

# **Moorfields Eye Hospital Paediatric Wing/International Children's Eye Centre**

## **APM/ArtOffice**

### **1. Introduction**

APM/ArtOffice is a public art consultancy and commissioning agency. We provide advice on, programming and initiate and manage a range of activities including: art and architecture schemes, landscape projects, exhibitions, commissions, artist residencies, education and outreach projects and publications.

For details on staff please see enclosed biography of the Director, Isabel Vasseur and brief CVs for Sarah Wang and Michelle Woo.

#### **1.1 Approach to work**

ArtOffice's approach is tailored to each situation. We advocate the creation of imaginative projects which are contextually appropriate for the community they serve and the physical environment in which they are placed.

#### **1.2 Past projects**

See attached documents for a full list of recent projects and individual project summaries.

### **2. Proposal**

#### **2.1** From discussions undertaken and an examination of the plans for the proposed new facility at Moorefield's, we would like to propose a strategy for a Visual Arts contribution to the project.

Our proposal encompasses a number of preliminary ideas, a process by which they could be achieved and a first stage budget with suggestions on an outline timetable. We are able to provide and have a long track record of producing projects of this scale and larger which require curatorial skills, vision, production skills, fundraising ability and proven experience at combining all these to create successful and memorable projects.

APM/ArtOffice integrates research and understanding of current artists' practices with the needs of the built environment and the social demands of any given space. When it is appropriate education and outreach projects are created to run in parallel with public art programmes making the process of the acquirement of the visual arts more enjoyable and transparent.

## **2.2 Preliminary Ideas**

It is apparent that the new facility will be an extremely elegant one, presenting a major art wall to the street and a designed interior which includes architectural shape and form where art must play a sympathetic and collaborative role with the building. This would suggest that light and colour could be emphasised in the new interior. Additionally some works could reflect the needs of the users and be mindful that this is a hospital for children who will make recurring short visits.

The main physical locations which could be explored for the integration of work of visual artists might be:

- The voids between the ground and first floor
- Reception areas
- Waiting areas
- Foyers

Initial themes which lend themselves to the project are the aforementioned use of light and colour as well as:

- Collaborative art and architecture projects
- Ideas based on shadowplay, shadow puppets, projections, etc.
- Textile and texture, interactive materials
- Paper lanterns, sculptural shapes
- Automata, interactive toys
- Projects based on any of the above with a research element structured within it (thus facilitating approaches for funding to the Wellcome Trust, etc.)
- Wall paintings and lightboxes
- Exterior sound work
- Artist Residencies based in local schools where the outcome is installed at Moorfields
- Artists who work with coloured light installations

## **3.0 Process**

- 3.1** Normally, APM/ArtOffice devises an arts strategy in response to a client's brief outlining the desires and aspirations for the project. A strategy for Moorfields Eye Hospital would include a range of possibilities appropriate to the timescale and budget available (APM can also raise funds if requested to do so), from loans to purchases and commissions, which could result in combinations of permanent and temporary work for the hospital. The programme might also be extended to include artist residencies and educational activities such as workshops and events. If the strategy were accepted, ArtOffice would design, develop and manage the arts programme to its completion.

## **3.2 Art & Architecture Collaborations**

As the Paediatric department is still in the early stages of design and production, this would be a highly viable time for an artist to be introduced to the scheme and to work closely with Penoyre & Presad to develop ideas and designs in conjunction with the architects.

Collaborations could result in:

- Artwork integrated into the building, such as sculpture for the voids
- Art combined with functional aspects of the building such as glass, vinyl or photography on glass doors or walls, lighting schemes, and other architectural interventions.



Lothar Gotz



Tobias Rehberger

## Process

The collaboration process would be as follows:

APM/ArtOffice would recommend that the architects be directly involved in selecting the artist to collaborate with. We may also recommend setting up a steering group.

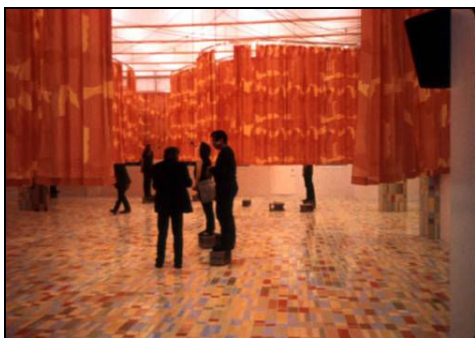
1. We would help the group define the parameters for the project, with the help of examples of previous collaborations and suggestions for other possibilities, and suggest possible locations for commissions.
2. We would set aside a budget for the collaboration - to cover the artist's fees, expenses, materials, and additional costs such as equipment and installation.
3. In collaboration Penoyre & Prasad, ArtOffice would write a brief for the artist, which would provide information on the hospital, the architecture and the reasons for the commission and details about the commission i.e. location, aims, user of the hospital, budget, etc.
4. We would research artists and present a long list of possible artists and examples of their previous work.
5. We would help the group shortlist artists (usually 3-6).
6. We will arrange artist interviews and site visits.
7. The group would select an artist.
8. We would manage the collaboration. This would include writing the artist's contracts, assisting the artist with research, liaising with the artist, organizing meetings and overseeing the production, and installation of the work. This

would include advising on practicalities such as technical issues and health and safety issues.

### 3.3 Commissions

Art commissions can include:

- Artwork applied to the surface of the building for example wall paintings/murals (see Sarah Morris' wall painting below).
- Bespoke furniture/design such as bookshelves, lighting, soft furnishings etc. created by an artist or designer.



Jorge Pardo, Reverb



Sarah Morris, Rumjungle

#### Process

The commissioning process would be similar to the collaboration process above:

Again APM/ArtOffice may recommend setting up a steering group. This group may be the same for all projects.

1. We would help the group decide what type of work they want by presenting examples of other commissions and suggesting new ideas and possible locations for commissions.
2. We would set aside a budget for purchasing the work to cover the artist's fees, expenses and materials, additional costs such as framing, transportation and installation. APM can source framers and transportation and installation companies.
3. We would write a brief for the artist, which would provide information on the hospital, the architecture and the reasons for the commission and details about the commission i.e. location, aims, user of the hospital, budget, etc.
4. We would research artists and present a long list of possible artists and examples of their previous work.
5. We would help the group shortlist artists (usually 3-6).
6. We will arrange artist interviews and site visits.
7. The group would select an artist.
8. We would manage the commission. This would include writing the artist's contracts, assisting the artist with research, liaising with the artist, organizing

meetings for the artist to present initial designs to the committee and overseeing the production, transportation and installation of the work. This would include advising on practicalities such as technical issues and health and safety issues.

### 3.4 Residencies and Educational activities



Thomas Cox-Bisham at Canberra Primary School



Commissions may be the result of a residency where an artist is invited to work at the hospital or even a local school over the course of time.

Alternatively artists can be invited to lead workshops for patients and visitors, which might result in work. Outcomes of workshops can include work which participants can keep or temporary or permanent work for the hospital environment.

Participatory projects such as these help to build meaningful relationships between the artists and hospital staff, patients and visitors and increase the value of the art programme for those involved.

#### Timescale

Planning 1-3 months, residency generally 3-6 months. Workshops could be spread over several weeks, 1 day/week or as short as a few hours.

### 3.5 Loans - Medium to Long Term

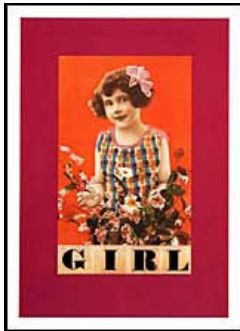
Artworks could be borrowed from the Arts Council Collection Loans Scheme. APM/ArtOffice would arrange for an Arts Council site visit to the hospital to assess the security and environmental conditions. Then we would arrange a visit to the Hayward Gallery to select works from the Collection. Handling charges for a five-year period generally range from £200 to £600 per work, depending on size and value. This includes framing, packing, delivery, installation, labels and information sheets about the artists. Insurance and security arrangements are the responsibility of the borrower.

#### Timescale

1-3 months depending on number of works selected and demands on the Collection:

### Short Term

The hospital might also host short term loans such as Arts Council Touring exhibitions for example - Peter Blake's alphabet series, 1991, screen prints.



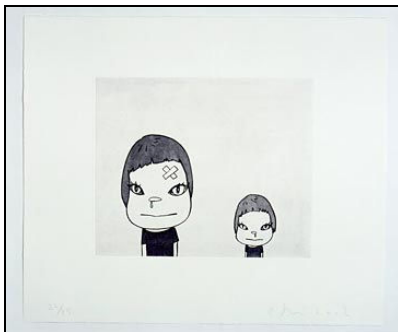
G is for Girl, X is for Xylophonist, C is for Clowning, K is for King (Elvis Presley)..... from the Alphabet Series

### Timescale

Organizing these loans will only take a matter of days; however, most exhibitions are booked 6-18 months in advance

### 3.6 Purchases

We have selected a number of images to show you, which we have broken down into categories, these are meant to serve as suggestions of possible works which could be either purchased or commissioned.



Yoshimoto Nara, Running Nose Brothers



Maria Lassnig, Konkurrenz IV

Purchases could include:

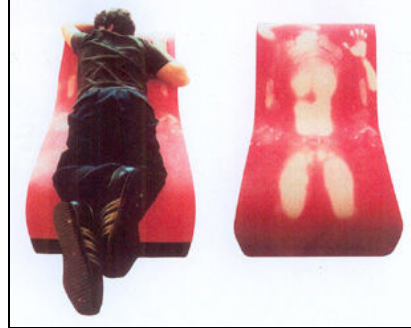
- Limited edition 2D work such as: prints, photographs, and animation.
- Original drawings or paintings.



- 3D work could include: floor/wall based sculpture such as the work of Sarah Sze, mobiles, light work, craft or design such Jürgen Meyer's heat sensitive chairs.



Sarah Sze, Fractured Sculpture



Jurgen Meyer, Heat Seat

### Process

If the hospital were to purchase works, APM/ArtOffice would:

1. Recommend setting up an arts committee to include representatives from Penoyre & Prasad and from various hospital departments.
2. Help the committee decide what type of work they want from the wide spectrum of artists and designer makers currently practicing in the UK and internationally.
3. Set aside a budget for purchasing the work. This should be sufficient to cover the price of the work and additional costs such as framing, transportation and installation.
4. Research artists and present a long list of work to the committee and help shortlist artworks.
5. Arrange for the committee to view the work either in the artists' studios or at their gallery if possible.
6. Advise the committee on the selection of work(s) to be purchased and could negotiate the purchase price on behalf of the hospital.
7. Organize and oversee the framing, transportation and installation of the work.

### Timescale

Depending on the availability of members of the committee and the artists, purchasing would take 1-4 months (following appointment of committee).

## **4.0 Additional Suggestions**

#### **4.1 Maintenance**

For any purchases or commissions, APM/ArtOffice would recommend a regime for monitoring and maintenance of the work.

#### **4.2 Evaluation**

If desired, APM/ArtOffice can also conduct an evaluation upon conclusion of the arts programme, which might include recommendations for future development, etc.

#### **4.3 Documentation**

On completion of the arts programme APM/ArtOffice normally recommend documenting the projects and if funding is available, by producing printed material such as an illustrated catalogue, which can be shared amongst the project partners and be kept for reference or as a memento of the programme.



## 5. Project Budget

5.1 The figures below are entirely hypothetical and based on a mid-range budget suitable for the building. It will inevitably vary and rely on funds that can be raised from different sources.

### Expenditure

#### 5.1.1 Collaborations

To appoint an artist to work with the architects immediately on integrated projects (light, 3D work etc.)

3 artists proposals @1,000 each	3,000
expenses for artists 3@ 300 each	900
Fee for chosen artist to work with architects over 6-9 months 30 days @ 400 per day	12,000
Expenses	
Materials, realization costs (this could be part of the capital costs of the building or an augmentation of those costs)	20,000
<b>Total</b>	<b>37,900</b>

#### 5.1.2 Commissions

Selection of 3 artists to carry out commissions for different parts of the building i.e. voids, receptions, lounges, lobbies and play areas.

### Design stage

Proposals for 2 projects by selected short listed artists

#### Project 1

Proposals 3 artists x £1,000	3000
Expenses for proposals 3 x £300	900

#### Project 2

Proposals 3 artists x £1,000	3000
Expenses for proposals 3 x £300	900

### Project 3

Proposals 3 artists x £500	3000
Expenses for proposals 3 x £300	900
<u>Design Stage Total</u>	<u>10,200</u>

### Realisation

#### Project 1

Artist's Fee	10,000
Materials	20,000
Expenses	2,000
<u>Total</u>	<u>32,000</u>

#### Project 2

Artist's Fee	10,000
Materials	20,000
Expenses	2,000
<b>Total</b>	<b>32,000</b>

#### Project 3

Artist's Fee	5,000
Materials	10,000
Expenses	1,500
<b>Total</b>	<b>16,500</b>

### **5.1.3 Residencies, Loans & Purchases**

A sum of money should be allocated for any of these options and the scale of this aspect of the project will be ... there above, dependent on the funds that can be raised

Suggested preliminary figure	15,000
<u>Total</u>	<u>143,600</u>
<b>Grand Total</b>	<b>192,100</b>

### Income

The income described here is an optimistic and quite ambitious figure for sponsorship and donations from charities and the public sector as well as an expectation of 50% core funding coming from Moorfields Hospital. If these funds are not available immediately, which is very likely, it would be appropriate to stage the visual arts projects over a longer period to mirror fund raising success.

Core budget Moorfields	100,000
Wellcome Trust	20,000
Sponsorship	35,100
Other Trusts, Arts Council, Nesta etc.	37,000
Total	192,100

## 6 Management Budget

For each of the 4 projects – voids, reception desks, lift and stair lobbies, play areas & lounges we estimate project management will be broken down as follows:

### Project Management Schedule

#### Detail of APM/ArtOffice Services

##### **Stage 1 - Research & Appointment of Artists**

- Establish project Steering Group if not already established
- Define projects with client group and write artists' briefs
- Amend and agree artists' briefs
- Research & contact long-list of artists
- Visual presentation of long-list of artists to Steering Group
- Set up interviews for short-listed artists (3/project) selected by Steering Group
- Interview short-listed artists, provide feed-back and confirm appointed artists

6 days @ £350/day x 4 projects £ 8,400

##### **Stage 2 - Detailed Planning, Contract Negotiation & Initial Design**

- Establish, coordinate and attend preliminary meeting with appointed artists and project personnel to agree working methods and schedules.
- Write and circulate design contracts
- Amend and agree design contracts
- Monitor artists work during initial design phase
- Liaise with user groups
- Organise and attend presentation of initial designs to Steering Group

4 days @ £350/day x 4 projects £ 5,600

##### **Stage 3 - Detailed Design**

- Monitor artists' work during detailed design phase
- Liaise between the artist, Steering Group and project personnel
- Manage negotiation on design amendments between artist and Steering Group
- Organise and attend presentations of detailed designs and budget to Steering Group
- Confirm accepted design with artists and Steering Group

4 days @ £350/day x 4 projects £ 5,600

##### **Stage 4 - Production & Installation**

- Draft and circulate commission contracts
- Amend and agree commission contracts
- Liaise between artists and project personnel as required
- Organise and attend Steering Group Meetings as required
- Monitor artists progress on production of artwork and organisation of transport and installation
- Monitor budget
- Attend on site during fabrication and installation to ensure progress against schedule
- Confirm site preparation and installation details with client and site personnel

7 days @ £350/day x 4 projects £ 9,800

**Total Fees** £ 29,400  
(84 days @ £350/day)

### General

Administrative Support  
£150/month x 2 years 3,600

Overheads & Expenses  
transport, photocopying/printing, telephone,  
stationery, post & packaging, courier  
£125/month x 2 years 3,000

Sponsorship & Fundraising  
30 days @ £350/day 10,500  
Expenses £1000/year x 2 years 2,000

**Total General** 19,100

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**TOTAL** £ 48,500

NB: all figures are exclusive of VAT