



HLF Programme Objectives

Objective	Outcomes	Main Objective (tick one 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 8: Increase the number and range of people experiencing Elan as visitors, volunteers and learners

8: Friends of Elan



Summary	This project is the implementation of the Friends of Elan Volunteering Strategy, the strategy which underpins all volunteering activity across the partnership and its 26 projects and will increase the number and range of people experiencing and contributing to Elan as volunteers.
Project Details	The Friends of Elan Volunteering Strategy (appendix LCAP8) underpins all volunteering activity across the partnership and its 26 projects and has been developed and agreed by the Elan Links Partnership Board during the development year. The Volunteering Strategy maps out the different

volunteering opportunities within the project, and how this will be managed over the duration of the scheme. It will illustrate how the volunteers will receive training, either by partners or commissioned by external trainers. It intends to ensure that the people who volunteer in the area will receive extra skills, improve their social networks, improve their employment possibilities, and gain confidence within their communities.

Volunteers across the Elan Links Scheme will be managed using the agreed volunteer management framework as detailed in the Volunteering Strategy:

Volunteer Management Framework

Volunteers need to be well managed in order to ensure that volunteers to make a full contribution to organisations and projects whilst developing their own skills and interests. The roles allocated to volunteers must allow for the volunteers' particular circumstances, needs and potentials so that they feel they are making a contribution and are treated as a unique individual.

With so many opportunities available and a number of partnership organisations involved, it is crucial that a central and coordinated approach is taken to manage the delivery of the Elan Links volunteering opportunities. This must also respect and take into account the volunteering aspects already being undertaken individually by some partner organisations. This approach is detailed below:

1. Updating and maintaining the Elan Links volunteering policy

All partners input into the policy and agree the final draft. The policy is reviewed on a yearly basis to ensure best practise and compliance. All volunteers are made aware of this policy. The responsibility for leading the yearly review and editing of this policy rests with the Tir Coed. This partner has considerable experience ensuring a best practise approach to volunteering. All partners will then take responsibility for ensuring that any changes are implemented within the volunteering activities in projects they lead.

2. Volunteering & Training Sub-committee

A sub-committee will work across the entire Elan Links landscape partnership and focus on ensuring that the volunteering opportunities across the suit of projects complement each other. All Elan Links staff will sit on this subgroup and report back on the progress being made with the individual volunteering targets set against each project, share best practice and discuss challenges.

3. Volunteering & Training Coordinator

The Volunteering & Training Coordinator is a role primarily linked to the Objective 10 suite of projects and their subsequent delivery. However, to ensure continuity and best practise they will also act as the volunteering ambassador across the entire Elan Links scheme. Specifically the Volunteering & Training Coordinator will act as the

first point of contact for referral organisations both locally and in Birmingham. The coordinator will the work of the administrative officer who will act as a first point of contact for volunteer queries and ensuring that volunteering opportunities within the Elan Links projects are adequately promoted.

4. Individual Volunteering Targets within the specific projects





Projects with volunteering opportunities and volunteering outputs will be the responsibility of the relevant officers in charge of those projects.

Volunteering Opportunities





The following volunteering opportunities & roles will be available across the 27 projects:

Within the project, there are many different volunteering opportunities. The potential volunteer roles can be divided into several groups:



Natural Heritage (opportunities in projects 1a)

-  Conservation
-  Different types of land management
-  Habitat restoration
-  Biodiversity monitoring




Cultural Heritage

-  Oral History recorders
-  Archiving & research
-  Collections management
-  Amateur drama and theatre

Built & Ancient Heritage

-  Condition survey volunteers
-  Events & activities

Events & Activities

-  Guided walks and activity leaders
-  Event support & marshalling
-  Marketing, photography & social media

Recruiting Volunteers

Looking at the partnership's key partners and local organisations we are able to see where their volunteers are coming from and what aspects of volunteering they are interested in. Knowing this will enables us to identify the existing gaps and explore the potential of new volunteers.

The partnership wants to ensure a diverse range of volunteers have the opportunity to get involved with a wide range of volunteering activities. Almost all of our key partners already have a database of volunteers that they call on regularly to support them with different aspects of work. As part of the volunteering and training subgroup we will merge these databases with the consent of the partnership organisations and the individuals on their databases. The Elan Links staff team and the

	<p>individual partnership organisations will ensure that the wider volunteering opportunities within Elan Links are promoted. Effective outreach to groups that do not currently take part in organised volunteering activities within the local community will be undertaken by the Volunteering & Training Coordinator through the implementation of project 10b – Enabling & Empowering Elan and this will potentially draw in new volunteers.</p> <p>Volunteering opportunities will be promoted through:</p> <ul style="list-style-type: none"> ✘ Promotion and wide circulation of the Friends of Elan volunteering policy and volunteering day calendar to partner organisations and others ✘ Through the interaction of the volunteering & training subgroup ✘ Advertisement on notice boards in Elan Valley and Rhayader and other nearby towns; ✘ Established links to developed volunteering organisations such as the Arches and PAVO; ✘ Advertisement on social media and short videos ✘ Local Advertisements; ✘ Encourage newspaper and website coverage locally; <p>When required volunteers will be recruited and selected by creating fair and ethical recruitment procedures, with tailored job specifications and advertisements. Interview checklists and questions will be created before interviews to allow referees to select volunteers on an impartial basis whilst finding people most suitable for each role. Volunteers who are considered unsuitable for a particular task will either be offered alternative voluntary involvement with the partnership or referred to the nearest Volunteer Centre.</p> <p>Training</p> <p>Volunteers will need to receive basic training and the delivery of training will happen through the following mechanisms:</p> <ul style="list-style-type: none"> ✘ Use of internal resources to plan and deliver training courses for both staff and volunteers; ✘ Specific courses being developed; ✘ Use of external trainers to deliver courses where the required in-house skills are not available; ✘ Placement on external training courses for any enhancement skills that is not deliverable through other means. <p>Responsibility for the delivery of training rest with staff member responsible for the particular volunteering opportunity as detailed in the tables below. In order to ensure that training is effective and long-reaching over the length of the project, a range of skills will be delivered to both project partners and volunteers.</p>
<p>Need and Opportunity</p>	<p>The majority of the Elan Links partnership organisations are voluntary organisations and rely on volunteers. This project has been developed in recognition of this and to meet opportunity 4.3.3.3 in the LCAP Threats &</p>

	<p>Opportunities Chapter: Opportunities to develop diverse volunteering opportunities across all strands of Elan’s heritage.</p> <p>Within Elan Links there is the opportunity to develop a wide range of volunteering opportunities with an emphasis on encouraging people to engage with nature, heritage and the landscape. Furthermore, by sharing expertise in volunteering and by developing a centralised support structure the Partnership will be able to work strategically and efficiently while ensuring the best outcomes for heritage and experience for volunteers.</p> <p>The development of a robust volunteering policy ensuring a wide range of volunteering opportunities is vital to ensuring that Elan Links can achieve its aims and objectives and will also:</p> <ul style="list-style-type: none"> ✎ enable more tasks to be completed; ✎ create opportunities for people to learn about Elan’s diverse heritage and have an enjoyable experience; ✎ provide access to new skills, opportunities and experiences; ✎ have a positive impact upon volunteers’ confidence, wellbeing and/or physical and mental health; ✎ contribute to sustainability of the Elan Links area and its unique heritage by increasing community understanding and ownership; this can provide powerful ambassadors for Elan into the future; ✎ We shouldn’t forget the value of volunteers and their contribution, some of which is a valuable match in-kind contribution to this Landscape Partnership. 	
Project Management	Partnership Manager & Volunteering & Training Coordinator reporting to the Volunteering & Training Sub-committee and Elan Links Partnership Board.	
Project Partners	Lead Partner: Other Partners: All Elan Links project partner.	
Project Development	This volunteering strategy recognises the importance of our volunteers and is a blueprint of how we will engage, work with and treat our volunteers. Both immediate and long-term needs of the Elan Links Scheme must be considered with regard to volunteering and training. Each project will benefit from volunteers working to achieve the outcomes and contributing to the development of the projects. In order to succeed long term, the Elan Links Scheme will need to be wholly endorsed and supported by the local community and the project partners, and volunteers will be key in both learning and participation for each project. During the development of this Strategy a number of best practice guidance documents for working with volunteers including the HLF were drawn from.	
Key Audiences (Please see Audience Development Plan, appendix LCAP3, for more details about	Audiences that are primarily targeted through this project: <ul style="list-style-type: none"> ✎ Volunteers; ✎ Policy makers/influencers 	Secondary audiences who will benefit as a result of this project: <ul style="list-style-type: none"> ✎ Visitors coming for a specific activity, ✎ Visitors from Birmingham

Elan Links audiences.)		<p>(Birmingham residents);</p> <ul style="list-style-type: none"> ✘ Visitors who are within 1 hour's drive away; ✘ All other visitors; ✘ Residents of Elan and Birmingham.
Activities and Timescale	<p>The Volunteering & Training Coordinator will be appointed at the commencement of the Elan Links delivery period, currently anticipated to be October 2017.</p> <p>The Volunteering & Training Sub-committee will meet on a quarterly basis during the delivery period.</p> <p>The individual volunteering activity and associated timescales are detailed in the detailed project plan relating to that activity.</p> <p>A yearly calendar of volunteering opportunities, based on the agreed activities of the individual projects will be agreed and promoted on an ongoing basis.</p> <p>Monthly promotion of the volunteering opportunities through the Elan Links Facebook page, Elan Valley e-newsletter.</p> <p>Yearly Volunteering Fair where the Elan Links Scheme is explained and its divers volunteering opportunities showcased.</p> <p>An ongoing database logging all volunteering activity and engagement levels integrated across all projects.</p> <p>A central bank of all volunteers contact details who have contributed, (subject to their agreement for this information to be stored).</p> <p>The Volunteering Strategy will be reviewed on an annual basis by the sub-committee and put forward for recommendation to the Elan Links Partnership Board.</p>	
Outputs	<ul style="list-style-type: none"> ✘ A volunteering strategy which all partnership members and organisations subscribe to; ✘ A co-ordinated approach to volunteering opportunities across the Elan Links Partnership; ✘ Volunteer hours delivered by Friends of Elan volunteers; ✘ Partnership database of volunteers and volunteering opportunities; ✘ Regular volunteering opportunity updates; ✘ Volunteering training and expenses paid. 	
Output indicators and targets	<p>Number of volunteers engaging with Elan Links</p> <p>Number of volunteer hours per year</p> <p>Amount of travel claims per year</p>	
Outcomes	Heritage Outcomes:	
	<p>People Outcomes:</p> <ul style="list-style-type: none"> ✘ People will have been supported to and will have volunteered time in a number of different activities across the whole Elan Links 	

	<p style="text-align: center;">Scheme and its diverse heritage strands</p> <p>Community Outcomes:</p> <ul style="list-style-type: none"> ✎ Through offering wide ranging volunteering opportunities it is anticipated that more and a wider range of people will have engaged with the heritage of Elan; ✎ As a consequence more people will know and value Elan and its distinct heritage and the area will benefit from this.
Monitoring & Evaluation	<p>Volunteer data will be used to monitor the success of this project which will include:</p> <ul style="list-style-type: none"> ✎ Numbers of people volunteering and volunteer hours/ days completed ✎ Feedback forms and evaluations ✎ Progression of volunteers into further opportunities & employment
Evidence	Please refer to the Friends of Elan Volunteering Strategy LCAP8
Wider Context	<p>Elan Valley Trust</p> <p>Elan Valley Trust (EVT) the lead partner for the landscape partnership, is run by a group of six volunteer trustees. These trustees volunteer their expertise to meet the Trust's objective to promote conservation, appropriate public access and disseminate information about the estate. Some of these trustees also volunteer their time to the Elan Links: People, Nature & Water Landscape Partnership project. Elan Valley Trust also has a group of fifteen volunteers who support the yearly events programme.</p> <p>Dwr Cymru Welsh Water</p> <p>Dwr Cymru Welsh Water is a not-for-profit water company that have a visitor centre in the Elan Valley. The company do have a few regular volunteers who support with specific activities but in recent years due to increased demands placed on the rangers the Friends of Elan volunteering group hasn't been operational. Due to this there is a current lack of accessible volunteering opportunities in the outdoors / natural environment at Elan,</p> <p>Community Arts Rhayader And District</p> <p>Community Arts Rhayader And District (CARAD) run a Museum and Gallery and jointly manage the Tourist Information Centre (TIC) in the market town of Rhayader a short distance from Elan. CARAD is governed by a group of dedicated volunteer trustees and the organisation relies heavily on volunteers to undertake its core functions including running the shop, and TIC at the Museum and Gallery. CARAD currently have 60 volunteers on their books, with a core of around 25 regularly volunteering for them. These numbers can increase greatly when additional activities such as festivals and events are organised. The core demographic of their regular volunteers are older, retired professional people, many being women, and is at risk of reduction due to an increase in the retirement age.</p>

Rhayader 2000

Rhayader 2000 is a voluntary sector community development organisation that represents a cross section of the local community. They aim to strengthen the economy of the town and the surrounding area, strengthen and maintain the natural and man-made environment, encourage the development of skills and opportunities, both personal and professional and make best use of human and material resources within Rhayader. Rhayader 2000 is governed by volunteer trustees and its activities are managed entirely by those volunteer trustees.

Tir Coed


Tir Coed is a woodland charity that engages harder to reach people with woodlands and the wider natural environment by delivering bespoke volunteering and training opportunities that enable skills development and accreditation for the participants involved. Their model is very successful and demonstrates clearly that investing in this type of provision can change a person's life. This model is currently being established at Elan through the Elan Links Landscape Partnership with a pilot taking place during this development year.

There are also a number of interest based volunteering groups which currently use Elan including Ramblers, cyclists, Rhayader by Nature. Annual events and shows in and around Elan also rely heavily on volunteers. Their focus and interest is quite specific and currently their activities happen and are managed independently.

Rhayader and District Community Support are based in the town and they offer a range of volunteering opportunities. They work with local organisations to recruit, train, place and support volunteers within the community. There are range of volunteering opportunities that are available through Rhayader and District Community Support such as volunteering with St John's ambulance, helping at local events and offering a helping hand at lunch clubs.

A number of organisations currently provide volunteering roles for:

-  Front of house
-  Tourist Information Centre
-  Gallery
-  Events volunteering
-  Event planning
-  Community projects
-  Office based work
-  Charity shops
-  Arts and Culture
-  Youth and children's clubs
-  Athletic events
-  Community car drivers

	 Supporting the elderly in various ways.
Legacy and maintenance of benefits	It is essential that legacy is built into the volunteering activity at Elan to ensure that the activity can continue and grow in the future.
Risks and risk mitigation	<u>Risk 1:</u> Failure of the scheme to attract volunteers. <u>Mitigation:</u>
Links to other Elan Links projects	Objective 1a, 1b, 1c, 2a, 2b, 3a, 3b, 4, 6, 7a & 11: Volunteers will participate in various activities through this project. This project will also be able to provide a volunteering database for these projects to enable the project managements to find volunteers easily and to give all volunteers the chance to undertake activities in all heritage sectors across the Scheme.
Background information	<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 & 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 & 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>