee on artworks in public places planning and maintains an overview of artworks in public places in the City. Established by the Chief Executive Officer for the term of Council and could include a mix of staff, external people and elected members with the relevant skill sets identified

The roles and memberships of the two groups are provided in more detail in Appendix 1 and Appendix 2.

The process by which these two groups will work together in implementing artworks in public places projects is illustrated in the flow chart in Appendix 3. The flow chart also indicates at which points and how the relevant standing committee will be involved in the process.

COMMUNITY ARTWORKS

Community Artworks are:

- Artworks created with a significant degree of community involvement.
- Usually created for the space concerned or in special circumstances transferred to it.
- Permanent or temporary artworks.
- May be created by either: an artist working in collaboration with members of the community, or directly by members of the community, with or without the supervision of an artist.
- It should be noted that the process of creating the artwork may be as or more important than the resulting artwork

Examples of recently created Community Artworks are 'Poppies over Gallipoli' on Anzac Drive (Burwood/Pegasus Community Board) and "Pathways Home" at Denton Park (Riccarton/Wigram Community Board).

The decision making processes detailed for Community Artworks will be triggered if the project is permanent and the value of the project is \$20 000 or greater. For temporary artworks or projects of values below this trigger point, the Arts Adviser will be consulted to arrange an expedited process.

Project Working Party - staff group brought together on a project-by-project basis responsible for administering and implementing the project.

Project Selection Team - stakeholders group on a project-by-project basis to provide input in to the preparation of the brief and commissioning process and to decide on artist and artwork. The intention of this group is to bring together the local and artistic knowledge to arrive at an outcome suitable for the site concerned. Project Selection Teams will be appointed by and become a temporary subcommittee of the relevant community board, with delegated authority to decide on the artist and artwork.

The roles and memberships of the two groups are provided in more detail in Appendix 4 and Appendix 5.

The process by which these two groups will work together in implementing artworks in public places projects is illustrated in the flow chart in Appendix 6. The flow chart also indicates at which points and how the relevant community board will be involved in the process.

The comments and feedback from the final combined community board seminar are attached as Appendix 7.

ARTWORK GIFTS

From the time to time the council is offered either:

- Artworks as gifts
- Donations to create artworks
- Bequests of artworks or donations to create artworks

At times a person or organization wishing to gift an artwork to the Council will involve the Council during its commission and creation. On other occasions the artwork will have already been commissioned or completed prior to it being offered to the Council as a gift.

In many cases the offer of an artwork as a gift is a positive thing for the City. Providing a suitable site, necessary infrastructure to install gift artworks and the required maintenance can be time consuming and expensive. For these reasons the draft operational procedures include new operational policy on the process to be undertaken prior to gift artworks being accepted. The proposed new policy on Gift Artworks and explanatory notes are attached in Appendix 8.

The intention of this new policy is to enable the Council to go through a suitable process of evaluation of the offered artwork prior to accepting it as a gift to the City.

COMMISSION AND ACQUISITION PROCESSES

The proposed operational procedures recommend that the council utilises four different commissioning and acquisition processes. These are:

- Registration of interest
- Request for proposal/direct commission
- Limited competition
- Direct acquisition

These commissioning/acquisition processes are detailed in the Appendix 9.

The intention is that these four processes will be used for the commissioning/acquisition of artworks by the Council to the exclusion of other methods.

ALTERING AND MOVING ARTWORKS

At times the Council needs to alter artworks or move them from their original location. It is important that the Council retains the ability to move or alter artworks, but at the same time respects the wishes and intentions of the artist concerned. In many cases and artwork will have been created for a particular location and moving it to a new one may compromise the artist's intention and integrity.

To enable the Council to deal with these issues in a transparent way and for artists to understand the Council's position on altering and moving artworks some operational procedures have been developed in this area, as detailed in Appendix 10. Provisions will be written into future artwork commissioning contracts, which reflect these operational procedures.

PROCEDURE FOR PLACEMENT OF ARTWORKS IN PUBLIC PLACES

At its May 2004 meeting, the Committee considered a report from the General Manager Regulation and Democracy Services concerning the placement of artworks.

The Committee decided to support the completion of the development of operational procedures for the placement of artworks in public places, and that such procedures include a decision by the Council as to who is to be the decision-maker for such placement.

It will be clear from the processes outlined earlier in this report that staff from the unit's responsible for the land/property on which the artwork will be located and the unit responsible for the ongoing maintenance will be closely involved in the process to develop an artwork. As part of this involvement the staff concerned will be able to provide advice on the placement of the artwork to the Project Working Party.

A set of criteria to be used in determining the placement of artworks has been developed, as detailed in Appendix 11.

In some circumstances the placement of public artworks may form a part of a more general landscape or other plan for a park, street or other area. In these circumstances it is considered appropriate that placement of the artwork(s) be determined as part of the process of approval for the wider plan.

It is recommended that the determination of the placement of artworks in public places (where not part of a wider planning process for the site/area concerned) be delegated to the General Manager City Environment and General Manager Strategic Development, utilizing the criteria in Appendix 11.

SUMMARY

Detailed operational procedures have been developed for the Urban and Environmental and Community Artworks categories of artworks in public places. These procedures consist of elements relating to the decision making and detailed procedures for staff. The procedures have been developed to enable the Council to consistently apply best practice in implementing arts in public places projects.

Considerable effort has been put into developing a process for the selection of artists and artworks, that will enable quality the outcomes for the City.

**Committee's
Recommendation:**

1. That the Council approve the establishment and roles of the Public Art Team as detailed in Appendix 2.
2. That the Council approve the Urban and Environmental Artworks process as described in Appendix 3.
3. That the Council approve the Community Artworks process as described in Appendix 6.
4. That the Council approve the Artworks In Public Places Gifts Policy in Appendix 8.
5. That the Council approve the Commissioning/Acquisition Process as described in Appendix 9.
6. That the Council approve the Procedures for Moving and Altering Artworks as described in Appendix 10.
7. That the Council delegate responsibility for the placement of Urban and Environmental and Community category artworks in public places (where not part of a wider planning process for the site/area concerned) to the General Manager City Environment and General Manager Strategic Development utilising the criteria detailed in Appendix 11.
8. That funding allocations made to Community Boards towards the cost of community artworks be in accordance with the process set out in Appendix 5 and 6 of the report.