**ATTACHMENT 1**

**CONCEPT BRIEF**

THRIVE: PUBLIC ART PROJECTS

2019-2023

ARTS & CULTURAL DEVELOPMENT COORDINATOR

COMMUNITY AND REGULATORY SERVICES

**DOCUMENT VERSION HISTORY**

|  |  |  |  |
| --- | --- | --- | --- |
| **Version** | **Author** | **Issue Purpose** | **Date** |
| 1.0 | Arts and Cultural Development Coordinator | Draft Concept Brief | 09.07.2019 |
|  |  |  |  |
|  |  |  |  |

[PURPOSE 4](#_Toc529968559)

[CONCEPT/THEME 4](#_Toc529968562)

[OVERVIEW OF PROJECT AND SITES 6](#_Toc529968560)

[BACKGROUND TO PROJECT SITES 8](#_Toc529968560)

[STRATEGIC ALLIGNMENT 9](#_Toc529968561)

[SCOPE OF WORK 10](#_Toc529968563)

[PROJECT GOVERNANCE 11](#_Toc529968565)

[***ROLES AND RESPONSIBILITIES*** 11](#_Toc529968566)

[***COMMUNICATION AND ENGAGEMENT*** 13](#_Toc529968567)

[FUNDING STRATEGY AND PROJECT BUDGET 15](#_Toc529968559)

[***PROCUREMENT*** 16](#_Toc529968567)

[PROJECT COMPLETION 17](#_Toc529968561)

[RISK MANAGEMENT 17](#_Toc529968563)

# 

**PURPOSE**

This document provides an overarching framework for the development of a series of 6 public art projects over 4 sites for the City of Darwin over the next 5 years. It provides a considered response to the expressed interests of Council and the community in public art developments, incorporating many of the ideas, suggestions and desires offered to the Arts and Cultural Development Program over the past 18 months. It contains a clear and coherent vision for the delivery of public art and provides project guidance and information to all internal stakeholders including council, the project sponsor, leadership team and project team.

It specifically seeks to deliver City of Darwin’s core commitments in Public Art:

* ***Darwin City Deal***
  + State Square Precinct
  + Civic Precinct
* ***City of Darwin’s Public Art Pilot Plan*** 
  + Pilot 3 – Stand Alone Art: Limited Competition Model
    - Opportunity 1: A significant scale artwork through nationally advertised expression of interest for a highly experienced artist incorporating a mentorship. *This opportunity will incorporate a mentorship of :*
    - Opportunity 2: A smaller scale lower risk opportunity for young and emerging local artist with mentorship from the Commissioned Artist for Opportunity 1.

# CONCEPT/THEME

# This project brief proposes an overarching theme for the delivery of public art at sites across the municipality. This strategy is critical to raising the profile of public art in Darwin through:

# Representing a coherent collective vision that reflects the community values in the City of Darwin strategic plan

# Increasing recognition and community support for the public art program through consistent messaging and narrative

# Amplifying the social and cultural benefits of public art through projects that engage the broader community via cross sector collaborations.

# 

# This theme is based on the City of Darwin’s current, past and future environment, heritage, demographics, aspirations and development objectives. This theme ensures that artists and the community have a clear understanding about what City of Darwin’s public art aspires to reflect and provides thematic inspiration whilst still allowing for a diversity of creative responses.

# City of Darwin’s public art overarching theme is:

***THRIVE* *(Working title for internal use)***

Darwin and its people thrive. From its rich Indigenous history and extraordinary diversity, to its luscious green surrounds, the city is a place of growth and possibility. Despite, indeed, because of the challenges and adversity Darwin has faced such as war and conflict, cyclones and extreme heat, the peaks and flows of industry and geographic isolation, Darwin is profoundly resilient.

Darwin thrives because of a pride and respect for its **history**; its resourceful, skilled and talented **people**, its diverse, connected and supportive **community**, its rich and rewarding **lifestyle**, and its extraordinary capability to adapt and **innovate.**

The public art program will celebrate and amplify the qualities of Darwin that will ensure it continues to thrive into the future through the following site specific sub-themes:

* **History:** To thrive, we understand and learn from the past. This sub-theme celebrates the strong history and heritage of this city and its foundations. It highlights the profound value of connection to this land, the significance of enduring local knowledge systems and their contemporary usage.
  + Link to Strategic Plan Community Value: Diversity and Acceptance
    - Embrace our identity through building on our multicultural and local heritage, creating a sense of belonging.
* **People:** Individuals and societies that thrive are inclusive, drawing on the strengths of the whole community for collective benefit. This sub-theme celebrates the power of community participation and inclusion.
  + Link to Strategic Plan Community Value: Equality
    - Leadership that is collaborative and transparent in its decision making, involving listening and responding to the community as a whole.
* **Community:** Darwin thrives through its strong sense of collective identity as a community. We do this through celebrating and respecting our diversity where there is space for everyone to belong and participate in the community.
  + Link to Strategic Plan Community Value: Sense of Community
    - Recognize, enhance and celebrate our identity through active participation within the community.
* **Innovation:** Thriving into the future requires adaptation to the challenges ahead through sustainable innovation and smart development.
  + Link to Strategic Plan Community Value: Environment
    - Integrated long-term planning, including sustainable and renewable energy sources, recycling and economically sound initiatives.
* **Lifestyle:** To thrive we gather, we celebrate, we invest in our relationships with family and friends and enjoy our community, lifestyle and environment.
  + Link to Strategic Plan Community Value: Choice of Lifestyle
    - Maintain our unique laid-back lifestyle, through a connected, active and safe community.

NOTE: These sub-themes will be further developed into full artist briefs for each site including site history, project vision and development objectives.

# OVERVIEW OF PROJECTS AND SITES

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sub-themes** | **Name** | **Proposed Form** | **Context** | **Key Stakeholder/s** | **Commissioning Model** |
| People | Jingili Watergardens  *Inclusive Playground* | Interactive sensory artwork integrated into play equipment. | Pre-existing playground scheduled for upgrade in 2019/2020. | Henbury School  Kidsafe NT  Autism NT  DSANT  NDS  Variety  Diversability Collective  Access and Inclusion Advisory Committee  Youth Advisory Group  Jingili watergarden precinct users | Direct Commission Arts Access, Darwin Community Arts (ILA funding) |
| Community | Darwin Oval Carpark or suitable alternative, Bicentennial Park  *Sound Space* | Stand-alone Artwork and Audio infrastructure for temporary sound installations | Darwin City Deal Commitment for public art with the State Square precinct. | Multicultural communities including Aboriginal and Torres Strait Islander  Sister Cities  Music and sound industry such as: Skinny Fish  Music NT  Darwin Symphony Orchestra  Bicentennial Park Precinct Users | National Competition Model for structure.  Sound Platform ongoing local, national and international competition model |
| Lifestyle | Darwin Oval Carpark or suitable alternative, Bicentennial Park  *Sunset Feature* *and complimentary smaller artwork* | Stand-alone Artwork framing the sunset with additional function as natural gathering place/event site e.g wedding venue | Public Art Pilot Plan – Stand Alone Art  Opportunity 1 and Opportunity 2  Darwin City Deal Commitment for public art with the State Square precinct. | Larrakia and local Darwin Aboriginal and Torres Strait community  Tourism NT  Major Events NT  Darwin Festival  City of Darwin Events Team  Events Industry  Bicentennial Park Precinct Users | National Competition Model (commissioned artist/curator expected to collaborate with multiple local artists and mentor one local artist for a smaller complementary piece) |
| Innovation | Civic Precinct Garramilla Boulevard and Cavenagh St  *Science Art* | Indoors (?) stand-alone or integrated public art possibly kinetic and/or data visualisation | Darwin City Deal Commitment for public art with the Civic Precinct | CSIRO Living Lab  CDU  Climate Change and Environment Sector  Larrakia | International competition model |
| History | Mindil Beach Educational Play | Integrated into play equipment or application for smart device | Pre-existing playground planned for development in the City of Darwin Long Term Financial Plan.  (Note: The memorial structure is also in need of repairs and maintenance or upgrade). | Larrakia and local Darwin Aboriginal and Torres Strait community  Heritage NT  Archives  NT Library  Aboriginal Areas Protection Authority | National Competition Model (commissioned curator expected to realise the vision of multiple Larrakia and other Aboriginal and Torres Strait Islander artists) |

# BACKGROUND TO PROJECT SITES

These 4 sites Jingili Watergardens, Bicentennial Park, Mindil Beach and Civic Precinct have been strategically identified for public art development through a considered curated approach to the delivery of a series of public artworks across the city. Site selection is critical to this approach as City of Darwin has a modest budget for public art relative to other capital cities. To achieve high impact with available resources the following considerations have been applied in site selection:

* Leveraging off existing City of Darwin asset replacement projects through integrating public art into infrastructure and/or landscaping.
* Leveraging funding opportunities through territory and federal government grants and initiatives.
* Strategic site locations:
  + - Aesthetic environments: urban, parkland, and coastal
    - Highly visible
    - High existing visitation
    - Accessible to the community
    - Clustered in groups

# STRATEGIC ALIGNMENT

The project will deliver outcomes for key strategic actions across all three tiers of government.

**Commonwealth Priorities**

The project will deliver on the key economic and social objectives through the economic and social objectives of the Darwin City Deal directly.

In addition, the project will develop the capabilities of the local arts and cultural industry. In doing so it will assist to deliver on the Federal Government’s commitment to “realising the potential of northern Australia”. Developing Darwin’s creative workforce to support growth and development strongly aligns with the *Developing Northern Australia* agenda.

**Northern Territory Priorities**

The project will deliver on the key economic and social objectives through the economic and social objectives of the Darwin City Deal directly.

This public art project will deliver on all facets of the Northern Territory Government’s vision for a *Prosperous Economy, Strong Society, Confident Culture* and *Balanced Environment.* In particular, the project will provide cultural infrastructure and contribute to the broader tourism agenda.

**City of Darwin Priorities**

The project is instrumental in delivering on the *Darwin 2030: City for People. City of Colour* City of Darwin Strategic Plan and the *Arts Plan 2015 - 2020:*

***Darwin 2030: City for People. City of Colour* City**

|  |  |  |
| --- | --- | --- |
| Strategic Direction | Target | Strategic Actions |
| 5. A Vibrant and Creative City | By 2030 Darwin will be a more connected community and have pride in our cultural identity | Deliver events and activities that recognize Darwin’s rich and multi-faceted history |
| Deliver programs and services that create a cohesive, connected and culturally enriched community |

***Arts Plan 2015 – 2020***

|  |  |
| --- | --- |
| Theme 1 | Public Art |
| Commitments:  1. To develop a strategic Public Art program that builds on our cultural heritage through high quality contemporary public art commissions both permanent and temporary, integrated with master planning and major infrastructure developments.  2. To professionalise the approach to public art commissioning in the city  3. To promote the cultural histories, strengths and characteristics of the city.  4. To provide a program that is accessible and provides a number of opportunities for local artists.  5. To inform, educate and support interest in public art and facilitate professional development opportunities for local artists, through forums, residencies and workshops. | |

# 

# SCOPE OF WORK

The project scope is multi-staged allowing for project delays and options to shift focus and flexibly advance projects that are highly dependent on internal and external forces outside of the control of the project team. As time progresses, Darwin City Deal development timelines will be clarified. City of Darwin will be prepared with fit for purpose projects pre-planned for delivery. The project management details in this brief are outlined in detail for Stage 1 only.

Stage 1 –This project stage includes 2 elements:

|  |  |
| --- | --- |
| **Sub-themes** | **Name** |
| ***Stage 1*** | |
| People | Jingili Watergardens  *Inclusive Playground* |
| Community | Darwin Oval Carpark or suitable alternative, Bicentennial Park  *Sound Space* |

The scope of activity of the City of Darwin’s THRIVE public art initiatives program stage 1 is outlined in the GANNT chart attached and budget (see Project Budget – Stage 1).

**Out of Scope**

The following are not part of the scope for this program:

* Costs incurred by stakeholders in contributing in-kind to the project including community engagement activities and event volunteering
* Promotions, marketing and communication activities
* Landscaping
* Asset replacement projects that form the foundation for Public Art development
* Ongoing asset maintenance for the life of the new assets

Please note, Stages 2 and 3 timelines and expenditure are outside of the scope of this project brief. This project brief recommends a funding application to the Building Better Regions Fund is made for the delivery of Stages 2 and 3 in the 2nd half of 2019.

|  |  |
| --- | --- |
| **Sub-themes** | **Name** |
| ***Stage 2*** *– Estimated Delivery Years: 2020/2021/2022* | |
| History | Mindil Beach *Educational Play* |
| Lifestyle | Darwin Oval Carpark or suitable alternative, Bicentennial Park  *Sunset Feature* *and Complimentary Emerging Artist Opportunity* |
| ***Stage 3*** *– Estimated Delivery Years: 2022/2023* | |
| Innovation | Civic Precinct, Garramilla Boulevard and Cavenagh St  *Science Art* |

# 

# PROJECT GOVERNANCE

The project will be sponsored by the Executive Manager Environment and Community. The Project will be managed by the Arts and Cultural Development Coordinator with Stage 1 project delivery coordinated by a consultant. City of Darwin will call for expressions of interest for a consulting creative/creative team to provide project management and curatorial services to deliver the suite of 2 public art initiatives over the next 12-18 months.

The Project Control Group will be allocated per project and include involvement from multiple business sections across Council including Community Engagement, Recreation, Project Delivery Team and Infrastructure Maintenance.

## ROLES AND RESPONSIBILITIES

**Project Sponsor – Executive Manager Environment and Community**

The Project Sponsor is responsible for the overall successful delivery of this project in accordance with this Project Management Plan. The roles and responsibilities of the Project Sponsor include:

* + - Providing progress and status updates to the General Manager, Lord Mayor and Elected Members
    - Leading and providing strategic direction to the project
    - Approving changes to project scope, schedule and budget specification
    - Providing the financial and human resources to deliver the project
    - Resolving issues beyond the Project Managers responsibility
    - Entering into external funding agreements

**Project Manager – Arts and Cultural Development Coordinator**

The Project Manager is responsible for the successful delivery of this project in accordance with this Project Management Plan. The roles and responsibilities of the Project Manager include:

* + - Approving changes that are non-contractual and do not impact on the project plan, schedule, budget or deliverable specifications.
    - Approving all project documentation
    - Providing progress reports and status updates to the Senior Development Group and Council
    - Authorising project expenditure in accordance with the project budget
    - Reviewing the project at finalisation stage including approving any finalisation reports to meet any funding agreements.

**Project Coordinator – Contracted Position**

* + - Leading the project team to meet the project objectives
    - Managing the day to day functions of the project to ensure the project deliverables are met within the approved scope, schedule, budget and quality
    - Identifying, analysing, allocating and overseeing the resolution of project issues
    - Ensuring all relevant internal and external stakeholders are kept up to date on project progress.
    - Coordinating and chairing Project Team meetings.

**Project Team – as per requirements of specific project**

There are 3 Project Teams for Stage 1. The Project Team will involve and internal Project Control Group including Engineering and City Services as well as the creative team for each project. The roles and responsibilities of the Project Teams include:

* + - Undertaking the relevant project tasks assigned to them
    - Reporting to the Project Coordinator on any deviations in the planned project scope, schedule or budget
    - Identifying and reporting risks, issues and proposed changes as they arise
    - Attending all Project Team meetings when scheduled

The Project Teams will include the following positions:

|  |
| --- |
| **Project A – Jingili – Inclusive Playground** |
| Free Space Studio Artists |
| Free Space Studio Coordinator |
| Sculptor Mentor/Facilitator |
| Designer |
| Architect |
| Fabricator |
| Installation |
| Photographic and Video Documentation |

|  |
| --- |
| **Project B1 – Bicentennial Park - Sound Platform Artwork Structure** |
| Commissioned Artist |
| Sound Design Specialist |
| Designer/Architect |
| Fabricator |
| Installation – Artwork and Sound Equipment |
| Photographic and Video Documentation |

|  |
| --- |
| **Project B2 – Bicentennial Park - Sound Platform Audio** |
| Commissioned Artist/s |
| Recording Company |
| Photographic and Video Documentation |

The Project Sponsor will attend Project Team meetings from time to time in order to assist with meeting reporting requirements as required by external funding agreements.

## COMMUNICATION AND ENGAGEMENT

### Internal Stakeholders

Internal stakeholders essential to the success of this project include:

***Lord Mayor and Elected Members:*** the conduit between council and the community; the Lord Mayor and Elected Members are ultimately responsible to the community for ensuring the most efficient operations of council and outcomes for the city.

***Strategic Directions Group (SDG):*** have oversight of the project to ensure Council is meeting community need and elected member expectations

***Assets and Infrastructure Maintenance:*** are responsible for council’s asset management planning which is a dependency for successful ongoing management and maintenance of Public Art. They are also responsible for ensuring compliance for permits and advising on WHS.

**Community Development, Youth, Libraries, Children and Families, Climate Change and Environment:** are project collaborators and will participate in identifying social and cultural considerations for specific sites, advising on external stakeholder engagement and consultation, endorsing participant and design selection, and sector specific advice.

### External Stakeholders

Varied. Please see External Stakeholders identified for each site in **Background and Project Sites**.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Communication and Engagement Strategy** | | | | |
| **Channel** | **Audience** | **Detail** | **Cost** | **Responsible Person** |
| Project Progress Reports | Lord Mayor, Elected Member and Executive Leadership Team; | Project progress, financial reporting, milestone achievements | Internal | Project Manager |
| Media Releases / Website Information | Internal and External Stakeholders | Project Progress Reports, final design and project timelines. | Internal | Project Manager and Marketing and Communications |
| Community Engagement Plan | Arts and Cultural Development Advisory Committee  Public Art Panel  Public  E  *Site Specific* | Consultation and engagement regarding project elements and timeframes, future programming | Internal | Project Manager  Project Team  Engagement Team |

# 

# FUNDING STRATEGY AND PROJECT BUDGET

**Funding Strategy**

|  |  |
| --- | --- |
| **Internal – Arts Capital Budget** |  |
| Stage 1 (approx. 1 year) | $565 000 |
| Stage 2 (approx. 18 months) | $158 000 |
| Stage 3 (approx. 18 months) | $158 000 |
| ***Total*** | ***$881 000*** |

|  |  |
| --- | --- |
| **External** |  |
| Stage 1 – Darwin Community Arts (ILA Funding) *Confirmed* | *$130 000* |
| Stage 2 and 3 - Building Better Regions Fund *Unconfirmed* | *$316 000* |
| ***Total*** | ***$446 000*** |

**Project Budget *(Internal)* – Stage 1**

|  |  |  |  |
| --- | --- | --- | --- |
| **2019/20** | | | |
| **Public Art** | **Reserve** | **Annual Capital** | **Total** |
| Overall Budget | $ 407,000 | $ 158,000 | **$ 565,000** |

|  |  |
| --- | --- |
| **Program Management Budget** | |
| Expected Cost | Amount |
| 10% Contingency | $ 56,500 |
| 15% Program Management | $ 84,750 |
| ***Total*** | ***$141,250*** |

|  |  |
| --- | --- |
| **Allocated Projects Budget** | |
| Expected Cost | Amount |
| **Project A – Jingili Inclusive Playground** | **$100,000** |
| **Project B – Bicentennial Park Interactive Sculpture** | **$323,750** |
| B1: Bicentennial Park Sculpture and Sound Installation Infrastructure | $280,000 |
| B2: Sound Installation Programming | $43,750 |
| ***Total*** | ***$423,750*** |

# *PROCUREMENT*

The procurement process for the project will require consultancy expenditure. These consultancies will be sought through a competitive EOI process. These components of the project will be delivered in accordance with City of Darwin’s procedures and ensure that all purchasing of goods and services comply with Council’s statutory obligations.

# PROJECT COMPLETION

The key criteria that demonstrates project completion includes:

|  |  |
| --- | --- |
| **Project Completion Criteria** | |
| **Phase** | **Key Criteria** |
| Activity | Project Activity and Milestones Completed |
| Completion and implementation of all project elements listed in the project scope |
| Reporting | Final Project Report completed |
| Project Financial Audit completed |
| All Funding acquittals and reconciliations completed |

# RISK MANAGEMENT

This Project Risk Management Plan has been developed in line with the City of Darwin’s Risk Management Framework which is in accordance with the International Standard for Risk Management, ISO31000:2018. Through the adaption and implementation of the City of Darwin Risk Management Framework and practices, Council aims to ensure that the potential for exposure to risk is identified, risks are assessed for severity, quality of internal control mechanisms are evaluated, treatment plans are implemented and risks are monitored, managed and reported on. This will be pursued with particular regard to:

1. compliance with applicable legal and legislative frameworks, and with Government policy as it impacts on the operation of Council;
2. compliance with the requirements of the project funding agreement;
3. the effective delivery of services to ratepayers, clients and stakeholders;
4. exercising prudent financial and asset management, ethical conduct and meeting community expectations;
5. management of workers’ safety, consistent with legislation, standards and defined guidelines;

1. management of environmental issues, consistent with legislation, standards and defined guidelines;
2. the management of Council’s corporate responsibilities and the achievement of its strategic and operational objectives.

| Risk | Risk Management Strategy | Likelihood | Consequence |
| --- | --- | --- | --- |
|  |  | Rare/ Unlikely/  /Possible/ Likely/Almost certain | Insignificant/Minimal  Moderate/Substantial/  Severe |
| Withdrawal of key partner/s | Early confirmation of key partners prior to community engagement. As a contingency, the public art projects are designed to also operate as stand alone. The collaborators value add to the outcomes and impact but the program is not dependent on their support.  To confirm expectation and roles and responsibilities a Stakeholder engagement plan, including key partners will be established and implemented. The Project management plan will be implemented, monitored and regular reported to stakeholders and community. | Unlikely | Minimal |
| Failure to manage safety – WHS and Public safety | Contractor WHS requirements articulated in project documentation and contracts. Project is supported by appropriate personnel to effectively mitigate risk and follow internal policies and procedures (see attachments). Additionally, as a core part of the project workshops on safety, risk and the effective management of worksites will be delivered. Project scope worksites in the public domain are low risk, on ground level with limited road closures. | Unlikely | Substantial |
| Failure to deliver project within available funding | Ensure project scope is well-defined and consistent with the budget. Regular progress reporting and tracking of project against budget and milestones. | Rare | Insignificant |
| Failure to deliver project on time and within scope | Project governance structure established for decision making and project management responsibilities. Project management plan includes regular reporting and tracking of budget and milestone progress.  Project timeline developed specifically to coincide with dry season to mitigate the risk of wet weather delays. External contracts adhere to defined scope, based on available budget. | Unlikely | Moderate |
| Failure to generate public support for Public Art expenditure | Ensure that the projects are well understood by the community and that consultation is informative and broad. Clearly demonstrate that suite of projects are directly contributing to broader community asset delivery and have functional/interactive elements as well as contributing to beautification and livability. | Unlikely | Minimal |

The projects Risk Management Plan**,** has been developed by using the risk assessment tool below and taking into account the context in which the specific project related activities are to be undertaken during the delivery of this project. Within this plan the City of Darwin commits to identify and manage risks which have the potential to impact upon the successful delivery of the project in order to produce positive economic and social outcomes for the Darwin Region in a responsible and strategic manner.

