A 'LEGACY' APPROACH

How can projects use 'legacy' to enhance the impact of their work?

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This project is co-financed by the European
Regional Development Fund through the
Urban Innovative Action's initiative

MigrationWork CIC
working with change

What is 'legacy'?

'Legacy' is the enduring story that continues beyond the end: what remains, continues and lives on. Legacy cannot simply mean delivering the outcomes that you were funded to do within the project. It is about what comes next, after the project has ended. It is about how to make the project benefits 'live on'.

Current funding mechanisms in the UK and EU denote that social and community projects have short life spans – 3 years on average. An injection of funding can kick-start a plethora of activities, and enable a host of supportive initiatives to take place. But then the funding ends – and what then?

This paper explores how large EU funded social impact, or local authority projects might implement solutions to promote legacy. In particular, it looks at the role of a 'legacy coordinator': a step taken by the MiFriendly Cities project, which was funded by the EU's Urban Innovative Actions (UIA) fund (part of the European Regional Development Fund), to make cities in the West Midlands UK more migrant friendly. This paper is born out of the learnings from the MiFriendly Cities project's experiences – case study excerpts are interspersed throughout, and a full case study begins on page 6.

What could legacy mean?

Legacy can mean different things to different people involved in a project. When exploring legacy within your project, organisation or locality, it is important to establish what it means to everyone involved. It could mean:

Actions or structures that were launched by the project, and extended after the project ended by mobilising new resources
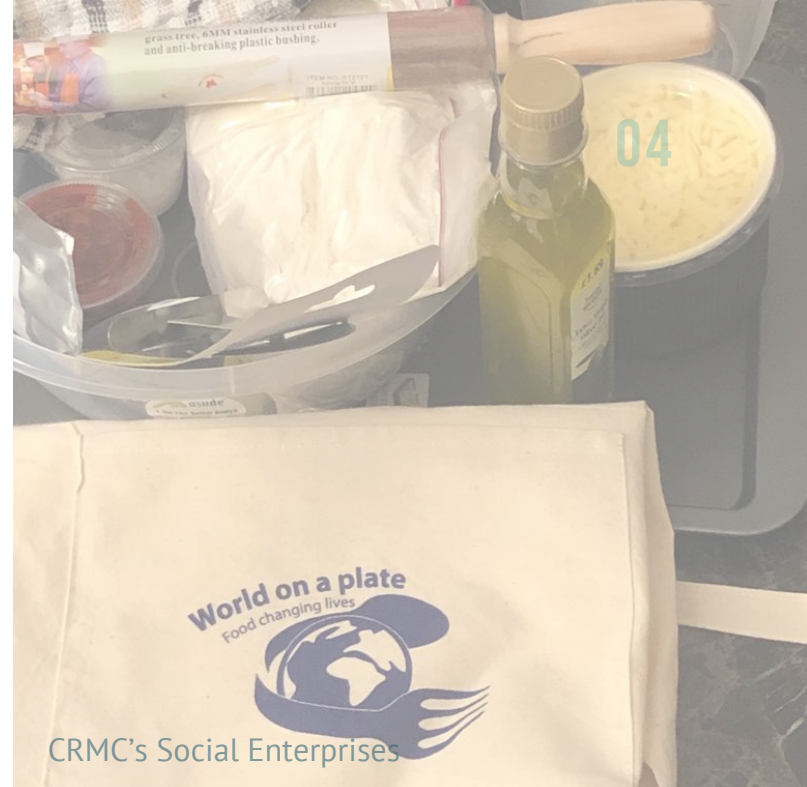
- Securing new funding and commitment for activities – within the local authorities, the partnership, or through external sources.
- Seeking external partnerships and opportunities for activities to merge or be taken on elsewhere
- Nurturing roles that show promise of being integrated into mainstream activity (e.g. Health Champions, see p8)
- Supporting key participant 'change-makers', who emerge as community leaders and key spokespeople (e.g. Network of Migrant Innovators)
- Sustaining networks and relationships which may continue after the project
- Making the informal, formal: e.g. developing 'governance' structures and supporting informal groups to constitute
- Exploring what key policy changes would lead to long term impact for all migrants in the region, and how learning gained from the project might contribute to achieving this.
- Buildings, materials and equipment: exploring how to use these best to further the projects' aims beyond the lifetime of the project

Practice of the project: it's methods, learnings, and ways of working. This is then made transferable after the end of the project.

- Developing and disseminating project learning widely and effectively
- Embedding learning into every-day policy and departments
- Culture change: changing ways of working within institutions
- Identifying areas where significant change has already begun – how can we leverage and maximise this?
- Using project 'Brand' or 'Marque' for participants, partners and authorities to draw on: the project's reputation can have a longer lasting impact.

CRMC's Social Enterprise Spring Action

CRMC's Social Enterprises

A legacy journey

The MiFriendly Cities project arrived at legacy half-way through the project, partly as a result of a deeply held belief that we couldn't or shouldn't leave what we perceived to be successful activities, projects and people hanging or 'high and dry' after the project completed - there was a spirit that we could deliver the deliverables AND add focus on legacy. Ideally, legacy thinking would begin at the start of a project.

We therefore embarked on a 'legacy journey', which started with an away-day between partners. Questions were explored such as, 'which parts of the project could we lose?' 'Which parts of the project do we not want to end?'. We continued with exploration of legacy understanding, themes and priorities, and considered if we should use a legacy coordinator role to pull our approach together.

The MiFriendly Cities project also hosted a virtual Sounding Board discussion on legacy and sustainability, inviting expert, projects and cities from across Europe to contribute their learnings and discuss the idea of legacy. We published a report on this, (see resources on our website). The learnings and discussion between our project and others – including Conrad Parkes of USEIT project - informed our decision to engage a 'legacy coordinator', and helped us to explore the detail of the role.

After appointing the legacy coordinator role, the new coordinator further developed the projects' legacy concept, with the involvement of migrant participants, and identified quick wins as well as longer term opportunities.

Building a vision and securing buy-in

Sharing a common understanding and vision of legacy between key actors creates a powerful sense of joint working, builds momentum, and helps to create a clear pathway for progress. In order to achieve a common understanding about legacy within your project, organisation or community, it is important to:

1. Identify what legacy means to different people within your partnership. What do we want to sustain?
2. Explore the most common priorities.
3. Research how other similar projects or organisations have explored 'legacy', and how their experience could inform your actions.
4. Secure buy-in from all partners (internal and external) through repeated discussions. Make 'legacy' an agenda item at regular meetings, to help everyone feel invested in and a part of the vision.
5. Secure buy-in for legacy from political and external stakeholders. Legacy should be a shared, local aim, bringing benefit to the local area. Work with others to maximise impact.

Engaging local key stakeholders as expert judges at 'Pitch Day', 2019

Key recommendations for your legacy process

For general legacy activity:
- Start thinking about legacy early on. Re-allocating budget can be slow, so starting early builds in time for these agreements.
- Talk to local political leaders to secure their support and maximise local impact.
- You can't sustain everything – choose things that are having the most impact
- You need 'successful' projects and proof of success to secure support for legacy projects, so you must make sure you gather the evidence and case studies that do that. Effectively compiling evidence should start early, with securing future funding in mind.
- In a multi-partner project, securing buy-in from all partners in the 'legacy process' is key to ensuring its success and to ensuring that everyone is willing to contribute time to the legacy process.
- Consider fostering 'legacy' as a 'value' and priority within the partnership. Legacy issues and opportunities could be monitored within project meetings and added to key deliverables, which creates a culture of encouragement of further opportunities.

Thoughts for funders:
- Knowledge sharing and learning 'legacy' is often built-in to project bids and proposals, but could 'legacy' be hard-wired into the application bid documents and proposals? Could legacy beyond learning be addressed in funders' bid criteria?

Case study: the MiFriendly Cities project, Legacy Coordinator

- The reflections in this paper came from the MiFriendly Cities project, which was awarded more than £3.7m of co-funding and ran from March 2018 to May 2021. The project was delivered by a partnership of organisations including Coventry, Birmingham and Wolverhampton city councils, Coventry University, 6 NGOs mainly focused on migrants and refugees, and a private sector company supporting employment.

- The project focused on supporting grassroots activity and the delivery of services to facilitate migrant integration, across health, citizenship, employment, and language skills; including funding 30 social enterprises and innovation projects.

- MiFriendly Cities is a learning project, and as such its main legacy will be the tools, insights and learnings it has published, and those from the UIA. These include a series of films about how different parts of the project operated, a range of reports, briefing papers and newsletters (see resources), along with the UIA's 'Zoom in's' and journals. The MiFriendly Cities project has also developed a toolkit – which will guide other cities from across Europe on how to make their cities 'Migration Friendly'.

- Beyond the significant learning impact that has been developed from this work, the partnership also sought to continue many aspects of the programme activities. It explored the idea of 'legacy' firstly through an away day, then through a Sounding Board discussion with external experts, and through a series of internal discussions.

- The appointment of a Legacy Coordinator was one method that was explored and later implemented in order to achieve this. Conrad Parkes, a former legacy officer during the Birmingham based USE-IT project, contributed to our learning journey and offered inspiration for the role. The MiFriendly Cities project appointed Ros Johnson in September 2020, who worked through the Coventry Refugee and Migrant Centre.

- The funding for the role came from wider project underspend.

- The legacy coordinator's first steps were to develop a framework. This was based on a series of interviews across the partnership, with key stakeholders in the City Councils, funders, politicians and participants. This led to a practical approach focusing on four key areas:

Legacy Framework:

i) The legacy provided by the growth and contribution of individual participants – our 'change-makers'

ii) The continuation of specific projects and programmes, both run by partners or by participants (for example social innovation and enterprises projects, or the Furniture Factory)

iii) Contributing to the awareness and dissemination of learning and project outputs for partners within the project and also the engagement of senior leaders and politicians

iv) 'Joining' future activity with current programmes – are there projects on the horizon that have synergy with MiFriendly Cities that we can support with learning, networks and joint approaches

Ros Johnson, MiFriendly Cities Legacy Coordinator

Using the framework outlined on page 7, the project explored and developed the following legacy avenues:

Migrants at Work
The Legacy Coordinator worked closely with Aké Achi, leader of 'Migrants at Work' and *What I Need to Know* social innovation project grant funded by MiFriendly Cities, to secure further funding for their project. During the delivery of his social innovation project the pandemic struck, and Ake found more and more migrants were facing employment issues. Demand for advice, support and guidance around employment law for employers and migrants grew rapidly, with requests coming in for training from local authorities, frontline organisations and migrant communities. The Legacy Coordinator was able to submit funding applications to provide financial stability for 'Migrants at Work', so that Aké can grow his fledging organisation and deliver more of its services.

Health Champions
'Health Champions', part of an 'active citizenship' strand of activity in the project, were trained to work in their communities delivering key health messages, support and signposting – sharing understanding of how to access health services. They work in communities to share messages about health in English and other languages, reaching families and individuals who may not be aware of the UK health system, or understand how it works.

When the pandemic struck, these roles became increasingly important, reaching marginalised communities and helping to dispel myths about the virus. Recognising this important resource, Birmingham and Coventry City Councils arranged meetings between Health Champions and Public Health representatives, that resulted in coordinated approaches to information dissemination, especially around messages focused on Covid-19.

Our Legacy Coordinator has been able to provide support to Health Champions, devising strategy around their future use as a resource, and specifically in securing funding for a Health Champion Coordinator from two successful Trust applications, totalling £25,000.

Engaging Members of Parliament and councils
The Legacy Coordinator has been able to champion the project with key stakeholders, looking beyond the initial pool of local authorities and journalists reached by the project, and securing dialogue with MPs and council leaders. As the project closes, the project aims to host a participant-led 'audience' with a group of elected representatives and policy makers, to provide a platform for our 'change-makers' to influence at the highest levels locally and nationally - part inspired by the Antwerp Curant project.

Immigration status for undocumented children – a policy legacy

Central England Law Centre have been raising awareness of the issue of children from a migrant background living in the West Midlands without a formal legal status. It has been drawing on the experience and expertise of Kids in Need of Defence project which the Law Centre leads – a collaboration of legal advice charities and corporate law firms to help undocumented children secure routes to citizenship.

These children, often born to parents with an insecure immigration status or caught between changing immigration rules, will face difficulties when they reach adulthood in proving their right to work, renting a home, going on to higher education, and many other parts of every day life where immigration status impacts on entitlements. It became clear during the project that while they could reach many young people through schools there was a real opportunity to reach many more if there was a policy change in local authority teams working with children and young people.

CELC proposed working in partnership with local authorities to embed a process for supporting the immigration status of undocumented children (many are entitled to citizenship), as part of their 'Children's Services' remit. CELC secured a commitment from Coventry Children's Services to embed this focus in their day to day work and the Legacy Coordinator has supported CELC to engage in dialogue with Birmingham and Wolverhampton to commit to a similar approach. To support this work CELC will now be developing a practice guide for social workers in collaboration with the 3 local authorities which will enable frontline workers to have the skills and knowledge to address these issues.

To accompany this shift in policy, Coventry City Council are also working with CELC to pilot the first citizenship ceremonies for young people in the country. This demonstrates a commitment by key actors in the region to make the MiFriendly Cities a reality for young migrants and their families.

These are some of the other ways that the MiFriendly Cities project focused on and encouraged legacy:

- Workshops on legacy at Stakeholder Forum events

- The 'Share Our Journey' Final Event was a 'bridge to sustainability': providing participants with a platform to reach a wider support base, encouraging involvement with funders and policy makers, and creating pre-recorded content for the event that could be a permanent record of project activity and learning

- The Network of Migrant Innovators (NOMI) was established by the social innovation projects working with Migration Work CIC. A network coordinator post was created to work alongside the social innovation 'change-makers', helping to formulate plans and create a formal 'Community Interest Company'

- The project's art exhibition curator role was tendered exclusively to the social innovation projects, to provide an opportunity for participants to utilise their local networks and access new funding. Laura Nyahuye of Maokwo, a social innovation lead, curated and launched the exhibition at our Final Event in March 2021 and it has been created to evolve over time with new contributions from residents and artists.

- The consortium who delivered the Furniture Factory in Wolverhampton, have applied for CIC status and are currently writing a bid for three-year funding.

- Hope House, officially launched on May 19th 2021, is a significant capital investment offering long-lasting legacy for the region, and was prioritised on this basis for use of project underspend. CRMC, leading the project, reached out to partners and participants to ensure wide liaison around future use of the space, so the project is well set to be an important community hub after lockdown measures ease.

- A meeting with politicians and project participants was organised and hosted by the legacy coordinator. Politicians listened to participants experiences, the issues they were concerned about, and about the solutions they are implementing.

The Lord Mayor of Coventry opens 'Hope House'

Summary

The Legacy Coordinator role has injected new energy and focus on ensuring our project learning is shared effectively, on sustaining successful activities from the project, and in making connections with other activities and opportunities in the region. It has enabled the project to work more effectively at policy level to affect longer term change, and has also managed to provide practical support to individuals and projects – for example securing new funding.

The project has benefitted from the groundwork done in preparation for the role, including scoping, partner buy-in, the recruitment process and onboarding. So, rather than feeling like a 'bolt on' to the project, the role has been fully integrated into the partnership and the project processes. This has enabled the role to have a significant impact.

By touching all parts of the project, the 'helicopter view' that the role has obtained has been critical, enabling the project to pick up on opportunities and good ideas that partners have little time to progress themselves, and build relationships with key senior stakeholders to raise awareness of the project and lay foundations for further support.

1. Legacy through learning materials

UIA:
www.uia-initiative.eu/en/uia-cities/coventry

- UIA Expert Journals 1-5
- UIA Expert Zoom-ins 1-3
- Reports and case studies

YouTube:
www.youtube.com/channel/
UCp9lQyx7oydYeuSIO5TE0AQ

- Participant films
- Programme descriptions (used at our Final Event)
- Interim project film
- Summary project film (launched at our final event)

Reports and learning legacy:
https://mifriendlycities.co.uk/resources/
- Employers Survey and Guide
- West Midlands Infographic
- 2020-21 Career Guidance report
- Share My Language materials
- Know your Rights resource for migrants
- 4 innovations adopted by other projects (Migration Work) (Health, Employment, Housing, Active Citizenship)
- Stakeholder Booklet
- Interim Evaluation Report
- 3 Sounding Board round table discussion papers (Migrant led approaches; Evaluation approaches; Legacy and sustainability)
- Residents' survey (to be published 2021)
- 4 Briefing papers on innovations adopted by the project (of which this is one)
- Theory of Change document
- The Toolkit Guidebook (to be published June 2021)
- Final Report (due end 2021)

- Disseminating these papers and films and sharing learning is a crucial part of our legacy as a project. We have so far managed this via:
- Sounding Board round tables and reports working with colleagues from across the UK and Europe
- Interim and final events held for the project in Nov 2019 and March 2021
- Publication of reports on the MiFriendly Cities and UIA websites
- Sharing with Stakeholders via a project Newsletter
- Socialising via social media platforms including Twitter, Facebook, Instagram and YouTube
- Partner contacts and networks including project participants and service delivery partners
- Press releases to local and national media
- -Attendance at various online and face to face events and seminars

2. The project in numbers:

West Midlands:
- 2.8m people
- 1000's of migrants and refugees in the region
- 3 city councils
- One combined authority (WMCA)

Project Team:
- 3 city councils (BCC, CCC, CWC)
- 6 NGOs
- One academic institution – Coventry Uni
- One corporate partner

We've delivered...
6,000+ health messages
253 legal rights checks, advice and signposting
4 Know your rights guides in 9 Community languages
394 Share my Language community activities
106+ home makeovers
12+ repair cafes
1,000+ of up-cycled furniture items
114 apprenticeships and job opportunities
639 English language classes
Citizenship rights presentations to 500+ schools
3 Stakeholder forums with 100s of attendees
Briefing papers shared across Europe
1,000s of tweets and posts
A new online art exhibition

We've reached...
500+ participants
10,000+ people
1,000s of migrants
100s of community service providers
Councils and authorities across UK and Europe
Regional funders
50 regional and national journalists
100s of NGOs and charities
1,000s of local residents
250+ employers

We've supported...
32 social projects with seed funding and advice
36+ language inspired workshops
The RISING Global Peace Forum
Coventry Welcomes City Festival
The fight against Covid 19 with PPE, child-care support and community activities

We've built...
A new shared community space
Relationships between 11 Partner organisations
Greater understanding of migrant issues
A 'Network' of social innovation projects and leaders
Resilience and support structures
Connections between cities
A Chapel of Many 'chair sculpture'
New furniture from old
A reputation - finalist in the Innovation in Politics Awards 2020

We've trained....
61 Health Champions
80 Citizen Social Scientists
162 Citizen journalists
78 with DIY skills and qualifications
131 with digital qualifications
40+ social entrepreneurs
100+ maker and 3D modelling skills

This paper was written by MigrationWork CIC, one of eleven project partners involved in the MiFriendly Cities project. MigrationWork lead on the project communications; authored two series' of briefing papers about innovative approaches; ran three international Sounding Board discussions; delivered the Social Innovation programme, training and supporting 16 migrant-led social innovation projects in the region; and developed the Network of Migrant Innovators.

To find out more about MiFriendly Cities, see our resources and social media

Meeting between politicians and participants