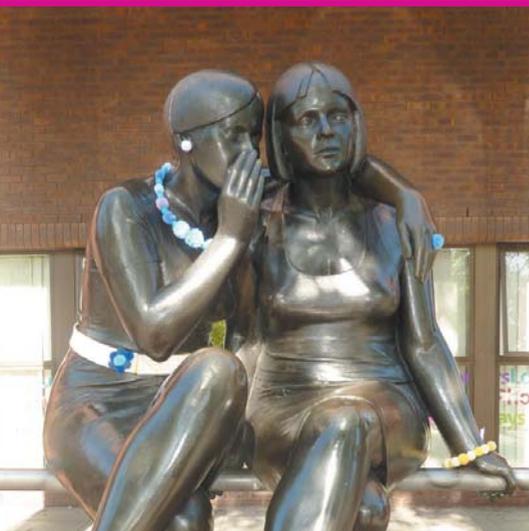


# Arts & Public Art Strategy

## 2014 – 2023



[www.milton-keynes.gov.uk/arts](http://www.milton-keynes.gov.uk/arts)



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Credits: Images on front cover from left to right:

1. 'The Whisper'; MK Fringe knit-hitters
2. MK Theatre Foyer Performances
3. The Venue; Lightworks by Rob Ollins
4. Inter-Action MK: Dancing in the Moonlight
5. Festive Road: Giants Parade
6. MK Arts Centre: Pottery Workshop

# 1. Introduction and Long-term Vision

The arts in Milton Keynes are integral to the city's success as a new town and place that welcomes and excites people to live, work and visit. The arts have been built into the fabric of Milton Keynes through the vision of the Milton Keynes Development Corporation which placed artists in communities, secured community buildings as arts venues and commissioned public art as development took place.

Over the ten years of this Strategy the arts need to strengthen and diversify to align with growth and ambition and to secure investment. This will enable Milton Keynes to be a leading cultural destination for World Class arts and public art.

Being recognised internationally for being 'World Class MK' through 'distinctive Arts and Heritage' is firmly reflected in Milton Keynes Council's Corporate Plan. This Strategy outlines how this can be achieved in partnership with key organisations and agencies. Partners in the arts, voluntary, public and private sectors are essential to the delivery of this ambitious Strategy. These partners are recognised within the Delivery Plan and have been identified through consultation.

*'Arts Council England has a history of supporting high quality cultural activity in Milton Keynes – both through investing in partnership with the Council in a range of National Portfolio Organisations and through Lottery-funded project activity and this work has clearly had a positive impact. We have been able to see in just one generation how the arts have helped to support a broad community and an image for a city, as a result of both the excellent artists and organisations in the area and the prominence Milton Keynes Council places on its cultural infrastructure.'*

Arts Council England, South East



MK Theatre Foyer Performances

In 2012 the arts sector experienced a major turning point when, after six years of strategic working, it secured significant investment from public, private and third sectors for a 'Summer of Culture', aligned with the 2012 Cultural Olympiad. This achievement was captured in an Economic Impact Study<sup>1</sup> and the recommendations point to a sector that continues to work together, creating high-quality, innovative work which offers inclusive opportunities with partnerships across the whole Borough of Milton Keynes.

*'New partnerships and a shared sense of direction; MK Summer of Culture has created opportunities for dialogue and collaboration between the city's cultural leaders, organisations and artists.'*

Pam Jarvis & Ian Parkes: Summer of Culture Economic Impact Study

The delivery plans for the previous Arts & Public Arts Strategies have, over the past six years (2007-2013), engaged 1.7 million people in events and activities, delivered through partnerships with 263 organisations and artists. These wide-ranging programmes of festivals, strategic development and public art programmes have generated more than £7 million of external funding.

Artists, arts organisations and project collaborators funded by Milton Keynes Council and other investors in the arts, such as Arts Council England and the MK Community Foundation, play an important role in delivering this Strategy. Additionally, the Arts & Heritage Alliance Milton Keynes (AHA-MK), a forum of 27 arts and heritage organisations supports strategic delivery through collective cultural programmes and projects for the public. In 2011/12 AHA-MK members jointly delivered 5,969 events to over one million people and created an annual turnover of £16m, which is a significant contributor to the local economy.



Inter-Action MK: Dancing in the Moonlight



Festive Road: Creative Consultation

<sup>1</sup> [http://www.milton-keynes.gov.uk/assets/attach/13012/Evaluation\\_of\\_the\\_Summer\\_Of\\_Culture-Executive\\_Summary\\_vFinal\\_3\\_with\\_images.pdf](http://www.milton-keynes.gov.uk/assets/attach/13012/Evaluation_of_the_Summer_Of_Culture-Executive_Summary_vFinal_3_with_images.pdf)

This Arts & Public Art Strategy responds to an evolving and growing sector and development of the city over ten years that will enable Milton Keynes to capitalise on its cultural offer. The Strategy will contribute towards the aspiration to bid for European Capital of Culture 2023 and creating a World Class Milton Keynes. The 10-year Delivery Plan (2014-2023) outlines this journey and will be monitored and reviewed annually by Milton Keynes Council.

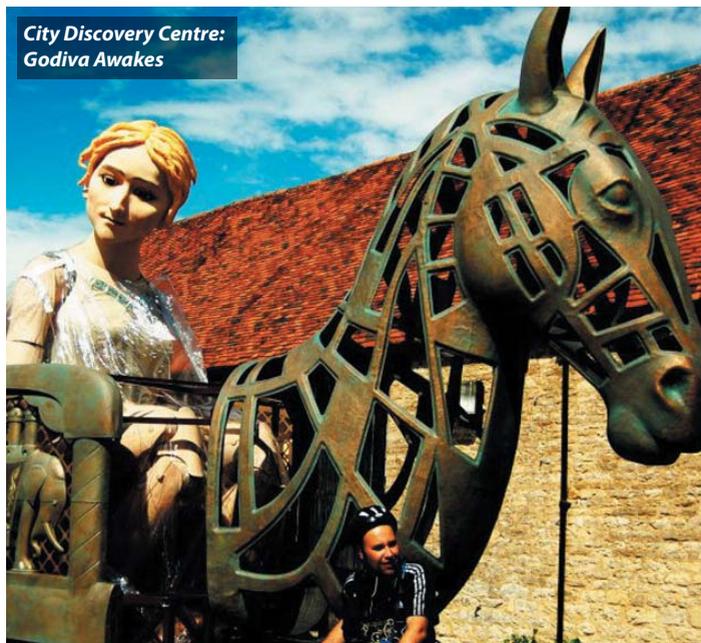
This Strategy will promote and further support the wealth of practising artists and arts organisations across the Borough that represent many different art forms including dance, visual arts, music, contemporary art, drama, poetry, design, craft, festival, carnival arts, digital media and sculpture.

## 1.1 Cultural Vision

This Strategy sits within a portfolio of strategies from within Milton Keynes Council, alongside the Heritage, Museums & Archives Strategy and the Sports & Active Recreation Strategy. Collectively they deliver to the strategic cultural statement and vision:

Milton Keynes Cultural Vision: ***'By 2023 we will be recognised as being World Class.'***

Milton Keynes Cultural Statement: ***'Culture in Milton Keynes is a term that means different things to different people. We believe that cultural participation is where people of all backgrounds come together with shared interests and passions. Together with the environment in which cultural activities take place, culture includes all the things that define our lives, connect our communities and represent the values we pass on to other generations.'***



## 1.2 Strategic Position

This Strategy will continue to ensure that ***'Milton Keynes flourishes with Artistic Energy.'***

The arts have a prominent position within Milton Keynes Council Corporate Plan<sup>2</sup>, particularly within the theme World Class MK: ***'Milton Keynes will be recognised internationally for its distinctive arts and heritage.'***

***'World Class – distinctive arts'*** can be achieved in many different ways through the quality of artworks, events, arts venues and artists, and through processes that create memorable and innovative engagement. World Class can be one particular element or strand, or a project or organisation in its entirety. This Strategy seeks to invest in and support World Class distinctive arts. It sets out the vision, programmes, events and projects that will raise the cultural profile of Milton Keynes and satisfy the needs and aspirations of a growing and diverse population.

*'Milton Keynes must again apply artistic thinking to its totality, not just its details. Artistic thinking could be the motor that creates distinctiveness and steers the future'*

Thomas Heatherwick:  
Artists and Public Space

The arts are represented within other key Milton Keynes Council strategic documents such as the Core Strategy, Local Plan, Local Investment Plan, Economic Strategy and Health & Wellbeing Strategy<sup>3</sup>, all of which feed into the Council's Corporate Plan.

Regionally, Milton Keynes is part of SEMLEP (South East Midlands Local Enterprise Partnership), which recognises the value of the Creative and Cultural Industries and the importance of culture to the visitor economy. This Strategy and the ten-year Delivery Plan contribute towards the delivery of the SEMLEP Business Plan through the 'Creative and Cultural Showcase Sector'

The SEMLEP Showcase Sector Review (May 2013), defines the creative industries as *"those industries that are based on individual creativity, skill and talent with the potential to create wealth and jobs through developing intellectual property."* This is seen as *'a vital theme for action within the SEMLEP area.'*

<sup>2</sup> <http://www.milton-keynes.gov.uk/your-council-and-elections/council-information-and-accounts/strategies-plans-and-policies/corporate-plan-2012-16>

<sup>3</sup> All MKC strategies can be accessed via [www.milton-keynes.gov.uk](http://www.milton-keynes.gov.uk)

The development and growth of arts in Milton Keynes has been underpinned by our national partner Arts Council England (ACE), whose mission is **'Great Art for Everyone'**. Through sharing this aspiration, Milton Keynes has established strong partnership project with ACE, including the International Festival, a major public art programme, investment in the development of capital projects, and programme funding for numerous organisations working collaboratively across the Borough. Arts Council England National Portfolio Organisations (NPOs) in Milton Keynes are currently The Stables and MK Gallery, which contribute greatly to artistic excellence, innovation and arts leadership whilst being important to the visitor economy, inward investment and the promotion of Milton Keynes as a place to live, work and visit.

### 1.3 Public Art Policy

Milton Keynes is recognised for its public art, collection, lead artists and active commissioning programme. Public art in Milton Keynes is when we **'invite the vision, creativity and skills of artists to engage people freely with place in a well-considered way.'**

Using the MK Tariff and Section 106 funding public art has benefitted from activating funds to deliver high quality and community engaged programmes.

The Council adopted a policy of **'Percent for Art'** in 1991. This policy encourages developers to allocate at least 1% of the capital costs (i.e. gross development costs) of their schemes towards public art.

The *Percent for Art in Schools* programme was launched in 2006 and eleven schools have benefited from artists and artwork being integrated into their new build programme. A recent survey of these schools identified that the Percent for Art programme had enabled the school to:

- Enrich and broaden the curriculum across many subject areas including history, geography, maths and science.
- Enhance the school environment by creating arts features that are used to promote, market and identify the school positively.
- Create a positive and attractive learning space that fosters creative learning, respect and care.
- Embed project legacies in the curriculum, as well as staff skills, confidence and experience, to continue to engage artists and integrate creativity.

This Strategy promotes the use of the *Percent for Art policy* across all developments in order to integrate creative thinking and solutions into growth and regeneration.



MK Gallery

### 1.4 Challenges

In order to achieve **'World Class – distinctive arts'** a number of challenges have been raised and will be addressed through the delivery of this Strategy.

We need to:

- Identify new sources of arts funding and a long-term commitment.
- Empower communities to further engage in and advocate for the arts.
- Challenge and change negative image and perceptions of Milton Keynes.
- Retain and attract the best creative practitioners to live and work in Milton Keynes.
- Support arts leadership and develop sector skills and capacity to grow.
- Develop the arts infrastructure to meet growth demands and opportunities.

### 1.5 Promise

This Arts & Public Art Strategy provides detail within the Delivery Plan of the projects that have been prioritised over the coming years. For Milton Keynes' arts and public art to flourish and drive artistic energy, they need to meet the aspirations of our current residents, visitors and expanding communities. To do this we will embed the following promises into the Delivery Plan and related strategic decisions.

Through the delivery of this Strategy we will:

- Offer diverse opportunities and activities representative of Milton Keynes' demography.
- Work across the Borough with established and new communities supporting growth and regeneration.
- Capitalise on opportunities to expand inward investment within the cultural sectors.
- Ensure culture supports healthy communities and cultural wellbeing.
- Support work that is inspiring and new, through a public art commitment to achieving excellence through exemplary projects.

## 2. Strategic Priorities

The Strategic Priorities provide the framework for the Delivery Plan. There are three priorities, each with two aims. These aims are also in the Sports & Active Recreation Strategy and the Heritage, Museums & Archives Strategy.

Consultation and sector engagement has informed the priorities and programme strands within these Strategies. In addition to growth analysis and desk-based research, the Summer of Culture Economic Impact Study<sup>4</sup> and the Vital Signs Survey have also played an important role in directing the priorities of the Strategy. Vital Signs MK is a national project which MK Community Foundation piloted in 2013. It brings together existing research and social data about Milton Keynes alongside community consultation to highlight strengths, map trends and identify areas for improvement, to help to identify and prioritise needs.<sup>5</sup>

Below are our priorities and aims with a summary of each programme strand which can be found in more detail in section 3.1.

### 2.1 Strategic Priority One: Enhance Identity

Identity is a key priority for a new city which is still establishing itself and seeking recognition for World Class arts and heritage. The people of Milton Keynes are proud of what has been achieved and are ambitious and visionary about its future. The identity of Milton Keynes needs to be celebrated and expanded to recognise the diversity of its people and place.

Aims:

#### a) People

To recognise our growing and diverse population, offering ways for people to be involved in, and supported by, the development of arts and public art:

- New artistic commissions and public art in Milton Keynes that engage new communities.
- Creative workspaces and studios for artists and creative industries.
- Embed arts delivery across the local authority to benefit the broader community.

*'The MK public seeks public art that comes from them (through local artists and local engagement), is about them, and fulfils their aspirations and needs.'*

MK Council Public Art Street Survey



#### b) Places

To invest in our existing arts infrastructure – public art collection, arts centres, gallery, theatre – whilst identifying and creating new arts facilities. Such provision will ensure that the Milton Keynes cultural offer grows and celebrates its sense of place:

- Be recognised as a City of Design as part of the United Nations Educational Scientific and Cultural Organisation (UNESCO) Creative Cities Programme.
- Position Milton Keynes to bid for European Capital of Culture 2023.
- Secure the future of arts and the public art collection in Milton Keynes.

*'High quality, sustainable and well-located arts and museum facilities are an essential component of sustainable communities. Arts Council England... wishes to ensure that the needs of arts and museums are taken more fully into account in the planning of new development and in regeneration.'*

Arts Council England: Arts, museums and new development: a standard charge approach

### 2.2 Strategic Priority Two: Increase Opportunities

The arts offer a broad range of creative opportunities, for audience members, active participants and practitioners. It has the ability to bring people and communities together, to support learning and to expand the creative experiences of a growing population.

Aims:

#### c) Community

To enable communities to experience, engage and participate in creative activities and opportunities at a range of levels:

- Enable meaningful volunteering opportunities.
- Use the digital medium and media to drive up audience engagement.
- Develop schemes which directly increase the numbers of audience experiences.

*'I feel very lucky that it was so easy for me to find volunteering opportunities... the routine is motivating, when you have a volunteer role you've got to get up, get out... because they rely on you. It keeps you healthy.'*

BIG Lottery: Well-being: the impact of volunteering

<sup>4</sup> [http://www.milton-keynes.gov.uk/assets/attach/13012/Evaluation\\_of\\_the\\_Summer\\_Of\\_Culture-Executive\\_Summary\\_vFinal\\_3\\_with\\_images.pdf](http://www.milton-keynes.gov.uk/assets/attach/13012/Evaluation_of_the_Summer_Of_Culture-Executive_Summary_vFinal_3_with_images.pdf)

<sup>5</sup> <http://mkcommunityfoundation.co.uk>

**d) Learning**

To provide opportunities which support formal and informal learning through the arts, enabling everyone to expand and develop their creative knowledge and skills:

- Training and development for artists and the arts sector to promote innovation, career progression and excellence.
- Engage the business sector in mutually beneficial projects.
- Work with the formal and informal education sector to build engagement with arts and public art.

*'... Learning through arts and culture improves attainment across many other aspects of the school curriculum and has a wealth of other beneficial impacts on young people.'*

Arts Council England: The value of arts and culture to people and society: an evidence review

**2.3 Strategic Priority Three: Celebrate**

We will create events that make people proud of Milton Keynes as well as encourage people to visit our Borough. Using the arts to celebrate Milton Keynes is a key priority for the Arts & Public Art Strategy.

**e) Events**

To support events through the arts, which celebrate Milton Keynes' identity, diversity, achievements and cultural offer:

- Raise the profile of arts and public arts in Milton Keynes through quality commissions and events.
- Support accessible but high quality arts festivals.
- Mark key milestones in Milton Keynes' future through cultural activities – leading towards 2023.

*'Arts and cultural festivals in Milton Keynes help bring communities together.'*

Milton Keynes Vital Signs Survey 2013



**f) Communications**

To share and profile the creativity, skills and achievements taking place in Milton Keynes regionally, nationally and internationally:

- Further recognition for the role that the arts and public art play in the local economy through the provision of jobs, training, visitor-spend, inward investment, tourism, profile raising, marketing material and positive media.
- Create stronger arts communication messages to build awareness of the arts in Milton Keynes.
- Link with national and regional partners to keep Milton Keynes networked with strategically important partners.

*'The International Festival 2012 secured press interest & coverage to the value of £1m.'*

IF 2012 Evaluation



## 3. Delivery

Whilst Milton Keynes Council is the owner of this Strategy and often the initiator of projects, delivery is always in partnership with other organisations and agencies, both within Milton Keynes and regionally.

Aspects of the Strategy and Delivery Plan will be initiated and led by Milton Keynes Council Officers who will take a strategic and enabling role. However, a significant part of the delivery will be undertaken jointly with Council Officers working with partner organisations, communities, artists and consortia. This is because partners hold the delivery expertise, and have the direct engagement with third parties providing opportunities to audiences and users directly via well-established venues and / or services. Officers therefore support best practice, provide impartial and specialist advice, capacity building, advocacy, fundraising and brokerage to ensure public benefit.

An **annual review** detailing delivery against the Delivery Plan will be produced by council officers leading to a mid-term five year review of the Strategy and Delivery Plan.

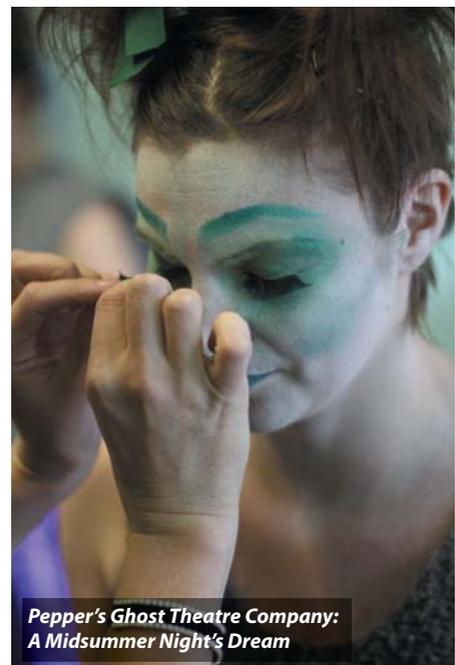
The Delivery Plan is not core funded but will be achieved by Milton Keynes Council and its partners securing inward investment through a number of routes. Previous programmes have had substantial investment by Arts Council England, developer contributions [Section 106 & MK Tariff] and Milton Keynes Council. This Strategy's 'Arts Consortium' strand of the Delivery Plan includes actions to source alternative investment.

### 3.1 Sector Leadership

As Milton Keynes approaches its 50th year the arts sector has already matured to offer diversity, regular audiences and artistic excellence. But arts leadership, specialist training and career progression is still under-developed and this is challenging. This Strategy seeks to identify talent, grow skills and promote exemplary creative individuals and organisations. This shall be addressed through the Sector Development Programme.



Festive Road Giants Parade



Pepper's Ghost Theatre Company:  
A Midsummer Night's Dream

## 3.2 Delivery Plan 2014 - 2023

Strategic Priority 1: ENHANCE IDENTITY				2014-2016	2017-2019	2020-2023
Aim A: People						
Programme	Stakeholders	Outcomes	Projects/Outputs			
<b>i. Sector Development</b>	AHA-MK, Arts Council England, Artsworld SE Bridge Organisation, MK Council, National Portfolio Organisations (NPOs), SEMLEP, Universities, Colleges and training providers from across the region	Leadership and excellent career opportunities for arts professionals	<b>a) Training</b> – develop tailored training for the sector with University and college partners and other training providers to develop skills for artists, arts leaders, curators and events managers – assessing new needs	x	x	
			<b>b) Organisational Funding</b> – identify new sources of arts funding available to MK arts organisations, artists and creative industries that promote innovation and excellence, World Class activities and distinction	x		
			<b>c) Volunteer and Placements</b> – seek to encourage exemplary arts organisations and innovation leaders to teach work-based skills and transfer their knowledge to graduates, students, mentees and volunteers	x	x	x
<b>ii. Artist Development</b>	AHA-MK, Arts Central, Festive Road, Inter-Action MK, Midsummer Place, MK Arts Centre, MK Bowl, MK Council, MK Dons, MK Gallery, thecentre:mk, Westbury Arts Centre & Xscape	Support, training, workspaces and networks for artists in MK, the creative and cultural industries that attract more creative and cultural industries that attract more creative practitioners to live and work in MK.	<b>a) Made in MK</b> – an annual opportunity for MK-based artists to work together, exhibit and create new work; building the number of participants and audiences	x	x	x
			<b>b) Studios and Creative Hubs</b> – dedicated workspaces for artists and creative industries to develop their practice and contribute to the artistic fabric of Milton Keynes. Working to connect spaces offered through Arts Central, MK Arts Centre, Inter-Action MK, Festive Road, Westbury Arts Centre and others			x
			<b>c) Commercial and Creative</b> – support both commercial organisations and artists to expand their practice and create commissioning opportunities within the public realm, including shopping centres, businesses and major leisure providers			x
<b>iii. Arts Commissioning</b>	AHA-MK, Arts Council England, Canals & Rivers Trust, MK Council, Developers, MK Community Foundation, MK Development Partnership, MK Gallery, MK Hospital, On The Verge, Parish Councils, Public Arts Trust MK, The Parks Trust, The Stables, thecentre:mk, The Open University; Town & Parish Councils	New and innovative arts commissions of both temporary and permanent artist-led works that promote excellence, experimentation and engagement.	<b>a) Experimentation</b> – secure funding to enable organisations and artists in MK to experiment and take creative risks as well as attracting World Class talent through exchange programmes	x	x	x
			<b>b) New Communities</b> – create and implement public art plans for new/emerging communities; creating interactions between artists, people and place. Connecting new development with established neighbouring areas i.e. Pass the Parcel in Broughton and the Western Expansion Area	x	x	x
			<b>c) Public Art Collection</b> – commission artists to engage with and re-interpret the existing public art collection, commission digital/virtual methods for viewing the range of artworks, and promote the significance of the public art as a nationally important contemporary collection		x	x

## Strategic Priority 1: ENHANCE IDENTITY

### Aim A: People

Programme	Stakeholders	Outcomes	Projects/Outputs	2014-2016	2017-2019	2020-2023
<b>iv. Integrating Arts</b>	Arts for Health, Age UK, Children's Services, Health and Wellbeing Board, MK Community Foundation, MK Council, MK Dons SET, MK Hospital	Arts and creativity is embedded into non-arts agendas heritage, sports, libraries, education, adult social care and other sectors - with more evidence of the impact the arts has on health and wellbeing.	<b>a) Discover MK Showcase [Heritage]</b> – build arts into the Heritage Showcases and associated exhibitions to reach broader audiences	x		
			<b>b) Digitalis</b> – deliver an 18-month digital arts programme across Milton Keynes libraries to increase and diversify audiences and promote commissioning	x		
			<b>c) Public Art/Heritage Projects</b> – engage established communities with neighbouring development to consider how they might profile their heritage through public art		x	
			<b>d) Arts and Wellbeing</b> – ensuring arts are integrated into wider health and well-being agendas, including the Local Offer, Arts on Prescription, Sports activities and major city events	x	x	x

### Aim B: Places

Programme	Stakeholders	Outcomes	Projects/Outputs	2014-2016	2017-2019	2020-2023
<b>i. Capitalising on Culture</b>	Arts Sector MK Council, To be developed to include wide range of active stakeholders.	Raised profile of MK and strengthened partnerships through the process of developing a European Capital of Culture bid.	<b>a) European Capital of Culture</b> – Establish suitable leadership that will galvanise partners to lead a focused cultural programme, secure inward investment, implement an agreed bid-writing plan and ensure a meaningful legacy at all stages	x	x	x
<b>ii. MK: City of Design</b>	Destination MK, MK Council, MK Development Partnership, MK Gallery, On The Verge, The Parks Trust and Lead artists,	International recognition of the unique design principles of Milton Keynes that inform modern, innovative and creative design city including the importance of CMK, architecture, regeneration and the use of lead artists.	<b>a) Architecture &amp; Design MK</b> – create an internationally important art, design/urban design and architecture festival in Milton Keynes celebrating collaborations between architects and artists across the city including growth areas and regeneration projects		x	x
			<b>b) Campbell Park Commissions</b> – invest in creative thinking to refresh the 10-year public art plan for Campbell Park commissioning a strategic programme of international artist commissions that build a collection and establish the reputation of Campbell Park as a visitor destination	x	x	x
			<b>c) Midsummer Boulevard</b> – develop public art for Station Square and Midsummer Boulevard taking forwards the visions by artist/curators Thomas Heatherwick and Michael Pinsky and the importance of curating/creatively interpreting the Portes Cochere	x	x	

Aim B: Places Continued...				2014-2016	2017-2019	2020-2023
Programme	Stakeholders	Outcomes	Projects/Outputs			
<b>iii. Cultural Endowment/ Fund</b>	Arts Council England Business Sector, MK Council, Public Arts Trust, The Parks Trust, Town & Parish Councils.	An endowment or similar long-term fund is secured, which can support the future of the arts in MK, responding to the changing investment focus by MK Council and other public bodies	<b>a) Biblio-Tech</b> – bring together libraries, archive and creative industries through co-location/delivery and a central resource		x	x
			<b>b) Arts Fund</b> – to work in partnership to develop a long-term and sustainable fund that will enable arts development and seed funding for strategic/major projects	x		
			<b>c) Developer Investment</b> – support continued negotiations for arts [including public art] developer contributions through Community Infrastructure Levy [CIL], Tariff, S106 and profile within planning documents and Neighbourhood Planning Frameworks		x	
			<b>d) Public Art Care Plan</b> – secure the future of the public art collection through the development of care, acquisition and disposal policies; and the custodianship	x		
			<b>e) Arts Asset</b> – analyse the arts property portfolio to identify opportunities for a cultural trust to be established to safeguard arts buildings and arts service delivery	x		
<b>iv. Cultural Infrastructure</b>	Arts Council England, Cenotaph Trust, Festive Road, Independent Cinema, Inter-Action MK, MK Arts Centre, MK Collection, MK Council, MK Gallery, The Parks Trust, The Stables, The Venue, Westbury Arts Centre,	Arts Organisations and audiences grow in line with MK, and creative programmes diversify to promote World Class and Internationalism.	<b>a) MK Gallery Expansion</b> – a flagship organisation for contemporary visual arts and education, important for the visitor economy and to promote World Class programmes. Requires a major capital development programme that will engage more audiences, create a visitor destination, and broaden programmes to support business sustainability	x		
			<b>b) The Stables</b> – to support the capital project and programme development for The Stables to create more educational and performance space for World Class programmes	x		
			<b>c) Inter-Action MK</b> – a vital arts resource for community engagement, artist-led courses, workshops and exhibitions. To share the site and heritage resource locally through events and the development of the riding stables as creative studios	x		
			<b>d) Independent Cinema MK</b> – for this organisation to secure a building/venue dedicated to independent cinema in Milton Keynes	x	x	
			<b>e) MK Rose</b> – completion of phase 2 for this major artwork by Gordon Young that commemorates and celebrates important events and stories for the people of Milton Keynes. To promote an ongoing animation and development programmes	x		
			<b>f) Two Mile Meet Point</b> – explore partnerships to develop Two Mile Ash Farm as an artist-led space which welcomes international artists, initiatives and exchanges		x	
			<b>g) Westbury Arts Centre</b> – strategic development for the growing Western community that will engage residents and visitors in both arts and heritage. Providing a much needed venue for creative industries to cluster, for critical debate to take place, and to promote design excellence, innovation and conservation through socially engaged practice	x	x	

Aim B: Places Continued...				2014-2016	2017-2019	2020-2023
Programme	Stakeholders	Outcomes	Projects/Outputs			
iv. Cultural Infrastructure Continued...			<b>h) Milton Keynes Arts Centre</b> – centre for craft and design promotes local/regional and international creative practitioners requires a redevelopment of the Radcliffe Building to engage more audiences and support business sustainability and excellence	x		
			<b>i) Festive Road</b> – for cultural vibrancy and public engagement this organisation designs and delivers world-class carnival, festival and artist development across the UK. Based in MK, they require a flexible works space/resource to grow with their International work		x	
			<b>j) Venues and Spaces</b> – identify and develop small and medium-sized venues and spaces for arts, performance and the creative and cultural industries, through an audit and action plan encouraging talented practitioners, and to engage audiences in exciting spaces		x	x

## Strategic Priority 2: INCREASE OPPORTUNITIES

Aim C: Community				2014-2016	2017-2019	2020-2023
Programme	Stakeholders	Outcomes	Projects/Outputs			
i. Active Audiences	AHA-MK, MK Council	Greater knowledge and benefits for arts audiences to engage with and connect to programmes/organisations across sectors including sports, heritage and libraries.	<b>a) Arts and Heritage Audience Cluster</b> – for the cultural sector to work with The Audience Agency to better understand audiences, their needs and the barriers to participation	x		
			<b>b) Culture Card/App</b> – roll out a Culture Card across Sports, Arts and Libraries to create bespoke opportunities for MK residents, track audience engagement across sectors, and identify possible cross-overs		x	
			<b>c) Arts in Libraries</b> – embed arts opportunities within the library context to diversify and build audiences, promote poetry, literature development and the spoken word		x	
ii. Communities of Virtual Interest [CIVI]	AHA-MK, Arts Gateway MK, Arts Sector, MK Council, Public Arts Trust MK	New and digital technologies better utilised to engage audiences and promote debate about arts in Milton Keynes. On-line mechanisms are utilised for fundraising and securing alternative income	<b>a) Social Media</b> – to encourage all partner arts organisations to roll out social media campaigns with coordinated mutual sharing of each other's posts – debate issues around arts and public arts	x		
			<b>b) Arts Sector Website</b> – develop the online resource for MK arts events and news, which is responsive to changing trends and needs		x	
			<b>c) Online database</b> – a database of practitioners, facilities and public art in Milton Keynes to enable easier public engagement with the arts		x	
iii. Volunteering	AHA-MK, Community Action MK [volunteer centre],	Coordinated opportunities for volunteers in the arts by developing a central sign-posting system that manages the processes for organisations.	<b>a) Central Cultural Volunteer Hub</b> – centralise volunteering across arts and heritage to enable easier recruitment and retention		x	
			<b>b) Corporate Volunteering</b> – create fit-for-purpose cultural volunteering days and opportunities		x	x
			<b>c) Board Development</b> – undertake audits of current boards, identifying gaps and development opportunities to ensure strong boards are in place across the sector	x		
			<b>d) Public Art Advisory Board</b> – establish a specialist advisory panel to advocate for public art commissioning		x	

Aim D: Learning				2014-2016	2017-2019	2020-2023
Programme	Stakeholders	Outcomes	Projects/Outputs			
<b>i. Arts Consortium</b>	AHA-MK, Arts Council England, Festival Fringe, Festive Road Independent Cinema MK, InterAction MK, Islamic Arts Heritage & Culture Group, MK Council	Strategic arts organisations build skills, capacity, inward investment, leadership and aspiration as part of the 'Catalyst' programme	<b>a) Arts Consortium</b> – establish an arts consortium with the joint aspiration to grow, develop and become sector leaders, increasing the quality of arts delivery	x		
			<b>b) CPD programme</b> – develop arts leaders and boards through an up-skilling and development programme, to be continued after the Catalyst project ends		x	
			<b>c) Fundraising Development</b> – with the sector, identify alternative routes for project and core funding	x		
<b>ii. Business Sector</b>	Arts Central, Arts Consortium, MK Council, MK Development Partnership, SEMLEP, Shopping Centres, The Open University	Stronger arts and business partnerships and long-term development of mutually beneficial projects	<b>a) Creative Industries</b> – support the creative industries in MK through sub-regional working and business development support		x	
			<b>b) Landowners</b> – bridge the landowner/artist gap through facilitated discussions to enable better programming of public and commercial spaces	x		
			<b>c) Business Partnerships</b> - work with business as investors to support long-term and one-off arts projects both intellectually and financially		x	
<b>iii. Arts Education</b>	Artswork SE Bridge Organisation, MK City Orchestra, MK Creative Learning Network, MK Music Service/Hub, University Campus MK, MK Schools	Creation of opportunities for the arts as an educational tool through formal and informal learning.	<b>a) Music Hub</b> – to formalise the Hub to create audience-focused work with real benefit to the users, creating a stronger musical offer in MK	x		
			<b>b) Learning by Doing</b> – public art programme to commission artwork for schools as well as showcasing and profiling the existing schools public art collections.	x	x	x
			<b>c) Artsmark and Arts Award</b> – support for schools and individuals to get engaged in major arts programmes through working in collaboration with MK based arts organisations			x
			<b>d) Higher and Further Education</b> – work in partnership with educators to create strong arts-based courses to attract, retain and develop learners		x	

## Strategic Priority 3: CELEBRATE

Aim E: Events				2014-2016	2017-2019	2020-2023
Programme	Stakeholders	Outcomes	Projects/Outputs			
<b>i. Cultural Excellence</b>	AHA-MK, Arts Council England, Arts Sector, Destination MK, MK Council, SEMLEP, The Open University	Milton Keynes is recognised for having and developing World Class arts, organisations and commissioning.	<b>a) Director Programme</b> – building cultural leaders and curators for the future, competing at an international level and able to deliver World Class programmes		x	x
			<b>b) Academic Research Programme</b> – University-led academic research that facilitates links between MK and other European cities	x	x	x
			<b>c) World Class Commissioning</b> – developing partnerships to work together towards a programme of innovative World Class commissions and projects building up to and during the Capital of Culture/2023	x	x	x
<b>ii. International Invitation</b>	AHA-MK, Arts Council England, Arts Gateway MK, Festival Fringe, Festive Road, Islamic Arts Heritage & Culture Group, MK Arts Centre, MK City Orchestra, MK Dons SET, MK International Festival, On The Verge, The Open University, SEMLEP, The Stables	International recognition for high profile events connecting global communities with Milton Keynes and exchanging excellence.	<b>a) MK: IF Biennale</b> – develop and grow this World Class festival bringing international artists and audiences to MK. Vital to the visitor economy and economic development, this festival needs to broaden its funding sources to secure a long-term presence	x	x	x
			<b>b) Parades, Festivals and Events</b> – supporting the development of events and cultural exchanges such as: MK International Festival; MK Festival Fringe, Arts and Culture Festival, film festivals, Dance Festival, World Picnic, International Sporting Events including Rugby World Cup 2015	x	x	x
			<b>c) MK @ 50</b> – commission a programme of World Class arts interventions that celebrate Milton Keynes' 50th anniversary in 2017 and other major organisations reaching 50 including the Open University in 2019. To nurture connections with a gap year programme around the IF Biennale			x
			<b>d) WWI Centenary 2014 – 2018:</b> ensuring the lives and significant stories of people from MK are nationally commemorated and celebrated	x		

Aim F: Communications				2014-2016	2017-2019	2020-2023
Programme	Stakeholders	Outcomes	Projects/Outputs			
<b>i. Cultural Tourism</b>	AHA-MK Destination MK, MK Council, SEMLEP	Arts feature as a key tourism component through the Destination Management Plan and there is appropriate signage [physical and virtual] across MK and the South East Midlands	<b>a) Destination Management Plan (DMP)</b> – position the arts within the tourism plan for MK and support delivery of arts related actions alongside broader package of attractions	x		
			<b>b) Brown Signage</b> – create clear signage to arts centres/facilities through tourism 'brown signs'		x	
			<b>c) Trails and Art interpretation</b> – build on the Arts Guide to offer greater artistic explorations around the city using our public art and venues	x		

Aim F: Communications Continued...				2014-2016	2017-2019	2020-2023
Programme	Stakeholders	Outcomes	Projects/Outputs			
<b>ii. Advocacy and Profile Raising</b>	AHA-MK, Arts Gateway MK, Destination MK, MK Council,	Supporting the vision and Delivery Plan of this Strategy by ensuring that MK arts and public arts are represented on a regional and national level, using case studies and research to demonstrate value.	<b>a) Demonstrating Impact</b> – using sector case studies to communicate how MK exemplifies World Class arts and public art	x	x	x
			<b>b) Arts Ambassadors</b> – developing a scheme of arts ambassadors who will raise the profile of the arts and public art sector across all agendas			x
			<b>c) Arts and Public Art in Policy</b> – ensuring that the Arts and Public Arts Strategy informs local delivery, planning policy local plans, other MK Council Strategies and the business plans of key regional and national bodies such as: Arts Council England and SEMLEP	x	x	x
<b>iii. Regional Networks</b>	AHA-MK, Arts Council England, MK Council, SEMLEP	New networks of national importance are developed and maintained, placing MK on a new footing with external organisations and regional/ national partners.	<b>a) Arts Council England</b> – working with this national partner to position MK as a leading arts city which can compete nationally for projects and funding	x	x	x
			<b>b) Arts Development UK</b> – networking regionally, to externally celebrate the success of the arts in MK and to up-skill the local authority in its delivery of arts development	x	x	x
			<b>c) Arts &amp; Heritage Alliance</b> – to develop and further support this independent forum, to bring external partners into MK for peer-to-peer learning and to advocate for the arts	x	x	x
			<b>d) South East Midlands</b> – ensuring the arts plays a pivotal role in the plans, partnerships, networks and funding bids across the SEMLEP region	x	x	x
<b>iv. Engage, Brand and Promote</b>	AHA-MK, Arts Gateway MK, Destination MK MK Arts Centre, MK Council, Public Arts Trust MK,	Interest and investment in the arts increases through strong clear sector branding, consistent and persistent communications.	<b>a) Networking</b> – create and profile high quality and meaningful networking opportunities for creative individuals and groups			x
			<b>b) Promotion</b> – celebrate the arts through print, social media and networks to create clarity of offer and increased audience engagement	x		
			<b>c) Brand</b> – building on the success of 'Amazing MK', create strong brand markers for the arts in MK and use them collectively	x		
			<b>d) Independent Fanzine</b> – support the development and promotion of an independent fanzine for the arts in Milton Keynes (print or digital)	x		

**Milton Keynes Council**

The Arts, Heritage and Libraries Team  
Saxon Court  
Avebury Boulevard  
Milton Keynes MK9 3HS

T 01908 253884

E [arts@milton-keynes.gov.uk](mailto:arts@milton-keynes.gov.uk)W [www.milton-keynes.gov.uk/arts](http://www.milton-keynes.gov.uk/arts)