



WEST CAMBRIDGE

OUTLINE PLANNING APPLICATION
PUBLIC ART STRATEGY

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West Cambridge Development

Prepared by Contemporary Art Society

12 September 2017



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1.0 PUBLIC ART FOR WEST CAMBRIDGE – THE VISION

Interesting things happen at the edges of expertise

The West Cambridge Development's objectives are to enhance the existing West Cambridge site and to build upon the current academic and commercial research offer through sustainable development and to create a high-quality work and research environment. The site is designed for the clustering of physical sciences and technology to further collaboration with industry.

The ambition for the future of the site is mirrored in the vision for the public art programme for West Cambridge. The public art strategy for West Cambridge is designed to reflect the distinctive character of academic and research priorities at West Cambridge whilst ensuring the arts and cultural animation play an intrinsic part in the creation of a new socially dynamic public realm. In prioritising the creation of a dynamic social realm, animated through public art, it is intended that the quality of experience at West Cambridge is of a place where social interaction is encouraged through shared public open space and a new legibility through the site. The primary users of the site will be those employed or studying at the site but the expanded social amenities, the public art programme and the adjacent NWC Development will encourage interest in West Cambridge from communities in the wider area.

The strategy extends the principles of the University's already established Public Art Programme at the North West Cambridge site which has created a platform for research and collaboration between researchers and artists, provided opportunities for diverse audiences to participate in and experience the public art programme and established a commissioning programme that responds to and reflect the character of the site and the University. At West Cambridge, the public art programme is designed to stimulate dialogue between academics, researchers and scientists working on site and artists who share their interests from a creative perspective. This offers the opportunity for both parties to expand and develop their thinking, research and practice and share this more widely to audiences.

Current developments in contemporary art practice show an established pattern of artists engaging in research and collaborative processes, community engagement and cross-disciplinary practice. The public art strategy sees artists and their creative process as fundamental and complimentary to the evolution of the Proposed Development; drawing out inventive ways to understand this changing urban environment, supporting the creation of dynamic communities and providing resonant public art encounters that give voice to the unique character of the area.

The strategy recognises that these processes require an investment in time, support and management and this is sustained throughout the development phases. Perhaps most importantly, these processes require open minds and open briefs – allowing artists to bring their creativity and ideas to this inspirational opportunity.

This public art strategy has been prepared to support the West Cambridge outline planning application. The strategy has taken account of the City Council's Public Art Supplementary Planning Document (adopted July 2010).

Key Themes

PROMOTING RESEARCH
VALUE OF SCIENCE
COMMERCIALISATION OF KNOWLEDGE
TECHNOLOGY AND MATERIALITY



2.0 CONTEXT

2.1 West Cambridge Masterplan

The drivers for the Public Art Strategy are based on a number of key points articulated through the West Cambridge Masterplan. The relationship between academic and commercial departments has a significant impact on the character and culture of the campus. Departments need to have common access to shared facilities and appropriate proximity to each other in order for both communities to benefit. The Masterplan encourages productive exchange of knowledge between the different departments on site, whether they are academic or commercial. It is important that this knowledge transfer is supported and facilitated to encourage research and development through collaboration.

As it stands, the site is divided both physically and socially. With the new development of buildings and outdoor spaces the focus will be on creating an enhanced and connected public realm. It is a priority to create high quality and sociable outdoor spaces around the site to facilitate social interaction and increased pedestrian usage.

In order to reinforce unity on the site, connectivity is a vital factor. This connectivity which may present itself in the physical or digital realm is important for both attracting businesses and strengthening relationships between the academic departments.

Incentivising people to walk or cycle around the site is necessary in order to move away from a car based environment. This will create conditions that are more open to organic collaboration.

The open spaces around the site will be valuable locations for activities and events. The fact that these areas are easily accessible and visible will contribute to the quality and success of the activities that happen on and around them.

Departments on site are naturally divided owing to the existing building's layout and locations. Therefore, shared social spaces are essential to provide gathering space and space for both social and professional interaction.

The formation of soft infrastructure, in terms of management of events and activity for the site will provide a structure to ensure these are successful.

"The masterplan for West Cambridge is needed to establish principles for gradual growth which respond to requirements for high quality research space, maintain flexibility for future and ensure pedestrian friendly public realm with active indoor and outdoor space for socialisation"

West Cambridge Design and Access Statement.

The University has established five key objectives to deliver the vision and guide the Proposed Development:

- Optimise the amount of development on the site, supporting the City and Region as a world leader in learning, teaching, research and development.
- Support the commercialisation of knowledge through entrepreneurship and collaboration with industry.
- Create and sustain a high-quality place by transforming the physical and social environment for site users and neighbours across the City.
- Deliver adaptable and efficient space to support viability and long-term value creation.
- Deliver sustainable development, proactively investing in the quality of place and integration within the City.

2.2 University Context

The University of Cambridge has identified West Cambridge as one of its key sites for growth. It is best placed for the clustering of physical sciences and technology and collaboration with industry research.

The new Masterplan proposals aim to establish a new trajectory for development and gradually transform West Cambridge into a research campus accessible and integrated with the City, and create an environment which can equally promote users' wellbeing and interaction as well as accommodate demanding scientific processes. Through the proposed transformation arising from the proposed development. West Cambridge would have positive impact on staff retention and recruitment, innovation and future research growth, thus helping to strengthen the University's international reputation, and the contribution of West Cambridge to the sub-regional and national economy.

West Cambridge is an integral part of Cambridge, within 10-minute cycling distance from the City Centre, and 20 minutes from the Railway Station. At the same time, the landscape features dominate this part of Cambridge, creating an edge of a city feel, transitioning between urban and rural. One of the aims of this masterplan is to turn the site from its relative isolation, by gradually enhancing landscape features into a network of usable open spaces - landscape connectors - which strengthen the physical links with both the North West Cambridge Development and the rest of the City to the east. A world class and dynamic public art programme will help promote the West Cambridge site and by extension, the University as a whole, to a national and international audience.



The Green



Ecology Corridor



West Forum

2.0 CONTEXT

2.3 Public Art Programme Phasing

Due to the nature of a long-term phased development, the public art strategy has an inbuilt flexibility as the site is developed. The development phases may take over fifteen years or so to be implemented, so the public art strategy has established a detailed programme for the first phase, and sets out principles and potential areas of focus for future years. At key points there will be a strategy review and process of detailed planning to develop delivery plans for the ongoing programme.

Phase 1

The first phase of the public art strategy has been set out in the most detail. During this phase, the public art programme will focus on The Green, Cavendish Laboratories and the Shared Facilities Hub as a single approach, the West Forum and the Ecology Corridor along the southern boundary of the site.

The Green is a key space as it will link the Cavendish Laboratories and Shared Facilities Hub and become a shared space and focus for the development. Public artwork in the Green is intended to be distributed through the space, human scaled and providing a series of encounters that support wayfinding for the site. This area will later form the main landscaped pedestrian route through West Cambridge. Public areas of the Cavendish Laboratories and the Shared Facilities Hub buildings will be encompassed in the commissioning opportunity.

The artwork for the West Forum area will be a significant commission, providing the infrastructure for a multi-purpose outdoor social space. It aims to animate this underused area and provide a key site for social gathering through a vibrant arts-led events programme.

Running through the three phases of development will be a research collaboration and public engagement programme focused on the Ecology Corridor. This work will establish creative interventions in the landscape to highlight ecological and sustainability concerns.

Phase 2

In the second phase of the development, the art programme will expand across the site in line with the development of areas including the East Forum, which will form a key new entrance point to West Cambridge. The public art interventions within the Ecology Corridor will continue, extending a set of new creative interventions along this linear route.

Phase 3

The final phase will complete a network of animated, connected spaces. The Green will now extend through the main spine of the site and forms the focus for a distributed trail of human-scaled commissions. The Ecology Corridor public art programme will be completed through this phase, resulting in a second trail of interventions along this important secondary route. The East and West Forums will have the legacy of programmable spaces and provide important focal points for social activity.

Focus areas for Phases 2 and 3 are indicative only and will be reviewed at the commencement of each phase.



Phase 1: Three site focal points



Phase 2: Expanding programme across the site



Phase 3: Extending The Green and Ecology Corridor

3.0 PUBLIC ART STRATEGY

3.1 Objectives

The Public Art Strategy for West Cambridge will deliver against the following objectives:

DEFINED PUBLIC REALM

Creating a distinct and welcoming experience for the site is a priority and the public realm has an important role to play in developing a spirit of place. The public art programme aims to enhance and reinforce a legible and engaging public realm by establishing a narrative of place in response to the character and usage of the site. Public art will support intuitive wayfinding and exploration of the campus, reinforcing destinations and routes through both permanent commissions and temporary programming.

Commissions will generate human scaled and people focused encounters to encourage pedestrian activity and intuitive navigation through the site.

ANIMATED PUBLIC REALM

Public realm is seen as a social realm, welcoming and active. The public art programme aims to create dynamic and animated places through the site – a place where there is always something to see or experience. Providing reasons for people to gather will encourage exchange and collaboration between artists, audiences and departments, both commercial and academic. The public art programme facilitates this through commissioning briefs that emphasise programmable spaces, participatory processes and event and activation programmes.

A CONNECTED PLACE

The public art programme will provide an enriched social and cultural life for West Cambridge and foster opportunities for collaboration and communication. It will maximise the potential for people to feel a part of this place – as participants, as audiences and as co-producers. This will be facilitated both through physical space but also through a focus on public art that utilises communication, technology, data and information as a means of production and interpretation. The site will become a destination to engage with great art, attracting audiences locally and more widely through a dynamic programme of events and activities.

3.2 Art Programme Principles

The following art programme principles will inform commission briefs and the ongoing delivery of the public art programme.

RESPONSIVE TO CONTEXT

Public art on the West Cambridge site will engage with and respond to the context of the site. This is a place renowned for research, discovery and the advancement of scientific knowledge, and that combines academic research and the commercialisation of knowledge through both university and commercial departments. The public art programme recognises this as a central theme.

Cross-disciplinary collaboration and exchange is an important element of the public art programme. The existing and future community can be a resource for the art programme, as participants, as advisors and through collaborative processes. The art programme will be informed by scientific learning and provide opportunities to establish productive relationships to research.

The landscape and surrounding environment are integrally tied in to the public art programme. Water management, ecology, planting and climate can all be highlighted through the public art programme.

HIGH QUALITY PUBLIC ART

The public art programme will attract and commission high calibre, critically endorsed artists. Artists may be recognised internationally for their work, or have the potential to develop their practice through the commissioning opportunities offered.

Inspiring and open briefs will encourage the creative process and generate collaboration and knowledge transfer through engagement with academic and commercial departments across the site. A focus on contemporary art practice will encourage a wide exploration of media and new forms of public art, harnessing research, new materials and technologies.

Above all, the strategy will generate public art that is for its public. The distinct primary audience for the work – the academic and research community - will be acknowledged and engaged with through the public art programme.

SUSTAINABLE & FLEXIBLE

The public art strategy acknowledges the changing phases of the masterplan development and has been designed with inbuilt flexibility and the potential for evolution. The first phase will establish key focal points for the public art programme alongside ‘through lines’ that will be established as sites for ongoing public art programming over time.

Flexibility and adaptation are significant considerations throughout the phasing of development. Commissions and spaces that are programmable and versatile will provide a platform for events and activities to be staged in a number of locations around the site.

Sustainability is at the heart of the programme. The public art strategy is grounded in a practical and deliverable methodology that includes clear guidelines for delivery, best practice models for commissioning, making capital budgets work effectively and productive partnership working.

3.3 PHASE ONE PROJECT PLAN

Social Spaces: The Green

Type: Distributed public artwork

Location: The Green and elements of Shared Facilities/Cavendish III buildings

Scope:

At the heart of the public art programme lies the creation of social places with opportunities for people to interact informally in the public realm. The Green represents an important link between both the Cavendish and Shared Facilities, and will in future phases become the main pedestrian route through West Cambridge. The public art commissioned for this site signals the future extension of the route which will over time host a collection of public artworks commissioned through each Phase.

The brief for the Green is to consider the landscaped areas, water management features and the public facing spaces of Cavendish III and the Shared Facilities building as the site for an artwork made up of component parts. Distributed through the space, and human scaled, the artworks should provide a series of encounters that support wayfinding and provide animation at key points – entrances to buildings, decision points and resting/seating spaces.

The brief will invite the exploration of technology and diverse media to develop a public artwork that provides a series of encounters through the spaces of the Green, reflecting the themes of scientific research exemplified by the Cavendish III and other research departments on the site. The opportunity for collaboration with the Physics Department will be explored, including opportunities to use public art as a mechanism to help draw site visitors into the public areas of the Cavendish III facility and to provide a focal point on the site for users of the Shared Facilities Hub.

Selection Process

The Arts Advisors will draw up a long list of artists for consideration by the advisory panel. Selection will be either through interview or paid concept proposals.

Commission Budget: £360,000

Programme

Artist appointment will commence at the earliest opportunity post outline planning approval to ensure effective integration of the work across the three sites and to allow for significant research and development time in collaboration with Cavendish III.

Production and installation will be in line with construction programme.



3.3 PHASE ONE PROJECT PLAN

Sustainable Landscapes: Water and Ecological Corridor

Type: Research and Commission Programme

Location: Ecology Corridor

Scope:

The Ecology Corridor will form an important pedestrian and bike thoroughfare through the southern part of the site. The art commission approach for this site will be research led and will look to engage with the natural sciences and biology departments. The brief will involve developing interventions in the landscape that highlight the ecology and sustainability themes of the site.

Through research and collaboration, a series of artists will investigate the ecological character of the green route, charting habitats and species and exploring how to monitor, nurture and potentially increase levels of biodiversity and ecology over the life of the development.

Each commission will involve a programme of enquiry and public engagement and result in smaller scale artworks or information / knowledge transfer projects that animate the corridor and inform audiences of this important aspect of the site.

Selection Process

The Arts Advisors will draw up a long list of artists for consideration by the advisory panel. Selection will be either through interview or paid concept proposals.

Commission Budget: £75,000 per commission

One commission per phase

Programme

The programme is woven through the three phases of development as this corridor will be an area that is continually developing during all three phases. The commission appointment will cover 2 – 3 years engagement.



3.3 PHASE ONE PROJECT PLAN

Social Spaces: West Forum Commission

Type: Artist/Design Collaboration

Location: West Forum

Scope:

Located along an important access route the West Forum represents a key site for social gathering and place activation in an underused area of the development. The commission aims to animate the space to increase dwell time and usage of the already established landscaped area and the lake setting, and to develop the infrastructure and programming for a multi-purpose outdoor social space.

The commission brief will invite artist/design teams to develop an architectural / sculptural intervention that can host programming and events. The commission may take the form of staging, a pavilion, windbreak, seating or landscaping intervention and will be designed to host an ongoing programme of performance, activity and events during Phase One. The commission should have a distinct resonance as an artwork installation while providing a flexible event space that encourages people to gather and visit the West Forum throughout the year.

The commission brief will encourage experimental, sustainable and innovative use of materials and structural thinking, and has the potential to activate a collaboration between Material Sciences and the Department of Engineering and commercial site occupiers at West Cambridge. There is also the opportunity for the commission to be deconstructed and/or relocated within the West Cambridge Site. This 'kit of parts' can provide a way of animating the site as areas are in transition.

During Phase One and Two a programme of temporary commissions and programmed activities will animate the space, creating reasons to gather, make use and spend time in this new outdoor venue.

Objectives

- To create an active and dynamic social space
- To take an innovative approach to engineering, mechanics and materials that reflects research specialisms of the University
- To develop a work that has the potential to be reused in other areas of the site
- To create a feature to host events and programming during the agreed life of the work

Procurement

It is recommended that a limited design competition is undertaken. This will be through an invited call for concept proposals through two stages.

A long list of architect/design teams will be developed and expressions of interest invited from each practice, which will require the inclusion of a lead artist as part of the team.

Three practices will be selected to develop concept proposals for which they will be paid an honorarium. The proposal development stage would require a clear narrative for the design, visuals/maquette, usage analysis, costings and structural and technical details. Following assessment a design team will be awarded the commission to deliver the artwork.

Commission Budget £410,000

Programme

–During Phase 1.



3.3 PHASE ONE PROJECT PLAN

Social Spaces: Activation Programme

Type: Cultural Animation Programme

Location: West Forum

Scope

This Activation Programme seeks to animate the West Forum structure and create reasons for local and wider communities to visit and engage with dynamic cultural programming and events. From performances, talks and hands-on events to exhibitions and screenings, the aim is to provide an annual programme of events through both commissioning and curation via external partnerships.

Key to the success of the programme will be its ability to respond to and reflect upon the nature of the site as a centre of world class scientific and technical research through a variety of creative perspectives, extending the University and Department’s ability to communicate their work to diverse audiences. The programme draws inspiration from existing activities such as the Cambridge Science Festival and Festival of Ideas, and may take a seasonal festival model or a regular events roster across each year, particularly focusing on lunchtime and early evening activity.

Procurement

The programme will be delivered through a curatorial / programmer role, which may take the form of an annual ‘guest’ programmer who can bring notoriety, or a longer term curatorial producer working over a 3-5-year span. The role would be procured through normal recruitment processes and hosted at the West Cambridge site with provision of an office space.

Content for the programme would be developed through a range of mechanisms including:

Commission of new work from artists/creative

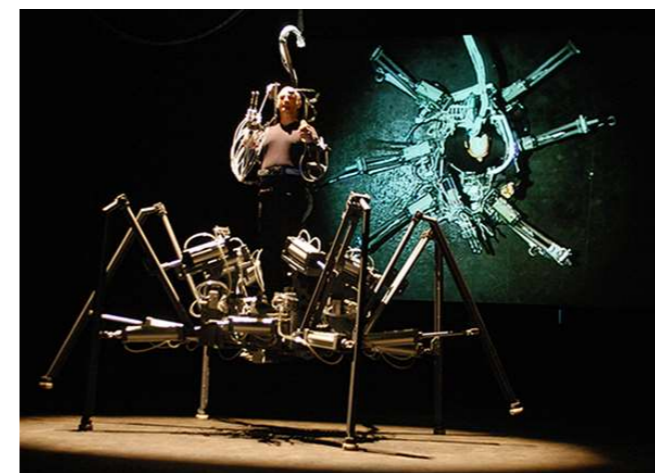
- Commission of new work from artists/creative practitioners (4 per season)
- Collaborative programmes developed through West Cambridge Departments
- Partnership programmes developed with Cambridge and wider institutions
- Invited programming (acting as a host venue), community events and activities

Budget: Estimate 5 Year Programming

£335,000

Costs to include: Programmer Fee; Commissions; Running Costs; Staffing; Marketing and Comms

Programme: Phase One Programming 2020 – 2023
Phase Two Programming 2024 - 2025



4.0 PUBLIC ART MANAGEMENT

4.1 Delivery Structure

To successfully deliver a long-term strategy it is essential to establish a delivery structure that maintains momentum over the full duration of the construction stages, and that has the flexibility to respond to the changing nature of the site.

The strategy will be delivered through a three-tiered structure - the University as project owner, a Public Art Advisory Panel to provide high-level guidance and reporting, and an Art Advisor appointed to deliver all elements of the strategy. Roles and responsibilities for each include:

University of Cambridge

The University of Cambridge is the Project Owner. It is represented by the West and North West Cambridge Estates Board¹ and has responsibility for holding the public art budget and approving expenditure. The University is the employer of those involved in the public art programme and will execute appointments / contracts with Art Advisors, artists, project partners and other supporting staff. The University will sign off artwork proposals and will own the permanent works commissioned for the site and be responsible for their maintenance and conservation. Public art requirements for external developers will be reviewed by the University to ensure the strategy principles are carried through. The University will undertake marketing and public relations for the public art programme.

Public Art Advisory Panel

The opportunity for the Public Art Advisory Panel established for the North West Cambridge Development to oversee the delivery of the West Cambridge public art programme is being explored. This would be supplemented by relevant stakeholders relevant to the site. Their role is to support and guide the Public Art programme across the life of the development. Participation will be on a voluntary basis and clear terms of reference for the Panel have been established.

Panel members will have broad experience across relevant areas of the development, including University executive, local community, curatorial and public art expertise. A Chair will be appointed who will have an important role in reporting to the University, overseeing terms of reference for the Panel and facilitating decision-making.

The role of the Advisory Panel is to support and advise on the implementation of the Public Arts Strategy and Delivery Plans and make formal recommendations to the Board. It will advise on curatorial and selection processes and participate in the selection of artists. It will also provide advocacy for the public art programme – at local, University and wider levels, and across the life of the project it will support project evaluation and make recommendations as the programme develops.

A regular review of panel representation will take place and a succession plan implemented over its life.

Public Art Advisor

Experienced and reputed public art advisors will be appointed throughout the life of the arts programme to guide curatorial decisions and ensure the aims and principles of the Public Art Strategy are met. The advisory role includes:

- Development of Public Art Delivery Plans
- Acting as the main liaison between artists and the Project Management / Masterplanning team
- Curatorial advisement and facilitating the selection and appointment of artists
- Project management & delivery of public art commissions
- Monitoring and reporting on commission budgets
- Developing partnership relationships to support delivery
- Monitoring project milestones, progress reporting and identification of issues
- Supporting project evaluation & documentation
- Contributing to PR & marketing
- Preparation of planning and support documentation
- Preparation of documentation on behalf of the Advisory Panel for Project Board approval

4.0 PUBLIC ART MANAGEMENT

4.2 Artist Procurement

The West Cambridge Public Art programme will appoint artists through a process of creative development that engages the site, context and community. Here, outcomes may not be clearly apparent at the artists' appointment, and the development of commission proposals will be approached as a research projects. It would be inappropriate in this context to ask for design proposals or 'finished' ideas, and procurement processes for the project will reflect this. However, it is important that procurement is informed, rigorous and accountable, with the Art Advisor and the Advisory Panel working closely with the University to ensure artists appropriate to the project themes and commissioning methodology are appointed.

In working with the Advisory Panel, the methodology for artist selection and procurement includes the following steps:

Selection Criteria

For each commission opportunity a set of artist specifications will be drawn up to identify artists who demonstrate creative approaches relevant to commission opportunities, and whose practice demonstrates an interest in the subject and themes specific to each commission. This forms a guidance for research to develop a long-list of suitable candidates.

The Artist Brief

For each commission a comprehensive brief for artists will be developed by the Art Advisors in liaison with the Advisory Panel. Project briefs will set the scene for the artist, providing context, background and practical information. However it will also be the first introduction to the project for the artist, and an open, inspiring brief will invite creative responses more readily than one in which the parameters are set from the start. Developing the brief requires cross-team input – agreeing budgets, timelines and scope as well as defining resources available to the artist and the physical, historical and social contexts for the project. Briefs will include as a minimum:

- Detailed project introduction
- Research resources
- Scope of work and involvement
- Project programme linked to specific phases of the development
- Deliverables and outcomes
- Approval processes
- Site documentation and information
- Main contacts and working relationships
- Budget and fees
- Delivery and payment milestones
- Selection process and criteria
- Sample Contract

Artist Selection

Selection of artists to be recommended to the Board will be the responsibility of the Advisory Panel, facilitated by the Art Advisor. The methodology for selection will be determined and agreed as appropriate to the commission opportunity.

Three key mechanisms will be applied to the appointment process for artists

1. Invited call for expressions of interest. A targeted list of artists / architects will be invited to prepare an initial expression of interest. Three teams develop a proposal one of which will be selected for detailed design and implementation.
2. Competitive proposal development – shortlist of artists selected to prepare concept proposals.
3. Competitive Interview – shortlist of artists invited to attend interview process.

The procurement route will be determined for each commission by the Advisory Panel. These processes are set out through transparent and accountable procurement strategies and ensure the engagement of commissioner and wider stakeholders in the selection process.

4.0 PUBLIC ART MANAGEMENT

4.3 Public Art Delivery

Artist Appointment

The artist will enter into a two-stage contract with the University, the first to encompass their research and development, and the second following approval of commission proposals to go on to design development, production and installation. Contracts will reciprocally cover artist and client obligations, scope of works, fee and milestones, ownership & maintenance responsibilities, Intellectual Property rights & copyright, accreditation and dispute resolution.

Concept Development & Commission Proposals

The artwork concept proposals will be developed by the artists through site investigations and dialogue with appropriate stakeholders and where appropriate specialist departments operating from the West Cambridge Development Site. Following concept development, commission proposals will be presented to the Art Advisory Panel and the Board for approval prior to detailed design development and production.

Detailed and Technical Design

The Art Advisor, with the artist and specialist technical expertise, will carry out feasibility testing, cost analysis and Health and Safety assessment of commission proposals and facilitate the provision of supporting technical and fabrication documentation to be approved by the Board. The technical and fabrication process will be fully reviewed in terms of sustainability and maintenance against existing design guidelines.

Planning

A Public Art Delivery Plan (PADP) will be submitted for all permanent works alongside reserved matters applications for the installation of the artworks. The PADP will make reference to the overarching Public Art Strategy, setting out:

- The theme, concept or location for art within the phase.
- Details of artist procurement
- The intended budget
- The intended public consultation process
- An outline of the future maintenance strategy and conservation plan
- A plan for evaluation and legacy

Local authority representatives will be invited to Panel meetings in an observing and advisory capacity.

Fabrication & Installation

External contractors and fabricators will be contracted in line with the University's procurement mechanisms, with support from the Art Advisor where specialist methodologies are proposed by the artist.

Installation works will be implemented in line with the project programme, with the Art Advisors leading on liaison with main and sub-contractors, quantity surveyors and project managers. Full risk assessments, installation methodology and health and safety reports will be prepared for approval prior to installation. Artworks will be supplied with appropriate warranties and operations & maintenance manuals.

Evaluation

Evaluation will be integral to the public art programme, embedded from the beginning and providing productive recommendations as a qualitative tool. Evaluation criteria will be established at the commencement of strategy delivery, to provide a framework in which objectives are set in relation to specified targets.

The information gathered through evaluation and lessons learned will be shared widely within the project team and made publicly available as a resource for future public art projects.

4.0 PUBLIC ART MANAGEMENT

4.4 Conservation Strategy

Maintenance

Public art now uses a vast range of materials and technologies, and consequently maintenance is increasingly object-specific and diverse. In the first instance, works commissioned for the public realm at the Application Site will be assessed through design development to ensure that materials and fabrication methodologies are robust, fit for purpose and that the design life is appropriate for the context. The University has responsibility for public art across the public realm.

An operations & maintenance manual will be compiled for each commissioned artwork and lodged with the Estates team responsible for public realm maintenance. This will include:

- Site location and description of artwork
- Dimensions
- Photographic documentation
- Material and installation details
- Technical information and replacement parts where appropriate
- Cleaning recommendations
- Inspection Schedule
- Deinstallation instructions
- Contact Details

A regular cleaning and inspection regime will be recommended for each artwork, monitored by Estates and overseen by the Art Advisory Panel. The University will ensure that the artworks are cleaned, repaired or refurbished as and when necessary.

Decommissioning

At the commencement of each commission the anticipated life of the work will be agreed with the client based on the life expectancy of materials and context for the work. The decommissioning plan for each work will be based on this agreed life expectancy.

A sub-group of the Advisory Panel will be convened at agreed periods post completion of the artworks. The timescales for review will be agreed in the context of each commissioned work of art. The Panel would decide if the artwork remains fit for purpose, if it may be retained beyond the agreed lifespan, or if it should be decommissioned. If the artwork is to be retained, any potential additional lifespan should be agreed and the Advisory Panel reconvened for this date. Where possible, avenues for gifting decommissioned work into public collections will be explored.

During the period beyond the agreed lifespan that the artwork is retained on site it is necessary that inspections are continued on a regular basis to ascertain the quality of the work and that the visual appearance / quality of the artwork is sustained.

4.5 Indicative budget

The budget allocations below are indicative and will be subject to review by the Advisory Panel and Board.

Phase One Budget Allocations	Art Budget	Integration Costs	Management	Total
The Green - Cavendish and Shared Facilities Building	£360,000	£50,000	£30,000	£440,000
Sustainable Landscape - Water and Ecological Corridor	£75,000	£15,000	£12,000	£102,000
Social Spaces - West Forum Capital	£400,000	£40,000	£25,000	£465,000
West Forum Programme	£201,000		£40,000	£241,000
	£1,036,000	£105,000	£107,000	£1,248,000
Phase Two Budget Allocations	Art Budget	Overheads	Management	Total
Commissions to be determined - indicative only				
West Forum Programme	£134,000		£25,000	£159,000
East Forum Commission - social space and programme	£250,000	£37,000	£40,000	£327,000
Sustainable Landscape - Water and Ecological Corridor	£75,000	£11,000	£12,000	£98,000
	£459,000	£48,000	£77,000	£584,000
Phase Three Budget Allocations	Art Budget	Overheads	Management	Total
Commissions to be determined - indicative only				
Connecting Space - Greens and through routes	£200,000	£30,000	£40,000	£270,000
Sustainable Landscape - Water and Ecological Corridor	£75,000	£11,000	£12,000	£98,000
	£275,000	£41,000	£52,000	£368,000
	£1,770,000	£194,000	£236,000	£2,200,000

