

Appendix XI: Dunard Centre Engagement Plan

The Dunard Centre, in the heart of the City of Edinburgh, is a gift for audiences and musicians of tomorrow. It will provide a new, world-class performance venue with a 1000 seat auditorium for performance, rehearsal, and recording, alongside an inspiring and wide-reaching education programme. Its development offers a step-change in how the city presents, curates, and develops music for generations to come.

The Dunard Centre will be the new home for the Scottish Chamber Orchestra, who will perform and rehearse here and a key venue for Edinburgh International Festival who will present its bold and ambitious programme here each August.

Beyond these two global organisations, there is scope for a wide-ranging programme that speaks to the interests, appetites and passions of a growing city. In time that programme will be shaped by the Chief Executive & Artistic Director role, with the support of a programming and engagement team who will be appointed much closer to the venue's opening – scheduled for 2026.

Partnership working will be key in delivering the artistic programme and our approach to shaping it will be developed alongside the city region and the sector that we seek to engage.

Ahead of that key appointment we will begin to develop and roll out our engagement work and as such, we are now looking to appoint a lead artistic advisor (in the first half of 2022), whose brief will include shaping the artistic and engagement vision for Dunard Centre through consultation and discussion with partners including EIF, SCO and the emerging National Centre for Music at the Old Royal High School as well as a wide range of artists and organisations across the region, UK and internationally.

A key element of the brief will be the recruitment of a paid advisory panel in Autumn/Winter 2022– reflective of the city region and a globally diverse creative sector, and the hall's vision for an international and digitally enhanced programme. Guided by the artistic advisor this group will have a remit to support the development of a programme of pre- opening engagement activity designed to build and test partnerships, raise awareness and inspire audiences ahead of the venue's opening in 2026.

Strengthening our offer by creating expanded artistic governance is a key step in our commitment to create an organisation that is welcoming and accessible to all.

Once it is in place, the advisory group will take ownership of this engagement strategy and evolve it into a living programme of work developed by listening to the communities that we seek to serve. In building a bespoke, 21st century, arts organisation the IMPACT Scotland team recognise the unique opportunity, and responsibility, to learn from experiences of all communities as we shape our programmes of work.

In addition, we recognise the opportunity gaps that exist across the city deal region, which is 'one of the UK's most prosperous, yet 22% of children live in poverty, too many workers are stuck in low-paid, low-skilled jobs, and productivity across the City Region as a whole lags the UK average by 7%.¹ As such, ensuring that the development of Dunard Centre creates opportunities for community wealth building, skills development and inclusive growth throughout every step of the project is a key priority.

¹ <https://ddi.ac.uk/about-us/eses-city-deal/#:~:text=Finalised%20in%20August%202018%2C%20the,of%20infrastructure%2C%20skills%20and%20innovation.>



Now that the construction project is progressing through RIBA stage 4, we can turn our attention to the business and organisational development required to ensure we are building a 21st century arts organisation that inspires audiences of the future. Defining our vision, mission and values is a key part of this process and we have developed drafts as outlined below. These will now be considered by our board, and tested by our audiences, as such they may evolve over the coming months.

Mission: *We are building a 21st Century Concert Hall in Edinburgh – a growing and diverse city region. Designed for audiences of the future, Dunard Centre will provide world – class facilities for music making and discovery.*

Vision: *Live music should be accessible to everyone, and civic spaces offer a home for shared cultural experiences. A new home for music will be an instrument for change; we will create more opportunities to participate in and enjoy inspiring music.*

Values:

Designed: *Great cities, great venues, and great organisations are built by design, not by accident. We commit a rigorous process of consultation to every aspect of our planning to ensure a curated experience that speaks to the needs of all audiences and users. We will consult and listen to the communities that we seek to serve as we shape and develop our plans.*

Bold: *We are bold in our thinking, and tenacious in our commitment. We have a big vision to deliver and do things the right way not the easy way.*

Entrepreneurial: *We are an instrument of change, this project speaks to the future we are designing for future generations; innovation, insight and collaboration will be key in making it a success.*

Open: *We are creating a welcoming and intimate space for big occasions, and everyone is invited. We will create new opportunities for participation and skills development to help make the sector more accessible and more rewarding for communities across the city region and beyond.*

Global: *A space for everyone, we are rooted in Edinburgh and the City Region, and have a global outlook – we offer a gateway to the world.*

Engagement Vision

The full strategy for engagement will be a key consideration for the artistic team, and advisory groups, as they shape and develop over the coming years. We have a commitment to create a diversity of voice in our artistic governance and that includes the development of our community engagement practice. In the meantime, we have identified the key pillars of our engagement strategy and expect to deliver a programme that speaks to these objectives.

Working in partnership with strategically placed organisations across the city region will be key in developing, delivering and monitoring these programmes of work.

Objectives:

- Creation of opportunities around the construction project (construction workforce) and during the pre-opening and operational phases of the organisation (creative and hospitality)
- During the construction project, create opportunities for schools across the city region to participate in an IMPACT experience.
- Create opportunities for skills development in the workforce – across our own workstreams and suppliers.
- Create opportunities for lifelong learning and participation across the city region
- Create an education programme that is linked to our year-round artistic programme.
- Collaborate with IRES in centralised community wealth – building initiatives across the city region and track them across the centralised portal.

Key Elements of Strategy:

- 1. Managing Opportunities and Monitoring of Participation Across our Supply Chain**
- 2. Creating Opportunities for Learning & Participation at Every Point**
- 3. Ensuring a Diversity of Voices in Our Artistic Governance**
- 4. An Artistic Programme that Reflects and is Accessible to our Diverse City Region**
- 5. Recruitment Policies that are Fair to All**

Manage Opportunities and Monitoring of Participation Across our Supply Chain

While we are finalising our contract with our preferred construction partner, we are continuing to shape the programme of community benefits that we will deliver together. As a tier one contractor, Sir Robert McAlpine are experienced in this area, and the programme will be, at minimum, commensurate with a project at this scale (see Appendix V). In addition, and given the cultural nature of this development, we have ambitions to embed a creative practice alongside the construction programme and hope to develop initiatives that speak directly to our artistic ambitions with SRM's support.

Sir Robert McAlpine will be giving opportunities to local companies where possible to bid work packages and to promote the use of local labour. They will hold supply chain meet the buyer events during the 2nd Stage Tendering period and will engage at a local level to generate interest from local companies.

Sir Robert McAlpine have submitted as part of their 1st Stage Tender Community Benefits which will have social, environmental and economic benefits to the area. Following the award of Construction Contract, the contractor will support the Council's economic and social regeneration objectives. The Council is prioritising Targeted Recruitment and Training by promoting individuals and young people training, apprenticeships, jobs and work experience delivered as part of a contract.

Community Benefits delivery and performance will be monitored/scored in line with the Key Performance Indicators (KPIs). We will collaborate with IRES in this aspect of work.

Creating Opportunities for Learning & Participation at Every Point

For example: during construction we will create opportunities for skills development, across not just the construction workforce but also the cultural sector ones;

- **For example, Resident artists:** During the construction phase, our photographer in residence (PIR) will be supported by a paid trainee who they will mentor throughout the process. The PIR will capture quarterly progress on the construction site, while the trainee will have a brief to capture monthly content and milestones. Each set of photography will be used across platforms and channels to ensure both have meaningful reach.
- **For example, Touring artists** will be invited to participate in a talk series which will be made available to schools from Edinburgh and the City Region to attend to hear inspiring stories from a global perspective. The reach of these sessions will be amplified digitally.
- **For example, Community Festivals and Showcases:** Delivered in partnership with organisations such as Intercultural Youth Scotland, NYCOS, Music for Life, will invite participation from across the City Region.

Ensure a Diversity of Voices in Our Governance

Creating opportunities for representation of the city region in designing our programmes and policies

- The recruitment of an artistic advisory group, appointed to represent a diverse range of artistic voices in the sector
- A people's forum and young people's forum to share the views of audiences and young audiences in the development of Dunard Centre.

An Artistic Programme that Reflects our Diverse City Region

- Partnerships with anchor tenants (SCO, EIF) and the emerging National Centre for Music at the Old Royal High School as well as a wide range of artists and organisations across the region, UK and internationally
- Price Points that are accessible to all and initiatives to ensure a wide-reaching audience from across the city region benefit from the documented wellbeing impacts of access to culture and live performance.
- Collaboration with partners in Data Driven Innovation to ensure that our audience experience is insight led and that performance reach is amplified through creation and distribution of digital content
- Community co-curation ensuring voices from across the city region are represented, needs reflected, and programming tastes considered.



Recruitment and Personnel Policies that are Fair to All

- 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 (incl. DWP, SDS, colleges & universities).
- Access to accredited training delivered to prioritised groups through the regional Vocational Training Framework, including support with barrier removal and transition support to work.
- Adopting Fair Work principles in all aspects of recruitment and contributing to the Living Wage actions plans and commitments within the region.
- Linking to Investing in Communities programmes to support community empowerment through participatory budgeting models and community engagement.
- Providing access to digital job portals and support for recruitment and job matching to prioritized groups

In embedding this thinking at the early stages of our business development, we can ensure that community wealth building is considered throughout the business development of Dunard Centre, and we welcome opportunities to collaborate with the range of expertise that exists across the city deal partnerships.

This work will be delivered in line with IMPACT Scotland's Equality, Diversity and Inclusion Policy.