

Edinburgh and South East Scotland City Region Deal Joint Committee

2pm, Friday 2 September 2022

IMPACT Scotland: Dunard Centre Education and Public Engagement Update

Item number 5.1

Executive Summary

Gavin Reid

Chair, IMPACT Scotland

Contact: gavin.reid@sco.org.uk

E-mail: | Tel: +44 131 370 1351

IMPACT Scotland: Dunard Centre Education and Public Engagement Update

1. Recommendations

- 1.1 To note that this paper follows the Business Case for IMPACT Scotland: Dunard Centre which was approved by this committee in March 2022 to secure £25m from the Edinburgh and South East Scotland City region Deal.
- 1.2 To note that this paper is in response to a request for regular updates on community engagement requested by the committee.
- 1.3 To note that the current organisational priorities relate to the construction programme (and associated fundraising), and that this report outlines an approach to engagement which will be further developed over the duration of the four-year construction programme, ahead of the venue opening.

2. Background

- 2.1 Dunard Centre is being delivered as part of the Edinburgh and South East Scotland City Region Deal as the sole project in the 'Culture' theme. The programme will deliver Edinburgh's first purpose - built music venue in 100 years, with a 1000 seat auditorium, rehearsal and recording facilities and an inspiring educational and outreach programme
- 2.2 The design team is led by David Chipperfield Architects and Nagata Acoustics who have created a world – class exemplary design. The project was granted planning permission by City of Edinburgh Council's Development Management Sub-Committee in November 2021.
- 2.3 IMPACT Scotland is led by an executive team and a board of unremunerated trustees, chaired jointly by Gavin Reid (CEO Scottish Chamber Orchestra) and Fergus Linehan (Festival Director and CEO Edinburgh International Festival) who along with a board of six further trustees provide a wide range of expertise. The Board meets regularly to assess progress.
- 2.4 The design team are now working through RIBA stage four design process which will inform the stage two tender from construction partners Sir Robert McAlpine, who are currently working on a pre- construction service agreement (PCSA) in order to advance site enabling works.

- 2.5 The current programme outlines that deconstruction on the St Andrew Square site begins in September 2022 to enable construction works to begin in summer 2023 on a three year programme.

3. Main report

- 3.1 As detailed in reports of March 2022, IMPACT Scotland intend to appoint an artistic and engagement lead in late 2022/ early 2023 who, alongside an expanded group of artistic advisors, will shape a pre- opening activity programme, expanding towards venue opening in 2026, ensuring that communities across the City Region have the opportunity to experience meaningful engagement with the project.
- 3.2 At this stage in the project, the focus of the small IMPACT team is the construction project and fundraising to secure the remaining income against the financial target. Alongside this, the team will continue to build relationships with those identified as early key partners, and in line with our engagement vision.
- 3.3 The key elements of strategy are:
- Managing opportunities and monitoring of participation across the supply chain;
 - Creating opportunities for learning and participation at every point;
 - Ensuring a diversity of voices in the artistic governance;
 - An artistic programme that reflects and is accessible to the diverse city region; and
 - Recruitment policies that are fair to all.

Managing opportunities and monitoring of participation across the supply chain

- 3.4 As IMPACT Scotland develop relationships with Sir Robert McAlpine, they are in discussion with them as to the practical and creative ways in which to realise wide reaching community benefits as part of the project contract award.
- 3.5 IMPACT Scotland attended an SRM supply chain event in April 2022 to brief a wide range of construction suppliers on the project, its role within the Edinburgh and South East Scotland City Region Deal and the opportunities for wider engagement.
- 3.6 IMPACT Scotland are in dialogue with SRM's leadership team about opportunities for creative collaboration.
- 3.7 IMPACT Scotland team have met with the Capital City Partnership team to discuss opportunities for promoting the project to the wide SES group and the project is now featured across their established communications portals, and IMPACT will continue to inform them of relevant updates.

Creating opportunities for learning and participation at every point

- 3.8 In order to connect meaningfully with communities across the region, and to create a facility with wide reaching benefits, IMPACT Scotland are creating a network of partners across the Edinburgh and the City Region. This will be led by the appointed artistic and engagement lead from Autumn 2022.
- 3.9 IMPACT will explore education and engagement opportunities with a number of different groups including key partners, Scottish Chamber Orchestra and Edinburgh International Festival, who as anchor artistic tenants can add substantial value to the programme
- 3.10 Other early discussions have been had with SISTEMA Scotland, NYCOS (National Youth Choir of Scotland), St Mary's Music School and the Royal High School Trust. Through the City of Edinburgh Council Creative Learning team, IMPACT Scotland

are in early contact with the various regional offices of YMI (Youth Music Initiative) which will support the ambition to develop partnerships across Edinburgh, the Lothians, Fife and the Scottish Borders.

- 3.11 IMPACT Scotland are also in contact with Creative Scotland's Creative Learning Officer, who has expressed support for the outline education and engagement plans and offered to support the development of YMI partnerships across the region. A meeting is planned to discuss the national YMI programme objectives.
- 3.12 These, and other, partnerships across the regions will be expanded upon following the appointment of wider artistic engagement resource. A strategy will be published in 2023 outlining in detail the vision, objectives and targets for its Education and Engagement plan that reflects the opportunities across the city region.
- 3.13 Additionally, IMPACT is establishing opportunities for creative engagement in the construction programme from 2023, including mentoring for young photographers and content creators.
- 3.14 IMPACT Scotland additionally intend to create a programme of information and discussion sessions to raise awareness of the project and its key impacts – designed initially to engage key stakeholders, these will be expanded to reach a wide audience from across the region in live and online events. Identified themes for this work include:
- Music & Health, Education and Wellbeing
 - Culture & Placemaking
 - Future Societies and Cultural Infrastructure
 - Data & Digital Innovation in Cultural Practice.
- 3.15 IMPACT has identified a number of strategic partners to deliver this series alongside in order to amplify reach across the region.

Ensuring a diversity of voices in the artistic governance and an artistic programme that reflects and is accessible to a diverse city region

- 3.16 Ensuring a diversity of voices is integral to education and outreach work and the core artistic principles for the work of IMPACT going forward and as such the team will establish an artistic advisory group to work alongside the artistic and engagement leads to ensure that the needs of a diverse community across the city region are represented.
- 3.17 IMPACT look forward to reporting on progress within the next twelve months once key appointments and development work have been completed.

Recruitment policies that are fair to all – as reported in March 2022

- 3.18 The development of a bespoke recruitment and skills plan for launch and beyond, linking to the offering at [FUSE](#) but with a dedicated attraction strategy identifying key 'feeder' groups of potential candidates within the travel to work (ESES region) area. Including linkages to employability providers and statutory partners (including Department for Work and Pensions, Skills Development Scotland, colleges & universities).
- 3.19 Access to accredited training delivered to prioritized groups through the regional [Vocational Training Framework](#), including support with barrier removal and transition support to work.

- 3.20 Adopting Fair Work principles in all aspects of recruitment and contributing to the Living Wage actions plans and commitments within the region.
- 3.21 Linking to Investing in Communities programmes to support community empowerment through participatory budgeting models and community engagement.
- 3.22 Providing access to digital job portals and support for recruitment and job matching to prioritised groups

4. Financial impact

- 4.1 The total capital requirement for the project is £75m, of which £25m will come from the City Region Deal (£10m from UK Government, £10m from the Scottish Government and £5m from the City of Edinburgh Council).
- 4.2 A further £35m has been pledged by the Centre's major benefactor Dunard Fund. The remaining £15m (plus a £5m contingency) will be raised from a fundraising campaign of which a significant proportion is already pledged.
- 4.3 In addition to a £35m pledge toward the capital cost the Dunard Fund is also committed to:
 - providing its funds ahead of monies received from the public sector; and
 - underwriting pre-opening operational costs and annual deficits of the centre in the first three years of trading whilst the business model and venue are being established (up to £2m in total).
- 4.4 Beyond this period, Dunard Centre will increase commercial revenue and/or increase fundraising from other sources to achieve a break-even budget. Benchmarked statistics on fundraising income from comparator venues demonstrate the viability of this approach.
- 4.5 Royal Bank of Scotland has agreed to grant IMPACT Scotland a 125-year lease on the site at a nominal rent. IMPACT Scotland places a value of £15m on this arrangement, in return for which, the provisional name for the venue is ***Dunard Centre supported by the Royal Bank of Scotland.***

5. Alignment with Sustainable, Inclusive Growth Ambitions

- 5.1 All City Region Deal partners recognise the importance of ensuring that inclusive growth ambitions are embedded in their plans and respond to the particular challenges faced across the region. To address these challenges five themes were identified in the [Deal Document](#) by the partners of which two are pertinent to the current proposals namely: "a significant programme of construction"; and, "social benefit through innovation"
- 5.2 In regard to the former theme, IMPACT will (in the construction and subsequent operating phase of the Centre) use agreed City Region Deal procurement Community Benefit clauses to support inclusive employment practices and other opportunities to meet inclusive growth targets.

- 5.3 In respect of the latter theme (social benefit through innovation), consideration has been given to how the project can make a positive contribution to inclusive growth by influencing and supporting the cultural sector in building audiences that reflect the true, diverse nature of society.
- 5.4 Through the delivery of a wide ranging educational and community programme the Centre will develop opportunities - with a range of City Region Deal and other partners - to involve those socio-economic groups currently under-represented as participants and (in) audiences. A key aspect of this programme will be to engage people through lifelong learning, from the very youngest to the elderly, addressing the needs of all through different stages of life. Such activities will be run by partner performing companies (i.e. the SCO, EIF etc.) and by IMPACT through the appointment of a full-time education officer and the provision of venue inventory for educational outreach activities.
- 5.5 Dunard Centre has been designed for a low carbon future with sustainability through reduction of the use of fossil fuel and embodied carbon as key design principles. The Centre's city centre location and excellent transport links provide maximum opportunities for public transport and minimise the need to for car usage.
- 5.6 The building itself has been designed with passive design principles embedded through enhanced building thermal performance and low building air tightness. The building's heating and cooling source is a high efficiency revisable heat pump solution using electricity which achieves compliance with Section 6 of the Technical Standards with a Silver Active sustainability certification achieved.
- 5.7 These design and operating principles are aimed at delivering an exemplar public building offering the highest standards of accessibility and sustainability, with a target of delivering a carbon net zero building by 2035 or earlier.

6. Background reading/external references

- 6.1 [Impact Scotland – Dunard Centre Business Case](#)
- 6.2 [Application for Planning approval and listed building consent: The City of Edinburgh Council Development Management Sub Committee – 24 November 2021](#)
- 6.3 [Dunard Centre Business Case Engagement Plan](#)
- 6.4 [Short film](#) to promote understanding of the vision, and inspire partnerships with Dunard Centre.

7. Appendices

None.