



HLF Programme Objectives			
Objective	Outcomes	Main Objective (tick <b>one</b> box only)	Links to other areas
1	The heritage will be better managed		
2	The heritage will be in better condition		
3	The heritage will be identified/recorded		✓
4	People will have developed skills		✓
5	People will have learnt about heritage		✓
6	People will have volunteered time		✓
7	Negative environmental impacts will have been reduced		
8	More people and a wider range of people will have engaged with heritage	✓	
9	The local area/community will be a better place to live, work or visit		

**Objective 10: Engage with more difficult to reach individuals and provide training skills and opportunities which will build confidence, a sense of achievement and a sense of the natural environment**

**10b: Enabling and Empowering Elan – Special Activity Days for Local Groups**



**Summary**

There will be a provision of funded bespoke activity days at Elan aimed at groups within local communities who are not currently able or willing to engage with nature or the outdoors or who need support to get the most value out of their time at Elan.

Part of what makes Elan special is its dramatic landscape which creates a sense of solitude and wilderness. We will work with local client groups to ensure that the events are tailored to each individual group's needs

	enabling and empowering them to enjoy Elan and all of its special qualities.
<b>Project Description</b>	<p>Tir Coed will bring their specialist expertise to Elan, taking the lead on the delivery and development of the Enabling and Empowering Elan project. Their past experience shows that often they can engage participants who experience major emotional and social barriers, often deeply personal, crippling and debilitating levels of anxiety, stress and low self-worth. The vehicle for their development is an immersion within woodlands and the natural environment, having time to reflect and gain a new perspective on life, whilst learning to be a sensitive caretaker for the land and having a positive impact on this important natural resource. This value extends to one-off participatory activities in the outdoors which can prompt further and deeper engagement in future with the area.</p> <p>At Elan, it is anticipated the Enabling and Empowering Elan activity sessions will give individuals from disengaged groups' greater confidence to return and enjoy the site at their own pace. There will be cross-fertilising of groups and people with all the other Elan projects, with some Enabling and Empowering Elan participants going on to join Investing in Elan training or downloading the Elan interactive app for example.</p> <p>Enabling and Empowering Elan will also provide wider benefit to Elan through being tied into Tir Coed's wider project LEAF – Learning and Enabling Achievement and Fulfilment. This will be a series of activities over the next two to five years across the heart of mid and West Wales, providing a mix of introductory and progression opportunities to learn in woodland to the harder-to-reach.</p> <p>Enabling and Empowering Elan will be delivered through <b>20 Bespoke Outreach Activities per year:</b></p> <p><b>Enabling disadvantaged groups who may not otherwise visit the local natural environment to benefit from access to the natural environment, and to gain a new appreciation of the natural world</b></p> <p><i><b>Groups benefiting:</b> Youth Justice Service, young carers, alternative education provision, mental health service users, substance misuse support groups, family centres, children with disabilities, offenders, looked after children, youth groups, military veterans, adults with learning disabilities, refugees, primary schools.</i></p> <p>A range of activities will be available to suit the needs of different Powys groups. The Volunteering and Training Officer will liaise with the group or referral organisation to discuss their needs and then match a suitable tutor, activity, Elan Links outcome, and Elan Valley location to ensure a bespoke and client-led experience is delivered. Groups will be advised on suitable clothing and footwear for the activities whilst transport and lunch will be provided. Activity days will normally run from 10am to 4pm with a suitable lunch break, however shorter sessions will be available to match the needs</p>

	<p>of the groups. Tutors will be chosen from the Tir Coed tutor database (presently containing over 50 freelance activity leaders), based on their experience, skills and expertise in a particular set of disciplines relevant to the identified activity.</p> <p><b>The focus for activities could include:</b> Greenwood crafts, Forest school, Bushcraft, Nature and bird song ID walks Conservation, Art, Drama and Music, Biodiversity Monitoring, Foraging.</p> <p>Tir Coed has had resounding success using the Special Activity Day format, with 96% of participants rating their experience above 8 out of 10 in feedback forms (2013-16), and the number of requests by client referral organisations meaning there simply isn't enough resource to meet demand.</p> <p><i>'I had a thoroughly wonderful time and it's something I want to repeat. I would recommend it to anybody who's disabled or able bodied'</i> Special Activity Day participant, Tir Coed VINE 2015</p>		
<p><b>Need and Opportunity</b></p>	<p>This project has been developed to mitigate the threats and opportunities identified in chapter three of the LCAP, namely:</p> <p>4.2.7 A challenging economic and policy environment for Elan and the surrounding area</p> <p>4.3.3.2 The opportunity to develop Elan as a resource for training and education</p>		
<p><b>Project Management</b></p>	<p>Volunteering and Training Officer</p>		
<p><b>Project Partners</b></p>	<p>Lead partner: Tir Coed Other partner: DCWW, EVT, Partner Client Referral Organisations in the local area e.g. Youth Justice Service, Powys Young Carers</p>		
<p><b>Key Audiences</b> (Please see Audience Development Plan, appendix LCAP3, for more details about Elan Links audiences.)</p>	<table border="1"> <tr> <td data-bbox="421 1406 895 1850"> <p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>✎ Organisations working with harder to reach individuals locally;</li> <li>✎ Community groups;</li> <li>✎ Local Schools.</li> </ul> </td> <td data-bbox="895 1406 1520 1850"> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✎ Visitors from Birmingham (Birmingham residents);</li> <li>✎ Visitors who are within 1 hour's drive away;</li> <li>✎ Visitors coming for a specific activity;</li> <li>✎ Residents of Elan and Rhayader;</li> <li>✎ Land managers including landowners, tenants and commoners.</li> </ul> </td> </tr> </table>	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>✎ Organisations working with harder to reach individuals locally;</li> <li>✎ Community groups;</li> <li>✎ Local Schools.</li> </ul>	<p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✎ Visitors from Birmingham (Birmingham residents);</li> <li>✎ Visitors who are within 1 hour's drive away;</li> <li>✎ Visitors coming for a specific activity;</li> <li>✎ Residents of Elan and Rhayader;</li> <li>✎ Land managers including landowners, tenants and commoners.</li> </ul>
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<p><b>Project Development</b></p>	<p>A year prior to the first stage application submission Tir Coed were invited to present to the EVT on their engagement model. Impressed by the impact of Tir Coed's work and the experience of the organisation Tir Coed were invited to become a partner of the Elan Links Project, leading on the social outreach and training elements of the cross-sector project.</p>		

Tir Coed's director worked closely with the Elan Links Project Manager over the following year to develop a bespoke package for the Elan Links project that would outreach to local disadvantaged people and a new audience for Tir Coed; disadvantaged groups from the urban environment of Birmingham.

During all of this the Tir Coed finance and development staff have been fundraising for further projects to secure the charity and bring added value to the Elan Links project through LEAF.

**What Empowering and Enabling in Elan combined with LEAF brings to Elan Links:**

- ✎ LEAF increases the opportunities for progression, further training and bespoke mentoring that will add value to the **'Enabling and Empowering Elan'** provision, being delivered by Tir Coed.
- ✎ Additional intensive training courses, marketing support, work placements and business incubation are financed by Empowering and Enabling in Elan.
- ✎ A new role of a Mentoring Officer who will support those progressing through the Tir Coed provision at the Elan Valley will help ensure a positive outcome and create a bespoke progression route for beneficiaries otherwise unavailable to the Elan Links Partnership.
- ✎ Wider opportunities across other Tir Coed areas in Wales and cross-over with the other LEAF sites is also possible.
- ✎ It also supports the Elan Links project by securing the core roles within Tir Coed needed to fully deliver the **Enabling and Empowering Elan/Powys** LEAF strands, including the Tir Coed Director, the Accreditation Manager, and the Finance and administration team.

Furthermore a full pilot project has been secured by Tir Coed at the Elan Valley site through local 'Rural Development Programme', funding that will continue to support the development of the project whilst the final application is being submitted and processed by the HLF team.

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<p><b>Activities and Timescale</b></p>	<p>October 17- October 18: 25 bespoke outreach activity days throughout the year</p> <p>October 18- October 19: 25 bespoke outreach activity days throughout the year</p> <p>October 19- October 20: 25 bespoke outreach activity days throughout the year</p> <p>October 20- October 21: 25 bespoke outreach activity days throughout the year</p> <p>October 22- October 23: 25 bespoke outreach activity days throughout the year</p>
<p><b>Outputs</b></p>	<ul style="list-style-type: none"> <li>✎ 20 Special Activity Days per year (100 Special Activity Days over the course of the 5 year Scheme);</li> </ul>

	<ul style="list-style-type: none"> <li>✎ 1 200 harder to reach individuals from our local communities have engaged with the heritage of Elan;</li> <li>✎ Feedback from these client groups used to inform future information and access developments;</li> <li>✎ A number of client groups return visits due to increased confidence from supported visit (details of which to be finalised in the development phase).</li> </ul>
<b>Output indicators and targets</b>	<ul style="list-style-type: none"> <li>✎ The number of people engaged in bespoke activities – 240 engaged per year. A total of 1200 after 5 years.</li> <li>✎ The number of sessions coordinated. – 20 activities coordinated per year. A total of 100 after 5 years.</li> <li>✎ 40 of different vulnerable groups engaged by the end of year 5.</li> </ul>
<b>Outcomes</b>	<p><b>Heritage Outcomes:</b></p> <ul style="list-style-type: none"> <li>✎ By ensuring that Elan is loved by all sections of society our heritage is more likely to be valued and cared for into the future.</li> </ul> <p><b>People Outcomes:</b></p> <ul style="list-style-type: none"> <li>✎ More and wider groups of people will have engaged with the heritage of Elan;</li> <li>✎ People have reconnected with the landscape and unique heritage of Elan;</li> <li>✎ People have enjoyed Elan and the great outdoors.</li> </ul> <p><b>Community Outcomes:</b></p> <ul style="list-style-type: none"> <li>✎ By including the harder to reach groups of people within our surrounding communities we have ensured engagement with a greater cross section of our community;</li> <li>✎ We will have reconnected people who feel isolated or disconnected from their community and landscape;</li> <li>✎ Community cohesion will be improved through connecting people with each other and the heritage;</li> <li>✎ Communities are better connected and more understanding and sympathetic to the trials facing the harder to reach groups. This will inform future work and legacy building.</li> </ul>
<b>Monitoring &amp; Evaluation</b>	<p style="text-align: center;"><b>Enabling and Empowering Elan- Monitoring and Evaluation</b></p> <p><b>Feedback Forms:</b></p> <ul style="list-style-type: none"> <li>✎ Simple feedback forms with a star rating system will be handed out towards the end of the activity day to track people’s enjoyment of the sessions. This will help Tir Coed gain statistics such as 80% of people rated their experience 5 stars out of 5.</li> </ul> <p><b>Photographs and Film:</b></p> <ul style="list-style-type: none"> <li>✎ Support leaders and Volunteering and Training Officer will be expected to take photographs of all <b>Enabling and Empowering Elan</b> activities so that these can be used to evidence the woodland</li> </ul>

improvements being carried out, the number of people engaged, the range of people and to capture the atmosphere of the project activities.

- ✎ These photographs will be used for monitoring purposes as well as for the blog, social media and reports.
- ✎ Short films will also be shot and uploaded to the Tir Coed YouTube channel, the link to which can then be sent to funders and partnership organisations. Permissions will be sought from all participants for use of photo evidence and appropriate action taken if no permission is given.

#### **Workshops and discussions:**

- ✎ At the end of activity day a group discussion will be held by the Activity leader with the attendees to discuss what they enjoyed about the day, what could be improved, this will be done in a way to suit the group, for example a children's group will play a game.
- ✎ It will provide a chance to direct more questions at the professional activity leaders, relating to information about the woodland sector.
- ✎ This will help Tir Coed track the success of the sessions and gain valuable information in how best to develop the programme going forward.

#### **Testimonials:**

- ✎ The Volunteering and Training Officer will be responsible for collating testimonials from referral organisations engaging with **Enabling and Empowering Elan**. This will help Tir Coed monitor if the **Enabling and Empowering Elan** provision is working to its full potential and will evidence the impact the referral organisations have seen with their clients.

#### **Registers:**

- ✎ Each day a register will be filled out, this will help monitor the commitment the numbers of people attending the activities.
- ✎ The Volunteering and Training Officer will create a register for each session and give that to the activity leader prior to the sessions starting.

#### **Case Studies:**

- ✎ Case studies will regularly be collated by the Volunteering and Training Officer with those that are happy to share their story.
- ✎ This is an incredibly powerful way of monitoring the impact of the project to individual lives and helps Tir Coed convey the positive knock-on effects that are initiated by projects.

#### **Team Meetings:**

- ✎ Regular collation of feedback will be reported back to the management team during bi-monthly team meetings
- ✎ Ensuring the strategic developments of the project are being steered by the beneficiaries

	<p>⚠ Problems or challenges are brought to light, discussed and solutions implemented.</p> <p>This will feed into board room discussions and this model enables the charity to continually develop person-centred projects with a clear impact.</p>
<p><b>Evidence</b></p>	<p>Consultation has been carried out by Tir Coed into the needs of people in Powys and the possible demand for both the Investing in Elan project and the Enabling and Empowering Elan project. This is in addition to the consultation completed into the opportunities and threats at Elan by the Elan Valley Trust and other partners which have identified opportunities to engaging people more widely through getting greater numbers of visitors to the site, improving accessibility, and developing art projects for example.</p> <p style="text-align: center;"><b>Enabling and Empowering Elan consultation:</b></p> <p style="text-align: center;"><b>Referral Organisations:</b></p> <p>Tir Coed consulted <b>65</b> Powys organisations about training and engagement provision via phone interviews, meetings and e-mails. These included:</p> <p>PaCE (Parents Childcare and Employment), Tyfu Training Ltd, Powys Carers Service, Powys Young Carers, Severn Valley Effect, Mid Wales Culture Coop, MWMAC, Open University, Dyfed-Powys Probation Service, PAVO, The Arches – Rhayader voluntary bureau, Careers Wales – Mid Glanmorgan and Powys, Powys Mental Health Team, CAIS, Age Cymru Powys, Rhayader Youth Club, CARAD, Llandrindod Wells Youth Centre, Builth Wells Youth Club, Radnor Federation of Young Farmers, Powys Youth and Family Information Service, Dyfodol Powys Futures, Tros Gynnal Plant, Hope Again - Young People Living after Loss, Siawns Teg Limited, Action for Children, HAFAL in Powys, Cymryd Rhan: Learning and Physical disability support, Jobcentre Plus, Kaleidoscope Drug and Alcohol Service, Ponthafren, Powys Youth Intervention Service, Wallich, Symud Ymlaen, Small Steps, Rhayader County Councillors, Radnorshire Wildlife Trust, RSPB, Plantlife Cymru, Lifehouse alternative education, Representatives of Schools across Powys, Family Crisis Centre (MFCC), Severn Rivers Trust, Powys MIND</p> <p><b>14 Letters of Support</b> (appendix PP24): from referral organisations accompany this bid.</p> <p>For a document identifying the consultation process with each organisation see- Powys '<b>Organisation Scoping</b>' (appendix PP25).</p> <p><b>Need consultations highlighted:</b></p> <ul style="list-style-type: none"> <li>⚠ No woodland skills provision in the county, but desperately needed;</li> <li>⚠ Access to outdoor activities and rural skills training would really benefit service users from a wide range of organisations;</li> <li>⚠ Progression routes into practical and rural work in the area needed;</li> </ul>

- ✘ Practical training is scarce & valuable to a large number who struggle with a formal learning system;
- ✘ People have witnessed the positive impact of engagement with natural environment first hand;
- ✘ Transport is difficult and a barrier to accessing training opportunities within the county.

#### **Consultation Event and Presentations:**

**65** organisations were invited to this event (6 July 2016) and **25** people attended with a wide representation of organisations. A presentation with questions & answers about the Tir Coed engagement model and the Elan Links project was followed by networking and a workshop focusing on the challenges of engaging groups across such a large county as Powys, and how best the **Empowering and Enabling in Elan** project can provide for different needs.

*“Kaleidoscope Newtown are full of praise for Tir Coed’s work. Many of our clients have accessed training courses and activity days and some have shown remarkable progression from volunteer to mentor and to now leading activities. Tir Coed is filling a much needed gap in delivering outdoor practical activities and training which is making a very real difference to people’s lives.*

*The only other provision within the area that provides outdoor learning opportunities is the Ashfield Centre, Llandrindod Wells which is a horticulture-based gardening project. There is no provision like Tir Coed in the area for providing woodland-based activities and training and there is a real need for this service. I think this opportunity is brilliant. I am a big fan of the Montessori & Forest School Models and there is very little provision of this in the local area. The Elan Links project delivered by Tir Coed is what our clients really need. To be trained and provided experiences in, woodland-based endeavours is so important in this rather isolated rural community. This makes the Tir Coed interventions highly applicable to the area. All too often the only available training and employment opportunities are office-based. But people with mental health and anxiety issues can find the office environment alien to them. What they need is hands on rural skills to enable them to develop and access more applicable rural training and employment in tree surgery, hedge laying, woodland management, carpentry skills etc. For our clients training outdoors is a lot more achievable for them.” - James Varty, Kaleidoscope*

*“Powys carers cannot find enough opportunities in the area to engage both their adult and young carers. With the development of the Elan project, Powys Carers would be able to refer carers with significant need onto the Tir Coed services.” - Phillip Moody, Powys Carers Service.*

*“The Tir Coed opportunity for individuals to gain an accredited qualification will be very beneficial for some of our claimants. It will allow those who have been out of the labour market for a longer period of time to work as part of a team once again and will work to build their confidence. Once completed this opportunity will also provide them with recent activity to add*

to their CV.” - Thomas Williams, Job Centre Plus, Llandrindod Wells

### Community Consultation and Surveys:

The community consultation for Powys took place in Rhayader (26 May 2016), Elan Valley visitor centre (26 May 2016), Newtown (31 May 2016) and Llanidloes (2 June 2016), all in close proximity to the site at the Elan Valley.

Due to high tourism in these areas, a number of tourists were questioned in the Elan Valley and Rhayader, which affected the results a little. For instance,

- ✎ **80%** of respondents said there was a lack of good work opportunities in the area, whilst 20% said they didn't know. (This 20% was almost entirely visitors to the area, and elderly people who had no need to search for jobs).

- ✎ **75%** thought there was a lack of training opportunities and 25% didn't know.

For full results see the '**Community Consultation Results**' document, appendix PP27.

## Wider Context

### Introduction:

- ✎ Tir Coed was formed in 1998 by an alliance of countryside organisations, with representatives from each sitting on the board of Trustees; Forestry Commission Wales, ADAS, Countryside Council for Wales and Environment Agency Wales.

- ✎ It began by undertaking a large-scale community consultation in the Ystwyth Valley (one of the largest of its kind), to ascertain how the community felt about woodlands and whether they wanted more woodlands planted.

- ✎ The outcome of the consultation showed that the community wanted better access to, and management of pre-existing woodlands.

- ✎ For the following 6 years Tir Coed supported hundreds of community groups to access woodland skills training, recreational activities and health and well-being activities in the woodlands by administering Cyd Coed funding and offering support and advice.

- ✎ Groups that Tir Coed worked with include; youth justice service, offenders, community groups, individuals needing access to training for employability, Disability groups, mental health groups and school groups.

- ✎ In 2006 the board of [then] directors made the strategic decision for Tir Coed to become a charity, whereby it could better provide for the needs of the community it was working for by developing engaging charitable projects.

- ✎ Its first charitable project WICKED, began in 2007 working with underachieving school-children (11-16) in need of alternative curriculum provision; young people 16-25 who were Not in Education Employment or Training and young carers.

	<ul style="list-style-type: none"> <li>✎ In total 600 young people directly benefitted, with 72% gaining accreditation and 48% of the NEET groups entering further education, employment or training. It is estimated that a further 1200 people indirectly benefitted through the Training Tir Coed was able to give the youth and support workers.</li> <li>✎ This project highlighted to Tir Coed the vast array of benefits projects like this had, which at that time was pioneering, prompting the board and Tir Coed staff to continue to develop innovative projects in support of the hardest to reach within our communities.</li> <li>✎ Tir Coed has continued to do this through a number of projects since including - Branching Out, WiseWoods Wales, Apprenticeship project, Harvesting the Knowledge and most recently VINE.</li> <li>✎ Through these projects Tir Coed has grown a positive reputation for developing and delivering exemplar programmes with a deep impact, continually listening to the people it supports, to ensure development is targeting a real need.</li> <li>✎ Tir Coed became an Agored Cymru centre in <b>2009</b> to further support its beneficiaries and since then has developed several bespoke workbooks and accredited units whilst awarding 1,253 training credits (2009-2015).</li> </ul>
<p><b>Legacy and maintenance of benefits</b></p>	<p><b>Social Science Research Project:</b> The social science research element will provide a better understanding of how to build projects like this to best generate benefit for people and communities and will quantify these benefits to entice potential future funders for this work from local and national government to have confidence that they will get value for money. This understanding will be transferable to other places and programmes in the UK and hence will have far-reaching benefit well beyond Elan.</p> <p><b>Sustainability of Beneficiaries:</b> The <b>Investing In Elan</b> project has long-term and lasting change at its core, a deep impact made through a person-centred and progression enabled approach that will offer those participating the skills to support themselves into the future.</p> <p>Should all Tir Coed activity cease after the 5 year programme, the beneficiaries supported during that time will not be left 'high and dry' but will instead be equipped with the skills to support themselves, have a deeper understanding of the natural and rural environment and the confidence and self-worth to follow their dreams.</p> <p><b>Long-term Sustainability of the site:</b></p> <ul style="list-style-type: none"> <li>✎ Tir Coed trainees and volunteers create substantial improvements in the woodland and natural landscape for the wider community. It is difficult to convey on paper the vast improvements to the woodland canopy, ground flora, paths, signs, benches and picnic tables installed.</li> <li>✎ The training courses are so varied and thorough that huge</li> </ul>

	<p>improvements can be made benefitting the wider community into the future, even after Tir Coed projects have ceased.</p> <ul style="list-style-type: none"> <li>✎ Alongside this, <b>Investing in Elan</b> activities will regularly monitor the biodiversity of the site to present a final biodiversity and management report for the ongoing positive management of the different sites across the Elan Valley. This will ensure the positive management of the woodland after the Tir Coed provision has left the site.</li> <li>✎ Furthermore local people are trained and have a full appreciation of these beautiful natural sites with the knowledge of how to care for them long into the future.</li> </ul> <p><b>Development of projects post Elan Links:</b>  With a growing interest in outdoor learning and a financial climate that continues to be difficult, Tir Coed expects demand for its services to remain for the foreseeable future, and it will develop and deliver pertinent projects to react to the needs of individuals, the woodland environment and the forestry industry for as long as that need remains. The partnership approaches being piloted through the innovative Elan Links project will have time to develop and grow over the course of the 5 year project and it is highly likely that legacy projects will be enabled through this process.</p>
<p><b>Risks and risk mitigation</b></p>	<p><u>Risk 1:</u> Second stage application is unsuccessful and Enabling and Empowering Elan cannot happen on the same scale as described.  <u>Mitigation:</u> Ensure that the second stage bid is as comprehensive as possible. Have contingency fundraising plan.</p> <p><u>Risk 2:</u> Unable to recruit staff in time for the commencement of Enabling and Empowering Elan. <u>Mitigation:</u> A number of the Tir Coed staff from the current Pilot project as being moved over to the Enabling and Empowering Elan project so this risk is minimal and will not affect service delivery and outputs in the short term.</p> <p><u>Risk 3:</u> Failure to secure Elan Links Landscape Partnership Project Site.  <u>Mitigation:</u> The funding is in place for Elan Links, currently in its development phase and good progress is being made. It is unlikely therefore that this site will not be secured.</p> <p><u>Risk 4:</u> Start date of Elan Links and LEAF do not coincide as planned.  <u>Mitigation:</u> The delivery of both projects can be reprogrammed to ensure that there is no change in the services and outcomes of the projects if this does happen.</p> <p><u>Risk 5:</u> Failure to secure Management Agreements for the woodland sites in the Elan Valley. <u>Mitigation:</u> Management agreements are being developed and all partners/landowners are in support of the project.</p> <p><u>Risk 6:</u> Participant outputs not met as stated in application form. <u>Mitigation:</u> We are already working with a number of referral organisations across Powys through the pilot project delivery to ensure that our outputs are met.</p>

	<p>We know that demand for our services is high and that we have calculated realistic outputs.</p> <p><u>Risk 7:</u> Loss of project staff member resulting in disruption to project / failure to comply with contracted outputs/ loss of information/ deadlines compromised. <u>Mitigation:</u> Competitive salaries with flexible working support provided by Tir Coed Director and Trustees, and all work will be logged on Drive to ensure easy knowledge-sharing and transfer.</p> <p><u>Risk 8:</u> Staff are over capacity and face burnout and are disengaged with the project. Increased risk of staff turnover. Loss of focus on core business. <u>Mitigation:</u> Ensure regular communication and a good management structure. Time has been taken to ensure that the staffing project outputs are accurate.</p> <p><u>Risk 9:</u> Communications: Ensure that clear, consistent and easy to understand information is sent out about the project. <u>Mitigation:</u> Tir Coed has a well-established network of communication channels which will be used to promote and engage people with Enabling and Empowering Elan.</p> <p><u>Risk 10:</u> Brand. <u>Mitigation:</u> Tir Coed has a well-established brand and an excellent track record.</p> <p><u>Risk 11:</u> Effects of policy changes and funding cuts beyond our control, e.g. Brexit. <u>Mitigation:</u> Tir Coed as risk assessed the current situation, in light of Brexit and has concluded that, although it is likely that demand for our services will increase, our matched funding sources will not be affected.</p> <p><u>Risk 12:</u> Funding cuts reduce capacity of referral organisations. <u>Mitigation:</u> Ensure the programme is working with a wide representation of referral organisations so if one organisations funding is cut there are others that Enabling and Empowering Elan can continue to work with.</p> <p><u>Risk 13:</u> An incident occurs during an activity session. <u>Mitigation:</u> Full safeguarding and Health and Safety policies and procedures to be in place and followed at all times; Tir Coed has developed and tested policies and procedure can be transferred as needed.</p> <p><u>Mitigation:</u> Appropriate insurance will also be required by all activity leaders. Activity Leaders will be CRB checked prior to activity sessions.</p>
<p><b>Links to other Elan Links Projects</b></p>	<p>Objective 5b &amp; 5c: Through objective 5b the Engineer's house will be renovated into accommodation facilities and through objective 5c, Cwm Clyd Farmstead will be renovated into group accommodation. There is a possibility that some of the community groups or schools would like to stay longer than 1 day and therefore these accommodation facilities would be available for their use.</p> <p>Objective 6: Monitoring of the work carried out through this project will be</p>

	<p>done through objective 6. This will ensure that there is evidence of the work carried out and that the progression of the areas and activities can be used for future exhibition material and archived for the future.</p> <p>Objective 7a: The activities will be recorded either through photographs or film. The material recorded will feature in some of the exhibitions in objective 7a.</p>
<p><b>Background information</b></p>	<p>Elan is located in the Cambrian Mountains, Mid Wales, 5 miles to the east of the Market town or Rhyader. Elan's 20,000 hectares comprises 1% of Wales and is a unique landscape combining remote hill land, isolated farmsteads, steep-sided wooded valleys and the extraordinary feat of Victorian engineering that brought clean water to Birmingham.</p> <p>The community of farmers, tenants, the town of Rhyader and the village of Elan are the backbone of this vast area, with farming and tourism activities being the most significant economic activity in the area.</p> <p>Elan Links: People, Nature &amp; Water Landscape Partnership has an ambitious vision: to generate a step-change increase in beneficial outcomes for people, communities and heritage.</p> <p>Elan Links is a £3.5 million project with a significant £1.8 million secured from the Heritage Lottery Fund Landscape Partnership Scheme.</p> <p>The Elan Links: People, Nature &amp; Water Landscape Partnership is currently made up of 17 different organisations who aim to deliver 26 projects under 12 strategic objectives over 5 years.</p>