



# AUDIENCE DEVELOPMENT PLAN



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# 1 Introduction

## 1.1 An introduction to Elan

The Elan Links area lies in the heart of the Cambrian Mountains in Mid Wales, a large area that makes up 1% of Wales. The project area is defined by the historic boundary of the Birmingham Water Works Corporation Estate and Cwmdauddwr Common (for further details please refer the Landscape Character Assessment Plan). It is one of the most rural areas in Wales, with small settlements located around the boundary. The largest of which is Rhayader which lies to the east.

Elan Links: People, Nature & Water have established a clear, ambitious vision – to safeguard the unique and varied heritage of Elan while significantly enhancing outcomes for people, communities and heritage for the long term.

## 1.2 An introduction to Elan Links Audience Development

The Elan Links: People, Nature & Water Audience Development Plan provides the framework for all those involved in the Landscape Partnership Scheme, to see a clear pathway to ensuring that as many people as possible can have access to and gain from the experience of engaging with Elan and its unique landscape and heritage.

Audience development is about:

- ✘ identifying the current and potential audiences and working towards improving the knowledge and understanding of those audiences for the future;
- ✘ it includes understanding what aspects of Elan's heritage groups of audiences are currently aware of and how they currently access it;
- ✘ it is about understanding who doesn't access Elan and why; and finally,
- ✘ it is about finding ways of being able to provide those people who want to experience what Elan has to offer, with the opportunities to do so in a safe and positive way.

This document will detail the Elan's current audiences and how they use Elan. It will also focus on the target audiences and specifically look at the barriers that are currently that limit these audiences and look at ways the Landscape Partnership Scheme can encourage these audiences to engage with Elan's heritage.

## 2 Current Audiences

### 2.1 Who are the current audiences?

Elan Links: People, Nature & Water has a range of current audiences and the research undertaken during the development phase shows what aspects of Elan's heritage and landscape they are interested in.

Based on survey and consultation work, the current audiences identified are:

- ✘ Residents of Elan and Rhayader including current volunteers;
- ✘ Businesses in Elan and Rhayader;
- ✘ Visitors, both heritage and activity related including families and artists;
- ✘ Land managers including landowners, tenants and commoners;
- ✘ Local community groups and organisations including special interest groups and individuals;
- ✘ Policy makers/influencers; and
- ✘ Local and visiting schools.

Elan Links acknowledge that there is a cross-over between some of these audiences and that, for example, residents of Elan and Rhayader, could also be a volunteer and/or a business owner. Elan's current audiences have been grouped in this way as a result of the different interests that have been identified during our consultation.

### 2.2 How do the above audiences connect and engage with Elan's heritage?

Our current audiences connect with the heritage in various ways. During consultation the ways in which each audience currently engage with the heritage have been identified and noted in the table below. The information has come from a combination of questionnaires and face to face consultation.

**Table 1: How the audiences connect with Elan**

Audience	Ways they engage with the heritage of Elan
Residents to Elan and Rhayader including volunteers	<ul style="list-style-type: none"> <li>✘ Exploring the landscape;</li> <li>✘ Many levels of recreational use with walking being the most popular;</li> <li>✘ Geocaching;</li> <li>✘ Cycling;</li> <li>✘ Wildlife watching;</li> <li>✘ Astronomy;</li> <li>✘ Photography;</li> <li>✘ Artistic activities.</li> </ul> <p>Volunteers:</p> <ul style="list-style-type: none"> <li>✘ Some have already been involved in cultural heritage work in the area through their volunteering activity at the Museum and Gallery;</li> <li>✘ Some have been involved in volunteering activities on the land and have engaged with the landscape and natural heritage of the area.</li> </ul>
Business in Elan and Rhayader	<ul style="list-style-type: none"> <li>✘ Some of the tourist businesses promote the estate for activities such as pony trekking and cycling, through this they are engaging with the landscape and heritage of Elan.</li> </ul>

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Audience	Ways they engage with the heritage of Elan
Visitors, both heritage and activity related including families	<ul style="list-style-type: none"> <li>✘ Range from short and long distance walkers/cyclists/outdoor enthusiasts to those who are just 'passing through' appreciating the landscape;</li> <li>✘ Appreciating the dams and engineering;</li> <li>✘ Photography;</li> <li>✘ Artistic activities;</li> <li>✘ Astronomy;</li> <li>✘ Wildlife watching.</li> </ul> <p>Families:</p> <ul style="list-style-type: none"> <li>✘ Cycling;</li> <li>✘ Walking in the woods and walking in general.</li> </ul> <p>Artists:</p> <ul style="list-style-type: none"> <li>✘ Retreats;</li> <li>✘ Selling arts and crafts,</li> <li>✘ Landscape;</li> <li>✘ Culture.</li> </ul>
Land managers including landowners, tenants & commoners	<p>Landowners:</p> <ul style="list-style-type: none"> <li>✘ Farmed and managed the landscape for many years and have a close connection to the heritage through the landscape and natural heritage;</li> <li>✘ Work, care and depend the land daily.</li> </ul> <p>Tenants &amp; commoners:</p> <ul style="list-style-type: none"> <li>✘ Farming the land and managing different habitats.</li> <li>✘ Work, care and depend on the land daily;</li> <li>✘ Close physical and cultural connection to the heritage through the land and natural heritage.</li> </ul>
Local community groups and organisations including special interest groups and individuals	<ul style="list-style-type: none"> <li>✘ Working with wildlife and nature;</li> <li>✘ Some have worked on cultural heritage projects in the past;</li> <li>✘ Access and recreation.</li> </ul> <p>Special interest groups and individuals:</p> <ul style="list-style-type: none"> <li>✘ <b>Ramblers, horse riders, cyclists, motor vehicles users,</b></li> <li>✘ Nature organisations – engaging with the wildlife and their habitats;</li> <li>✘ Archaeology – surveying the archaeological sites around Elan.</li> <li>✘ Astronomy/Dark Skies viewing</li> <li>✘ <b>Arts, community arts and event providers</b></li> </ul>
Policy makers/influencers	<ul style="list-style-type: none"> <li>✘ Work with various aspect of the heritage depending on the work the organisations does;</li> <li>✘ Elan Valley Trust – engage with the natural heritage because the manage the land, they also engage with the cultural heritage of Elan;</li> <li>✘ Dwr Cymru Welsh Water</li> <li>✘ Tir Coed – engage with the woodlands through education and volunteering provision;</li> <li>✘ Community Arts Rhayader and District (CARAD) – engage with the cultural heritage in various ways;</li> <li>✘ Natural Resources Wales – involved with the statutory management of the natural heritage of Elan;</li> <li>✘ Rhayader 2000 – engage with tourism and businesses in the area and encourage economic development.</li> <li>✘ Royal Society for the Protection of Birds – manage land within Elan Links boundary and wider, interested in natural heritage;</li> <li>✘ Royal Commission for Ancient &amp; Historical Monuments Wales – interested in the archaeological heritage of Elan;</li> <li>✘ The Woodland Trust – interested in the ancient woodlands at Elan;</li> </ul>

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Audience	Ways they engage with the heritage of Elan
	<ul style="list-style-type: none"> <li>✘ CADW – statutory responsibilities for the listed sites at Elan;</li> <li>✘ Rhayader Town Council – interested in all aspects of Elan, particularly, access &amp; recreation, links with Rhayader town and tourism;</li> <li>✘ Llanwrthwl Community Council – currently very little as an organisation;</li> <li>✘ Cwmystwyth Community Council – currently very little as an organisation;</li> <li>✘ Powys County Council – statutory responsibilities and functions;</li> <li>✘ Ceredigion County Council – statutory responsibilities and functions;</li> <li>✘ Elan Valley Tenants Association – interested in natural heritage and access &amp; recreation</li> <li>✘ Cwmduddwr Commoners Association interested in natural heritage and access &amp; recreation</li> </ul>
Local and visiting schools	<ul style="list-style-type: none"> <li>✘ Day visits;</li> <li>✘ Engage in water and biodiversity activities such as pond dipping;</li> <li>✘ Engage in learning about the history of the area and the heritage;</li> <li>✘ Some pupils have visited Elan with their families;</li> <li>✘ Walking.</li> </ul>

### 2.3 What do we know about our current audiences?

During consultation in the development phase, Elan Links have discussed the project with the current audiences and have identified their interests. Full information on the consultation can be found in the Community Engagement Log which is also an appendix to the LCAP.

The current audiences identified have different interests and have different attitudes towards the Partnership and the work proposed through the Landscape Partnership Programme of Works. These interests and attitudes have been summarised in the table below.

**Table 2: Summary of audience interests and attitudes towards the Elan Links Partnership and the proposed Scheme**

Audience	What we know about them
Residents of Elan and Rhayader	<ul style="list-style-type: none"> <li>✘ Main interests: tourism, leisure, community, strong local economy, natural heritage, cultural heritage, vibrant town, history, economic resilience, recreation and employment;</li> <li>✘ Most of the residents were positive about the Partnership and the work proposed. They were also positive about the opportunities that the project will provide for the local area;</li> <li>✘ Most of the residents wanted to see the natural heritage protected and were in support of all of the landscape and habitat projects;</li> <li>✘ Residents with children were keen to see opportunities created for the younger age groups;</li> <li>✘ Many of the residents were keen to see tourism developed in the area and a stronger local economy;</li> <li>✘ Creating a stronger link and relationship between Elan and Rhayader was also some of the aspects that residents were keen to see developed, and bringing the two areas closer together;</li> <li>✘ Some Elan Village residents had concerns about the increased visitor numbers.</li> </ul>

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Audience	What we know about them
	<p>Current volunteers</p> <ul style="list-style-type: none"> <li>✎ Current volunteers are keen to see the local economy strengthened and see the tourism being developed;</li> <li>✎ They also noted that they are keen to see the links between Elan and Rhayader being strengthened;</li> <li>✎ Some hoped that possible volunteering opportunities within the project would later lead to employment opportunities in the future;</li> <li>✎ Some noted that they would be interested in being involved with the cultural heritage projects especially the recording of oral histories and the collection of people's photographs;</li> <li>✎ Some had concerns as to whether it would make a long term difference.</li> </ul>
Businesses in Elan and Rhayader	<ul style="list-style-type: none"> <li>✎ Main interests: tourism, agriculture, training, economic resilience, cultural heritage, vibrant town, built heritage, farming and livestock, leisure and recreation;</li> <li>✎ Keen to see a wider benefit for the local area and the wider community;</li> <li>✎ Many businesses noted that they were keen to see more employment opportunities in the local area especially full-time as the area is currently lacking in full-time employment opportunities;</li> <li>✎ Many of the local business who provide holiday accommodation wanted to see the tourism economy being developed;</li> <li>✎ Many wanted a way of connecting both Elan and Rhayader by creating stronger links between both areas;</li> <li>✎ Keen to see a particular project being further developed to ensure that local people are able to develop skills as there is a lack of opportunity in the area for young local people to gain new skills;</li> <li>✎ Creating stronger links between the accommodation providers.</li> </ul>

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Audience	What we know about them
Visitors, both heritage and activity related including families	<ul style="list-style-type: none"> <li>✎ Main interests: access to nature, environment protection, learning opportunities, community involvement, rising the profile of the area and leisure;</li> <li>✎ The area isn't promoted enough;</li> <li>✎ Interested in the project and are keen to see development of the area through the work of the Partnership over the next five years;</li> <li>✎ Some were at ease with walking and travelling away from the current key sites at Elan;</li> <li>✎ Some visitors to the Elan Valley Visitor Centre were unaware of the museum;</li> <li>✎ Some visitors to Rhayader and the Museum and Gallery were unaware that Elan and the reservoirs was only a few miles up the road;</li> <li>✎ Some of the current visitors have concerns about the area being spoilt by too many visitors;</li> <li>✎ Some of the current visitors had not ventured further than the dams and visitor centre.</li> </ul> <p>Families</p> <ul style="list-style-type: none"> <li>✎ Need more trails and walks that are suitable for young children;</li> <li>✎ Need trails that are accessible for pushchairs;</li> <li>✎ The area is in need of different walks for families such as woodland walks where young children can play in mud and go on an adventure;</li> <li>✎ Many families mentioned that more information was needed for all family walks, noting how long each trail would take.</li> </ul> <p>Artists</p> <ul style="list-style-type: none"> <li>✎ Keen for retreat style accommodation;</li> <li>✎ accessible studio space;</li> <li>✎ access to all of Elan's heritage;</li> <li>✎ they need to understand what "Elan" is.</li> </ul>

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Audience	What we know about them
Land managers including landowners, tenants & commoners:	<p>Landowners:</p> <ul style="list-style-type: none"> <li>✘ The Elan Links Scheme area has three principle landowners who are: Dŵr Cymru Welsh Water, Elan Valley Trust and RSPB who together, manage the estate and have managed the land since the valley was dammed. Before the ownership moved over to these three organisations, Birmingham Corporation were the owners. Two of these landowners are key partners in the Partnership and the Partnership will be working with RSPB as a Stakeholder, on some of the specific natural heritage projects. All three landowners are fully supportive of the project.</li> </ul> <p>Tenants &amp; Commoners:</p> <ul style="list-style-type: none"> <li>✘ Main interests: agriculture, land, livestock and farming, economic resilience, young people, habitat management, the environment, and cultural heritage;</li> <li>✘ Most of the tenants &amp; commoners supported the projects relating to habitat management and the livestock;</li> <li>✘ Tenants and commoners were keen to see training opportunities for young people;</li> <li>✘ Some raised concerns that the projects could potentially have impact on Glastir agreements;</li> <li>✘ There was support for some parts of the natural heritage project but some of the people consulted were concerns about other smaller parts that would need to be overcome;</li> <li>✘ Important to develop a strong relationship between Elan and Rhayader;</li> <li>✘ Concerns were raised about increase visitor pressure.</li> </ul>
Local community groups and organisations	<ul style="list-style-type: none"> <li>✘ Main interests: tourism, cultural heritage, economic resilience, vibrant town, learning, natural heritage, training, access and recreation, and strong local economy;</li> <li>✘ Overwhelmingly wanted to see a stronger connection between Elan and Rhayader by continuing and strengthening the support of the groups and organisations;</li> <li>✘ Whilst the project boundaries do not include Rhayader it is important to include the town in the development of the project;</li> <li>✘ Some individual organisations were very keen to get involved and visit Elan but had concerns about transporting their clients to and from the area because of the lack of public transport;</li> <li>✘ Some of the organisations questioned the benefit that would exist outside Elan;</li> <li>✘ Overall, the Powys community groups and organisations that were consulted are very interested in the project and look forward to getting more involved.</li> </ul> <p>Special interest groups and individuals:</p> <ul style="list-style-type: none"> <li>✘ The special interest groups include Powys Ramblers, the British Horse Society, Pont, Radnorshire Wildlife Trust, Elan Valley Tenants Association and the Cwmduddwr Commoners. The Partnership has consulted with these groups about specific aspects of the Partnership and they have agreed to</li> </ul>

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Audience	What we know about them
	<p>share their expertise with the Partnership when developing different projects.</p> <ul style="list-style-type: none"> <li>✘ Elan Links have also engaged with many individuals who represent different recreational activities but who don't represent an organisation. These individuals are very enthusiastic in their interests and are keen to work with Elan Links to develop and support the recreational projects and discussions with these individuals have filtered through into the project development of specific projects.</li> <li>✘ In the same manner Elan Links have also engaged with other enthusiasts covering special interests such as archaeology and wildlife conservation, astronomy and they will remain involved in the different aspects.</li> </ul>
Policy makers/influencers	<p>The policy makers and influencers are the key partners of the Partnership who have been involved with Elan Links for a long time. These partners are Elan Valley Trust, Dŵr Cymru Welsh Water, Tir Coed, Community Arts Rhayader and District, Natural Resource Wales and Rhayader 2000. The Policy maker and influencers also include the organisations who will support specific projects of the Partnership.</p>
Local and visiting schools	<p>Local school:</p> <ul style="list-style-type: none"> <li>✘ Currently little use of Elan as an educational resource;</li> <li>✘ Interested in the opportunity offered by the project;</li> <li>✘ Links to Birmingham would add an additional dimension and was favoured;</li> <li>✘ Of groups of pupils consulted, most visited Elan at least once a year outside of school hours;</li> <li>✘ Cultural heritage projects would help reconnect with CARAD;</li> <li>✘ The local school tends to go to set places further afield – longstanding arrangement.</li> </ul> <p>Visiting schools:</p> <ul style="list-style-type: none"> <li>✘ Lower levels of school visits than past due to cost and increased curriculum pressure;</li> <li>✘ Groups come through residential house near Kington nearly an hour's drive from Rhayader and Elan. Visiting school come to Elan but because of staff pressure at the Visitor Centre, and the large numbers that visit from the schools, the educational rangers aren't able to offer the full provision to all of the pupils;</li> <li>✘ For groups coming on a day visit, distance is an issue;</li> <li>✘ Travel time means little time to do visit more areas than the Elan Valley;</li> <li>✘ Cost is also an issue for most as well as time.</li> </ul>

## 2.4 How will the scheme help sustain or improve the current audiences' engagement with the heritage?

Elan Links will help sustain, deepen and improve the way in which the audiences identified above currently engage with the landscape and the heritage of Elan.

The Partnership will look at the way in which the currently visiting schools and the local schools can be encouraged to visit Elan and engage with its heritage. Many visiting school groups stay at Dunfield House at Kington, but because of the lack of time and increased pressure on the Educational Ranger at the Visitor Centre, they are unable to find the resource to provide the provision to a large number. Elan Links will work on going into these schools, especially those in Birmingham to raise the profile of Elan and teach the pupils about the water story and the heritage. As a result of this, pupils will spread the word about the area which could encourage family visits

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and holidays to the area. We also hope that the schools will visit Elan on a regular basis to participate in educational activities in the area using educational resources provided to the schools by Elan Links. We also hope that group accommodation will be available in the Elan Valley which will add to the experience and engagement with Elan's heritage.

During the development phase, Elan Links have developed a relationship with Rhayader 2000 who work closely with businesses in Rhayader. Through this Partnership, Elan Links will work to strengthen the link between Rhayader and Elan and ensure that both areas are promoted. Rhayader Business Group is a sub-group of Rhayader 2000 and Elan Links will work closely with the group to ensure that there are more opportunities for the local businesses as well as targeting businesses in the wider area such as Llanidloes, Llandrindod Wells, Builth Wells and Aberystwyth.

Elan Links will establish a Partnership with special interest groups and individuals to develop certain projects. The Partnership will use the expertise and support of recreational groups such as the Powys Ramblers, to develop and carry out survey work for specific projects. Through the partnership established with these groups and individuals, they will engage more with Elan's heritage and work with Elan Links to promote it.

As identified, some visitors don't venture further than the Visitor Centre and the far dams and some aren't aware of Claerwen and Dol y Mynach dams, in the Claerwen Valley, which is off the main circular route around the reservoirs. Elan Links aims to improve interpretation and access to other sites across the estate so that visitors explore the whole estate, rather than one or two areas. Wide promotion of these areas will also be essential to ensure that they are visited. It has also been identified in consultation that around 15 years ago, Elan would see more visitors than present, therefore, this shows that the area is capable of dealing with more visitors than it currently has per year. The aim of the Partnership is to increase the number of visitors back to the number that used to visit 15 years ago, but at the same time, ensuring that the visitors explore further than what's known as the 'honey pot' areas (for example the Visitors Centre).

As well as the areas highlighted above, Elan Links will use the proposed projects, listed in 4.3 to develop certain audiences' engagement with Elan's heritage and landscape.

### 3 New Audiences

Elan Links: People, Nature & Water have already identified the audiences who currently engage with Elan's heritage. During the course of the project, the Partnership will ensure that the current audiences continue to engage with the heritage but the Partnership will also target new audiences. This chapter will explore; who aren't currently engaged with the heritage and the reasons behind the lack of engagement, and identify why it is important for the new audiences to engage with Elan's heritage.

#### 3.1 Who aren't currently engaged?

Through various consultations, Elan Links have identified that the majority of the following audiences do not fully engage with Elan's heritage. These audiences also include those who might currently visit Rhayader but are not aware of the heritage or do not visit Elan.

The new audiences are:

- ✘ Visitors to Rhayader currently unaware of Elan;
- ✘ Residents in Birmingham;
- ✘ Organisations working with harder to reach individuals locally;
- ✘ Organisations working with harder to reach individuals in Birmingham;
- ✘ Visitors who are within 1 hour's drive away; and
- ✘ Children and young people from Birmingham.

#### 3.2 What do we know about them including barriers/reasons why they don't engage?

There are many reasons behind why the audiences identified above do not currently engage with Elan's heritage. Below we have summarised the main barriers, which have been perceived as to why the new audiences identified do not currently engage:

- ✘ There isn't enough promotion of the area which means a lot of people aren't aware of Elan and what there is to do. When driving through Rhayader or along the Aberystwyth Mountain Road, there are no brown tourism signs navigating visitors to Elan/Elan Valley;
- ✘ Access to the area is hard for many groups because of the rural location and its isolation – it is very costly for groups to visit the area;
- ✘ Residents in Birmingham aren't aware of the water story and the connection they have with Elan. The children and young people in Birmingham have not been taught about the unique connection they have with Elan and as a result aren't aware of the area and therefore don't visit;
- ✘ Many visitors pass through Rhayader on their journeys but don't stop in the town and don't realise that the Elan Valley is only a few miles up the road because of the lack of promotion and signage in the town centre;
- ✘ There aren't many specific events for harder to reach individuals that attract them to the area. There aren't any events that attract the organisations to the area at the moment, the organisations can't bring their clients to Elan for a specific activity;
- ✘ Funding cuts for the organisations working with harder to reach individuals has resulted in the organisations not being able to offer the same to their clients in recent years as they have been able to in the past;

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- There aren't many trails and walks to attract children and young people to the area, there are no progression routes for the children and young people to enjoy and gain confidence in exploring the area.

### 3.3 Why is it important for these audiences to engage?

#### 3.3.1 Visitors to Rhayader currently unaware of Elan

The link between Elan and Rhayader is currently seen as weak, as identified by the current audiences. Making visitors in Rhayader and passing those through (Rhayader), aware of Elan, as well as raising awareness of Rhayader to visitors in Elan, is key to strengthening the relationship between the two areas. Therefore, it is important that visitors not currently visiting both areas are aware of the historic connection between Elan and Rhayader and as well as learning about the heritage, it will also enhance their experience as a visitor and the opportunities available for them in the area.

#### 3.3.2 Residents in Birmingham

Because of the unique connection between the two areas, it is important that the visitors coming from Birmingham engage with the heritage in order for them to understand the water history and appreciate the landscape that was formed as a result of the Birmingham Corporation Act. It is important that residents of Birmingham learn about their water source and the importance of the sustainability of their water.

#### 3.3.3 Organisations working with harder to reach individuals locally

Research has identified that there aren't many training opportunities in the local area and that organisations working with harder to reach individuals find it hard to take their clients out for the day for various reasons including a lack of transport and cost issues. Being in the natural environment and engaging with the heritage is known to be very beneficial for the clients' health and well-being. The clients would benefit from the opportunity to learn about their local heritage.

#### 3.3.4 Organisations working with harder to reach individuals in Birmingham

Research has identified that organisations working with harder to reach individuals in Birmingham don't get much opportunity to take their clients out into the natural environment, apart from urban green spaces in the city. It is important for them to engage with Elan's heritage to improve their health and well-being and to feel at one with nature. They will also have the opportunity to learn more about their water source and the water heritage which will raise their awareness of water sustainability.

#### 3.3.5 Visitors who are within 1 hour's drive away

It is important that visitors within an hour's drive away from Elan, have the opportunity to experience all that Elan has to offer. Raising awareness and promoting the area to these day visitors will encourage them to visit more regularly. It is also important that the residents of those neighbouring towns are encouraged to visit and engage with Elan's heritage regularly. Raising the profile of Elan amongst the residents of neighbouring towns will enable them to provide information and encourage visitors to go on day visits to Elan.

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### 3.3.6 Children and young people from Birmingham

School children in Birmingham used to learn about their water heritage at school and therefore were aware of the water story and the history behind where their water comes from and what had happened in the Elan Valley to enable clean water to Birmingham. It is important for the children and young people of Birmingham to learn about the history to protect the water heritage and realise the importance of water sustainability. It is also important for the children and young people of Birmingham to be given the opportunity to explore the special landscape and learn about sustainable water resource now and in the future. It is important that they understand the massive impact their water source had on communities in and around Elan.

## 3.4 What work has happened during the development phase to learn about their interests and needs?

During the development phase, Elan Links have been consulting with the new audiences to learn more about their interests and needs to enable them to engage with Elan's heritage. Consultation has taken place in Birmingham, Elan Valley, Rhayader, Llanidloes, Aberystwyth and Builth Wells. Below, their main interests and needs, as identified through consultation are summarised.

### 3.4.1 Visitors to Rhayader currently unaware of Elan

Consultation events were carried out in Rhayader and through these events, it was identified that many were unaware of the Elan Valley. Many of these visitors were very interested in recreational activities and some families, who were unaware of Elan, noted that they would enjoy walking or cycling along a trail. Some of these visitors also noted that making Elan a mountain biking destination would attract many to the area as well as promoting Elan as a recreational destination.

### 3.4.2 Residents in Birmingham

Elan Links consulted with Birmingham residents in various ways, through questionnaires, interactive pin boards and face to face consultation. From the results of the questionnaires we are able to see how many from each of the age groups are currently aware of Elan, but with the pin boards, we are unable to make the connection between the respondents' age and the other answers on the pin boards. The separate findings can be found in appendix AD1 of the Audience Development Plan. From the consultations carried out, it has been identified that most of the older generations have heard of Elan and learnt about the heritage at school, but may have not engaged with the heritage. The younger generations are unaware of Elan or its unique connection between Elan and Birmingham.

### 3.4.3 Organisations in the local area that work with the harder to reach

A total of 70 members from various organisations working with the harder to reach in Powys have been consulted. The main focus of consultation was to see if there was a need for a training and activity day provision in Elan for harder to reach individuals in Powys. Overall the feedback was positive, and the barriers have been clearly identified. The key findings were:

- ✘ No woodland skills provision in the county, but it is desperately needed;
- ✘ Access to outdoor activities and rural skills training would significantly benefit service users from a wide range of organisations;
- ✘ Progression routes into practical and rural work in the area is needed;

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- ✘ Practical training is scarce and valuable to a large number who struggle with a formal learning system;
- ✘ People have witnessed the positive impact of engagement with the natural environment first hand. There are hard and soft outcomes that will impact these people such as working together, communication skills and gaining confidence;
- ✘ Transport is difficult and a barrier to accessing training opportunities within the county.

#### 3.4.4 Organisations working with the harder to reach in Birmingham

A total of 79 members from various organisations working with the harder to reach have been consulted in Birmingham and as a result of this, 10 lead organisations have been identified to create a steering group in Birmingham. The main focus of the consultation done was to see if there was a need for a training/retreat provision in Elan for individuals from Birmingham. Overall, the feedback from these organisations was positive. The key findings were:

- ✘ Many of the individuals they work with have very low self-esteem and this type of provision would help them build their confidence;
- ✘ Being outside in the natural environment helps everybody's mental health and currently, there is no similar provision available in Birmingham outside of the urban green space provision;
- ✘ Many organisations noted that this type of provision would benefit those who are leaving their services, rather than those who are still using the services, as it would provide those individuals leaving the services with extra support and progressing to independence;
- ✘ Outdoor learning is a valuable experience for young people, especially those who have never ventured beyond their urban locality, and therefore, this would be a great opportunity for them.

#### 3.4.5 Children and young people from Birmingham

During the consultations held in Birmingham, children and young people were asked various questions about what they enjoyed doing outdoors and what they felt they couldn't do outdoors where they currently lived. It was identified that they were interested in the landscape, the heritage, woodlands, and arts and crafts. Consultation also identified that many children and young people aren't aware of their water source and the heritage of their water.

## 4 Target Audiences

Elan Links: People, Nature & Water have identified the current and new audiences to Elan. During the delivery phase the Partnership will target specific audiences through the implementation of the projects. These audiences are a combination of current and new audiences.

### 4.1 Who are the target audiences?

The target audiences are:

- ✘ Visitors:
  - ✘ From Birmingham (Birmingham residents); Visitors who are within 1 hour's drive away;
  - ✘ Visitors coming for a specific activity;
  - ✘ All other visitors;
- ✘ Families;
- ✘ Recreational groups;
- ✘ Organisations working with the harder to reach locally;
- ✘ Organisations working with the harder to reach in Birmingham;
- ✘ Residents in Elan and Birmingham;
- ✘ Artists;
- ✘ Land managers, including landowners, tenants and commoners;
- ✘ Schools:
  - ✘ Local;
  - ✘ In Birmingham;
- ✘ Volunteers; and
- ✘ Businesses in Elan and Rhayader.

### 4.2 Why are they target audiences?

Visitors:

- ✘ From Birmingham (Birmingham residents): The lack of learning about their heritage in Birmingham schools has meant that Birmingham residents, of a certain generation, have not been taught the unique connection between Elan and Birmingham. Reconnecting Birmingham residents with Elan will enrich their knowledge and appreciation of their water source and water heritage. Engaging with Elan's heritage will also mean that the residents of Birmingham will understand sustainable water use and the impact it has on the community in Elan and Rhayader.
- ✘ Visitors who are within 1 hour's drive away: Consultation has shown that many of those living around an hour's drive away have never visited Elan. Elan Links aim to change this and promote Elan in neighbouring towns such as Aberystwyth, Llanidloes, Llandrindod Wells and Builth Wells to ensure that those living in neighbouring towns are aware of Elan as a tourist destination and as an area with a wealth of heritage. It has also been identified that those who visit these areas, do not visit Elan as part of their stay. Elan Links aim to change this and encourage visitors to neighbouring towns to visit Elan for the day.

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- ✘ Visitors coming for a specific activity: Currently, there are limited organised activities to attract visitors to Elan to participate in a specific activity. Elan Links will offer a wider variety of opportunities for people to visit and provide more information about the activities happening in the area. Elan Links will also identify and encourage people to come to Elan for specific passions.
- ✘ All other visitors: Elan sees hundreds of visitors each year, but consultation has shown that most of them go to the same locations such as driving past the dams in the Elan Valley and to the Visitor Centre, and many of those who chose to walk or cycle, only go along the Elan Valley Trail. Elan Links wants to attract more visitors to the area but also wants to enable visitors to explore more of the estate. There are many interesting and historical locations across the estate that visitors aren't currently aware of, or can't currently access; Elan Links aim to change this and ensure that the visitors get to experience wider areas of Elan.

Families: A number of families already visit Elan but during consultation it was noted that families mainly stayed around the Visitors Centre and only explored the Elan Valley Trail. For those families travelling in cars, they also drive passed the dams but very rarely stop along the way or drive over to the Claerwen Valley (which includes Dol y Mynach and Claerwen dams). As a result of this consultation, Elan Links are targeting families to ensure that they engage with and learn more about Elan's heritage. It is also important for them to venture further than the Visitor Centre and that there are more trails available for them with appropriate interactive, age-related interpretation.

Recreational groups: Elan is widely used for recreational purposes. Many of these recreational users are experienced in their field and have the confidence to explore the estate alone without guidance. Elan Links are targeting recreational groups who aren't experienced or don't have the confidence to explore alone. It has been identified in consultation that only the experienced users explore the whole of the estate and that the less experienced tend to follow the same paths, which can become repetitive and therefore they do not return or return less frequently. These recreational groups are targeted to enable them to have a better experience of Elan and to explore wider areas of Elan's heritage. With a wider variety of trails and progression routes, the less experienced recreational users will build confidence and will be able to progress and become experienced users.

Organisations working with the harder to reach locally: There is currently no provision for harder to reach individuals in Powys to engage with the natural environment through a structured activity. The organisations working with the harder to reach have highlighted that this type of provision would be extremely beneficial for their clients. Working with one of our partners, TirCoed, Elan Links has been able to identify that the Elan and Claerwen Valleys are a perfect location for TirCoed's already established training courses. For these two reasons, Elan Links are targeting the local organisations working with the harder to reach to offer this provision.

Organisation working with the harder to reach in Birmingham: Birmingham is being targeted by Elan Links because of the unique connection of the water source. Through consultation during the development phase of Elan Links, it has been identified that there is currently a need for an outdoor learning provision for the harder to reach individuals living in Birmingham. The organisations consulted also highlighted that the type of programme that could be provided through Elan Links would benefit their clients very much, especially those who have not been outside of their urban locality.

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Residents of Elan and Rhayader: The residents of Elan and Rhayader are incredibly important for the project because they are affected most by the scheme's proposed work. Elan Links are targeting these residents, because, through the Partnership, they will be given wider opportunities for leisure and recreation activities. This audience will also be targeted through the work carried out on the landscape. Elan Links are aware that some of those living and working in the area are also business owners and therefore will benefit from the Scheme through increased visitor numbers and opportunities. Elan Links are also aware that most farmers are also residents of Elan and Rhayader, but they are covered through the work that targets Land managers, including landowners, tenants and commoners.

Artists: Currently, there aren't any residency opportunities for artists at Elan. Recently, DCWW and Arts Council piloted an artist residency programme, Apt Elan, and it was proven to be very successful and the key ingredient in this success was Elan itself – its uniqueness, its landscapes, its vastness. Elan Links want to build on this success and enable more artists to visit and enjoy Elan's heritage. The Apt Elan pilot highlighted the following feedback from artists who took part noted that the natural environment at Elan enabled them to fully retreat. The rustic as was accommodation provided and the lack of communication networks supported this. It was also noted that links must be made with local residents and that visitors and children are able to engage with artists who both come on retreats and whom work in the area and learn about how Elan has inspired them.

Land managers, including landowners, tenants and commoners: Land managers, who include landowners, tenants and commoners who live and work within the Elan Links project boundary are being targeted through the Elan Links Scheme. There are a large number of land managers within the Elan Links project boundary and a large proportion of the Scheme will be working on their land. Working in close partnership with the land managers will ensure that they input their ideas and thoughts into the work proposed. Elan Links will support the landowners, tenants and commoners to develop projects to ensure that the landscape and natural heritage is secured and more resilient for the future.

### Schools:

- ✘ **Local:** In the past, there was a connection between some of the local schools with schools in Birmingham but that has now stopped and the connection has been lost. Elan Links would like to rekindle the connection between the two areas. It has also been identified during consultation that the local schools do not engage much with Elan's heritage as a school, most of the engagement the pupils have with Elan is outside of school hours. It is as important for the local schools engage with Elan's heritage as it is for those in Birmingham.
- ✘ **In Birmingham:** In the past, schools in Birmingham taught their pupils about their water source and the history behind their unique water story, some schools even came on trips to the Elan Valley. Today, the pupils aren't taught this and therefore they aren't aware of the water story and the unique connection between Elan and Birmingham. For this reason, Elan Links are targeting Birmingham schools to ensure that they understand where their water comes from and the history behind it. Elan Links would like to reconnect Birmingham with Elan to ensure that the residents of Birmingham appreciate their water source and therefore the sustainability of the water will be secured and cared for in the future.

Volunteers: There are many volunteers who currently volunteer with the Elan Links partners. Elan Links are targeting the current volunteers and want to recruit more volunteers to enable them to engage with Elan's heritage in a practical way. Those who already volunteer with the partner

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organisations will be given the chance to volunteer in other parts of the project and be trained in a certain field. At least one of our partner organisations have noted that, although they have a group of volunteers, organising and managing them is challenging along with their busy work schedules; Elan Links will ensure that all those who have currently shown an interest in volunteering, will get the chance to participate in various activities during the course of the project.

Businesses in Elan and Rhayader: There are a number of locally run businesses in both Elan and Rhayader including cafes, hotels, restaurants, grocery shops and clothes shops. Elan Links will target the business in Elan and Rhayader through one of the members of the Partnership Board, Rhayader2000. Rhayader 2000 currently encourages business to work collaboratively to effectively promote Rhayader and the Elan Valley to benefit the local economy. Elan Links will target businesses in Elan and Rhayader through the theory of change which can be found in the Monitoring and Evaluation Chapter of the LCAP and the Scheme's wider aspiration. The whole Elan Links Scheme will make Elan and Rhayader a better place to visit and increase the promotion of the area which will attract more visitors. As a result, the tourism economy of both areas will benefit widely and businesses will see more visitors coming to the area all year round, not only during the summer months.

#### 4.3 Links between target audiences and proposed projects

Below is a table outlining how each of the proposed projects in Elan Links link in with the target audiences and the work that will be done to target these audiences.

Project	Target Audience	How?
1a – Healthy Bogs	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>Land managers including landowners, tenants and commoners.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>Volunteers;</li> <li>Residents of Elan and Rhayader;</li> <li>Visitors who are within 1 hour's drive away;</li> <li>Visitors coming for a specific activity.</li> </ul>	<p>The main audiences that project 1a – Healthy Bogs will target land managers, including landowners, tenants and commoners. This project will work closely with this audience to ensure that blanket bog on Elan's upland plateau is improved.</p> <p>Our secondary audiences will benefit from the visual improvement that will be done to the blanket bog in the area. Volunteers in particular, will be given the opportunity to volunteer and be trained in natural heritage activities.</p>
1b – Better Dry Heath	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>Land managers including landowners, tenants and commoners.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>Volunteers;</li> <li>Visitors from Birmingham (Birmingham Residents);</li> <li>Residents of Elan and Rhayader;</li> <li>Visitors who are within 1 hour's</li> </ul>	<p>The main audiences that project 1b – Better Dry Heath will target land managers, including landowners, tenants and commoners. This project will work closely with this audience to improve the current management of dry heath in the area by equipping them with the resources and skills to undertake the necessary management actions.</p> <p>Our secondary audiences will benefit from the visual improvement that will be done to the blanket bog in the area. Volunteers in particular, will be given the opportunity to volunteer and be</p>

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Project	Target Audience	How?
	drive away; Visitor coming for a specific activity.	trained in natural heritage activities.
1c – Improving our woodlands	Audiences that will be primarily targeted through this project: Land managers including landowners, tenants and commoners; Organisations working with harder to reach individuals locally.  Secondary audiences who will also benefit as a result of the project: Families; Volunteers Visitors from Birmingham (Birmingham Residents); Visitors who are within 1 hour's drive away; Visitors coming for a specific activity; All other visitors; Residents in Elan and Rhayader.	This project, 1c – Improving our woodlands, will primarily target land managers, including landowners, tenants and commoners, organisations working with harder to reach individuals locally and families.  Elan Links will work with the land managers to restore the right conditions and secure sustainable management practices to ensure that the woodlands support wildlife into the future.  Elan Links will work with one of their partners, TirCoed to bring harder to reach individuals into the woodlands to undertake some of the work that is required as part of the project. These individuals will gain skills and knowledge of woodland management through training courses and activity days.  Our secondary audiences in this project will benefit from the work carried out because the woodland will be in better condition and as a result of the work, wildlife will be protected into the future.  Volunteers in particular, will be given the opportunity to volunteer and be trained in natural heritage activities.
2a – Elan Rare Upland Birds	Audiences that will be primarily targeted through this project: Land managers including landowners, tenants and commoners.  Secondary audiences who will also benefit as a result of the project: Volunteers Visitors from Birmingham (Birmingham Residents); Visitors who are within 1 hour's drive away; Visitors coming for a specific activity; All other visitors; Residents of Elan and Rhayader.	This project, 2a – Elan Rare Upland Birds, will primarily target land managers, including landowners, tenants and commoners. Through this project, Elan Links will look at the habitat requirements of four focal species and work with this audience to ensure that the requirements are met.  As a result of the work carried out to the habitats of these four focal species of Upland Birds, our secondary audiences will see a larger quantity in the area.  Volunteers in particular, will be given the opportunity to volunteer and be trained in natural heritage activities.
2b – Elan Rare Species	Audiences that will be primarily targeted through this project: Volunteers; Organisations working with harder to reach individuals locally.  Secondary audiences who will also benefit as a result of the project:	Through project 2b, there will be a number of volunteering opportunities where volunteers can develop and learn new skills and benefit from being outdoors in the natural environment of Elan. Elan Links will be in touch with the organisations working with harder to reach individuals to offer them volunteering

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Project	Target Audience	How?
	<ul style="list-style-type: none"> <li>Land managers, including landowners, tenants and commoners;</li> <li>Residents of Elan and Rhayader.</li> </ul>	<p>opportunities.</p> <p>The volunteers taking part in this project will learn new skills and some will be trained in biodiversity monitoring. Those volunteering through 2b – Elan Rare Species will support all of the natural heritage projects.</p> <p>As a result of the work carried out through this project, the landscape will be in a better condition and land managers, including landowners, tenants and commoners, and residents of Elan and Birmingham will benefit from the landscape being in better condition.</p>
3a – Elan Hay Meadows	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>Land managers, including landowners, tenants and commoners.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>Volunteers;</li> <li>Residents of Elan and Rhayader;</li> <li>Visitors from Birmingham (Birmingham residents);</li> <li>Visitors from within 1 hour's drive away;</li> <li>Visitors coming for a specific activity;</li> <li>All other visitors.</li> </ul>	<p>Elan Links will work with the primary audience, land managers, including landowners, tenants and commoners to ensure that Elan's Hay Meadows will thrive in the future. Elan Links will also support the land managers to manage the meadows effectively. Through this project ten people will be trained in hay meadow management skills as well as demonstrating and volunteering days being held to support the land managers taking part.</p> <p>Support from Elan Links will ensure that the land managers are able to return to the traditional high nature value farming systems used by their ancestors.</p> <p>As well as land managers, the work carried out in the project will benefit the secondary audiences. Volunteering days will be held as part of the project and through these days volunteers will be able to take part and contribute to the Scheme.</p> <p>The other secondary audiences will benefit from the visual improvements of the thriving hay meadows.</p>
3b – Elan Rhos Hay	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>Land managers, including landowners, tenants and commoners.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>Volunteers;</li> <li>Residents of Elan and Rhayader;</li> <li>Visitors who are within 1 hour's drive away;</li> <li>Visitors coming for a specific activity.</li> </ul>	<p>Land managers, including landowners, tenants and commoners will be supported by Elan Links through this project to undertake rhos hay production. This will, in time improve the sustainability of Elan Links farming practices. Ten people will be trained in rhos hay skills through this project which will enable the land managers to manage and sustain rhos hay effectively in the future.</p> <p>Support from Elan Links will ensure that the land managers are able to return to the traditional high nature value farming systems used by their ancestors.</p> <p>The work carried out through this project will also benefit our secondary audiences as the production of rhos hay will reduce the negative</p>

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Project	Target Audience	How?
		<p>impact of <i>Molinia</i> overgrowth and therefore there will be a visual improvement to the area.</p> <p>With the land being more sustainably managed, the area will be a better place to live and visit which will have an economic benefit to the area.</p>
3c – Elan Ram Scheme	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>🌿 Land managers, including landowners, tenants and commoners.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>🌿 Residents of Elan and Rhayader;</li> <li>🌿 Special interest groups.</li> </ul>	<p>Elan Links will work closely with Elan land managers, including landowners, tenants and commoners to secure the future of Elan's sheep breed by coordinating and facilitating the development of a ram lamb testing scheme for the local sheep breed. The land managers will benefit economically as well as benefit from receiving training in ram breeding skills.</p> <p>Support from Elan Links will ensure that the land managers are able to return to the traditional high nature value farming systems used by their ancestors.</p> <p>The Elan Ram Scheme project will raise the profile of Elan amongst the farming community which will benefit our secondary audiences.</p>
3d – Elan Cattle Grazing	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>🌿 Land managers, including landowners, tenants and commoners.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>🌿 Residents of Elan and Rhayader;</li> <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>🌿 All other visitors.</li> </ul>	<p>Elan Links will work closely with Elan's land managers including landowners, tenants and commoners to encourage them to keep more cattle on Elan's open hill. The land managers will be supported to reintroduce and/or increase the cattle numbers and a 'cattle group' will be developed to share best practice with all of the land managers within the Elan Links area.</p> <p>Support from Elan Links will ensure that the land managers are able to return to the traditional high nature value farming systems used by their ancestors.</p> <p>Having cattle grazing on the open hill will improve the landscape and therefore there will be visual improvements to the open hill which all of the secondary audiences will benefit from when visiting Elan.</p>
3e – Elan Wethers	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>🌿 Land managers, including landowners, tenants and commoners;</li> <li>🌿 Businesses in Elan and Rhayader.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <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> </ul>	<p>This project will primarily target land managers, including landowners, tenants and commoners and the businesses in Elan and Rhayader. Development of the Elan Wethers project will work closely with Elan's land managers to sustainably produce wether meat which could become a component of Elan's farming systems and local farming culture.</p> <p>As a result of the production of wether meat, will give local businesses the opportunity to serve and sell fresh local produce that is unique to the area.</p> <p>The production of Elan Wether meat will also</p>

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Project	Target Audience	How?
		benefit the secondary audiences identified. Raising the profile of the local produce will bring visitors into the area and the residents of Elan and Rhayader will have a unique produce to be proud of.
4 – Safeguarding Elan’s Historic Environment	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>👤 Land managers, including landowners, tenants and commoners;</li> <li>👤 Residents of Elan and Rhayader.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>👤 Visitors who are within 1 hour’s drive away;</li> <li>👤 Visitors coming for a specific activity;</li> <li>👤 All other visitors;</li> <li>👤 Local schools;</li> <li>👤 Volunteers.</li> </ul>	<p>Elan Links will primarily target land managers, including landowners, tenants and commoners and residents of Elan and Rhayader. Elan Links will work with these target audiences to clear access to 15 ‘Priority 1’ sites.</p> <p>As a result of the work undertaken in this project, the sites across the estate will be better recorded and therefore will be accessible for the public through the implementation of 5a. The work undertaken in this project will enable visitors to visit wider areas of Elan and will encourage local schools to visit the area and learn about their local heritage.</p>
5a – Increasing access to Elan’s Archaeological and Built heritage	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>👤 Visitors who are within 1 hour’s drive away;</li> <li>👤 Visitors coming for a specific activity;</li> <li>👤 Visitors from Birmingham (Birmingham residents);</li> <li>👤 Volunteers.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>👤 Residents of Elan and Rhayader;</li> <li>👤 Businesses in Elan and Rhayader.</li> </ul>	<p>It has already been identified that many archaeological and built heritage sites are currently inaccessible and many visitors are currently unaware of their existence. This project aims to make these sites accessible for the public and interpreted in some way to enable them to engage with the historical heritage of Elan. It will also ensure that the primary audiences identified are exploring other areas of the estate.</p> <p>The residents of Elan and Rhayader will benefit from the work carried out through the project. The archaeological and built heritage being more accessible will mean that the residents will be able to access and learn more about their local heritage.</p> <p>The businesses in Elan and Rhayader will benefit from more visitors coming to the area. As a result of the increase in visitors, the economy of Elan and Rhayader will be more resilient.</p>
5b – The Engineers House	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>👤 Artists;</li> <li>👤 Visitors coming for a specific activity.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>👤 Residents of Elan and Rhayader;</li> <li>👤 Land managers, including landowners, tenants and commoners;</li> </ul>	<p>This project will see the renovation of the Engineer’s House near Pen y Garreg dam. The building will be restored and made into accommodation mainly for the artists coming to Elan to participate in project 7c – Artist Residencies and visitors who are coming for specific activities.</p> <p>The renovated Engineer’s House will be available to use through project 10c – Experience Elan but this will not be the main accommodation used for these organisations working with harder to reach individuals coming</p>

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Project	Target Audience	How?
	<ul style="list-style-type: none"> <li>✎ Organisations working with harder to reach individuals in Birmingham;</li> <li>✎ Organisations working with harder to reach individuals locally;</li> <li>✎ Community groups.</li> </ul>	<p>from Birmingham. These groups and individuals will experience the engineer's house as it was when it was the engineer's home during the building of the dams.</p> <p>Residents of Elan and Rhayader and land managers, including landowners, tenants and commoners will benefit from having an important part of their heritage restored and renovated.</p>
5c – Cwm Clyd Farmstead	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>✎ Visitors;</li> <li>✎ Organisations working with harder to reach individuals in Birmingham;</li> <li>✎ Organisations working with harder to reach individuals locally.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✎ Residents of Elan and Rhayader;</li> <li>✎ Community groups;</li> <li>✎ Recreational groups.</li> </ul>	<p>This project will see the currently redundant buildings of Cwm Clyd farmstead renovated into group accommodation. Once renovated, this accommodation will be used for the harder to reach individuals attending the day and night retreats offered through Objective 10c. It will also be available to be used by visitors and organisations working with harder to reach individuals locally.</p> <p>The secondary audiences that will benefit as a result of this project will also be able to use the accommodation and the residents of Elan and Rhayader will see a part of their local built heritage in better condition.</p> <p>The accommodation can also be used for recreational groups who are visiting Elan for the weekend or are staying overnight.</p>
6a – Elan Links – People to collections	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>✎ Policy makers/influencers;</li> <li>✎ Community groups;</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> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✎ Businesses in Elan and Rhayader;</li> <li>✎ Visitors from Birmingham (Birmingham residents);</li> <li>✎ All other visitors;</li> <li>✎ Families.</li> </ul>	<p>This project will primarily target policy makers/influencers who are partners in the Scheme to ensure that all of their collections are shared between the Elan Links partners and archived properly and managed in the future. The local community groups and residents of Elan and Rhayader will also be able to contribute to the archive from their personal collections.</p> <p>Visitors who are within 1 hour's drive away and visitors who are coming for a specific activity will be targeted to ensure that the current heritage is recorded for the future.</p> <p>Our secondary audiences will benefit from the work carried out in the project. Businesses in Elan and Rhayader will benefit as a result of more and a wider range of visitors coming to the area to record and share their memories and stories. Visitors from Birmingham will learn more about their water heritage and about the feat of engineering that happened to ensure clean water for their city. All other visitors and families will widely benefit from Elan's heritage being accessible and as a result of the project they will learn more about the history of the area.</p>
7a – Interpreting	Audiences that will be primarily	This project will develop interpretation across

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Project	Target Audience	How?
Elan	<p>targeted through this project:</p> <ul style="list-style-type: none"> <li>✎ Visitors who are within 1 hour's drive away;</li> <li>✎ Visitors from Birmingham (Birmingham residents);</li> <li>✎ Visitors coming for a specific activity;</li> <li>✎ All other visitors;</li> <li>✎ Families;</li> <li>✎ Children and young people.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✎ Residents of Elan and Rhayader;</li> <li>✎ Businesses in Elan and Rhayader.</li> </ul>	<p>the Elan Links area. The interpretation installed as a result of this project will attract a large number of visitors to the area and it will mean that many of the current trails will be developed to include interpretation which will target families, children and young people.</p> <p>Wider interpretation across the estate will encourage the visitors to explore a wider range of locations across Elan and as a result they will learn about Elan's heritage in a practical way.</p> <p>Residents of Elan and Rhayader will benefit as a result of this project because, improving the interpretation for visitors will also mean that it will be available for the residents to enjoy recreational activities.</p> <p>Businesses in Elan and Rhayader will benefit from an increase in the number of visitors coming to the area.</p>
7b – Elan interactive	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>✎ Visitors from Birmingham (Birmingham residents);</li> <li>✎ Visitors coming for a specific activity;</li> <li>✎ Visitors who are within 1 hour's drive away;</li> <li>✎ Families;</li> <li>✎ Recreational groups;</li> <li>✎ Local Schools;</li> <li>✎ Birmingham Schools</li> <li>✎ Residents of Elan and Rhayader.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✎ Businesses in Elan and Rhayader;</li> <li>✎ Volunteers;</li> <li>✎ Land managers, including landowners, tenants and commoners;</li> <li>✎ Artists.</li> </ul>	<p>As part of this project, an interactive app will be created. This will enable visitors to engage with Elan's heritage through the app and learn more about different areas across the estate. It will also enable recreational groups to use new routes and be able to view the route at their fingertips. The website for Elan Links will also be developed which will raise the profile of Elan as a visitor destination and as a destination to enjoy recreational activities, family friendly walks or follow certain progression routes. Different aspect of the app will target different audiences.</p> <p>Our secondary audiences will also benefit from the app and will be able to use different aspects of the app when in Elan.</p> <p>Businesses in Elan and Rhayader will benefit from the app as it will attract more and a wider range of visitors to the area which will contribute to the local economy of the area.</p>
7c – Artist Residencies	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>✎ Artists.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✎ Community groups;</li> <li>✎ Residents of Elan and Rhayader;</li> <li>✎ Visitors from Birmingham (Birmingham residents);</li> <li>✎ Visitors who are within 1 hour's drive away;</li> <li>✎ Visitors coming for a specific</li> </ul>	<p>Through the implementation of this project, artists will be given the opportunity to visit Elan on a retreat to work on their projects and the opportunity to experience Elan at different time of the year. Artists will stay at the Engineer's House that will be renovated through project 5b and by staying here; they will feel close to the water, the farmland and the trees that surround the Engineer's House.</p> <p>The secondary audiences will benefit from having artists visiting the area to work. All visitors, community groups and residents will also benefit from exhibitions, artist led walks and</p>

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Project	Target Audience	How?
	activity; All other visitors.	talks and creative workshops.
7d – Engaging and Innovative Events	Audiences that will be primarily targeted through this project: Visitors from Birmingham (Birmingham residents); Visitors who are within 1 hour's drive away; Visitors who are coming for a specific activity; All other visitors; Local Schools; Schools in Birmingham; Families.  Secondary audiences who will also benefit as a result of the project: Residents of Elan and Rhayader; Businesses of Elan and Rhayader.	Elan Links will primarily target these audiences through a yearly events programme of engaging and innovative events. Visitors will come to Elan and Rhayader to enjoy the heritage and the landscape and as a result of the events each year, they will have learnt more about all aspects of the heritage of the area.  Residents of Elan and Rhayader and the businesses in Elan and Rhayader will benefit from an increase in the visitor numbers. Accommodation providers will especially benefit from visitors coming to the area and staying rather than visiting for the day.
8a – Friends of Elan	Audiences that will be primarily targeted through this project: Volunteers; Policy makers/influencers  Secondary audiences who will also benefit as a result of the project: Visitors coming for a specific activity, Visitors from Birmingham (Birmingham residents); Visitors who are within 1 hour's drive away; All other visitors; Residents of Elan and Birmingham.	This project implements the Elan Links Volunteering Strategy (Appendix LCAP8) which underpins the volunteering activities across the whole project. As a result of this, the number and range of people experiencing Elan as visitors, volunteers and learners will increase. Volunteers, through this project, will also be able to gain experience in various different aspect of the project such as recording oral histories and collecting people's memories or taking part in a natural heritage project.  Elan Links will look at the volunteering opportunities that the policy makers/influencers, especially those who are partners, have to offer and work with them to give volunteers a wide range of volunteering opportunities.  Our secondary audiences will benefit as a result of the volunteering work and activity carried out by the volunteers.
9 – Making the most of Elan	Audiences that will be primarily targeted through this project: Visitors from Birmingham (Birmingham residents); Visitors who are within 1 hour's drive away; Visitors coming for a specific activity; All other visitors; Families; Recreational groups; Residents of Elan and Rhayader; Artists; Local Schools; Volunteers;	The work carried out in the project will enable a wider range of walkers, cyclists and horse riders of different abilities to explore and enjoy Elan safely. This project will also create progression routes that will enable visitors to progress further than the Visitor Centre and will allow visitors and recreational users to build confidence in exploring the estate alone.  Organisations working with harder to reach individuals locally and in Birmingham will have the opportunity to offer some training courses and activity days to their clients. It is possible that some of the work done through those training courses and activity days will be part of this project and therefore those organisations

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Project	Target Audience	How?
	<ul style="list-style-type: none"> <li>✘ Businesses in Elan and Rhayader.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✘ Organisations working with harder to reach individuals locally;</li> <li>✘ Organisations working with harder to reach individuals in Birmingham;</li> <li>✘ Land managers including landowners, tenants and commoners;</li> <li>✘ Birmingham schools.</li> </ul>	<p>will have contributed to the improvements to the recreational use of the area.</p> <p>As a result of the work carried out through this project, land managers, including landowners, tenants and commoners will benefit from their land being in better condition and the trails on their land are better managed and monitored to ensure that they are safe to use.</p>
10a – Investing in Elan	<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>✘ Land managers, including landowners, tenants and commoners.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>✘ Visitors coming for a specific activity;</li> <li>✘ Visitors who are within 1 hour's drive away;</li> <li>✘ Visitors from Birmingham (Birmingham residents);</li> <li>✘ All other visitors;</li> <li>✘ Residents of Elan and Rhayader;</li> <li>✘ Volunteers.</li> </ul>	<p>This project will offer harder to reach individuals who live locally training courses and progression training courses which will improve their lives and will support the re-engagement and reintegration of those furthest from the training and job market back into employment.</p> <p>As well as the harder to reach individuals the project will be working closely with land managers, including landowners, tenants and commoners to identify areas of Elan where work needs to be carried out.</p> <p>As a result of the work carried out by the project's target audience, all visitors will see visual improvements to the area and will be able to experience Elan in a safe way.</p> <p>Resident of Elan and Rhayader will also see the benefit of the work in the area and the improvements that the project will have made in Elan.</p>
10b – Enabling and Empowering Elan	<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>	<p>This project will offer organisations working with the harder to reach locally, community groups and the local schools bespoke activity days to enable them to engage with Elan's heritage. The activity days will be arranged specifically for the needs of each group.</p> <p>As a result of the activity days, visitors will see a visual improvement to the area. Residents of Elan and Rhayader will also notice a difference to the area after the activity days.</p> <p>Elan Links will work closely with the land managers, including landowners, tenants and commoners as the activities will take place on the land that they manage. These activity days can be used to their advantage and those participating in the activity days could be carry out minor improvements identified by the land managers.</p>
10c – Experience	<p>Audiences that will be primarily targeted through this project:</p>	<p>This project will offer organisations working with the harder to reach in Birmingham the</p>

## Audience Development Plan

Project	Target Audience	How?
Elan	<p>Organisations working with harder to reach individuals in Birmingham.</p> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>Residents of Elan and Rhayader;</li> <li>Businesses in Elan and Rhayader;</li> <li>Land managers, including landowners, tenants and commoners;</li> <li>Visitors from Birmingham (Birmingham residents);</li> <li>Visitors coming for a specific activity;</li> <li>Visitors who are within 1 hour's drive away;</li> <li>All other visitors.</li> </ul>	<p>opportunity to bring their clients to Elan to engage with the natural environment through day and night retreats. During the day of these retreats they will be given the opportunity to participate in bespoke activities arranged specifically for each group. As well as engaging with Elan's heritage, the harder to reach individuals will learn about the water story and the unique connection between Elan and Birmingham.</p> <p>Although this project targets harder to reach individuals from Birmingham, other audiences will also benefit. Most of the secondary audiences will benefit from the activities and the minor improvements that will be carried out during the activity days. All secondary audiences will notice a visual improvement to the area.</p> <p>Businesses in Elan and Rhayader, especially accommodation providers, will benefit from the harder to reach groups using their amenities during the first few years of the project until the accommodation Elan Links are developing is ready. When Cwm Clyd is ready, local accommodation will be used as extra accommodation for the groups.</p>
11a – Tap into it	<p>Audiences that will be primarily targeted through this project:</p> <ul style="list-style-type: none"> <li>Visitors from Birmingham (Birmingham residents);</li> <li>Schools in Birmingham.</li> </ul> <p>Secondary audiences who will also benefit as a result of the project:</p> <ul style="list-style-type: none"> <li>Visitors coming for a specific activity;</li> <li>Visitors who are within 1 hour's drive away;</li> <li>All other visitors;</li> <li>Residents of Elan and Rhayader;</li> <li>Local Schools.</li> </ul>	<p>This project is an outreach education programme which will include organised activities and events in Birmingham to raise the awareness of their water heritage. As a result of this programme, Elan Links hope to see more Birmingham schools visiting the area. Events arranged in Birmingham will raise the profile of Elan in the city and as a result of them learning more about the unique connection between the two areas will encourage them to visit Elan.</p> <p>Our secondary audiences will benefit as a result of this project as it will generally encourage people to visit Elan and the area will become more attractive to visitors.</p> <p>Residents of Elan and Rhayader will benefit from more visitors coming to the area and will see more children and young people in the area which means that the water sustainability will be improved.</p>