

# AHA-MK Strategic Business Plan 2015 – 2018



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## 1. INTRODUCTION

The Arts & Heritage Alliance Milton Keynes (AHA-MK) is a forum of organisations that work together to position the arts and heritage sectors as strategic contributors to our community and economy. Through our work to represent, promote and develop the sectors, we champion the rich heritage and creative future of Milton Keynes.

Our work underpins the outputs of our members by ensuring that their views are represented at a strategic level, that the impact of their work is promoted, and that they have the skills they need to be cultural leaders. We provide valued professional networking opportunities and an open discussion forum. We work with our members to take advantage of the unique landscape of Milton Keynes and its growth agenda – looking towards a thriving and internationally renowned creative future for Milton Keynes.

This *Business Plan* and *Action Plan* set out our aims and objectives for the next three years. Accompanying *Appendices* set out the background to the plans and the journey taken to articulate them.

## 2. CURRENT POSITION

AHA-MK is a voluntary representative forum with 34 members that reflect the arts and heritage landscape of Milton Keynes. Since it was formed in 2003 as an Audience Development collective, AHA-MK has grown significantly in size and ambition. Through collaboration with member and non-member organisations AHA-MK aims to:

- Represent the needs and wishes of the sectors at key forums and through co-ordinated responses to consultations
- Promote the value and impact of arts and heritage in Milton Keynes and support marketing and communications
- Develop the skills and ambition of members' trustees, staff and volunteers, building cultural leadership in Milton Keynes.

Since 2012, when AHA-MK's first Business Plan was written, the organisation has developed its profile and reach and has successfully fundraised for, and delivered, various collaborative projects. AHA-MK now has a good track record of fundraising, most recently from the Heritage Lottery Fund for our collaborative WW1 centenary project *Great War MK*.

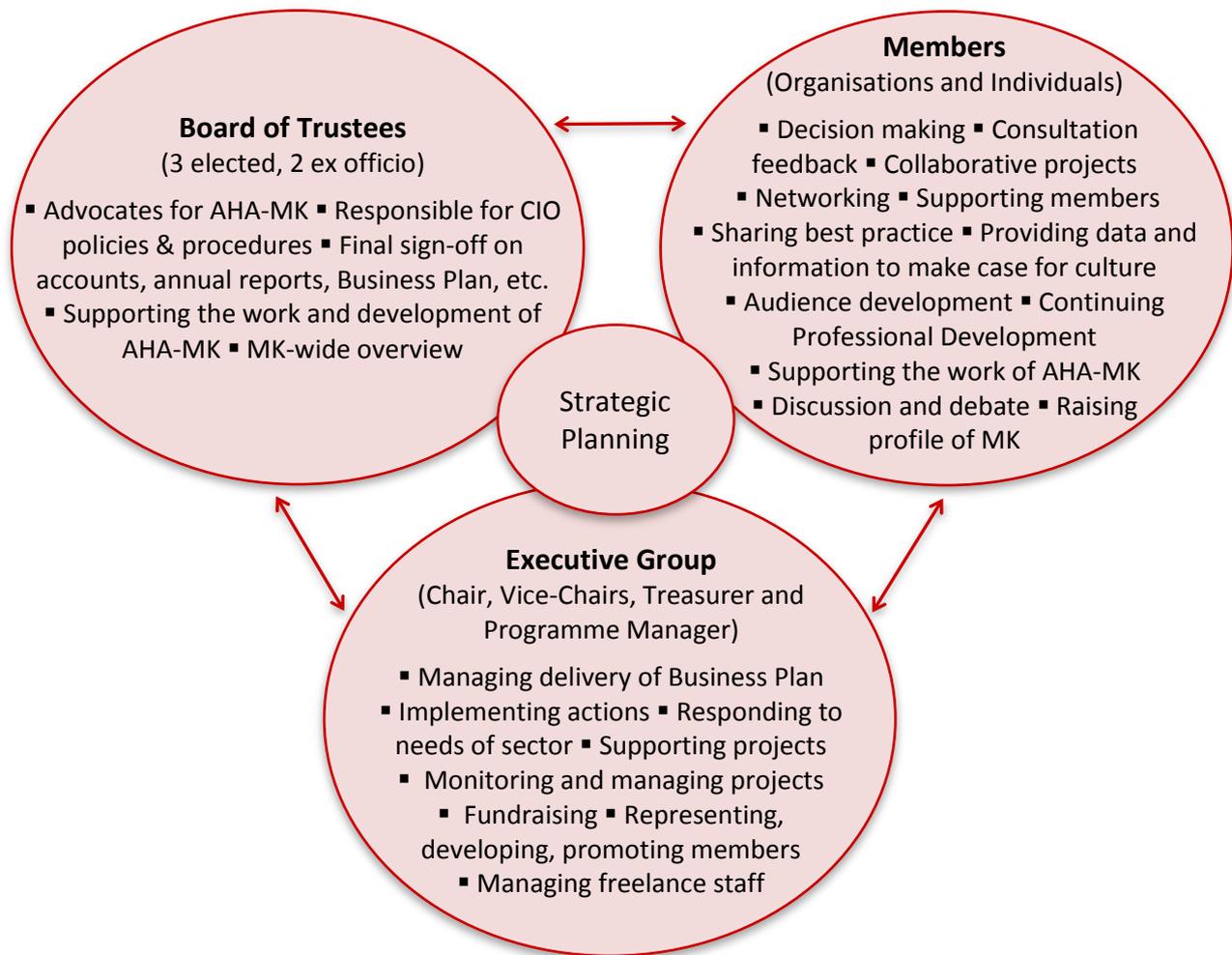
AHA-MK holds quarterly *Forums*, each of which includes a guest speaker, a training session or workshop, a short business meeting, and substantial opportunities for networking. These are open to all members free of charge. In between Forums, there are quarterly Business Meetings to discuss issues, challenges and opportunities facing the arts and heritage sectors. Smaller project groups meet as required and consultation workshops or *ad hoc* training are occasionally arranged for the full membership.

In 2014 AHA-MK registered as a Charitable Incorporated Organisation (CIO), charity number 1158874 and recruited Yaw Asiyama, Kay Greenhalgh and Francesca Skelton who, together with the chair and treasurer of AHA-MK, form our Board of Trustees.

AHA-MK is managed by a small voluntary executive group of chair (Euan Henderson), two vice-chairs (Jacky Scott and Marion Hill) and treasurer (Laura Keen), who normally meet bi-monthly with our Programme Manager (Lallie Davis).

## 2.1. AHA-MK STRUCTURE

The structure of AHA-MK and the responsibilities of each element of the organisation can be represented as:



## 2.2. MEMBER BENEFITS

Being a member of AHA-MK provides opportunities to work collaboratively to represent, promote and develop the cultural offer in Milton Keynes and the wider region.

### REPRESENT

- Helping to assemble evidence of the impact of arts and heritage activity in Milton Keynes to assist in making the case for support to funders and strategic organisations
- Demonstrating – locally, regionally and nationally – the successes and achievements of Milton Keynes' arts and heritage organisations
- Responding to consultations on strategic issues with the collective views of the whole membership

### PROMOTE

- Involvement in collaborative activities aimed at increasing members' audiences and raising the profile of arts and heritage in Milton Keynes
- Support and benefit from collaborative promotion of the city's cultural offer to the people of Milton Keynes, the business sector, stakeholders and decision-makers
- Support and benefit from collaborative promotion of the value of arts and heritage to the economic and social development of Milton Keynes

### DEVELOP

- Opportunities to experience and learn from the programme of inspirational speakers and workshops.
- Access to learning resources specifically developed by and for members

- Seeking and sharing best practice through continuous professional development (CPD), projects and shared opportunities
- Participation in discussion and development of initiatives and activities that address key issues or opportunities for the sectors
- Opportunities for networking, developing joint activities, creating mutually beneficial partnerships

## 2.3. RESOURCES

AHA-MK's strength lies mainly in the skills and knowledge of our trustees, our members, and our voluntary executive group. They bring to AHA-MK substantial expertise and personal and professional networks. The commitment and support of our part-time Programme Manager, Lallie Davis, has been crucial to our effectiveness in serving our increasing membership. Her time (currently based on approximately three days per week) is now very stretched, and there would be great benefit in increasing this and/or creating an additional part-time post of Member Services Co-ordinator (either funded or, initially at least, as an internship).

Since 2012, AHA-MK has developed its online presence through redesign of our website ([www.aha-mk.org](http://www.aha-mk.org)), which remains simple but informative, with the inclusion of a blog to publish news and information. AHA-MK has also joined Twitter (@AHA\_MK) and is working to increase its presence and reach. The *Great War MK* project also has its own website, blog and Facebook page, which drive content to Twitter and the main website.

AHA-MK's regular income is from members' annual subscription fees, which are currently on a sliding scale according to turnover:

- £200 per annum for organisations with an annual turnover of >£200,000
- £100 per annum for organisations with an annual turnover of >£50,000 and <£200,000
- £50 per annum for organisations with an annual turnover of <£50,000.

The money collected through fees is used primarily to fund the CPD programme delivered through our Forums. In addition, AHA-MK receives a small annual grant from Milton Keynes Council, demonstrating its on-going support for AHA-MK's work.

## 2.4. SOAR ANALYSIS

The SOAR analysis below considers the strengths, opportunities, aspirations and results for AHA-MK.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>- Charitable (CIO) status, new, enthusiastic board of trustees; maturing organisation</li> <li>- AHA-MK's membership is increasing, strong and historically loyal, and includes key arts and heritage organisations with diverse and expert knowledge base</li> <li>- Committed and experienced volunteer executive group, passionate about the intrinsic and altruistic values of the arts and heritage</li> <li>- Collaborative, sharing ethos of the organisation and members; track record of member collaboration</li> <li>- Ability to influence Milton Keynes (MK) strategic planning by providing one strong, unified voice in response to strategies and consultations</li> <li>- Established links with key organisations, councillors and businesses in MK and track record of successful</li> </ul>	<ul style="list-style-type: none"> <li>- To facilitate the cultural celebration of MK's 50<sup>th</sup> anniversary in 2017 and help steer Milton Keynes to become European Capital of Culture (ECOC)</li> <li>- To capitalise on ACE's view of MK as a priority area and on SEMLEP's support for the culture sector</li> <li>- AHA-MK's new CIO status and maturing organisation</li> <li>- To engage with MK's diverse cultural audiences and workforces</li> <li>- To increase effective collaboration across the arts and heritage sectors in MK through targeted programming and projects</li> <li>- To strengthen the positioning of arts and heritage in MK by promoting the value of arts and heritage more effectively</li> <li>- To secure increased support from key stakeholders</li> </ul>

- lobbying and advocacy
- Track record of successfully bringing the arts and heritage sectors together
- Good relationship with Milton Keynes Council
- Good reputation in MK for professionalisation of the arts and advocacy of best practice
- Forum meetings valued by members for networking, sharing information, debate and discussion of issues
- CPD programme valued by members
- Strong communication with member organisations

- through demonstrable mutual benefits
- To co-ordinate targeted and inspiring audience development events
- To secure funding to expand activities
- To provide a robust programme of training events that increase organisations' capacity and skills and advocate best practice within the sector
- To become nationally and regionally recognised for advocacy of MK and its arts and heritage

## ASPIRATIONS

- To help to implement the cultural aspirations of the membership required for celebration of MK's 50th anniversary and bidding for ECoC
- To celebrate MK's exceptional cultural diversity
- To encourage investment in the cultural leadership and talent of MK's arts and heritage workforce
- To be widely recognised as the independent voice for arts and heritage in MK
- To increase awareness of the impact of arts and heritage on the community and economy of MK
- To encourage greater collaboration among the membership, and develop collaborative projects that raise the profile of arts and heritage in MK
- To enable members to develop the skills and knowledge they need for best practice
- To support members in promoting events and activities to the public
- To establish a sustainable future for AHA-MK
- To broaden the knowledge base of arts and heritage activity and audiences
- To work with key partners to achieve strategic goals
- To develop communications with non-arts/heritage sectors

## RESULTS

- A wide range of high quality cultural events will play a major part in MK's 50<sup>th</sup> anniversary celebrations
- AHA-MK will play a major role in the process that results in Milton Keynes bidding to become ECoC
- MK will be known locally, regionally and nationally for innovative and exciting arts and cultural events
- AHA-MK will be respected as a key arts and heritage organisation in MK
- The value of arts and heritage to MK will be more widely recognised amongst stakeholders and audiences
- AHA-MK will effectively represent the collective needs and wishes of arts and heritage organisations in corporate decision-making across the city
- Arts and heritage organisations in MK will collaborate proactively to achieve strategic aims
- The arts and heritage sector will represent a diverse, innovative and skilled workforce

## 3. AIMS AND OBJECTIVES

### 3.1. MISSION AND VALUES

AHA-MK is a forum of organisations that work together to position the arts and heritage sectors as strategic contributors to our community and economy.

We work with our members to take advantage of the unique landscape of Milton Keynes and its growth agenda – looking towards a thriving and internationally renowned creative future for Milton Keynes.

AHA-MK seeks to champion the rich heritage and creative future of Milton Keynes through activities that inspire greater cultural ambition and aspiration, and nurture cultural development. Our core values are to work collaboratively to represent, promote and develop our members, and to provide the cultural leadership that will make a major contribution to the celebration of the 50<sup>th</sup> anniversary of Milton Keynes in 2017 and to a bid for European Capital of Culture 2023.

## 3.2. CHARITABLE AIMS

“To promote the arts and heritage for the benefit of the public in Milton Keynes in particular but not exclusively by supporting and representing the arts and heritage sector through promotion, representation and development and by working in partnership with other like-minded organisations to achieve joint goals that further the CIO’s charitable purposes.”

## 3.3. OBJECTIVES

In line with our aims and values, AHA-MK has nine objectives for 2015-2018.

### Represent

By April 2018 AHA-MK will be in a position to steer the strategic cultural development of Milton Keynes:

- R1. Facilitate the creative thinking, political will and physical and intangible infrastructure required to work towards MK50 and a European Capital of Culture 2023 bid
- R2. Represent the needs and wishes of the sector by liaison with key strategic bodies and collation and submission of consultation responses
- R3. Develop the governance of AHA-MK in its new situation as a Charitable Incorporated Organisation

### Promote

By April 2018 AHA-MK will have further developed the profile of the Milton Keynes arts and heritage sector locally, regionally and nationally:

- P1. Develop the internal and external communications of AHA-MK to support promotion and advocacy for the sectors
- P2. Facilitate collaborative projects that achieve joint aims – working towards key events for Milton Keynes such as MK50 (2017) and bid for European Capital of Culture 2023

### Develop

By April 2018 AHA-MK will have developed member services and benefits:

- D1. Explore opportunities for development of a Milton Keynes cultural leadership programme
- D2. Develop the quality of the services offered to members including online services and the Continuing Professional Development (CPD) programme
- D3. Continue to build on collaborative audience development efforts that extend diverse audiences and cultural well-being in MK

### Sustain

To meet the needs of our growing City and the expectations of our membership, AHA-MK needs further organisational development:

- S1. Sustain and grow AHA-MK as an independent voice for arts and heritage in Milton Keynes and beyond.

The details of how AHA-MK will achieve these objectives are articulated in the attached *Action Plan*, which will require member involvement for its delivery.

## 4. STRATEGY AND IMPLEMENTATION

### 4.1. FINANCES AND FUNDRAISING

AHA-MK’s income consists of membership subscriptions from 34 members totalling £2,900 in 2015-16 and a small annual grant from Milton Keynes Council (£800), alongside income secured through applications to

local and national funding bodies. Applications are made to fund particular activities in partnership with member organisations. We currently have about £10,000 in free reserves.

Our membership arrangement requires member organisations to give their time to AHA-MK without charge, whether attending meetings, engaging in partnership projects or supporting the core work of AHA-MK. In addition, members with venues provide free space for our Forums and other meetings. In this way AHA-MK receives a great deal of in-kind support from members towards activities that are mutually beneficial.

In 2014-15 our Annual Report (informed by our annual data-share) showed our members' combined contribution to the economy and society of Milton Keynes:

- **4,750** inspiring events
- **1,223,700** visits made to them
- **£20,851,100** of turnover
- **£7** of external funding for every **£1** of funding secured within Milton Keynes
- **1,800** workshops for participants of all ages
- **1,200** volunteering opportunities
- Over **800** employment opportunities for staff, freelancers, creatives and artists

In this way we highlight the impact and value of the arts and heritage sector in Milton Keynes. AHA-MK exists to support this work through our advocacy, promotion and development activities, providing key training opportunities, and publicising these messages across Milton Keynes.

The Action Plan associated with our Business Plan sets out the actions required to achieve AHA-MK's strategic objectives over the next three years. Some of this work will be delivered voluntarily by the Executive Group and in partnership with members, but other activities will require additional funding to be secured to ensure they can be delivered.

Over the last three years, AHA-MK has developed a track record of securing and managing grant funding. In addition, over the last 18 months, members of our executive group have been involved, alongside representatives of some of our member organisations, in fundraising training as part of the Arts Council-funded *Catalyst* project. We will draw on this experience to develop projects that fulfil our aims and objectives and to research and secure funds from a wide range of possible sources, including local and national funding bodies (in particular Arts Council England), trusts and foundations (where our new CIO status will be helpful), and individual and corporate philanthropists. In particular, we will focus on obtaining project-specific funding to support the celebration of Milton Keynes' 50<sup>th</sup> anniversary and delivery of our *Action Plan* for 2015-18.

## **4.2. COMMUNICATIONS**

Discussion and analysis of the implementation of AHA-MK's 2012-15 Action Plan strongly suggests that we need to improve both our internal and external communications. We therefore intend to develop and initiate a Communications Plan that will:

- Identify and research stakeholders, target audiences and effective communication methods (in print and on line)
- Enable us to advocate the value of the arts and heritage sector more widely, to stakeholders, funders, councillors, SEMLEP, non-arts/heritage sectors and opinion formers
- Ensure that trustees have the tools and information they need to act as ambassadors
- Ensure that all communications are up-to-date, timely and relevant.

In particular, the plan will enable us to:

- Develop the reach and engagement of our social media presence (especially Twitter) and keep the role and functionality of our website under review
- Develop relationships with local business via business publications
- Build AHA-MK's reputation as a sector expert
- Develop CPD communication, to increase interest and attendance
- Develop communication and information transfer within AHA-MK, enabling members to better support each other
- Enable the membership to communicate effectively with AHA-MK, allowing us to promote their events, successes and achievements effectively.

The plan will be researched and developed by an AHA-MK steering group, supported by external communications expertise. Delivery will be resourced by funding the Programme Manager to dedicate time to communications each week, keeping up-to-date, refreshing the website, managing Twitter, etc.

### 4.3. RISK MANAGEMENT

AHA-MK has completed a risk register (*Appendix 3*) which identifies, explains and presents mitigating actions for risks to AHA-MK's continuing operation. This section addresses only headline risks that pertain to the main objectives and actions presented in the *Action Plan*.

Implementing many of the objectives listed in the *Action Plan* will require additional human resource. The greatest risk to achieving these objectives is therefore that AHA-MK is unsuccessful in increasing the time available to our Programme Manager and/or creating a part-time post of Member Services Co-ordinator.

To mitigate this risk, AHA-MK is:

- Seeking core funding from a wide variety of possible sources
- Open to the option of creating an internship
- Open to framing some of the Action Plan's objectives as pieces of work which could attract external project funding.

Another significant risk is the loss of the services of members of the executive group and/or of the Programme Manager and their associated networks and professional associations. This would adversely impact the operating capacity of AHA-MK, limiting its scope to represent, promote and develop arts and heritage in Milton Keynes. The new Business Plan helps to mitigate the impact of this risk by:

- Formalising AHA-MK's aims and objectives
- Creating a new and comprehensive Action Plan for 2015-2018
- Planning actions to further formalise AHA-MK's strategies and operations.

An additional risk to AHA-MK's development objectives stems from difficulties that some of our member organisations are having, in the current economic climate, in allocating time and resources to work with AHA-MK. Pressure on individual arts and heritage organisations is thus, in turn, limiting the operating capacity of AHA-MK. Steps to mitigate the impact of this risk include:

- Appointing a part-time Member Services Co-ordinator
- Three-year Business Planning and production of an associated Action Plan
- Ensuring that collaborative projects have clearly defined and achievable outcomes.

## 5. MONITORING AND EVALUATING DEVELOPMENT

In order to ensure that AHA-MK has achieved its aims and objectives for 2015-18, we will need to undertake regular monitoring. The executive group will monitor progress quarterly and report to members

as appropriate. The monitoring and reporting will be informed by and charted against the end of year milestones in the Action Plan. Milestones will be reviewed annually and updated as necessary.

The Business Plan and Action Plan 2015-2018 will form a part of AHA-MK's future applications for its Milton Keynes Council grant, and will be monitored by the Council's Arts Development Officer. When AHA-MK receives grant funding to deliver projects, it will usually be required to undertake additional evaluation and monitoring in order to report back to the funding body. This will also help profile AHA-MK's achievements and case studies.

## 6. ACTION PLAN

Objective	Ref	Action	Milestones			Partners	Funding
			By April 2016	By April 2017	By April 2018		
<b>Represent</b>							
Facilitate the creative thinking, political will and physical and intangible infrastructure required to work towards MK50 and a European Capital of Culture 2023 bid	R1a	Provide the impetus for discussion and creative thinking required to develop projects and activities for MK50 and ECoC	<i>Deliver 4 speaker / workshop sessions re: MK50</i>	<i>MK50 ideas and activities agreed &amp; being delivered</i>	<i>Address lessons learnt and disseminate via Forums etc</i>	Members	Core or Voluntary
	R1b	Undertake a skills development project to ensure we have a workforce that can deliver MK50 and ECoC successfully	<i>Undertake skills audit and establish gaps in knowledge / ability</i>	<i>Develop project that seeks to address shortcomings</i>	<i>Delivery of skills development project underway</i>	To be agreed	Old Possums / Idlewild?
	R1c	Develop a collaborative project that brings members together to enable MK to celebrate MK50 through arts and heritage	<i>Develop collaborative project</i>	<i>Delivery of collaborative MK50 project underway</i>	<i>Evaluation of collaborative MK50 project and sharing of lessons learned</i>	Members	ACE / Rothschild's Foundation ?
Represent the needs and wishes of the sector by liaison with key strategic bodies and collation and submission of consultation responses	R2a	Input to relevant local, regional and national strategies through ongoing consultation	<i>Input to strategies and consultations as they arise</i>	<i>Input to strategies and consultations as they arise</i>	<i>Input to strategies and consultations as they arise</i>	Executive	Core or Voluntary
	R2b	Communicate member successes and achievements within the membership, to Milton Keynes Council and other opinion formers	<i>Ad hoc meetings between members of Exec Group and opinion formers</i>			Executive	Core or Voluntary
	R2c	Work to attract or promote a major arts/heritage seminar/conference to MK	<i>Work with MKC and DMK to identify opportunities and develop offer</i>	<i>Secure arts/heritage conference for 2017</i>	<i>Evaluate success and impact</i>	DMK / MKC	Core or Voluntary
Develop the governance of AHA-MK in its new situation as a Charitable Incorporated Organisation	R3a	Initiate quarterly trustee meetings and develop relationship between Board, executive group and members	<i>Hold 4 Trustee meetings &amp; 1 Trustee event / reception</i>	<i>Hold 4 Trustee meetings &amp; 1 Trustee event / reception</i>	<i>Hold 4 Trustee meetings &amp; 1 Trustee event / reception</i>	Trustees	Core or Voluntary
	R3b	Identify any skills gaps in the Board and recruit up to two further trustees if required	<i>Undertake skills audit of Board of Trustees</i>	<i>Recruit additional Trustees if required</i>	-	Trustees	Core or Voluntary
	R3c	Develop a briefing programme for trustees, ensuring they are equipped with the information they need to advocate for AHA-MK	<i>Develop a Trustee induction pack, list of key stakeholders &amp; optional tour of orgs</i>	<i>Ensure any new Trustees are provided with full induction and Trustee pack</i>	-	Trustees	Core or Voluntary

Objective	Ref	Action	Milestones			Partners	Funding
<b>Promote</b>							
Develop the internal and external communications of AHA-MK to support promotion and advocacy for the sectors	P1a	Develop and initiate a Communications Plan for AHA-MK using appropriate communication methods	<i>Recruit consultant to develop Communications Plan with Exec Group</i>	<i>Communications Plan finalised and implemented</i>	<i>Evaluate success of Communications Plan and adapt as needed</i>	Executive	Aurelius Trust?
	P1b	Work with Destination Milton Keynes to promote the work of members as part of the city offer	<i>Explore opportunities to promote arts &amp; heritage with DMK</i>	-	-	DMK	Core or Voluntary
	P1c	Annually produce, publish and distribute a report advocating the role and strengths of AHA-MK membership to Milton Keynes Council and other opinion formers	<i>Collate member data annually &amp; disseminate widely via Annual Report</i>	<i>Collate member data annually and disseminate widely via Annual Report</i>	<i>Collate member data annually and disseminate widely via Annual Report</i>	Members	Core or Voluntary
Facilitate collaborative projects that achieve joint aims – working towards key events for Milton Keynes such as MK50 (2017) and bid for 2023 European Capital of Culture	P2a	Encourage arts/artists and heritage organisations to work together to produce activities and events, creating exciting projects and mutual benefits	<i>Provide inspirational speakers &amp; discussion sessions to develop projects</i>	<i>Provide inspirational speakers &amp; discussion sessions to develop projects</i>	<i>Provide inspirational speakers &amp; discussion sessions to develop projects</i>	Members	Core or Voluntary
	P2b	Facilitate planning and project development for MK50	<i>Continue to engage with the groups &amp; conversations around MK50 &amp; develop collaborative project</i>	<i>MK50 ideas and activities agreed &amp; being delivered</i>	<i>Evaluate project success and disseminate lessons learned</i>	Members	ACE / Garfield Weston?
	P2c	Contribute to the exploration of a bid for ECoC 2023	<i>Continue to engage with the groups &amp; conversations around ECoC</i>	<i>Support development of a programme and bid for ECoC (if agreed by Council)</i>	<i>Support development of a programme and bid for ECoC (if agreed by Council)</i>	Members	Core or Voluntary
<b>Develop</b>							
Explore opportunities for development of a Milton Keynes cultural leadership programme	D1a	Develop pilot short courses in key areas and evaluate take-up and participant responses	<i>Identify areas of need &amp; develop pilot short courses to address them</i>	<i>Deliver pilot short courses &amp; collate feedback to gauge value/success</i>	<i>Develop further programme of short courses if pilot successful</i>	Members	Old Possums / Marsh Christian / Coral Samuel?
	D1b	Work with external partners to bring relevant training to MK and to promote relevant training outside MK		<i>Identify possible training partners &amp; develop relationship</i>	<i>Pilot training in partnership with external partner</i>	Members	Old Possums / Marsh Christian / Coral Samuel?

Objective	Ref	Action	Milestones			Partners	Funding
	D1c	Begin discussions with potential higher education or sector training partners		Identify possible partners	Develop relationship with higher education partners	To be agreed	
Develop the quality of the services offered to members including online services and the Continuing Professional Development (CPD) programme	D2a	Deliver a themed programme of Forum sessions, working in partnership with members to book quality speakers	Develop a programme of themes & work with members to book inspiring speakers			Members	Core or Voluntary
	D2b	Explore projects that develop the capacity of organisations, their staff and graduates interested in joining the sector	Explore project to recruit digital media graduate trainee to work across members			Executive	ACE ?
	D2c	Provide networking/sharing opportunities through Forum format and 'spotlight' presentations	Provide 4 spotlight presentations a year	Provide 4 spotlight presentations a year	Provide 4 spotlight presentations a year	Members	Core or Voluntary
Continue to build on collaborative audience development efforts that extend diverse audiences and cultural well-being in MK	D3a	Complete MK Audiences project and ensure work continues after project ends	Deliver year two of MK Audiences project & evaluate	Explore further audience development projects		The Audience Agency	Foyle Foundation / Garfield Weston?
	D3b	Help to ensure that the cultural activities for MK50 reflect the rich cultural diversity of MK	Workshop session to discuss how best to develop cultural diversity in arts & heritage in MK	Develop project to meaningfully address diversity in arts & heritage	Deliver project to engage diverse audience and/or workforce	Members	Foyle Foundation / Garfield Weston?
	D3c	Draw on MK's rich cultural diversity in developing an ECoC bid		Understand and map how diverse cultures engaging in arts & heritage in MK	Ensure that MK's diverse population is represented in work towards ECoC	Members	Core or Voluntary
<b>Sustain</b>							
Sustain and grow AHA-MK as an independent voice for arts and heritage in Milton Keynes and beyond.	S1a	Enable the continued employment of AHA-MK's Programme Manager	Continue to fundraise to enable on-going employment of Programme Manager	Develop strategy to enable creation of Director post reducing reliance on volunteers	Implement strategy and fundraising to create Director post	Executive	Various
	S1b	Recruit paid graduate trainee to support AHA-MK projects	-	Ensure that project plans & budgets include graduate trainee role	Recruit graduate trainee to support projects on case by case basis	Executive	Various
	S1c	Secure funding to deliver elements of the Action Plan that are currently beyond AHA-MK capacity	Fundraise in line with Action Plan to enable delivery of projects	Fundraise in line with Action Plan to enable delivery of projects	Fundraise in line with Action Plan to enable delivery of projects	Executive	Various

## Glossary

ACE – Arts Council England	AHA-MK – Arts & Heritage Alliance Milton Keynes	DMK – Destination Milton Keynes
ECoC – European Capital of Culture	MK50 – Milton Keynes’ 50 <sup>th</sup> Anniversary	MKC – Milton Keynes Council
MKG – MK Gallery	TAA – The Audience Agency	