



Foundation for Future London Strategic Plan

2024 - 2029





Executive Summary



Sarah Nelson
Interim CEO



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Co-chair



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Co-chair

Welcome to Foundation for Future London's Strategic Plan for 2024-2029.

For the past four years, the Foundation for Future London has helped to empower local people living in the boroughs surrounding the Queen Elizabeth Olympic Park (QEOP) through its timely grassroots-focused initiatives just as the new East Bank cultural and education quarter comes to fruition. More than ever, it is vital to support our talented and diverse communities of East London, who bring vast creative potential amidst vast unemployment and inequality across East London. Foundation for Future London has secured a strong reputation as a trusted grant maker that understands the needs and aspirations of the communities and its people.

The Foundation for Future London (FFL) understands the crucial role that arts, culture, heritage and sports play for society, communities, businesses, and individuals. These sectors provide vital social and economic benefits, including job creation, health and wellbeing focus, investment opportunities and alternative sustainable business models. This is why arts, culture, heritage and sports are at the heart of this strategy: they are instrumental to our vision and mission and of our partners and stakeholders.

Over the past years, FFL has developed a unique approach to community investment and engagement, drawn from the communities we work with. Co-design and participatory purpose are more than just words to us. We have a unique relational approach that goes beyond transactional projects. This has allowed us to develop longer-term networks and relationships. This means that not only are we innovators and thought leaders, but we are vital in playing the role of an anchor between our local communities and our wider cultural, sport, educational, business, borough, and developer partners and stakeholders. This ensures that equitable regeneration and placemaking underpins our collaborative working.

Our five-year Strategic Plan is supported by an annual business plan.

Cover Image Credits

1. Art Matters - Listen To Your Art Beats
2. LSA x Building Culture EPQ Programme



Our Key Aims

Within this document, you will find details of how our charity aims to achieve success in the next-years:



Continuing to play a critical role in supporting East Bank to develop a wider reach within the local communities, assisting in developing East Bank's wider socioeconomic strategy. This is achievable through our embedded presence within our communities, with our advocacy role and use of best practice



Creating meaningful partnerships and dialogue with our key partners and stakeholders from the East London boroughs to the QEOP, East Bank and beyond, ensuring collaborative programming, services and opportunities are developed together



Continuing to support our boroughs and local communities to flourish and access fair and equitable opportunities



Developing robust operating and fundraising plans to make this lasting change achievable



Culture Exchange



Since the 2012 Olympics, East London has been developing at an exponential speed with the new East Bank and its globally renowned arts, innovation and cultural partners and the communities of the QEOP. The Park itself provides 40,000 jobs, with 33,000 homes to be built by 2036 and 125mn visitors set to be attracted by 2031. East Bank represents the biggest ever cultural investment by the Mayor of London with more than 2,500 jobs being created in East Bank, with an anticipated 50% of these employees coming from the four boroughs we support.

As exciting as this landscape is and with the many opportunities it can bring for our individuals, organisations and communities, we must be mindful of the global pandemic, the difficulty of the last few years' lockdowns and the impact this has had on us all. East London is home to approximately 2,023,383 people. Its boroughs have some of the highest levels of poverty, with unemployment rates being in the top 20% of boroughs nationally, whilst unemployment for Black, Asian and ethnically diverse residents is 20% higher than that for white residents. On average, 28% of East London residents are educated to NVQ level 4, compared to 42% in wider London.

The environment we operate in as a charity is also rapidly changing as we see more need for our communities to have genuine access to jobs, training, health care, technology and support. There is a strong need for

true stakeholder collaboration to share resources and best practices.

All of this means the Foundation needs to be agile and embrace the change ahead. Our dedicated board of Trustees and the Foundation staff team are committed to ensuring that the organisation strives to achieve the commitments within this Strategic Plan, whilst at the same time operating robust financial, fundraising, operational and governance management.

Equally important to doing our vital work is providing a platform to share it. We will continue to influence and be a positive conduit for showcasing East London's diverse cultural talent to wider London, the UK and beyond, demonstrating the commitment and opportunities on offer from our fantastic partners and stakeholders.



Tamsin Ace, Director of East Bank. ©Anne-Marie Michel



Who We Are

Foundation for Future London is an independent charity with a strategic focus on arts, culture and heritage, and a future focus on sport, as a catalyst for equitable regeneration for the East London boroughs of Hackney, Newham, Tower Hamlets and Waltham Forest. The Foundation supports local people and communities to benefit from learning, training and employment opportunities delivered by our fundraising and grant-making operations.

Established in 2015, we work to connect local communities with the new East Bank and its globally renowned arts, innovation and cultural partners and the communities and stakeholders of the QEOP and surrounding area. We aim to ensure there are equitable opportunities and fair regeneration in East London, and we do this through a genuine commitment to participatory grant-making, innovative capacity building and the use of unique knowledge, insight, and investment models. We aim to be a catalyst for change through our thought leadership, lobbying and influence undertakings.



True Cadence

Our Model

The Foundation has built a unique approach to community investment through community consultation, co-design, and easy access participation. Our community engagement connects with authentic grassroots voices from local groups and neighbourhoods, not just the gatekeepers.

We have been told we are unique in our relational approach that goes beyond transactional projects and programmes to longer-term networks and relationships. We offer the extra wraparound support needed by vulnerable communities to thrive, including flexible application and grant management processes and an understanding of the complexity of marginalised lives.



Keynote Music, Soundbox and THAMES - Around the World



Our Values




Inclusive



Collaborative



Trusted



Authentic

Investment Principles




Environmental Sustainability



Fairness of Opportunity



Economic Inclusivity and Sustainability



Inclusion, Diversity and Equality



Katakyie Addae-Kodua from X Conversation. ©Anne-Marie Michel



Current Position & Consultation

Since our previous Strategic Plan, we have been reflecting on our past work and how we can continue to accelerate the much-needed connectivity between our boroughs and the communities of QEOP, East Bank, wider London and beyond.

Having invested over £8 million into our communities, we have strengthened our core purpose by building best practice models to fund giving and co-designed

programming, all of which is built on an authentic theory of change that aims to deliver thriving and inclusive creative economies that are lasting. We have also delivered successful capacity-building programmes, as well as UK-wide and international cultural exchanges.

Our recent independent consultation with stakeholders, partners, boroughs and grantees focused on a comprehensive undertaking of perceptions they had of FFL, exploring awareness, understanding, relationships and targeted engagement.



Sirlute



They told us:

- **FFL is a unique trust-based funder** attuned to community needs, mostly described as 'progressive', 'supportive', 'community', 'ambitious' and 'an enabler'
- **FFL is seen as an investor and 'inside outsider'**, providing diverse funding that addresses societal challenges through a collaborative inclusive approach
- **FFL has a strong, trust-based collaborative relationship with grantees**, over 38% being involved with FFL for 2+ years
- **FFL is perceived as being East London-focused**
- **Stakeholders have a collective perception of FFL's values that directly relate to empowerment and support**, signifying our unwavering commitment to nurturing inclusive local economies and promoting justice and fairness
- **55.6 % believe FFL's funding priorities align with local and grassroots needs**

- **FFL is recognised as having a collaborative and agile approach to funding** with a community-centered approach
- **86.2% believe that FFL has effectively bridged the gap between local communities and institutions** by offering diverse opportunities
- **Our capacity building and collaborative approaches** are recognised as our most impactful practices
- **Promoting equality, diversity and inclusion (EDI) and enhancing jobs access and training opportunities** are recognised as our top 2 strategic areas, followed by building a better and fairer future for all



Sirlute



We work closely with London Legacy Development Corporation (LLDC) through a shared vision for socio-economic inclusion and regeneration in East London. As LLDC continues to transition to be a functional body of the GLA but with reduced functions, we feel now is the time to refresh and reset our previous strategy and focus on stronger strategic activities and fundraising approaches that have longer-term visions and transparent goals. 55% of our stakeholders believe that FFL's funding has had a positive impact on the funding ecosystem. But over the next five years, we can develop this further to demonstrate a clearer impact of the long-term benefits of our investment whilst also developing deeper, far-reaching collaborations and partnerships.

Vision

Through our cross-borough working and with a unique model of investment and engagement, we want to see our East London communities empowered to become resilient and thriving and to develop prosperous and sustainable creative and social economies.

This will be achieved through access to equitable opportunities and fair regeneration throughout East London with dynamic and life-changing possibilities for all.

Mission

- a **To be the first-choice organisation for servicing the building of partnerships, funding programmes, investment strategies and models of excellence;** to improve economic opportunities for our East London communities
- b **To be recognised as a thought leader** with a unique model for co-design, participatory approaches and capacity building mechanisms
- c **Our fundraising and grant-giving activities will be underpinned to nurture inclusive local economies** and will be built on our unique co-designed participatory model, deep-rooted community knowledge and networks
- d **To connect our communities and stakeholders in and around the QEOP and East Bank** to the wider four borough communities and grassroots organisations that make our boroughs unique



Cardboard Citizens



Strategic Priorities

1

Investing and Connecting

As a significant investor and connector, we will:

a **Develop a strategic fundraising and investment model** that ensures the creation of lasting wealth and economic opportunities by:

- Targeting priority areas
- Having clear indicators of impact
- Focusing on longer-term funding solutions to support financial stability for organisations such as social investment or business development funds
- Using our expertise and networks to reach underserved communities others may be unable to connect with
- Building on our current outstanding delivery models of cultural exchange, capacity building, community engagement and participatory design

b **Develop bespoke fundraising proposals** in line with key donor priorities that benefit our communities, such as youth opportunities, professional

and financial service access, social investment, community programming, safety, health and wellbeing, entrepreneurial activities, digital and creative training, heritage skills and others that contribute to an inclusive economy

c **Expand our reach to organisations to enhance stakeholder diversity**, including advisors, consultants, philanthropists, investors and membership and infrastructure bodies

d **Increase the Foundation's visibility** and presence across the boroughs, QEOP and East Bank communities

e **Develop more outreach activities**, increasing support provided, including use of local venues and services

f **Develop a Community Ambassador Scheme** using the authentic voices of our grantees and community leads

g **Expand our community grant-giving panel** to include other partner stakeholders, ensuring grants are deployed to create the most impact

h **Ensure our long-term vision and goals are communicated to all**



2

Our Boroughs and Their Communities

Our fundraising and programme work with the London boroughs of Newham, Tower Hamlets, Hackney, and Waltham Forest will remain at the heart of what we do. To continue providing access to opportunities through the changing landscape of East London, we will:

- a **Continue to use an authentic co-design participatory approach** to programme design, activity programming and grant-giving
- b **Continue to nurture existing relationships with grantees and communities**, driving change from the community level, prioritising what matters most to people with the least
- c **Provide further investment into our community capacity building programmes**
- d **Simplify our funding process** and tailor support for smaller community groups
- e **Develop a social investment programme** to allow communities to create their own wealth and opportunities
- f **Support all the boroughs in their key strategic priorities including:**
 - **Newham's inclusive economic approach** for a fairer Newham, including their London borough of Culture 2025 application and Digital Sparks Programme
 - **Tower Hamlet's strategic priorities** with particular focus on accelerating education, boosting culture, business, jobs and leisure, empowering communities and fighting crime
 - **Hackney's focus** on a fairer and safer Hackney, a greener and healthier Hackney and working together for every child in Hackney
 - **Waltham Forest's public service strategy** with a focus on connecting people with jobs, safe and healthy lives, and their 15-minute neighbourhood plan
- g **To be aligned with and support the Mayor of London's London-wide priorities**, including a focus on the 'London Plan Good Growth' ambitions with particular attention to; building strong and inclusive economies, creating a healthy city, growing a good economy, and increasing efficiency and resilience
- h **Connect borough leads and grassroots organisations to the larger institutions and partners of East Bank, QEOP and stakeholders** through conversations, programming and grant-giving



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Queen Elizabeth Olympic Park and East Bank Communities

The QEOP's stakeholders and communities and the East Bank institutions play a crucial role in facilitating creativity and creating social and inclusive economies for the four boroughs.

In our role as an anchor and connector, we will:

- a **Strengthen our relationship with East Bank partners and the QEOP stakeholders and communities**, including the strong advocacy of the values and benefits of East Bank and QEOP to wider audiences
- b **Encourage and develop representation from wider borough communities** to the QEOP and East Bank
- c **Continue to present the East Bank as a resource to communities**
- d **Work with LLDC to develop community support programmes** as LLDC's structures reduce
- e **Manage, deliver, and distribute partner funding programmes** through our transparent and well-trusted grant-giving mechanisms/processes

- f **Work with East Bank partners and stakeholders on collaborative fundraising approaches** and/or initiatives
- g **Work as part of the East Bank collaborative programming team**, contributing both staffing resources and budget with a focus on strengthening the impact on the community with initiatives such as, the Great Get Together, East Summer School, Elevate Youth Board and other potential flagship projects, including secondment of staff as and when appropriate
- h **Work with LLDC and others to ensure the New Talent-Future Leaders programme continues to be a success** after the initial five-year funding term is completed; and the role the Good Growth Hub can continue to play in this



East Bank Creative Programme. Dystopia to Utopia Reimagining Our Future. © Antony Jones, Getty. Image courtesy East Bank partners



4

Local to Global

We want to showcase to wider London, the UK and beyond the amazing talent and resilience within East London, including providing a platform to show the unique community's impact work, that FFL and our globally renowned institutions and partners do.

To do this we will:

- a **Strengthen our role as a thought leader**, framework setter and visionary
- b **Connect local and global communities** such as the British Council, the Colombian Embassy and our grantees
- c **Operate a continued UK cultural exchange programme** with wider UK cities and look to roll this out beyond the UK
- d **Strengthen our data analysis** from each borough and beyond for mapping needs and activities
- e **Develop more public events to showcase the work of our communities and partners**, also allowing direct engagement with our stakeholders to develop a better understanding of East London

- f **Maximise networks and mutual relationships**
- g **Roll out our best practice models and expertise** to benefit wider London
- h **Explore broadening our focus beyond grant-making** to include active engagement in political advocacy and policy influence



Colechi Co-Founders Piarve Wetshi & Tina Wetshi.
©Emily Lavarello



What Does Success Look Like?

Although this plan is a five-year strategy, it will not sit on a shelf the whole time; we will continually review it and report against strong KPIs in a robust impact framework. This will ensure that we continually move toward our vision and mission. Our monitoring and success tracking are included within our business plan and will include:

- Annual plans
- Donor reports
- Impact analysis and KPIs for employment, training, mentoring, access to opportunities and social impacts
- Case studies and perception surveys
- Local economic data
- Stakeholder/partner analysis and data

We will ensure that we have strong procedures to support ongoing engagement, co-design and participation from our communities and stakeholders, ensuring we are always user-led and inter-disciplinary.

What We Will Achieve

- Additional £6 million investment into our communities and EB/QEOP
- A further 8,000 employment, training and learning opportunities
- 1,000 capacity building and/or freelance opportunities
- 85% impact framework success
- 20 UK-wide cities engaged
- 80% community awareness and/or connection to East Bank
- 95% staff retention and satisfaction
- 80% of stakeholders/community believing our funding has had a positive impact
- Secure the charity 'Trusted Standard' mark, ensuring our commitment to good governance and equality, diversity and inclusion (EDI)
- Press audience reach of minimum 200,000 per year across 20 tier-one publications locally and regionally
- Marketing audience reach of 150,000 per year, with 10% increases each year
- Support East Bank and partners to develop free summer programmes, building 80,000 attendance to QEOP and East Bank



What Our Stakeholders Told Us



They are modelling what could be done, across London

Institution/Partner



They are a big source of funding where there would not be otherwise. As a resident of another borough (working in Newham), I wish I had access to this kind of fund for things in my community

Grantee



I am a member of the FFL capacity building network. It is one of the strongest networks that I have come across that has an authentic meaningful impact. I joined during the pandemic, and I am happy to see how it has grown significantly

Grantee



Colechi



I am aware that FFL has a focus on regeneration and working with socially excluded communities in the key boroughs

Borough Partner



They know it takes more than funding to truly support an organisation to maximise its impact

Grantee



Taralea from Young Urban Arts Foundation
at Hospital Records

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