

8 Sustainability & Legacy

8.1 Introduction

The Elan Links Partnership has developed over a number of years from a core group of individuals, organisations and stakeholders all of whom are passionate about the Elan Valley. They are motivated by threats to Elan's heritage but as importantly by the opportunities that can come from working together for the betterment of Elan and the surrounding area for current and future generations. The Partnership has a shared vision:

"to safeguard the unique and varied heritage of Elan while significantly enhancing outcomes for people, communities and heritage for the long term".

This vision is an ambitious one and it isn't simply for the five year HLF funding period, it is a vision for working together over the long term. This chapter outlines the approach that the partnership will take to ensure that the final objective, Objective 12: Enshrining Legacy at Every Turn is fully achieved. In order to do this:

- ✘ During project development there has been a clear focus on ensuring projects have legacy 'built-in' so that the 'success rate' in terms of maintaining the outputs and outcomes in the future will be high.
- ✘ During the delivery phase the Partnership Manager will be tasked with developing scheme legacy, supported by a Legacy sub-committee and a Challenge Advisor.
- ✘ Legacy or 'follow-on' projects will be developed during the delivery period.
- ✘ Ongoing work to raise the profile of Elan and its heritage will be maintained beyond the delivery period.
- ✘ An active Elan Links Partnership will be maintained beyond the delivery period.

The following sections provide more detail on how the above will be achieved.

8.2 Ensuring projects have legacy 'built-in'

The schemes projects have been designed in such a way that legacy is built-in. For example, there has been a focus on all three pillars of sustainability including economic; science and evaluation will be used to develop business cases for sustained activity; and project activity will be used to embed best-practice that support ongoing activity beyond the delivery phase.

8.2.1 A focus on all three pillars of sustainability including economic

A range of projects seek to deliver improved business income and / or productivity alongside benefits for heritage / people. Examples include:

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- ❶ Objectives 1 to 3 which will improve the economic sustainability of high nature value farming and better outcomes for nature including by developing new markets and through better farm practice;
- ❺ Objective 5 which will reduce the cost (and hence increase the value-for-money) of running programmes for hard-to-reach and disadvantaged groups; and
- ❽ Objectives 7, 8 and 9 will improve the visitor experience and promote economic benefits for local tourism businesses.

8.2.2 Using science and evaluation to develop business cases for sustained activity

In addition to an extensive monitoring and evaluation programme, to ensure we can learn lessons from our projects we will also target scientific research at key areas where a more in-depth evidence base will enable us to maintain outcomes. We propose two scientific projects: The first examining aspects of natural heritage management where innovative farming practice has the potential to generate benefits for the farm business and for nature; the second examining the social benefits to be derived from volunteering in nature. This second project will enable the partnership to develop a business case to local and national government for financially supporting our programmes as a spend-to-save measure for reducing long-term unemployment, offending and other negative social outcomes.

8.2.3 Embedding best-practice to support ongoing activity beyond the delivery phase.

The delivery phase is an opportunity not only to deliver actions and activity but also to develop and then embed best-practice in the way these activities are undertaken. This means that beyond this phase, barriers to ongoing activity are minimised and benefits are maximised, both of which will promote an ongoing legacy of activity. Examples are numerous but include the Partnerships volunteering strategy, the Access and Recreation Plan and management plans for many components of our natural heritage.

8.3 The role of the Partnership Manager, the Legacy sub-committee and the Legacy Advisor.

Legacy will be prioritised throughout the delivery period by the Partnership Manager supported by the Monitoring, Evaluation and Legacy Sub-committee, which will meet on a twice yearly basis. The linked roles of the Manager and the Sub-committee will be to monitor and evaluate progress of legacy components of projects; and identify opportunities for legacy development beyond the life of the projects. The Legacy Advisor will be an external consultant with a strong challenge function: looking with a fresh pair of eyes to spot gaps and identify opportunities across the scheme as the projects progress. The Advisor will be tasked with developing an overview of legacy across the scheme and with providing external input into the development of legacy

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projects and business cases. A fund has been set-aside within the legacy budget to support the Legacy Advisor function.

Membership of the Legacy Sub-committee will be:

- 🏛️ Representatives of the Partnership Board
- 🏛️ Representatives of the Access and Recreation, Natural Heritage, Volunteering & Training and Interpretation & Events Sub-committees

Attendees of the Legacy Sub-committee will be:

- 🏛️ Legacy Advisor
- 🏛️ Partnership Manager

8.4 Develop a suite of legacy projects which will continue after the five year delivery period

While it is not possible or even appropriate at this stage to identify all opportunities for legacy creation, many opportunities to develop legacy projects will arise out of project activity. For example, this could include a visitor / eco-tourism payback scheme to sustain targeted management for nature / species, that otherwise have only intangible benefits such as that in Objective 2; or an application for Elan to be a World Heritage Site with benefits for heritage and the economy associated with such a designation; or, the development of longer-term partnerships with local authorities to deliver training for young offenders in the outdoors. During the delivery period the Legacy Sub-committee will consider these opportunities and potential funding streams as they arise. A fund has been set-aside in the Scheme to support this work.

8.5 Raising the profile of Elan and its unique heritage strands during the five year delivery period and beyond

The Elan Links Scheme has already and will continue to raise the profile of Elan and its heritage. For example, the social media profile of Elan has increased dramatically and is set to rise further during the delivery phase. Working with the local community, particularly through partner organisations Rhayader 2000, DCWW and EVT, will ensure that the benefits of this work are felt in increased visitor numbers. This will help to ensure the work is maintained in the future. Furthermore, stronger civic links with Birmingham and projects such as Tap into it, which target Birmingham school children will ensure an understanding of Elan and its heritage is maintained long into the future.

8.6 Maintaining an active Elan Links Partnership

In order to achieve the partnership's ambitious vision, partnership organisations and stakeholders must continue to work in partnership together long after the five year funding period comes to an end. It is anticipated that after working together in a strategic manner for a further five years, during the HLF funded delivery period, will

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ensure that this integrated landscape-scale approach will be even more enshrined and partners will be even more committed to doing so following on from the delivery period. Where possible and appropriate project activity which will continue to benefit Elan's heritage will be delivered by the Scheme's partners as core activity and this will be discussed and agreed by the Partnership.

In particular a continued partnership approach will be taken to:

- ✘ Events and activities;
- ✘ Access and recreation through the continuation of the Access & Recreation Subcommittee and the adopted Elan Access Plan;
- ✘ Volunteering through the Friends of Elan Volunteering Strategy;
- ✘ Natural heritage;
- ✘ Historic and archaeological heritage; and
- ✘ Training in the natural environment.

8.7 Elan Links Legacy Outcomes

With the above strategy for legacy in place the following legacy outcomes are anticipated across the Scheme:

8.7.1 Legacy outcomes for the Elan Links partners

- ✘ The foundations of the partnership are solid, with all partners continuing to share the Elan Links vision. There is a real sense of pride and ownership in the Scheme and its suite of projects. Partners benefit from working together and the shared expertise they all bring to the table.
- ✘ Some projects bring in new ways of working, bring together new partners and new stakeholders which will benefit the area long term.
- ✘ Individual partners have a clear understanding of the next five years including the delivery outputs, associated activity and resources available which enables to plan accordingly, for both during the five year delivery phase and beyond.
- ✘ Partners are all invited to be fully involved in the legacy aspirations of the Elan Links Scheme and supported to develop future legacy strategy for their individual projects

8.7.2 Legacy outcomes for Elan's heritage

- ✘ The habitat restoration works undertaken during the delivery period have resulted in improved condition resulting in increased biodiversity into the future.

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- ✘ The approach taken with farm agreements supports further developments in “outcomes based approach” which will continue to support the above.
- ✘ Opportunities for land managers to access further funding following on from “outcomes based approach” will support heritage in the long term.
- ✘ Elan’s long term farming activity will be strengthened and more resilient due to its relationship with heritage being better understood.
- ✘ Greater resilience of Elan’s habitats and species within them, means they are able to cope or adapt more easily to future changes posed by threats beyond our control, such as change in farming policies / land management and use and climate change.
- ✘ The additional heritage survey work undertaken under project 4 and the maintenance of the Elan’s Heritage At Risk database continues to be maintained and updated which means that Elan’s built and ancient heritage is better understood and maintained into the future making it more resilient.
- ✘ Capital projects will continue to be maintained for 10 years beyond the scheme.
- ✘ Self-supported networks of stakeholders which have been established through the project such as 3c Elan Ram Scheme, 3d Elan Cattle Grazing, 3e Elan Wethers, are well established and continue because of the benefits they provide.
- ✘ Good baseline data collected on all aspects of Elan’s heritage which provide condition status, levels of engagement and people’s opinions and behaviour enables will contribute to future heritage management
- ✘ Access & Recreation Plan continues to be updated and adhered to thus contributing to safeguarding Elan’s heritage. Through its implementation a partnership approach is taken to problems such as illegal recreational uses, thus safeguarding heritage.
- ✘ Better information on numbers of people accessing Elan and where, which means a better understanding on the effects of users on the heritage.
- ✘ Promotion of Elan and its unique heritage will foster a better understanding and love for it, enabling visitor payback schemes to be established which would then support further heritage initiatives into the future, eg I love Elan, adopt a path.

8.7.3 Legacy outcomes for communities

- ✘ The communities of Elan and Rhayader are more aware, engaged and involved with Elan and its heritage. This will foster a better understanding long term.
- ✘ Better archive of Elan’s heritage ensures heritage is recorded and safeguarded.

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- ✘ The app and updated website enables communities to access information about Elan's heritage easily and will be resource for continued use after the delivery period.
- ✘ The commitment to the Access & Recreation Plan and its principles will ensure continued work in this aspect which will benefit all within the communities
- ✘ The work to revive links with our Birmingham communities will have established a new way of working which will continue to benefit into the future.