

Maidstone Borough Council Public Art Plan 2006- 2011

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Introduction



“Public art can make a major contribution to giving a place character and identity. Maidstone Borough Council will advocate public art that resonates both site and context; creating opportunities to meet the Council’s, community’s and artists’ intentions.” **Councillor Mike Fitzgerald, Mayor of Maidstone**

Maidstone’s Public Art Plan demonstrates the Borough Council’s commitment to the development of public art across the Borough and encourages the commissioning of contemporary artists, designers, craftspeople and artworks for the public realm.

The Public Art Plan clearly defines what Maidstone Borough Council believes public art to be. The Council’s Arts Development service will be the delivery mechanism for this Plan by commissioning contemporary artworks from inception to installation at key locations.

Appended to this Plan is a Public Art Policy outlining how the Borough Council will manage public art through the planning process. In line with the Local Development Framework, opportunities for incorporating public art within new development sites will be managed between the Arts Development and Planning Policy teams. Commissioning public art through this process can add value in commercial and business developments, the health service, transport projects, housing schemes and countryside development.

“Public art has an important role to play in transforming the public realm and contributing to the urban renaissance of the South East. The arts are animators – they can inspire and revitalise. Public art, taking art beyond the gallery space and into public spaces, can be an effective way of changing the way people feel about their environment.” **Felicity Harvest, Executive Director, Arts Council England, South East and Anthony Dunnett, Chief Executive, SEEDA (South East England Development Agency) - Public Art in the South East, 2004**

The Benefits of Public Art

Public art will support the Council’s regeneration, sustainable development, lifelong learning and social inclusion priorities as it has the power to inspire and transform **people, place** and **prosperity** public art can:

People

- Initiate and support commissions that inspire creativity and imagination among artists, designers, craftspeople and the community.
- Integrate artists, designers and craftspeople both conceptually and practically in the development of Maidstone as an attractive place to live, work and visit
- Increase civic pride by commissioning artworks that raise Maidstone’s status as the County Town of Kent
- Develop the social and interpersonal skills of communication, articulation, self-awareness and personal growth through participation in public art projects
- Bring communities together and act as a catalyst for local empowerment through community-led public art
- Provide community access to training and skills development, thereby contributing to lifelong learning

Place

- Enhance the visual impact of spaces in the urban environment, parks and green areas through the installation of aesthetically inspiring artworks
- Develop the Borough’s potential for growth in tourism by commissioning high quality artworks which generate widespread public interest and increase our attractiveness as a visitor destination
- Engender a sense of place within the community by incorporating site specific artworks that create new and regenerate existing spaces

Prosperity

- Install artworks which improve the commercial environment and in turn encourage relocation and economic growth within the business and creative industry sectors
- Attract additional stakeholder investment in regeneration and the arts through a proven track record in quality contemporary art commissioning,

1. Our Vision for Public Art

Maidstone Borough Council supports high quality, contemporary public art within key locations in the Borough. In our approach, the Borough Council will focus on commissions that celebrate regional identity and integrate the community in the context of urban design.

Values

In pursuing our vision, three values will be applied in funding, commissioning and creating public art; **quality, recognition and distinction** and **partnerships**. The Borough Council will:

i. Quality

- Achieve high quality artworks by attracting the best local, national and international artists, designers and craftspeople
- Achieve the best results in design quality by encouraging artists, designers and craftspeople to work collaboratively across urban planning and design disciplines
- Encourage the creation of innovative artworks by developing challenging, flexible commissioning briefs for artists, designers and craftspeople to respond to
- Monitor and deliver ongoing maintenance and scheduled decommissioning of artworks to ensure safety in the public realm

ii. Recognition and Distinction

- Achieve recognition as a leading local authority in public art commissioning

iii. Partnerships

- Establish partnerships with regional and national arts providers, funders, developers, environmental agencies and transport bodies to maximise resources and opportunities for public art commissioning

Aims

The Borough Council aims to:

- Develop a place where people want to be and where they can live and enjoy their lives through a range of cultural and lifelong learning opportunities
- Provide an attractive and distinct environment
- Boost and diversify the local economy
- Attract more visitors and residents to the Borough
- Enhance, protect and promote public spaces in the urban and natural environment

- Encourage ownership and engender local pride of commissioned public artworks
- Increase community participation and understanding
- Reduce the ecological impact of public art installations
- Create and support new opportunities for learning and development
- Improve health and well being
- Attract new or relocating businesses; working studios and premises for artists, designers and craftspeople to the Borough

Objectives

The Borough Council's objectives are to:

- Create site specific contemporary artworks at key locations
- Commission artists, designers and craftspeople to design safe and more welcoming public spaces
- Actively involve the community in the design process of public art commissions
- Use recycled, renewable and sustainable resources within the creation of artworks
- Provide opportunities for the community to learn and develop skills through the public art programme
- Promote the intervention of artists, designers and craftspeople as members of design teams and contributors to the creation of the public realm

Outputs

The Borough Council will know it has been successful in delivering its public art programme when the outputs shown in the action plan have been achieved (see Appendix 3). Performance will be monitored and measured in line with the Borough Council's Best Value scheme 'Reach the Summit'; in assessing this we will work alongside the Council's Performance Management Team.

Equal Opportunities

Public art can belong to everyone, regardless of race, class, culture, age, sex, disability or sexuality. Public art can offer innovative solutions, build bridges and express differences positively, not just for the individual but for whole communities. Public art can contribute to wider social issues, from neighbourhood renewal to health, and from the criminal justice system to employment.

2. The Strategic Context

The aims and objectives stated in the Public Art Plan align closely with core Council strategies. The Borough Council sees public art

commissioning as an important contributor to many of its cross-service strategies and provision, in particular contributing to its:

- Maidstone 20/20 Vision document
- Arts Development Plan
- Community Development Plan
- Cultural Strategy
- Local Development Framework
- Economic Development & Tourism Strategy

Furthermore, the Public Art Plan supports objectives expressed within strategies produced by regional agencies:

- South East England Development Agency: Corporate Plan
- South East England Cultural Consortium: The Cultural Agenda
- Kent County Council Cultural Strategy
- Channel Corridor Area Investment Framework

For further details on specific objectives supporting public art within these key documents see Appendix 2.

3. Commissioning Public Art

In its role as commissioner, Maidstone Borough Council's Arts Development Team manages and delivers a programme of art for public spaces. The Team's main areas of responsibility for public art include:

- Advocacy
- Providing expert advice
- Marketing and promotion
- Contracting artists, designers and craftspeople
- Public consultation
- Project management
- Funding and/or fundraising for art
- Developing partnerships with public and private sector organisations
- Encouraging public art commissioning in new build developments at key locations
- Generating community involvement in public art education programmes through learning and skills development
- Commissioning contemporary public artwork of the highest quality

4. Commissioning Public Art as part of the Local Development Framework

Maidstone Borough Council's Public Art Policy (Appendix 1) is included in both the Public Art Plan and Local Development Framework. The Policy aims to embed public art in key renewal projects to promote town and neighbourhood identity and give guidance on how to promote contemporary artworks of the highest quality in the public realm.

At a national level, Government guidance for good design is set out in Planning Policy Guidance 1 (PPG1), which strongly advocates the involvement of artists, designers and craftspeople in building design and ancillary provision such as street furniture, boundary markings, landscaping, pathways and commissions of new site-specific contemporary artwork. This integration of public art in development schemes is further supported by the Commission for Architecture and the Built Environment and Arts Council England.

The process of commissioning public art within new build developments in key locations will be managed by cross-disciplinary working between the Council's Arts Development and Planning Policy Teams.

Key Locations

In developing a public art programme in line with the Local Development Framework, the Borough Council will prioritise the installation of artworks in the following key locations:

- Town Centre
- Riverside
- Urban new build development sites
- Urban green spaces

The Role of Arts Development in the Local Development Framework

In managing public art through the Local Development Framework, the Council's Arts Development Team will:

- Advise the Council on the development of a strategic programme of public art commissioning
- Provide specialist knowledge relating to the commissioning of public art to internal and external parties (e.g. project briefs, contracting, selection processes, consultation, and care and maintenance)
- Manage the implementation of artworks commissioned for key locations
- Secure funds within the local authority and/or from other public and private sector partners to enable the commissioning of public art
- Define a Public Art Policy within Supplementary Planning Guidance as part of the Borough Council's Local Development Framework (Appendix 1)

- Advise developers on public art opportunities within their site at the pre-planning permission stage of new build developments
- Promote early consideration of public art within the development process in partnership with the Borough Council's Planning Department

The role of Public Art within Planning Policy

In managing public art through the Local Development Framework, the Council's Planning Policy Team will:

- Identify to the Arts Development Team, public art opportunities arising at the pre-planning permission stage of new build developments within key locations
- Actively promote the Borough Council's public art policy (Appendix 1) within new build developments at key locations as part of Supplementary Planning Guidance within the Local Development Framework
- Secure and monitor funds identified for public art through Planning Policy Guidance 1 (PPG-1) to supplement the Council's public art programme
- Involve the Arts Development Team in decision making on the quality of public art commissions privately managed by developers as part of new build developments

5. Definition of Public Art

Maidstone Borough Council defines public art as newly commissioned contemporary works of art and craft of any scale which have been specially created by artists, designers and craftspeople to reflect a specific place and its people as permanent or temporary features.

When commissioned in its own right, public art can include, but is not limited to: 2D or 3D structures, tapestries, carpets, weaving, textiles, hangings, banners, mobiles, ceramics, mosaic, light installation, carvings, sculpture, photography, prints, paintings, moving images, digital and new media, projections, sound or sensory installations, narrative and text.

When commissioned as part of the planning process, public art can be integrated into the design of development sites, including, but not limited to: brickwork, glasswork, doors, walls, grilles, windows, stairwells, lighting, carved lettering and plaques, signage, colour schemes, design of communal spaces, tiling, flooring, paving, landscaping (hard and soft), horticultural and arboricultural designs, fencing, railings, gates, seating, dustbins, lamp columns, public shelters,

play areas, water features, road and pedestrian improvement schemes.

Whatever the outcome, public art has two consistent qualities: **it is specific to a site and relates to the context of that site.** The key elements of successful public art commissioning are:

- Quality
- Consultation
- Participation
- Collaboration
- Education

6. Commissioning Code of Practice

Maidstone Borough Council recognises that public art embraces many contexts for commissioning, and strives to design schemes which go beyond the purely functional and create places that reflect the life and aspirations of the borough, county or region, we want to involve contemporary artists, designers and craftspeople in the following ways:

- Collaborations between artists, designers or craftspeople working with architects, structural engineers, surveyors or others as part of major capital schemes, regeneration initiatives, building schemes and transport schemes
- Landmark projects, such as sculptural or self-contained artworks that have a symbolic or commemorative intent and can effectively portray a community value or tradition
- Residencies in communities and neighbourhood regeneration projects which involve artists, designers and craftspeople working with community groups to create artwork that expresses identity, aspirations, status or sense of place
- Commissioning new permanent or semi-permanent artwork for public places in response to the surrounding environment
- Commissioning temporary artworks that challenge and build innovation through risk and change, thereby generating community debate

This list should be seen as indicative rather than exclusive. The Borough Council will consider other forms of commissioning which may emerge. It should be recognised that commissioning offers artists, designers and craftspeople new opportunities to extend creative ideas and to work with new materials.

The principles of good practice, which will be adopted by Maidstone Borough Council when commissioning contemporary artists, designers and craftspeople are:

- Commissioning will be carried out at an early stage so that artwork can be integrated into rather than added to any development site
- A commissioning brief will be available to give information on the aims of commission, site, budget, timescale, selection process and community education programme (the brief will not be prescriptive, and shall aim to foster rather than restrict creativity and imagination)
- Commissions will be offered through open submission, limited competition or by direct commission; a selection panel will be appointed into the process where appropriate,
- Kent-based artists, designers and craftspeople working in the appropriate medium and with the appropriate experience will be considered as part of any selection process
- A contractual agreement will be drafted agreeing terms of the commission, the ownership, copyright and moral rights of the Artist and the ownership, maintenance and decommissioning rights of the Commissioner

7. Decommissioning of Public Art

Maidstone Borough Council will seek to ensure the continued presence and integrity of any artwork which it has commissioned in accordance with the artists, designers and craftspeople's intention and to provide continued public access to the artwork. However, within this agreement Maidstone Borough Council reserves the right to decommission artwork when:

- Changes in the use, character or design of the site for which the artwork was commissioned are planned or have occurred which are detrimental to the integrity of the artwork
- Despite maintenance and conservation, the artwork's physical deterioration of the artwork deems it cannot be restored effectively or at reasonable cost
- The condition or security of the artwork cannot reasonably be guaranteed
- The artwork requires excessive maintenance or has inherent defects which render repair impracticable
- The artwork has been irreparably damaged
- The artwork is endangering public safety

An artwork may be decommissioned earlier than contractually agreed if:

- The commissioner wishes to replace the artwork with a more appropriate contemporary artwork by the same artist, designer or craftspeople

- No suitable alternative site for the artwork can be identified following a change in use, character or design of the original site

Within the original commissioning contractual agreement, formal review dates for decommissioning will be stated. These are usually:

Permanent artworks: At 10 years

Semi-permanent artworks: At 5 years

Temporary artworks: Less than 5 years

When carrying out a formal review of any commissioned artwork, the Borough Council will take reasonable steps to contact the artist, designer or craftspeople to ensure that they are involved in the review and decision making with regard to any course of action.

In reviewing commissioned artworks the Borough Council will:

- Respect the professional integrity of the artist, designer or craftspeople
- Be informed by professional judgement
- Be sensitive to the interests of the public

All reviews will be documented and take into account:

- Discussions with the artist, designer or craftspeople concerning the reasons for the review
- Relevant contracts and agreements drawn up between the commissioner and the artist, designer or craftspeople in relation to the creation of the artwork
- Agreements with any third party who made a financial or in kind contribution to the creation of the artwork

Where restoration or repair is deemed feasible and at an acceptable cost Maidstone Borough Council will give the artist, designer or craftspeople the option to conduct or supervise restoration or repair on terms and to a schedule to be agreed by and at the expense of the Borough Council.

Where relocation is considered feasible this must be to a new site consistent with the artist, designer or craftspeople's intention. The artist, designer or craftspeople's assistance in determining such a site and their formal consent will be required.

If the permanent removal of an artwork is decided upon, the Borough Council will offer the artist, designer or craftspeople the first right to acquire or purchase the artwork. Maidstone Borough Council will in any event notify the artist, designer or craftspeople of the name and address of any new owner and will include in any contract with a new owner

comparable obligations to those in the original commission regarding maintenance, repair and moral rights.

Destruction of a commissioned artwork will only be sanctioned when all other options have been thoroughly evaluated and the artist, designer or craftsperson consulted.

8. Maintenance and Insurance

For all artworks commissioned by Maidstone Borough Council, the maintenance process before the artwork is installed will be as follows:

- The artist, designer or craftsperson will provide information on all materials and processes used in the creation of the artwork, its likely maintenance implications and a proposed schedule for this work.
- The expected lifespan of the artwork will be assessed by the Borough Council and this information added to a maintenance database by the Arts Development Team
- Where possible, an average annual cost for the maintenance of the artwork for the first three years will be determined and agreed between the artist, designer or craftsperson and the Borough Council as part of the commission fee.

Insurance and Risk Policies

In line with the Borough Council's insurance policy, during the creation and installation stages of the artwork, the commissioned artist, designer or craftsperson will need to hold Public Liability insurance of up to £5 million.

The Borough Council will carry out risk assessments at various stages of the artwork's lifetime. The artist, designer or craftsperson must identify a maintenance plan for the artwork, from installation to decommission. For permanent commissions, the Borough Council will adopt the artwork onto its Asset Register taking responsibility for any ongoing maintenance.

9. Summary

The Public Art Plan supports the Borough Council's commitment to commission new, high quality, contemporary public art within key locations in the Borough.

The Borough Council recognises that public art embraces many contexts for commissioning and strives to design schemes which go beyond the purely functional and create places that reflect the life and aspirations of the borough, county or region. In its role as commissioner, the Council's Arts Development Team will manage and deliver a programme of art for public spaces, encouraging permanent and temporary commissions by artists, designers and craftspeople that celebrate **people, place and prosperity** and integrate the community in the context of urban design.

The process of commissioning public art within new build developments in key locations will be managed by cross-disciplinary working between the Council's Arts Development and Planning Policy Teams. Through the Public Art Policy, the Borough Council will integrate public art into its own capital building programme and establish good working practices and partnerships to commission public art of the highest quality in its parks, town centre and outer neighbourhoods as appropriate. It will further encourage private developers to commission site-specific public art through the use of planning conditions and Section 106 planning agreements.

The principles of good practice will be adopted by the Borough Council to ensure the continued presence and integrity of any artwork which it has commissioned in accordance with the artists, designers and craftspersons' intention and to provide continued public access to the artwork.

Appendix 1 Maidstone Borough Council Public Art Policy

A Public Art Policy (Percent for Art) is currently being devised by the Council's Arts Development and Planning Policy Teams, which will go out to consultation by October 2006. This Policy once consulted on and endorsed by the Council will form part of the Local Development Framework and this Public Art Plan.

The purpose of Maidstone's Public Art Policy is to define how public art will be commissioned from funds secured through new build developments in the Borough.

Appendix 2 Strategies which the Public Art Plan will support

1. Maidstone Borough Council Strategies:

Strategies	No.	Objective
Strategic Plan 2006-2009	KO1 KO3 KO11 KO12 KO15 KO26	<i>Prosperity</i> – Delivering regeneration projects <i>Prosperity</i> - Deliver & support regeneration projects in the town centre & on other previously developed land (including Art at the Centre project, Maidstone East, the Syngenta site, High Street Ward regeneration & through the Area Investment Framework <i>Quality Living</i> – Monitor the access of our residents to sport, leisure & cultural facilities & encourage service providers in meeting the needs of our residents <i>Quality Living</i> – Continue our investment & support for better cleansing, waste minimisation & recycling <i>A Healthy Environment</i> – Ensure the Local Development Document currently being prepared deals with all development in an environmentally sustainable way <i>Sustainable Communities</i> – Increase the accessibility & transparency of Council decision making & services
Local Plan (December 2003) – Being redrafted as the Local Development Framework 2006-2011	1 2 3 8 9 14	Sustainability Distinctive identity Protection of open space having special qualities Positive growth in employment in tourism Capitalise on county town status / 24hr activity / security / identity Promoting a high standard of environment & recreational facilities for residents & to attract visitors & tourists
Economic Development & Tourism Strategy	1 2 5 6 7	Creating the right conditions for economic growth Marketing the Borough Tourism development Community economic development Sustainable economic development & tourism
Cultural Strategy	AA2 AA3 AA8 TA1	Identifying, nurturing & where appropriate developing centres of excellence Supporting strategic initiatives Working with partners to promote & improve the provision of public art in Kent Strengthen community identity, health & well-being through the use of community tourism programmes such as walks, trails improved interpretation of local heritage & sense of place
Arts Development Plan 2004-2009 (aims)	5 6	Develop a plan for quality public art (temporary & permanent) as part of the council's town regeneration programme Adopt a key role in the development of an artist quarter within the town to establish Maidstone as a thriving cultural centre
Community Development Plan 2004 - 2007	Value s 1.2	Facilitating involvement by people in the issues which affect their lives Changing behaviour & practices which discriminate against or marginalise people, & supporting their independence. Recognising the skills, knowledge & expertise that people contribute & develop by taking action to tackle economic, political, social & environmental problems Working together to identify & implement action, based on mutual respect & understanding of diverse cultures & contributions.
20/20 Vision	N/A	The rivers & water-courses around which our town grew will be celebrated & returned to a central role in our future development Vocational & community-based learning opportunities will be fully resourced & supported All new buildings & street furniture will meet high level specifications to sit comfortably alongside Maidstone's rich cultural & natural heritage to ensure that the town & its surrounding communities have an attractive & distinctive built environment Open space will be central to the planning of all our communities & housing developments There will be a wider range of activities & support for all

2. Key Regional Agency Strategies:

Agency	Strategy	No.	Objective
South East England Development Agency (SEEDA)	Corporate Plan 2003-06 Competitive Business Vibrant Communities Sustainable Use of Natural Resources	1	Engaging business leaders to act as champions for Corporate Social Responsibility
		2	Taking action to raise standards of urban quality and design to secure an urban renaissance – recognising the importance of public art
		3	To celebrate and promote diversity and identity
		4	Harnessing creative and cultural activities to support neighbourhood renewal
		5	Enabling community participation and local leadership
		6	Reclaiming and reusing brownfield land to support sustainable cohesive communities with quality places for work, living and recreation
		9	Promoting and supporting sustainable tourism based on the quality of the natural and built environment
South East England Cultural Consortium	The Cultural Agenda	2	Ensure culture plays its full role in urban and rural renaissance
		3	Promote the role of cultural activities in securing sustainable development plans
		5	Promote and develop the use of cultural activities to combat social exclusion
		6	Strive to ensure all communities have access to good quality cultural sector provision and infrastructure
		10	Ensure that the Region remains at the cutting edge of developments in practice and provision
		12	Maintain and increase the public and private resources needed for the effective development of cultural and creative industries
		14	Develop the relationship between the regional cultural sector and Europe
Kent County Council	Vision for Kent: A Community Development Plan for Kent	N/A	Maidstone as a County Town: improve the quality and broaden the range of facilities and activities on offer Raise standards across the arts, cultural and heritage resources to increase awareness and usage. Make the most of Kent's unique physical and cultural assets to encourage more visitors and to make Kent a key destination for long-stay tourists
Medway Council & Kent County Council	Kent & Medway Structure Plan	QL2	Public Realm Priority: a concerted effort to improve the appearance, design and ambience of the public realm including streets, walkways, green spaces and vistas
		QL3	Movement and accessibility: a network of high quality, direct and convenient pedestrian and cycle routes linking open public space, safe streets and parks in urban areas.
		QL14	Cultural development and the arts: Proposals for cultural or arts facilities will be encouraged, particularly where located within or close to town centres or public transport nodes. Development proposals should seek to promote public art
Channel Corridor Area Investment Framework		PI 1	To attract inward investment to the corridor
		PI 4	Maintain the character of the area by ensuring that new development is sustainable and of a high quality
		PI 6	Facilitate the development of quality town centres.
Arts Council England Strategy	Corporate plan 2003–2006	N/A	To improve the professional development opportunities available to artists Promoting diversity of race and ethnic background and tackling discrimination To support and champion disability equality in the arts and challenge discrimination To develop policies and activities which address issues of social inclusion To encourage the greater involvement of young people in the arts – as artists, future arts professionals and as audiences To raise the profile of and make a powerful case for increased public investment in the arts To increase the number of people who engage with the arts, and to ensure that the audience is truly representative of the country's diversity To work with a range of national and local partners to create opportunities to deliver this plan, generate additional resources and achieve growth in the arts economy

Appendix 3 Public Art Action Plan 2006 - 2011

The objective of this action plan is to provide an imaginative yet practical framework for the project management and commissioning of contemporary public artworks. The Public Art Plan is embedded within the aims of the core Council strategies:

- The Strategic Plan
- 20/20 Vision
- Arts Development Plan
- Cultural Strategy
- Community Development Plan
- Economic Development and Tourism Strategy
- Local Development Framework

These documents make clear arguments for the development of public art in Maidstone with links to the work already achieved and work still to be carried out. The action plan outlines the Council's work targets for the public art for the period 2006-2011. This is defined by:

- **What** we aim to do
- **How** we plan to achieve this aim
- **When** we plan to do this
- **Who** we plan to work with to achieve this aim
- **Why** we believe we should do this
- The various **Council Strategies** each aim links to
- The **resource** implications

Five years is a long time and the Council wishes to remain proactive; therefore the action plan will be reviewed annually to allow for new projects and priorities to be added.

Council Priorities:

- Prosperity
- Lifelong learning
- Quality living
- A healthy environment
- Quality, decent homes that people can afford
- Sustainable communities

Within the five year action plan we will address the following

Public Art Aims:

- Boost and diversify **local economy**
- Attract **more visitors** and residents to the borough
- Enhance, protect and promote **public spaces in the urban and natural environment**
- Encourage ownership and engender **local pride** of commissioned public artworks
- Increase **community participation and understanding**
- Reduce the **ecological impact** of public art installations
- Improve **health and wellbeing**
- Create and support new opportunities for **learning and development**
- **Attract new or relocating businesses**; working studios and premises for artists, designers and craftspeople to the borough

Action Plan

What?	How?	When?	Who with?	Why?	Council Strategies	Resource
1) Investigate funding opportunities to continue the Public Art Projects Officer post to manage the Borough Council's public art programme	<ul style="list-style-type: none"> • Research potential revenue funding for staff costs both internally and through external funders • Prepare funding applications • Seek Council endorsement of the post as core staff within the Council's budgets 	2006-2008	<ul style="list-style-type: none"> • Arts Development • Economic Development • Arts Council England • Funding Bodies (various) 	<ul style="list-style-type: none"> • Ensure continued project management, delivery and promotion of 'Elemental' and a public art programme within the Borough • Ensures the medium to long term public action plan is updated and relevant 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Local Development Framework • Economic Development Strategy • Strategic Plan 	<ul style="list-style-type: none"> • Grant Funding
2) Update commissioned Public Art Plan & seek Council Endorsement	<ul style="list-style-type: none"> • Finalise the Public Art Plan devised by The Complete Works • Define the 'Elemental' project as part of the action plan • Circulate to key strategic Council Officers, Councillors & contacts within the community for consultation prior to adoption • Promote the Plan • Seek Council endorsement of the Public Art Plan 	By May 2006	<ul style="list-style-type: none"> • Strategic Council Officers • Arts Development • Legal • Economic Development • Councillors • Planning Policy • Arts Council England • Medway Valley Countryside Partnership • University College for the Creative Arts • Maidstone Trust • Public Art professionals • Others 	<ul style="list-style-type: none"> • Provide clear guidelines and a consistent approach towards public art commissioned by the Council within the Borough • Provide public information regarding public art commissioned by the Council within the Borough • Increase awareness locally and nationally of the Council's commitment to public arts 	<ul style="list-style-type: none"> • Arts Development Plan 2004 - 2009 • Strategic Plan • Community Development Plan • Cultural Strategy • Community Development Plan • Economic Development and Tourism Strategy • Local Development Framework 2006-11 	<ul style="list-style-type: none"> • Existing Budget
3) Update commissioned Public Art Policy and seek endorsement through the Local Development Framework	<ul style="list-style-type: none"> • Update and finalise the Public Art Policy devised by The Complete Works • Circulate to key strategic Council Officers and Councillors for consultation • Seek Council endorsement of the Public Art policy through the Public Art Plan • Promote the Public Art Policy • Seek adoption of Public Art Policy into 	By September 2006	<ul style="list-style-type: none"> • Arts Development • Planning Policy • Legal • Economic Development • Cabinet members 	<ul style="list-style-type: none"> • Provide clear guidelines and a consistent approach towards public art commissioned by the Council as part of the planning process • Secure funding through Section 106 monies towards the creation of quality public art in urban new build areas • Regenerate key locations in the Borough • Encourage pride of place in the community • Increase visitor potential to the Borough • Provide a quality environment within new housing developments 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Strategic Plan • Community Development Plan • Cultural Strategy • Community Development Plan • Economic Development and Tourism Strategy • Local Development Framework 2006-11 	<ul style="list-style-type: none"> • Arts Development Manager, Public Art Projects Officer & Planning Policy Manager time only

	the Local Development Framework 2006-11			<ul style="list-style-type: none"> • Attract creative industries to the Borough • Attract business investment in the Borough • Identify new sites for possible public art installations across the Borough 		
4) Organise an offsite education visit for Council staff and Councillors	<ul style="list-style-type: none"> • Seek funding to support visit • Prepare a programme for the visit • Identify and contact suitable sites where public art programmes have been successfully delivered 	By October 2006	<ul style="list-style-type: none"> • Arts Development • Economic Development • Planning • Councillors 	<ul style="list-style-type: none"> • Evidences on how public art can enhance the environment, benefit the community & contribute to a town's overall image • Provides the opportunity to meet & learn from another local authority who has taken a lead role in successfully implementing regenerative public art schemes • Demonstrates how public art can be incorporated into the Council's planning process • Enables Council staff to better support & understand public art programming • Information received can be shared across the Council & used as model of best practice in programming public art 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> • Council Budgets
5) Prepare a five year action plan for the Elemental – A Walk of Art project	<ul style="list-style-type: none"> • Research potential of the project • Define 'Elemental' as part of the Council's Public Art Plan • Understand key project partners and community involvement • Research resources required by the project • Provide a detailed breakdown of project plans, commissioning briefs, timescales and budgets 	By April 2006	<ul style="list-style-type: none"> • Arts Development • Economic Development • Planning • Legal • Cabinet Members • Arts Council England • South East England Development Agency • Channel Corridor Area Investment Framework • Environment Agency • Medway Valley Countryside Partnership • Maidstone Trust • University College for the Creative Arts 	<ul style="list-style-type: none"> • Define a clear framework of key tasks and responsibilities within the project • Monitor efficiency of how the project is being managed and implemented • Provide key documentation & information to funding organisations, sponsors and the public • Create realistic objectives and timescales for the delivery of the project 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Cultural Strategy • Economic Development and Tourism Strategy • Local Development Framework 2006-11 • Strategic Plan 	<ul style="list-style-type: none"> • Existing Budget
6) Include public art commissioning within the Art at the Centre 'Artists Quarter'	<ul style="list-style-type: none"> • Write Artists Briefs & contracts • Advertise, short list & contract artists to 	2007 onwards	<ul style="list-style-type: none"> • Arts Development • Economic Development • Arts Council England • General Public Agency 	<ul style="list-style-type: none"> • Demarcate a cultural area within the town centre • Create gateway features as proposed within the Art at the 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Cultural Strategy • Economic Development 	<ul style="list-style-type: none"> • Grant Funding

initiative	undertake the work within the specified timescale <ul style="list-style-type: none"> Install artworks at the identified Artist Quarter Gateway sites 		<ul style="list-style-type: none"> South East England Development Agency Channel Corridor Area Investment Framework Creative Industries Business Advisory Service Town Centre Management Market Buildings Traders University College for the Creative Arts 	Centre project proposal <ul style="list-style-type: none"> Encourage pride of place within the town Attract creative industries to the town Attract business investment in the Borough 	and Tourism Strategy <ul style="list-style-type: none"> Strategic Plan 	
7) Create a generic public art project monitoring & evaluation procedure	<ul style="list-style-type: none"> Research public art project evaluation procedures from other local authorities Draft a project evaluation report and questionnaire for each stage of the project Define clear project milestones and outputs 	By Jul 2006	<ul style="list-style-type: none"> Arts Development Economic Development Steering Group 	<ul style="list-style-type: none"> Ensure quality, consistency and effective project and time management throughout the project Provide feedback and performance measures Allow for local community voice to be heard 	<ul style="list-style-type: none"> Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> Existing Budget
8) Develop a standard artists contract for public art commissioning	<ul style="list-style-type: none"> Research artists contracts developed by other local authorities for similar public art projects Write a standardised contract based on the best of the research Formally adopt the public art contract template through the Borough Council's Legal department 	By August 2006	<ul style="list-style-type: none"> Arts Development Legal 	<ul style="list-style-type: none"> Provide a clear and consistent contractual approach towards public art commissioned by the Borough Council Ensure all contracts and schedules for commissions are agreed by legal prior to artists signing Ensure each commission is undertaken within a defined legal framework Speed up the contracting process for public art 	<ul style="list-style-type: none"> Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> Existing Budget
9) Risk assess artworks in line with the Council's risk register	<ul style="list-style-type: none"> Carry out risk assessments at the various critical stages of commissioning using standard Council risk assessment procedures 	By Jul 2006	<ul style="list-style-type: none"> Arts Development Legal Health and Safety Property, Procurement and Projects 	<ul style="list-style-type: none"> Ensure the Council is not exposed to unnecessary risks Provide a clear strategy in managing potential risks Provide a record for the risk register 	<ul style="list-style-type: none"> Strategic Plan 	<ul style="list-style-type: none"> Public Art Projects Officer time only Health and Safety Officer time only
10) Produce a guide outlining the opportunities for sponsorship in the Borough	<ul style="list-style-type: none"> Research potential sponsor sources likely to sponsor public art in the Borough Devise an 'ask' campaign for each 	By Mar 2007	<ul style="list-style-type: none"> Arts Development Economic Development The Maidstone Trust Arts and Business Arts Council England 	<ul style="list-style-type: none"> To maximise on the amount of funding spent on public art in the Borough To enable the Council to achieve high profile, high quality, public art commissions 	<ul style="list-style-type: none"> Arts Development Plan 2004 – 2009 Cultural Strategy Economic Development and Tourism Strategy 	<ul style="list-style-type: none"> Grant Funding

	<p>source to ensure mutual benefit is realised</p> <ul style="list-style-type: none"> • Approach the sponsors with a clear sponsorship proposal to maximise likelihood of success • Identify possible areas/projects/locations for sponsoring public art • Promote and distribute the sponsorship guide to attract potential sponsors 			<ul style="list-style-type: none"> • To raise the profile of the Council and its public art programme 		
11) Create an archive of public art commissioned in Maidstone	<ul style="list-style-type: none"> • Research the locations, artists and legacies behind public artworks installed in the Borough both by Council and by private commissioners • Liaise with the web designer to put the information as an online database on the Council and Arts Development websites • Link the database to the regional database of public artworks being created by BBC Radio Kent 	By Aug 2006	<ul style="list-style-type: none"> • Arts Development • Netstepper • BBC Radio Kent • Kent Archives • Maidstone Museum 	<ul style="list-style-type: none"> • To provide public access to information regarding public art commissioning in the Borough • To create a reference and local history archive for public art, an asset which currently does not exist 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> • Existing Budget
12) Maintain current information regarding public art on the Arts Development and Borough Council websites	<ul style="list-style-type: none"> • Use the content management system to ensure all public art content on the websites is up to date 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Public Relations 	<ul style="list-style-type: none"> • To provide public access to information regarding public art commissioning in the Borough & the Council's wider arts development programme 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> • Existing Budget
13) Promote the Council's public art commissions as an asset to the Borough	<ul style="list-style-type: none"> • Design & distribute promotional leaflets showing public art walks & locations • Update websites with public art information 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Economic Development • Tourism • Public Relations 	<ul style="list-style-type: none"> • Increase cultural tourism & cultural spend within the Borough • Attract creative industries to the Borough • Attract homeowners to re-locate to the Borough 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Cultural Strategy • Economic Development and Tourism Strategy 	<ul style="list-style-type: none"> • Existing Budget • Grant Funding

<p>14) Develop a schedule for the decommissioning of public artworks</p>	<ul style="list-style-type: none"> • Risk assess all public artworks currently installed and owned by the Borough Council to ascertain a lifespan for each piece of work • For all new commissions ensure within the artist's contract that a timescale for decommissioning is defined: <p>Temporary artworks: Decommission under 5 years</p> <p>Semi-permanent artworks: Decommission after 5 years</p> <p>Permanent artworks: Decommission after 10 years</p> <ul style="list-style-type: none"> • Develop a computerised record in line with the maintenance schedule for artworks to determine the likely decommissioning dates for each Council owned piece of public art 	<p>By Dec 2006</p>	<ul style="list-style-type: none"> • Arts Development • Legal • Property, Procurement and Projects • Planning • Highways • Artists, architects, designers and craftspeople 	<ul style="list-style-type: none"> • To ensure health and safety and visual importance of all Council commissioned public artworks • To ensure that all Council owned artworks are monitored and inspected for their relevance in an ever-changing environment 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Local Development Framework 	<ul style="list-style-type: none"> • Public Projects Officer time only
<p>15) Decommission public artworks as and when the time and situation is right to do so</p>	<ul style="list-style-type: none"> • Carry out inspections in line with the computerised decommissioning record • Decide upon appropriate course of action for each artwork (decommission or extend lifetime) • Where possible sell on any decommissioned works to fund the creation of new works 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Arts Development • Legal • Property, Procurement and Projects • Planning • Highways • Artists, architects, designers and craftspeople 	<ul style="list-style-type: none"> • To ensure appropriate measures are undertaken when works of art are causing an eye-sore on the local environment and/or are past their best in terms of appearance 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Local Development Framework 	<ul style="list-style-type: none"> • Central Budgets

	of art for the Borough					
16) Develop a maintenance programme for commissioned public artworks	<p>Ensure artists contracts contain a clause for artists to provide a maintenance schedule for looking after the artwork.</p> <p>Develop an annual timetable of maintenance works to Council owned public artworks</p> <ul style="list-style-type: none"> • Ensure Property, Procurement and Projects Department take ownership of tendering and monitoring against a maintenance contract • Ensure artworks are incorporated onto the Council's asset register 	By Jul 2006	<ul style="list-style-type: none"> • Arts Development • Property, Procurement and Projects Department 	<ul style="list-style-type: none"> • To ensure the health and safety, durability, cleanliness and visual importance of all Council commissioned artworks 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • 	<ul style="list-style-type: none"> • Council Capital Budgets
17) Develop a process for ongoing documentation of public art commissions	<ul style="list-style-type: none"> • Decide how the project can be documented for maximum impact • Agree in what media(s) the project should be documented • Enable opportunities for local involvement through targeting students and professional artists/arts organisations 	By Jul 2006	<ul style="list-style-type: none"> • Arts Development • Economic Development • University College for the Creative Arts • Local artists/arts organisations 	<ul style="list-style-type: none"> • Provide a documented record, which can be used as a reference resource for public artwork commissioning within the Council both internally and to the public, funders, sponsors, partners and the media • Develop local interest in art in the community and increase public involvement 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> • Grant funding
18) Prepare funding applications to enable the commissioning of public art in the Borough	<ul style="list-style-type: none"> • Research and compile a list of potential funders • Identify levels of funding and priorities for the funders • Write funding applications in line with funder's criteria 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Economic Development • Planning • Community Planning • Environmental Services 	<ul style="list-style-type: none"> • To secure investment towards public art in the borough to generate a quality environment within the public realm • To raise the profile of Maidstone in the commissioning of contemporary public art 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> • Arts Development Manager & Public Art Projects Officer time only
19) Develop artist briefs and budgets for secured public art sites	<ul style="list-style-type: none"> • Research similar commissions developed by other 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Legal • Planning 	<ul style="list-style-type: none"> • Identify the aims of the commission • Provide the artist with a clear 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> • Existing Budget

(subject to funding being secured)	<ul style="list-style-type: none"> local authorities • Visit the sites to define their potential for public art commissioning • Define a theme for the sites to ensure they are site specific and relevant to Maidstone and its community • Write the brief against a clear timetable for delivery and outputs to be achieved • Organise site visit briefings for interested applicants 		<ul style="list-style-type: none"> • Parks and Open Spaces • Environmental Services • Arts Council England • Steering Group 	<ul style="list-style-type: none"> understanding of the aims and objectives of the commission • Provide potential funders with a clear conceptual framework for commissioning • Outline methods of shortlisting and selecting applicants in an unbiased process involving key stakeholders in the community 		
20) Where possible, promote the use of recycled, renewable and sustainable resources within the creation of artworks to meet the objectives of the Council's Climate Change Plan	<ul style="list-style-type: none"> • Ensure artist briefs (where possible) highlight the importance of commissioning artworks that utilise renewable resources & alternative energy sources 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Community Planning • Environmental Services 	<ul style="list-style-type: none"> • Lead by example by providing artworks that do not damage the ecological footprint on the environment • Educate the community on the importance of sustainability • Strive to raise the profile of Maidstone in the ecological commissioning of public art 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Climate Change Plan 	<ul style="list-style-type: none"> • Grant Funding
21) Promote commissioning opportunities to potential artists (subject to funding being secured)	<ul style="list-style-type: none"> • Develop a marketing and advertising targets listing • Update information on the Council and Arts Development websites • Advertise the opportunity nationally to artists, designers and craftspeople 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Arts Council England • Local press and media • Arts consultants • Local, national and international arts press and media routes • Educational institutions 	<ul style="list-style-type: none"> • Ensure each commission is widely publicised and reaches the highest quality of experienced artists, designers and craftspeople 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Cultural Strategy • Economic Development and Tourism Strategy • Local Development Framework 	<ul style="list-style-type: none"> • Existing Budget • Grant Funding
22) Develop partnerships to maximise the potential for public art commissioning	<ul style="list-style-type: none"> • Set up steering groups to discuss & plan potential public art commissions • Liaise with possible funding bodies to secure extra funds for public art commissioning 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Arts Council England • South East England Development Agency • Channel Corridor Partnership • Investment Framework • Strategic Council Officers • Maidstone Trust • Kent County Council • Environment Agency 	<ul style="list-style-type: none"> • Ensure the wider community are consulted on the development of public art in the Borough • Attract funding for public art to the Borough 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Cultural Strategy • Economic Development and Tourism Strategy • Community Development Plan • 20/20 Vision 	<ul style="list-style-type: none"> • Arts Development Team time only

			<ul style="list-style-type: none"> • University College for the Creative Arts • Medway Valley Countryside Partnership • MAPS Group 			
23) Ensure artists are shortlisted and interviewed in a fair and professional manner	<ul style="list-style-type: none"> • Chair selection panels to shortlist artworks for public art sites with representation from the local community & professional arts bodies • Outline methods for commissioning and selection • Score and select a shortlist of artists against specific criterion • Permit additional members to join the selection panel on an ad-hoc basis depending on the site 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Strategic Council Officers • Arts Council England • Arts Management Consultants • Experienced artists, designers and craftspeople • University College for the Creative Arts 	<ul style="list-style-type: none"> • Provide a clear and standard framework for the long and short listing of artists • Ensure only artwork of the highest quality is commissioned • Ensure the chosen artwork is relevant to the site and brief 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 	<ul style="list-style-type: none"> • Arts Development Team time only
24) Undertake public consultations prior to and after each public art site is secured (subject to funding for artworks being secured)	<ul style="list-style-type: none"> • Research potential venue and speakers • Develop public awareness campaign • Publicise consultation/showcase events within the local media and to relevant community stakeholders 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Community Planning • Councillors • Local community groups • Residents • Local media 	<ul style="list-style-type: none"> • Allows the community to have an active say in how their Borough develops in terms of public art • Creates a documentation and evaluation process of the public's reaction to shape the commissioning process • Enables the Council to promote and achieve better understanding of the importance of public art as part of the regeneration process • Provides a learning process to plan confidently for future projects • Ensures public ownership so community are less likely to vandalise artworks 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Community Development Plan • Cultural Strategy • Economic Development and Tourism Strategy • Local Development Framework 	<ul style="list-style-type: none"> • Grant Funding
25) Devise education programmes to complement public art commissions (subject to funding being)	<ul style="list-style-type: none"> • Incorporate education programmes into all funding, sponsorship and commissioning programmes 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Economic Development • Arts Council England • University College for the Creative Arts 	<ul style="list-style-type: none"> • Create learning and development opportunities for the community and staff/contractors • Act as a public consultation 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Community Development Plan 	<ul style="list-style-type: none"> • Grant Funding

secured)	<ul style="list-style-type: none"> • Develop project partners in the community • Develop an artist professional development scheme • Develop a student apprenticeship and 'live project' programme 		<ul style="list-style-type: none"> • Artists and Arts Organisations • Local schools, colleges and clubs • Community groups • Business community 	<p>exercise</p> <ul style="list-style-type: none"> • Encourage community ownership of the artworks • Create community participation • Act as a lever to secure future funding • Increase awareness and understanding of the role and benefits of public art 		
26) Secure planning consents and land ownership issues at public art commission sites	<ul style="list-style-type: none"> • Define potential public art sites • Research landownership with Land Registry • Approach land owners with public art proposal • Apply for planning permission 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Economic Development • Planning • Property, Procurement and Projects • Councillors • Land Registry • Legal • Landowners 	<ul style="list-style-type: none"> • Ensures the proper legal consents are in place before an artwork is commissioned 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Cultural Strategy • Economic Development and Tourism Strategy • Local Development Framework 	<ul style="list-style-type: none"> • Grant Funding
27) Liaise with planning over the potential for public art at new development sites	<ul style="list-style-type: none"> • Sit on planning meetings to advise on public art as part of the pre-planning permission stage of new build development sites • Attend Planning Policy Group meetings relevant to public art • Read and react to planning notification lists to identify potential sites for public art development 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Planning Policy • Economic Development • Property, Procurement & Projects • Councillors • 	<ul style="list-style-type: none"> • Regenerate prime locations in the Borough • Provide a quality environment within new housing developments • Attract creative industries to the Borough • Attract business investment in the Borough 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Local Development Framework 2006-11 	<ul style="list-style-type: none"> • Public Art Projects Officer time only
28) Provide advice to developers wishing to commission public art as part of their development scheme	<ul style="list-style-type: none"> • Meet with developers prior to submitting a planning application to comment on the potential for public art within their design scheme 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Planning • Economic Development 	<ul style="list-style-type: none"> • To increase the potential for public art to be commissioned in the Borough • To secure Section 106 funding towards public art • To provide a support network to developers who may otherwise be wary or unsure of how to commission public art • To educate developers on why public art is important in achieving quality design within the build 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Local Development Framework 2006-11 	<ul style="list-style-type: none"> • Arts Development Team time only

29) Commission public artworks on behalf of developers as part of new build development sites	<ul style="list-style-type: none"> • Write Artists Briefs & contracts • Advertise, short list & contract artists to undertake the work within the specified timescale 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Economic Development • Planning • Legal 	<ul style="list-style-type: none"> • Support developers who are unsure how to contract artists to work with them to be able to do so • Ensure all artworks installed are of the highest calibre • Design more inspirational development sites by visually improving spaces &/or elements of buildings • Attract homeowners and businesses to re-locate to the Borough 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Local Development Framework 2006-11 	<ul style="list-style-type: none"> • Section 106 planning gain
30) Identify suitable artists to work alongside architects in the initial design stages of new build development sites	<ul style="list-style-type: none"> • Web based & networking research to identify suitable artists • Develop a database of potential artists able & willing to undertake high quality large scale artworks 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Arts Council England • Axis • Public Art Agencies 	<ul style="list-style-type: none"> • Ensure all artworks installed are of the highest calibre • Design more inspirational development sites by visually improving spaces &/or elements of buildings • Attract homeowners and businesses to re-locate to the Borough 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Local Development Framework 2006-11 	<ul style="list-style-type: none"> • Public Art Projects Officer time only
31) Seek new opportunities for public art at key locations in the Borough including parks and open spaces	<ul style="list-style-type: none"> • With the local community groups define sites suitable for public art commissions • Prepare with the community joint funding bids to secure monies for public art in local communities • Develop community working parties to support the commissioning of public art within the community • Secure the support of the relevant ward councillors to better engage community ownership • Develop a consultation process & procedures for managing public art within Planning 	Ongoing	<ul style="list-style-type: none"> • Arts Development • Economic Development • Environmental Services • Councillors • Planning • Parks and Open Spaces 	<ul style="list-style-type: none"> • Encourage pride of place in the community • Provide a quality environment within housing estates • Add to the aesthetics of rural locations 	<ul style="list-style-type: none"> • Arts Development Plan 2004 – 2009 • Local Development Framework 2006-11 • Green Spaces Strategy • Strategic Plan • 20/20 Vision 	<ul style="list-style-type: none"> • Grant Funding • Council Budgets • Private Developers contributions

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Consultation

www.digitalmaidstone.co.uk
www.maidstonearts.com
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Elemental Steering Group
Maidstone Borough Council Councillors
Maidstone Borough Council Cabinet Members
Maidstone Voluntary Sector Focus Group Members
Maidstone Mobility Focus Group Members
Maidstone Youth Forum
Maidstone Ethnic Minority Advisory group
Maidstone Multi-Agency Partnerships (MAPS)
Maidstone Parish Councils
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Sophie Jeffrey, Arts Council England South East
Maggie Bolt, Public Art SouthWest
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Jane Anderson, Maidstone Area Arts Council
Deborah Owen-Ellis Clark, Land Securities
Bill Moss, Maidstone Town Centre Manager
Paul Alcock, The Mall
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Kent Arts Development Officers