



Strategic Plan 2018

Building a **resilient**, creative,
inclusive and philanthropic
community

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Introduction

Milton Keynes Community Foundation has been working in the borough for over 30 years to support and grow the Voluntary, Community and Cultural Sector (VCCS). Our Strategic Goal is to build a resilient, creative, inclusive and philanthropic community.

We will do this through supporting the VCCS, inspiring philanthropy^{*1} across our city and providing leadership in the sector, as well as fully engaging in the city building institutions and projects of Milton Keynes.

This strategy has ambitious targets and sets out a comprehensive range of activities and programmes which we plan to deliver for the sector over the next five years. The key to our success will be the close partnership working which underpins all that we do. MK Community Foundation is primarily a grant-giving philanthropy organisation. However, we also manage a wide range of community facilities, buildings and, working with and through partner VCCS organisations, we develop new facilities on our extensive community land sites across the borough of Milton Keynes.

A community of diversity

We work in all communities, both rural and city and across the vibrant rich diversity of cultural groups and organisations. In the 2011 census, 26.1% of the people living in Milton Keynes said they were from a black and minority ethnic (BME) group in comparison with 13.2% in 2005. This is a very significant increase and one of the city's strengths. In 2015, 40.3% of the students enrolled in the city's mainstream school population were from a BME family compared with 20.7% in 2005. About 41% of children in reception classes are from a BME family. We seek through this plan to active a "step-change" in our engagement with BME groups and projects to reflect the changing diversity of our community.

The city was created with a commitment to inclusive growth^{*2} and MK Community Foundation strongly supports this. MK Community Foundation exists to promote charitable purposes for the benefit of the community, individuals and groups in the borough of Milton Keynes. We are governed by a Board of Trustees who are elected by our members. We seek to encourage citizens from all our communities to join us as members to create a real sense of ownership.

Over the next five years we will deliver a step change in the resilience of our sector by supporting our VCCS and inspiring individuals and companies to embrace and engage in philanthropic giving.

During this time we will seek to establish new funds in response to community needs and priorities identified through our annual Vital Signs research. In this way we seek to enhance and deepen our role as philanthropy advisors so that the investment from donors delivers significant positive community impact.

^{*1} Philanthropy: 1. The love of humanity 2. The desire to promote the welfare of others, expressed especially by the donation of money to good causes.

^{*2} commitment to inclusive growth - According to the OECD, "Inclusive Growth is economic growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society."

Foundation Definition

Our Vision is for a thriving Milton Keynes where everyone is contributing to their community

Our Mission is to connect people with resources, skills and ideas to enrich lives and create positive growth for Milton Keynes. We achieve our mission through three themes of:

Supporting ~ Inspiring ~ Leading

- **Supporting**
To **support** the growth and development of our voluntary community and cultural sector
- **Inspiring**
To **inspire** giving to our communities through philanthropy and other social action
- **Leading**
To take a **lead** in connecting and growing sustainable communities

Our Value Statements

- A diverse, vibrant, well supported voluntary, community and cultural sector is the key to any thriving community.
- All communities benefit from effective connections between sectors - business, public, community and cultural.
- Everyone's contribution matters and should be valued and encouraged.
- Fairness, diversity and equality of access are the basic foundations of every community.
- The needs of today should be balanced with the need to invest for the future.
- Openness, transparency and accountability are the bedrock for building a sense of community ownership and belonging.

Needs - We are aware of the ever changing needs and issues to which our work must respond:

- VCCS is under threat as core funding is disappearing and MK Council is increasingly forced to focus only on statutory obligations.
- Sustainability is a key issue, with little head-space in the sector for strategic thinking and innovation.
- The significant benefit for the VCCS of introducing new models of effective, creative, innovative partnership working such as sharing resources / back office services and through collaborative working.
- The positive impact of the VCCS is not expressed or valued, in part because the VCCS voice is muted and governance is weak in places.
- Mental health is a growing issue, both locally and nationally.
- The borough's diversity and demographic is changing rapidly; this creates significant opportunities.
- MK is growing at a rapid pace. In this landscape, place-making for social integration must be at the core.
- There is limited engagement between the Community Foundation and the majority of MK citizens, particularly young people, in part because our "offer" is complex and sometimes unclear.
- The City's need for more significant vibrant development land and buildings for community and cultural use.

- The Oxford/MK/Cambridge Arc is a national focus for future development but, paradoxically MK is not yet attracting appropriate levels of regional/ national funding.

Our Strategic Goal over the next five years is to build a resilient, creative, inclusive and philanthropic community.

Our Outcomes

1. A sustainable, resilient, confident and creative VCCS
2. An actively philanthropic Milton Keynes community
3. An effective and appropriately resourced VCCS and MK Community Foundation

In five years-time our impact will be:

A resilient, thriving, active and energetic community.

Strategic Priorities 2018 – 2023

Methodology

The Community Foundation, in seeking to **support, inspire** and **lead**. We must ensure the projects and activities that we support and fund, are resilient and deliver enduring **positive community impact**. To this end we have adopted the recognized concept of *Theory of Change*.*

A *Theory of Change* is a tool that shows a charity's path from needs, to activities, to outcomes, to impact. It describes the change you want to make and the steps involved in making that change happen. The *Theory of Change* also includes the assumptions that lie behind your reasoning and where possible, these assumptions are backed up by evidence.

Activity Plans

Supporting

Outcome: A sustainable, resilient, confident and creative VCCS

- Achieved through: collaboration and sector support
 - At least [3] projects per year delivered in partnership with VCCS.
 - At least [4] training or Continuous Personal Development (CPD) sessions delivered per year by and for VCCS.
 - A new sustainability mentoring/support framework.
 - Research into models for sharing operational resources.

- Achieved through: property and land development
 - A new MKCF property and land strategy and implementation.
 - Review of a VCCS hub requirements in Central MK (CMK) that stimulates partnership and inclusion in the Property Strategy.
 - Community land development by MK Community Foundation and ongoing development thereafter [min of 1 development every 2 years].
 - Review of rent subsidy policy to align rent funding to impact delivery.

- Achieved through: diversification of funding options/streams
 - Increased and more diverse funding portfolio or offer.
 - Deliver new fundraising support programmes developed to help VCCS diversify and strengthen income streams.
 - Attracting new regional, national and international funding streams [2 per year].

- Achieved through: strong and effective evaluation methods
 - Creation and implementation of a new impact evaluation model to help VCCS promote its work - 'tool-kit' rolled out to others.
 - Creation and implementation of a new Community Foundation impact evaluation model to help promote the work of the Community Foundation.

**Theory of Change*: New Philanthropy Capital (NPC) .working with UK Community Foundation and several other leading grant making foundations. *Theory of Change* is a tool that shows a charity's path from needs to activities to outcomes to impact

Inspiring

Outcome: An actively philanthropic Milton Keynes community

- Achieved through: promoting philanthropic endeavour
 - Creation and launch of a new youth philanthropy programme [schools programme and individual young philanthropist programme, YP in membership/fund.
 - Development and launch of a new Community Foundation membership programme.
 - Development of a new member's programme of engagement events/activities [2 events per year, monthly e-news, 4 on-line engagement activities].
 - Deliver a range of communications, marketing, and events to engage existing and potential donors.

- Achieved through: business engagement campaign
 - Engagement with business forums and networking events [3 per month].
 - Launch new sponsorship offer to businesses for Community Foundation event/activities [1 per year].
 - Develop new small to medium enterprise (SME) engagement programme and launch.

- Achieved through: Vital Signs and other sector specific research
 - Vital Signs to promote local issues and to generate philanthropic responses [Vital Signs 3 yrs full publication and 2 mini reports in between].
 - Deliver new collaboration events to encourage joint responses, funding application around Vital Signs priorities [4 Vital Thinking events per year].
 - Regular commissioned sector related research, partnering with the Open University and Community Action:MK.

- Achieved through: promote the VCCS as a positive force for change
 - VCCS sector events reception [annual VCCS reception, 2 sector workshop/events per year].
 - Run regular application and monitoring workshops [4 workshops per year].
 - Launch new impact event.
 - Launch VCCS sector campaign focused on positive change.

Leading

Outcome: An effective and appropriately resourced VCCS and MK Community Foundation

- Achieved through: increase the Community Foundation's giving by at least **50%** in the next 5 yrs
 - Diversify and secure new funds [3 endowments per year, 3 new individual funds per year].
 - Maintain existing legacy pledges [estimated £4 million, deliver legacy campaign 1 per year].
 - Develop new fund models options.
 - Research dormant trusts and secure transfers.
 - Increase property income [10% income generation]

- Achieved through: a more focused Community Foundation staff structure
 - Restructure staff roles so that people work across the philanthropy cycle* from donations to grants outcome or activity monitoring.
 - Develop new social enterprise activities.
 - Review and implement new property management arrangement to deliver new property strategy.

- Achieved through: deepening and growing our city-making role/partnerships
 - Increase membership of key strategic bodies, public bodies and other connected partners to enable innovation [review strategic partnership membership in December each year and seek appropriate membership].
 - Increase the impact of Vital Signs, partnering with the OU and CA:MK to improve messages and reach.
 - Engagement in MK2050 project rollout [membership of min 1 strategic project]
 - Active membership of Arts & Heritage Alliance.

- Achieved through: Marketing and Communications
 - Implement a new communication strategy to reflect diverse opportunities to give, to inspire and attract new donors. [annual website review and SEO enhancement, increase web page visits to 10,000 per month, digital fund reports]
 - Formulate a new narrative and publicity on the impact MK Community Foundation has made. [annual impact report, 4/5 new stories per month]

APPENDICIES

Appendix	
1	Our Place <ul style="list-style-type: none">• History of our place• MK at 50• Population growth• A community of diversity• Changing demographic
2	Community Foundation Movement <ul style="list-style-type: none">• MK Community Foundation development• Grant making and funding• Community property• Community Foundation property and development land• Our neighbouring Community Foundations• UK Community Foundation
3	Strengthening the sector – findings & conclusions <ul style="list-style-type: none">• Agreed research objectives• The results indicate• Other research findings• Research timescales, methodology and scope• Grant giving and philanthropy• Grant making targets

Appendix 1

Our Place

History of our Place*

Milton Keynes is the most ambitious social project ever to be realised in the UK. The city was created with a commitment to inclusive growth, a commitment the Community Foundation strongly supports. The city's development was guided by a set of founding utopian principles: the very best place to live, freedom of choice, ease of movement, everyone welcome, and jobs for all. As a result the city is one of the world's most successful new towns.

Milton Keynes is a truly beautiful city with its trees, lakes, parks and canals, the grid roads, parkways and the network of cycle paths. There is an enriching and growing arts, heritage and cultural sector that engages the city population whilst instilling great pride and ownership in a truly unique place. There is no other city in the world like it. Milton Keynes has the fastest growing economy in the UK, both in terms of employment and output.

Milton Keynes is the fastest growing city in the UK. In 1967, when the Government decided to develop a new city, around 60,000 people lived in the area now known as Milton Keynes. Now, some 267,000 people live here.

MK at 50*

23rd January 2017 marked 50 years from when the new city was designated. The Borough of Milton Keynes was established in 1974, becoming a unitary authority in 1997. In 2015 a MK Futures Commission was established to set out a vision for Milton Keynes in 2050. The Commission identified that MK will only be able to realise its vision for 2050 if Milton Keynes renews its commitment to continuing to grow. Furthermore, this must be inclusive growth. The report proposed six big projects.

- Hub of Cambridge Milton Keynes Oxford Arc – A national infrastructure project to better connect these major conurbations by rail, road and new urban areas.
- MK:U – Creating a new style lifelong learning university through research, teaching and practice.
- Learning 2050 – A collaboration of schools across MK that enables world class educational outcomes.
- Smart, Shared, Sustainable Mobility – Enhancing the city's grid system and redways to provide sustainable transport mechanisms for all.
- Renaissance: CMK – create a stronger city centre, a regional commercial centre of distinctive architectural character.
- MK the Creative and Cultured City – A creative urban living linking innovation and culture.

The MK 2050 Commission report was unanimously adopted by MK Council and throughout the delivery of our strategy these regional and city wide projects will provide great opportunities for the Community Foundation to engage fully in shaping a positive environment for the voluntary, community and cultural sector to thrive.

* Source – Making a great city greater – Report of the MK Futures Commission (2016)

Population growth*

Milton Keynes is already a major urban centre with a total resident population of 267,000 people (2017) estimated to increase further to 309,000 by 2026 and around 350,000 people by 2041. CMK is the metropolitan centre of a moderately sized city region; it is by far the strongest commercial centre (particularly for retail and leisure) between London and the West Midlands and between Oxford and Cambridge.

Both urban and rural areas in Milton Keynes show a positive population growth until 2026 with a ratio of 9:1 for urban and rural population. 20,800 dwellings are anticipated to be built in Milton Keynes between 2015 and 2026.

A community of diversity*

In the 2011 Census, 26.1% of the people living in Milton Keynes said they were from a black and minority ethnic (BME) groups in comparison with 13.2% in 2005. This is a very significant increase and one of the city's strengths. In 2015, 40.3% of the students enrolled in the city's mainstream school population were from a BME family compared with 20.7% in 2005. About 41% of children in reception classes are from a BME family.

Changing demographic*

Milton Keynes currently has a younger than average population with the under 16s and the working age population being proportionally higher than the national average, and the proportion of retired and elderly people being lower. All age groups are projected to increase in MK, however, the fastest increase is in the older population. Milton Keynes' younger demographic when compared with the national population which will continue through to 2026.*

The ratio between male and female workers is approximately 55:45. The proportion of working aged people in Milton Keynes is projected to fall from 55 per cent to 51 per cent. This is because of the increase in the older population in Milton Keynes.

* Source – Milton Keynes Population Bulletin 2016/17

Appendix 2

The Community Foundation

MK Community Foundation development

MK Community Foundation was founded in 1986 by Milton Keynes Development Corporation, who sought to ensure the VCCS was resourced.

MK Community Foundation exists to promote any charitable purposes for the benefit of the community, individuals and groups in the borough of Milton Keynes. We are governed by a Board of Trustees, who are elected by our members. We seek to encourage citizens from all of our communities to join us as members to create a real sense of ownership of the Community Foundation by Milton Keynes citizens.

We always seek to operate in an open, transparent and accountable manner, so that we can continuously build support for our work and the positive impact that is delivered to the community through the organisations and project we support.

MK Community Foundation covers the unitary authority area of Milton Keynes, which includes large rural communities, and old towns. MK Community Foundation's Memorandum of Understanding and Articles of Association enable us to direct grants outside our geographical area, based on the fund development and grants policies agreed by the Board of Trustees.

In 1992 the trading subsidiary Milton Keynes Community Properties Ltd was created, enabling gifts of property and land to be endowed.

By 1991 we had established a £1m endowment fund, mainly through corporate donations. Today MK Community Foundation has a total endowment of £14.7m. This is made up of over 50 different funds, as well as funds created through the surplus proceeds of our social enterprises and property transactions. The land and property endowment is valued at £35m.

We have over fifty individual, company, trust and organisation funds which are a mixture of flow-through and endowment donations. The majority of these funds have criteria set by the fund holders (donors). Although this criteria may be general, for the benefit of Milton Keynes, the majority of funds have more specific restricted criteria and are flow through income. Traditionally we have responded to grant applications from the VCCS and our donor's wishes and matched projects with funds. Increasingly we are aiming to be more proactive in strategically identifying gaps in funding against the needs of our community (shared in our research report Vital Signs) to secure impact led funding. With individual donor funds going forward we have identified the need for endowment unrestricted funding to ensure we can continue to effectively support general community project applications.

Grant making and funding

At the beginning, our first three grants totalled £4,662; by 2017 we awarded £947,199, funding and supporting 146 organisations making 185 grant awards and 7 bursaries.

This strategy will set challenging targets to further increase our grant-making and rent subsidies to ensure we match the growth in population and needs, highlighted through our Vital Signs research. This increase also seeks to respond to funding cuts in other areas.

During our first 30 years we have awarded a total of over £20m of grants. We have 71 charities and community groups working from our office spaces and buildings with many of these groups receiving rent subsidy funding (effectively a grant for rent); this totalled £769,877 in 2017.

Over the years we have awarded over £130,000 to individuals through our various bursary programmes, provided over £600,000 of directly raised funds via our annual Charity Car raffle (minimum of 50% of ticket sales going to groups selling the tickets) and well over £1m through the Local Giving online funding platform. Whether it's through our direct grant-making, our rent subsidy or our fundraising platforms, the Community Foundation continues to play a major role in funding the VCCS in Milton Keynes.

MK Community Foundation seeks to continue to enhance its role as a funder of arts, heritage and culture across the Borough. We are a major local funder and supporter of the arts, heritage and cultural sector in MK providing grants of circa £60,000 last year (2016-17) and £750,000 over the last 31 years of the Community Foundation's existence. Additionally, the Community Foundation provides property for rent by the sector, granting an additional £145,500 of rent subsidy to arts and cultural organisations. The Community Foundation is a major contributor to capital projects of significant cultural development project such as those at MK Gallery and MK Arts Centre.

Our Arts Fund is now (2017-18) valued at just over £1m, with an annual grant availability of £40,000 per annum. Through our management of the Arts Fund we have been able to leverage over £300,000 through the Community First Match challenge (2013 to 2015), plus additional growth due to through our CCLA* Charities Ethical Common Investment Fund.

Community Property

The Foundation Property portfolio, which includes light industrial units, community shops and several office buildings, provides homes to over 22 business who pay a full commercial rent and 41 VCCS groups who can apply for a rent subsidy of up to 75% of the rent.

In Central Milton Keynes, the Community Foundation's office accommodation at Acorn House and Margaret Powell House has 27 leased spaces of which 12 are VCCS, 57 small business units of which 11 are VCCS and a large conference centre enterprise with 13 meeting rooms (March 2018), again offer reduced room hire to VCCS organisations (£47,000 room hire subsidy in 2017).

Community Foundation property and development land

MK Community Foundation manages and owns several properties across the city and has over 50 community development sites available for community organisations to build community facilities.

Community Foundation Land (CFL) is an important element of the support we provide to the VCCS. CFL is available for up to 75% discounted value and Community Foundation property rents are discountable up to 75% too. Both land leases and rent subsidies are considered through a rigorous application process to ensure the benefits given align to the Community Foundations values and are for the benefit of local people. Rent subsidies are reviewed regularly to ensure each subsidy is required and the positive community impact, defined in the application, is continuously delivered.

*CCLA investment Fund - CCLA (Church, Charity and Local Authorities) is one of the UK's largest charity fund managers according to the latest Charity Finance Survey. Managing investments for charities, religious organisations and the public sector

Going forward, all land leases will include a memorandum of understanding agreement to ensure the community development continues to deliver positive community impact to MK citizens throughout the term of the lease.

The CFL portfolio was endowed to the Community Foundation in several batches so that community organisations would be able to have access to affordable land to build the community facilities as the city grew. There are 51 sites (not including the pending 9 new sites in the expansion areas). 15 have been developed and 2 are currently reserved, therefore 34 are currently available.

Eligibility Criteria:

- Groups must be not-for-profit, and either registered charities or local authority bodies.
- Groups must show they have clear plans for the development, and that the development would be appropriate use of MK Community Foundation land.

CFL cannot be:

- Developed by an individual, or by a profit-making company.
- Used for housing or residential buildings (even if charitable in nature).
- Used for projects or activities that will not directly benefit the people of Milton Keynes.

Our neighbouring community foundations

We work closely with our neighbouring Community Foundations across the Thames Valley area and the Cambridge, Milton Keynes, Oxford Arc.

Across the Thames Valley Area we continue to work closely with the Community Foundations of Berkshire, Buckinghamshire and Oxfordshire to build relationships with the Thames Valley Police and Crime Commissioner, alongside each county's High Sheriff.

The Community Foundations of Milton Keynes, Bedfordshire and Luton, Buckinghamshire, Cambridgeshire, Northamptonshire and Oxfordshire have formed a partnership to look at the opportunities for their communities provided by the National Infrastructure Commission, through the strategic planning for the Cambridge- Milton Keynes – Oxford Arc.

UK Community Foundation

UK Community Foundation (UKCF) represents all the fee paying accredited Community Foundations in the UK, providing a strong national voice for local philanthropy, as well as managing UK-wide relationships on their behalf. UKCF brings knowledge, expertise and a forum for co-ordinated action. UKCF helps direct funding to make communities better places to live and work. We recognize that collectively, we are greater than the sum of our parts.

To this end, collectively as part of a UKCF movement, MK Community Foundation:

- supports the UKCF network's growth;
- promotes the UKCF network;
- engages in training/development and share best practice;
- wins national programmes;
- promotes philanthropy.

As a whole the UKCF movement:

- has a total endowment of £567.5m;
- makes grants totalling £77.5m (2016);
- is the fifth largest grant maker in UK;
- quality assures all Community Foundations;
- acts as a philanthropy catalyst;
- responds to local and national disasters.
- creates innovative partnership approaches
- impacts 4.7million people through its work.

UK Community Foundation announced in December 2017 that overall UK Community Foundations had collectively distributed over £1B to local charities.

Appendix 3

Strengthening the sector - research

We commissioned Community Action:MK (CA:MK) to conduct a short piece of research to support the preparation of this strategic plan in the autumn of 2017.

Agreed research objectives:

- An understanding of the size, shape and nature of the current Voluntary and Community Sector (VCS) in Milton Keynes.
- An overall picture about whether voluntary activity in Milton Keynes is developing in line with the known aspirations of, and issues faced by, Milton Keynes to cover grant giving/philanthropy, property needs, support needs and wider socio/economic/political scenarios.
- A set of predictions showing what the sector will look like in five years and in ten years in line with predicted population growth in Milton Keynes.
- A menu of support that the sector will need in order to thrive, meet its aspirations, be strong, vibrant and able to meet the challenges of the current socio-economic and political climate.

The results indicate:

- In order to maintain our existing levels of funding in line with increased population growth, MK Community Foundation would need to increase our funding levels by a minimum 15%.
- MK Community Foundation 'type' grant funding makes up an increasing proportion of income into the sector, as public sector grant funding dries up.
- Philanthropy will be paramount, as will increasing income from MK Community Foundation property portfolio, social enterprise activities, and through attracting additional regional and national funding to MK.
- MK Community Foundation will need to increase the opportunities for individual philanthropists to contribute as well as diversifying the range of options for corporates and other interest groups to create funds (nationally 16% of funding comes from individual donations).
- Grant funding is mainly directed towards Vital Signs priorities and smaller grassroots type community groups and charities.
- There is a need for an in depth review and subsequent property strategy to address the community space needs of the VCS.

Other research findings

Groups continue to value any opportunities to network, collaborate and share through learning about how to strengthen their organisations. The voice of the sector has never felt so vital, yet so muted. There is great potential to use Vital Signs as a catalyst for developing a cross sector community strategy and for stimulating partnership responses that can deliver a [positive community impact](#).

Research Timescales, Methodology and Scope

CA:MK engaged support from the Centre for Voluntary Sector Leadership (CVSL) at the Open University regarding methodology. The CVSL researchers were able to provide insight about combining the technique of taking a snapshot of the sector whilst attempting to study change, and

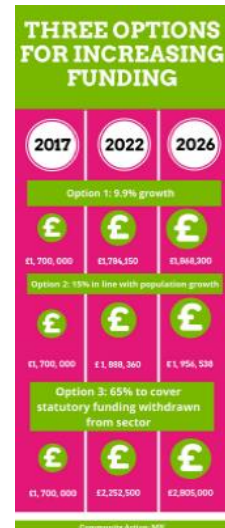
advocated for a longitudinal study of the dynamics of the sector to give a more accurate and richer set of data and trend analysis. We accept the limitations of the research study; however, all parties made best use of the resources available, and the research work has enabled us to prepare an excellent starting point for building knowledge, understanding and connections to potentially co-produce longer term studies of the sector in Milton Keynes.

Grant Giving and Philanthropy Findings

The research highlighted that since 2013/14 there has been an overall 47% decrease in funding to the VCCS from MK Council. Whilst this is just one funding source it is commonly accepted that generally funding sources are dwindling and harder to come by.

MK Community Foundation cannot and will not be able to pick up the entirety of this withdrawal. However, recognising the scale of the funding losses to the sector is a necessary consideration when setting targets over the duration of the strategic plan.

The research presents three options for consideration: no growth, growth in line with ‘population growth’ and growth based on ‘funding shortfall’



MK Community Foundation recognises that we have a vital and increasingly complex role to play in keeping the VCCS in Milton Keynes funded. To retain current levels of giving, in line with population growth and the funding shortfall from withdrawn statutory funds (from just the Council) the Community Foundation would need to increase its annual funding by at least 65% by 2026.

Grant Making Targets

The Community Foundation’s Board of Trustees met to discuss the findings and conclusions of the Strengthening the Sector report and to consider the grant making targets that we should aspire to achieve by the end of the Strategic Plan period.

The Board of Trustees were split into three groups to consider the three propositions of 9.9%, 15% or up to 65% grant giving increase target.

A series of questions were posed to prompt a discussion about the target level of grant available in the future:

What are the; positives / negatives/ risks / ease of implementation? For the Community Foundation, the VCCS and for other stakeholders of each grant giving target increase.

It was agreed that the Community Foundation needs to set an ambitious giving target, that the more challenging the target, the more the Community Foundation would challenge the status quo, that the Community Foundation should to be prepared to make bold and dynamic changes in its operation and amend its policies and procedures, if it was to achieve an ambitious grant giving target.

It was therefore proposed that the Community Foundation should seek to **increase it’s giving by 50%** in the period of the plan.



www.mkcommunityfoundation.co.uk

Charity Registration Number 295107

 Send an email to giving@mkcommunityfoundation.co.uk

 Send a letter to MK Community Foundation, Acorn House, 381 Midsummer Boulevard, MK9 3HP

 Call us on 01908 690276 – we'd love to talk more about Vital Signs with you

 [mkcommunityfoundation](https://www.facebook.com/mkcommunityfoundation)  [@MKComFoundation](https://twitter.com/MKComFoundation)  [@MKComFoundation](https://www.instagram.com/MKComFoundation)