



5 Year Strategy 2022 – 2027

*Community Recovery, Resilience and
Sustainability*



Our shared heritage shapes our legacy



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About Us

Legacy WM is a Charitable Incorporated Organisation (CIO:1180546) embedded in the heart of the local, community in North-West Birmingham, providing health and wellbeing, arts, heritage, and community regeneration and cohesion programmes. We started work in **2010** and have grown tremendously over the past 12 years, both in size, scope and impact. This is our second Five-Year strategy.

New needs have emerged or intensified (especially as a result of the pandemic) along with our passion, capabilities and reputation. We have assessed these changes and thought through what they mean for our strategic framework and planned activities. As we learn to live with Covid-19 we have an ambitious and exciting journey ahead of us. We are excited to work collaboratively with like-minded local and national agencies. Our ambition is truly innovative and will strengthen Legacy WM's position and offer to the communities we serve.



I started attending Zumba sessions with Legacy WM in 2014 and in 2016 they took me on a family residential. This is the first time I have been on holiday. During lock down, they loaned me a tablet and this was invaluable as we didn't have enough devices to go around.

They have supported me with a part time job and really proud to say that I have now qualified as a nurse. I am really grateful to Legacy WM for supporting me through some challenging times.



'Member wishes to remain anonymous'



Chris Smith

Chris Smith | Chair Of Legacy WM



Aftab Rahman

Aftab Rahman | Director Of Legacy WM



Our Vision

All communities thrive by valuing and building on their own **heritage** together with the heritage we all **share**.



Our Mission

By learning from the past, taking actions together in the present, we will improve the future **well-being** and resilience of all communities and develop a shared sense of **belonging** and common purpose.



Our Four Strategic Aims



1. To bring people together across **diversity** and inclusivity to celebrate and learn from cultural heritage through sharing our specific and common histories, beliefs, arts and traditions.
2. Promote and support the physical and mental **wellbeing** of communities, families and individuals .
3. Engage with local **communities** and relevant organisations to improve wellbeing by supporting community hubs, social housing and/or care which meets local needs.
4. Promote engagement with deprived communities by leading initiatives which aim to tackle inclusion, deprivation, generate opportunities for **young people** and enrich those communities. This will include becoming a community anchor, that is, a resource to support individuals and community organisations who share this aim.

Our Values

- We present a holistic, **culturally appropriate** offer to the communities we serve. We build relationships based on trust and integrity and we are accountable to the people we serve. We work flexibly, responding to emergent **social** need.
- We are ambitious for our communities and believe in their great potential. We facilitate a **family-centred** workplace culture, enabling our staff team and volunteers to thrive.
- We are passionate about the communities we serve and look to create **positive** outcomes for all.
- We are innovative in our approach and work towards solutions that **embrace** our vision.
- We make **brave** decisions to ensure we meet our strategic goals.



Our Strategic Approach

- Focussing on cultural sensitivity, including **women-only** provision where appropriate.
- Focusing on work with families and young people on a daily basis with a range of **diverse** and **inclusive** activities.
- Responding to demands from **local communities** for services which improve their well-being by building on our strengths and working in **partnership** with community, public and private organisations.
- Understanding that the **environment** is part of our heritage and our legacy.
- Extending our reach to more communities in terms of **ethnicity** and **geography**, acknowledging the diversity within each of these communities.
- Further developing our **digital** provision and digital skills within local communities.



Our Impact

We look to provide a positive impact by using our unique mix of strengths across the West Midlands region:

- We strengthen our communities' self-confidence, self-worth and sense of belonging by exploring, sharing and celebrating the **heritage** of our diverse communities.
- We engage with marginalised communities, responding quickly and flexibly to their requests, through our **local roots** and networks. Most of our staff and Board have lived or worked in our locality and some still do.
- We bring diverse local communities together in **inclusive** and mutually beneficial activity.
- We build action-focused partnerships with other community and **voluntary** organisations, public sector service providers and the private sector.
- We organise women's only provision in a friendly, **supportive** environment.
- We lead and deliver quality **sports** coaching and leading of exercise activities.
- We develop and promote local people as **Community Champions** and Volunteers encouraging their contributions to the communities in which they live.
- We focus on developing young people as **young leaders** and deliverers.
- We prepare on-line/**virtual learning** and coaching material.
- We create safe environments which have encouraged beneficiaries to talk about **mental health** issues, long seen as a taboo area.
- We are flexible and **innovative** in our delivery of projects and activities adapting to circumstances as necessary / required.
- We manage a skilled, enthusiastic and mutually supportive team of staff and volunteers with a range of **complementary skills**, backed up by an experienced and committed Board.



Our Governance

There are currently **ten** members of the Board of Trustees. The board members are a diverse group with a wide range of relevant experience, skills and local / national knowledge.

The Board meets every quarter to review progress, consider and agree solutions where areas of difficulty have been identified and make decisions on new areas of activity.

There are **three** working sub groups: Finance, Development and Human Resources. A skills audit of our board identified that we needed more expertise in communications and marketing which we are looking to fill.

Legacy WM is led by **Aftab Rahman**, he has over three decades of experience working with communities iHandsworth and Lozells and was Head of Stronger Communities at Government Office. His skills, knowledge, passion, and networks has enabled partnerships which has built a **resilient** organisation.

Aftab is currently supported by **11 members** of staff (4 full-time and 7 part-time). They are motivated, professional, and work closely together to ensure service users enjoy the best possible service. Over **50%** of the staff live in the communities they serve, and so have lived experience.

All staff have clear job descriptions and their development needs are regularly assessed. Their skills and **dedication** are the key reason for our successes to date. In 2022 Legacy WM is undertaking a **“Staffing Structure”** review to ensure the staffing structure is “fit for purpose” and all roles match the key priorities of the organisation.

Legacy WM recruits **sessional workers** for smaller projects and services. They work closely with the main team. We encourage our Community Champions and volunteers to apply for the for these sessional and other staff posts. Half of our team have volunteered with us and we are proud of **“circular economy”** we have created.

We have a team of committed and skilled volunteers. Our Community Champions volunteer training process emphasises mentoring and coaching, has been very successful and is an essential component of our capacity to deliver and of our **sustainability** plans.

We are currently (2022) externally evaluating our governance and staffing structure through our involvement in the Garfield Weston Trust’s **“Pilotlight”** organisational and leadership development programme.



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“From initially being involved as a volunteer heritage trail tour guide, I have grown to be inspired by the work of Legacy WM and in particular by the charity’s targeting of the non-engaged and neglected groups in our community” –

Chris Smith, Chair of Legacy WM

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Our Financial Management

Legacy WM has grown tremendously in terms of delivery and the income to finance our work. Our activity plans for the next five years will require further income growth: an annual turnover of **£500,000** in three years and a million in five years. We have adapted our financial management systems to reflect our growth.



Our Monitoring & Evaluations Systems

Legacy WM has introduced robust output and financial monitoring systems to the satisfaction of funders. We also implement robust **evaluation** processes – independent, external evaluation for large projects and internal for smaller projects.

We are continuously obtaining and responding to beneficiary feedback informally and are sensitive to concerns of our local stakeholders and the local community. Our monitoring and evaluation processes are subject to continual review / adaptation / improvement.



Our Commitment to Partnership Work

We have solid links and referral pathways with statutory and community providers, Schools, GPs, and local organisations. We have a Memorandum of Understanding with **Aspire & Succeed** (advocacy & tutoring), **Saathi House** (women's empowerment), **Handsworth Association of Schools**, (providing support to over 20 local schools) and **Birmingham Asian Resource Centre** (immigration advice) and we have led successful partnership funding bids. We are now being asked by statutory organisations to lead partnerships that will have a greater impact in the people we serve collectively.



“Working with LWM has been a breath of fresh air – such a diverse, open minded, flexible, curious and creative organisation, utterly committed to reducing health inequalities. We're so glad to be building a lasting partnership with you!”

Amy Maclean, Chair, West Birmingham ICP Development Lead



“We have been working with Legacy WM for a number of years now and have been delivering services in partnership to support the local community. They are an inspirational organisation and we have supported and learned from each other.”

Shale Ahmed, Co-ordinator, Aspire & Succeed

Our 8 Priorities Over The Next Five Years

Immediate growth priorities

1. Heritage

Continue delivering and developing our Heritage Trails, heritage education and training, and specific events around locally significant historical anniversaries, including Black History Walks, 'Every Journey Matters' linked with the Commonwealth Games, heritage work in schools and the training of more volunteer tour guides and heritage volunteers in general. We will support the development of heritage trails across the city.

2. Arts

Deliver our most ambitious arts project to date - an Arts Trail along the canal route from Birmingham to Smethwick. This project will be a milestone for our application to become an Arts Council National Portfolio Organisation.

3. Health & Wellbeing

Implement our new 'Family Fit Forward' Lottery Community Fund project, ensuring that we secure four more years of funding. We will continue delivering our earlier successful Family Fit services but widening and deepening them by:

- Deepening our mental health support and around strategies to cope with diabetes, strokes, and blood conditions, making links with clinical professionals.
- Increasing our geographical reach in part by establishing a community / activity base in the refurbished caretaker's house on the site of Anglesey Primary School.
- Continue our community response to current and emerging health and social needs.

- Supporting the people that we work with into employment, training and enterprise.

Intermediate growth priorities

4. Young People

Organising sports activity, playschemes, personal development activity, youth volunteering and youth worker training.

5. Housing

Support housing associations (i.e. Housing 21) to shape services and housing that fit with specific local needs, a process called co-housing.

6. Community Anchor

To build partnerships for local organisational and personal development in order to help develop local neighbourhoods.

We are also in provisional discussions with the Church of England in entering into a partnership to regenerate St.

Michaels Church and site, Handsworth in order to renovate / reconfigure the church and site for multipurpose use as a place of worship, a community hub, a small enterprises base and create supported housing provision.

Long term growth priorities

7. Communication Marketing

Continually improving our communication / marketing mechanisms to create greater / wider awareness of the work of Legacy WM.

8. Sustainability

Develop a sustainable funding strategy that includes charitable donations from individuals, businesses, social enterprise income raising activities, stabilising funding for core costs, and includes a succession strategy for the Board and Staff Team.

All our projects will be set in a context of promoting environmental sustainability.



1. Proposed view from Chain Walk looking south



2. Proposed view from Birchfield Road looking south



3. Proposed view of internal courtyard looking south



4. Proposed view of internal courtyard looking north

Appendix: Legacy WM's Journey & Achievements 2010–2021



In summarising **Legacy WM's** achievements, it is important to understand the people and geographic context of our work. While our remit is the whole West Midlands region, our work has tended to focus on Birmingham and, in particular, Northwest Birmingham and surrounding areas such as Smethwick and West Bromwich.

Birmingham is probably the most diverse and cosmopolitan city in Britain excluding London and it is also reputed to have the youngest age profile of any major **European city**. From its humble beginnings through its development as the cradle of the **Industrial**

Revolution to the present day, Birmingham has been a city of migrants, drawing in people from across the country and then from across the world. Nearly **50%** of its population is from a variety of **Black** and **Minority Ethnic** (BME) heritages. In short, Birmingham is a city built by migrants.

And **migrants** have played a major role in shaping the whole region. North West Birmingham and its adjacent areas of Smethwick and West Bromwich are even more diverse than Birmingham. Furthermore, North West Birmingham is **'super-diverse'** in part because it has been a 'reception area'

for new migrants. At the same time, local residents face some of the highest levels of multiple deprivation in the country. This area is also where Matthew Boulton and **James Watt** lived, his Soho House being where the original Lunar Society met, and where he established his Soho Manufactory, a key foundation stone of the industrial revolution.

There is a direct link between the area's industrial heritage and the diversity of its population as migrants came to the area to work in manufacturing and public services, first from all over the UK and then, during the last century, from all over the world.

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Birmingham has been a city of migrants, drawing in people from across the country and then from across the world.

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Legacy WM became a registered charity (CIO-1180546) in 2011, and then a Charitable Incorporated Organisation in 2017 and has the following charitable objectives:

1. To advance the education of the public in: (a) the social, economic and cultural history and heritage of the West Midlands metropolitan region ("the Area") and the contribution made thereto by Asian, African, Caribbean and other immigrant communities; and

(b) works of artistic merit in all their forms (including and not limited to visual, literary and performing arts) produced or performed in Area and in particular by members of or relating to the said communities.

2. To relieve sickness, promote good health, provide **social housing** and/or care to, and advance the education and training of, people in need with a preference for those living in or having a link to the local community. Our first set of projects, funded by Heritage Lottery Fund (HLF) in the main, started with **Bangla Food Journey** which researched, recorded and shared Bangladeshi heritage through Bangladeshi food. This was a ground-breaking project which, for the first time, focussed on the heritage of British

Bangladeshi communities by using food as a template. Since then, we have supported the **Greek** and **Cypriot** Community chart their heritage through food.

The Cultural Food Journeys project followed, which, focusing on younger, second and third generations of **South Asian** and **African-Caribbean** communities, promoted healthier food consumption and furthered cultural understanding and integration.

Through this, we learnt more about the roots of poor **health outcomes** in our

Our next HLF funded project put Legacy WM on the map: the Lozells and Handsworth Heritage Trail.

local communities, leading us to launch our **Big Lottery Community Fund** supported Family Fit programmes (see below).

The Trail through the erstwhile home of Matthew Boulton, James Watt and William Murdoch begins at **Soho House** and showcases 10 architectural heritage sites in the area, including some of the finest examples of Georgian and Victorian architecture, a convent designed by Augustus Pugin, a church tower built nearly 1000 years ago, and one of the best examples of a **Victorian park** in the UK.

Working in partnership with South & City College Birmingham, we trained **20 local people** to be tour guides who reflected the wide age, gender and ethnic diversity of the local population.

The heritage of the area was being highlighted and celebrated by both long-established communities in the city and by newer communities associated with **post-World War II migration**, an excellent illustration of what we mean by shared heritage and of the power of heritage to bring communities together. Guided

tours continue to take place, with over **2000** visitors to date, occasionally attracting visitors from outside the region and international visitors.

The Trail has since been extended and then broken down into four shorter, themed walks as part of a project which included oral histories from members of the diverse communities in Handsworth and Lozells.

We have also developed several **Black History Walks**, led many heritage tours during Birmingham's annual Heritage Week, continued to train local people to deliver walks and talks, engaged the local people and children in activities themed around the life of James Watt, and organised a 'Handsworth Herstory' event on International Women's Day in 2018.

A major HLF-supported project was Old Wives Tales - Migration Journeys of Bangladeshi Women to the UK which told the hidden stories of 20 Bangladeshi women's journeys to the UK and their courage and resilience in the face of adversity.

This culminated in an exhibition in the **Birmingham Museum and Art Gallery** from November 2015 to February 2016, a book and a film which were launched at the Houses of Commons. European Union funds allowed a scaling-up of this project, called

'Grandma's Story', which collected 27 stories of a cross-section of migrants in Europe.

Partners in the UK and from seven other European countries developed the interpretation, heritage and media skills of young people of migrant or refugee background, leading to a website which covered these stories and **training of youth workers** to engage young people in heritage work.

We have continued to extend our heritage work with projects such as Every Journey Matters, linked with Birmingham's future hosting of the **Commonwealth Games**, which records the journey of local residents who came to Britain from a variety of Commonwealth countries, training of heritage volunteers, work with schools to integrate local heritage into their curriculum, and one-off events such as delivering dancing and craft sessions during Soho House **Museum's Georgian Day**.



Our shared heritage shapes our legacy