Flagship project of the

Outdoor Access Trust for Scotland

The Mountains & The People

half way

Mid Project Evaluation Report
June 2015 – December 2017

Stepping up for Scotland's National Parks

heritage lottery fund
LOTTERY FUNDED

LOCH LOMOND & THE TROSSACHS NATIONAL PARK

Cairngorms NATIONAL PARK
Pàirc Nàiseanta a' Mhonaidh Ruaidh

Scottish Natural Heritage
Dualchas Nàdair na h-Alba
All of nature for all of Scotland
Nàdar air fad airson Alba air fad

Forestry Commission Scotland
Coimisean na Coilltearachd Alba

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Executive Summary

This mid-term evaluation report of The Mountains and The People (TMTP) £6.4m project looks at all aspects of the project, highlighting both the positive outcomes to date and the challenges still to be overcome.

The project is led by the Outdoor Access Trust for Scotland (OATS), in partnership with Cairngorms National Park Authority (CNPA), Loch Lomond & The Trossachs National Park Authority (LLTNPA), Forestry Commission Scotland (FCS) and Scottish Natural Heritage (SNH) together with the Heritage Lottery Fund UK who have provided 57% project funding.

Commencing with the governance and management of the project, the report details the various subgroups that have been set up to help the project deliver whilst satisfying different requirements of the partner organisations.

Whilst the overall management of the project appears to be functioning well, this has come at a cost, with the level of time allocation required by core and project personnel at OATS being 20% more than first anticipated.

The capital programme is reported as being completely on target with the highly skilled team utilising a range of path build techniques to achieve durable, aesthetically pleasing paths. There have been a number of challenges along the way including the requirement for planning consents in Loch Lomond and the Trossachs due to the paths constructed to date requiring a range of natural heritage considerations, concerns on delivery methods and the sourcing of materials, all of which have resulted in an increased time allocation from the technical project team.

The activity programme is also on target with relationships cemented and a real drive and passion being demonstrated by the activity team. Four of the five planned training courses have successfully completed, the volunteering and visitor participation activity targets are being met and a number of schools have now engaged with the project to complete a suite of curriculum linked resources.

Of particular challenge to the activity team has been the recruitment and retention of quality training officers which has resulted in external support being required, thereby incurring additional time commitment from the project team as well as unanticipated cost.

Finally, the report covers the information and interpretation of the project, covering topics such as the branding, website and social media, signage, videos and news coverage. There has been significant success in promoting the work of the project with the wider public with a unifying brand and strong public presence having been achieved.

This report demonstrates a very positive mid-term project evaluation with the overarching message being one of positivity and resilience in all areas. However a common theme running throughout the report is the significantly higher than anticipated work time required by project staff to manage the project in order to achieve set goals.

Na Beanntan agus Na Daoine

Half Way Highlights

£2.8m
SPEND TO DATE

26 QUALIFIED TRAINEES

2,930
VOLUNTEER HOURS GIVEN

17,977 METRES
OF PATHS CONSTRUCTED IN
CAIRNGORMS

18,201 METRES
OF PATHS CONSTRUCTED IN
LOCH LOMOND

2
FILMS PRODUCED

TRAINING & VOLUNTEERING

31 RANGER LED EVENTS

10 HEALTH WALKS

12,813
WEBSITE HITS

Introduction

The Mountains and the People project represents the largest and most complex upland path partnership project ever to be undertaken in the UK.

The project is delivering a wide range of both physical improvements as well as opportunities for people to get involved with conserving and learning about the mountains within Scotland's National Parks.

Led by the Outdoor Access Trust for Scotland (OATS) and in partnership with Cairngorms National Park Authority (CNPA), Loch Lomond & The Trossachs National Park Authority (LLTNPA), Forestry Commission Scotland (FCS) and Scottish Natural Heritage (SNH), this £6.4m project has the overarching objective of involving the people of Scotland in the enhancement and protection of the wild and special qualities of the mountains within Scotland's National Parks.

The project aims to achieve this with an integrated suite of **project programmes** as follows:

Capital
to repair and construct eroded mountain paths with a specialised contract team

Training
to train people to SVQ L2 and involve them directly in the project through employment

Volunteer
to attract people throughout Scotland to donate some of their free time to help look after the mountains in Scotland's National Parks

Education
to involve schools, colleges and universities

Visitor Information
to raise public awareness

The Mountains & The People

Along with the above-mentioned project partners, all of whom contribute financially as well as with invaluable in-kind support, OATS were successful in securing a highly competitive £3.2m grant from the Heritage Lottery Fund UK.

The following suite of guidance documents have been developed during the development phase of the project:

- Business Plan
- Conservation Plan
- Activity & Interpretation Plan
- Evaluation Plan
- Management & Maintenance Plan

These documents have been written to provide a focussed and well-structured reference point for the project team and project partners and are proving to be invaluable in guiding this 5-year project.

Project Governance

For a project of this scale and complexity to be successful, a significant extent of partnership collaboration and participation is required.

At the mid-way point in this project, it is clear that partnership working is top of the agenda with all partners contributing both in terms of financial aid and in-kind support, with regular communication and extensive interaction being evident.

As the project has progressed however, it has become apparent that a higher than anticipated level of time allocation has been required from all partners, with the highest burden being on OATS project staff.

Whilst carrying ultimate responsibility for project delivery, the OATS Board have now formed a close partnership with the Project Steering Group who themselves, now hold a delegated governance responsibility for the project.

There have also been several subgroups set up to help the project deliver whilst satisfying different requirements of the partner organisations. Whilst these groups were not anticipated at the development stage of the project, they have proven to be very useful and highly effective and represent key project learning for future multi-partner projects.

3.1. Project Steering Group

Providing a management structure for the project, the group meets quarterly and provides partners the opportunity to review progress and influence the implementation of the business plan.

Since its inception, the group has made a concerted effort to both refine the information it receives and to move the focus away from general updates. The group now issues comprehensive reports and detailed financial data and spends more time on addressing potential issues and/or managing risk, a change that has been welcomed by all concerned.

3.2 FCS Upland Paths Subgroup

This sub group was formed at the outset of project delivery due to 50% of all project path works within Loch Lomond & Trossachs National Park area being on land owned and managed by FCS. With formal terms of reference and chairing by an FCS project manager, this group clearly demonstrates the commitment shown to work collaboratively towards a common goal.
A short time into the project the group determined that it would be beneficial for the OATS Activity Project Manager to attend and feed into the meeting particularly on areas relating to communications, events and training. This has proved to be highly beneficial for all involved.

3.3 Loch Lomond & The Trossachs National Park Subgroup

Formed by LLTNPA and chaired by the Director for Conservation & Visitor Experience at the park authority, these bi-monthly meetings aim to provide an update on works undertaken whilst identifying any risks and areas of support required.

Having Director level representation on the group has been highly beneficial when requesting support in areas such as complex access arrangements.

3.4 Cairngorms TMTP Project Subgroup

This group is more informal than the LLTNPA subgroup and has representation from across the access and recreation team in the park authority. It has helped facilitate close working relationships with the ranger services across the national park as well as supporting in areas such as volunteer development and education.

3.5 Communications Subgroup

This group includes communications officers from all core project partner organisations as well as the OATs Activity Projects Manager and the OATS Business & Communications Manager who holds the lead role. The group has defined Terms of Reference and ensures consistency and clarity in all communications messages, reducing the risk of confusion or missed opportunity.

3.6 Human Resources

The HR essential for delivery of the project are made up of OATS core and projects staff, contractors and their staff, trainees and volunteers. Activity staff from the previous Cairngorm Mountain Heritage (CMH) project were unable to be retained due to the interruption in funding plus there were some initial delays in recruiting as the Project Steering Group was formed. There were also unexpected challenges in recruiting upland path experts to support the project trainers and so a trainer with more rounded experience was recruited. Whilst a positive move, this path specialist subsequently left and so placed pressure on delivery of the training programme. Moving forwards, it requires to be noted that there are no longer highly experienced path practitioners coming forward to take up vocational training roles.

The interruption in funding between the CMH and TMTP projects together with planning delays proved challenging for upland path contractors although bringing forward many of the machine contracts had a hugely positive effect, enabling the contractors to scale up again without delay.

Workloads for staff are consistently high with all staff showing high levels of commitment to the project. Time and resource allocation to meetings and project management has had a direct impact on the project delivery team with time required being consistently higher than allocated during the project development stage. As a result, additional resources have already been put in place to support the following areas of the project; SQA training centre, communications, site supervision, evaluation and partnership management. In order to maintain the high standards achieved to date, these extra resources will need to be sustained for the remainder of the project. There will also need to be additional staff time required to ensure fundraising targets are met, particularly for corporate giving. With Full Cost Recovery staff costs currently at 72% mid-way through the project, contingency will need to be obtained to provide the additional management resource required as detailed above.

3.7 Finances

The project funding package of £6.4m is segmented as follows; HLF 58%; LLTNPA 9.3%; FCS 9.3%; OATS 6.2% with a further 8% to be raised and underwritten by them from Charitable Trusts/Corporates; CNPA 4.9%; SNH 3.6%.

To date, the cashflow and project spend have been managed effectually as the table below demonstrates, with the overall spend of 50% and overall project completion of 50%, being suitably aligned.

Category	Total Budget	Spend to date	% (at 50% through project)
Capital Expenditure	£3,579,506	£1,649,781	46%
Activity Programme	£1,303,310	£755,906	58%
Other project costs	£735,277	£414,752	56%
Total Project Costs	£5,618,093	£2,820,438	50%

3.8 Risk Management

A detailed Risk Register was written for the project and is reviewed by the TMTP Steering Group on an ongoing basis, covering Financial, Economic, Technical and Management risks.

The underwriting by OATS of the Charitable/Corporates 8% contribution represents the largest risk in terms of financial exposure in the current business plan and to the project in particular. To date, Charitable Trusts have achieved above their target although Corporate contributions much less so. More core staff time is being put into this and will continue to be until the end of the programme.

Another significant factor for OATS is the cashflow plan as a programme of this scale carries high risks for a small organisation. Understanding the importance of this plan, both park authorities and FCS have front-loaded their contributions at the start of the year plus HLF have made interim claims available when required.

Capital Programme

measuring the difference made to the Heritage

With over 137km of path network to get to an appropriate standard, the capital programme represents the largest and most complex aspect of the project.

Close project and contractor management will be required to achieve expected quality and timescales plus it must be recognised that there are significant risks apparent, both in terms of financial, physical and reputational. In order to achieve the project goals, the project has been designed to encompass an integrated suite of Hand Build, Light Touch, Machine Build and monitoring upland path techniques.

THE PROJECT IS COMMITTED TO DELIVERING

LOCH LOMOND & TROSSACHS
NATIONAL PARK
84,251m
OF PATH IMPROVEMENTS
OVER 20 SITES
ESTIMATED COST
£2,262,722

CAIRNGORMS
NATIONAL PARK
52,834m
OF PATH IMPROVEMENTS
OVER 23 SITES
ESTIMATED COST
£1,495,760

TOTAL
PROJECT DELIVERY
137,085m
OF PATH IMPROVEMENTS
OVER 42 SITES
ESTIMATED COST
£3,758,482

4.1 Delivery to Date

During the first half of the project 17 path sites have been completed and a further 9 have started to be improved. See *Appendix A (p20)* for a full list of the paths worked on during this period of the project.

The capital programme is managed by an accomplished team, all of whom have extensive experience in the delivery of complex upland path contracts from design to completion. It is this level of competence that has enabled the delivery achievements shown above, despite some unanticipated significant challenges centred around statutory consents in Loch Lomond & The Trossachs National Park.

With all Planning Authorities confirmed at the development phase of the project that subject to Natura Assessment, planning permission would not be required and a subsequent timeframe for delivery was applied to reflect this. Subsequently LLTNPA then reviewed their decision due to the paths within the project constructed to date being on prominent landscape features and sensitive environments with a range of natural heritage considerations including designated sites. Also, as this is the first time many of these paths have been properly constructed and designed,

the improvements presented some unique considerations in ensuring appropriate and proportionate planning control within LLTNP. While this resulted in a more formalised and lengthier approach than was originally expected, it has ensured a methodical and publicly transparent process to in relation to the more sensitive path improvements.

As a result, the contract schedule has been adjusted to allow time for the affected paths to be processed through the planning system, with several contracts in the Cairngorms NP being brought forward to the start of the project. A contingency of up to £50k has been requested in order to meet the costs for additional work, planning fees and heritage/ landscape survey fees.

Although unforeseen, the challenges around the need for planning consent have been resolved with minimal long-term impact on project delivery, due mainly to the OATS project delivery team's dedication and adaptive management.

As this is thought to be the first time a Planning Authority has requested planning permission for upland pathwork repair in Scotland, the process has proven to be a valuable learning experience for both OATS and LLTNPA and will help towards future projects of this type within Loch Lomond & Trossachs National Park. It should also be recognised that Contractors appear to have demonstrated resilience and have adapted in order to achieve the above mid-way results.

4.2 Delivery Methods

The various delivery methods were selected through a number of workshops during the development phase of the project which were attended by landowners, upland path specialists, public bodies, rangers and other stakeholders. Consequently, a full range of machine build, hand build and light touch techniques have been utilised, as agreed.

NATIONAL PARK	HAND BUILD (M)	%	LIGHT TOUCH (M)	%	MACHINE BUILD (M)	%	TOTAL BUILD (M)
Loch Lomond & The Trossachs	29385	67%	7973	18%	6711	15%	44069
Cairngorms	13526	33%	10695	26%	16746	41%	40967
Total	42911	50%	18668	22%	23457	28%	85036

Some of the path practitioners who were consulted for the Priorities workshops have raised concerns regarding the volume of machine built paths and the quality of finishing at Ben Lomond, Ben A'an and Glittering Skellies. As a result, the contracts team have reviewed works and have concluded that there are short sections of work that do not meet the required standard in terms of gradient and finishing and landscaping e.g. 90m (5%) of the work carried out at Ben A'an. These teams are now committed to making good these sections with contract snagging works. This has been discussed at length with the project contracts team and contractors who all agree that whilst the techniques used are designed to produce durable paths, there is a need for increased quality control on such technical sites and increased supervision by the project team.

Sourcing Materials

Whilst the management of materials used on the majority of sites is uneventful, there appear to have been a limited number of sites where the sourcing of materials has been challenging which, along with mitigation issues have required innovative solutions. Abundant boulder screes were expected to be utilised on UL40 Carn Liath however, in light of concerns raised by SNH regarding the Special Area of Conservation (SAC), the utilising of a substantial dry-stone dyke for building materials proved to be a highly acceptable solution for all concerned.

Path Specification & Cost Estimates

Whilst overall estimates appear to be accurate with savings having been identified on a number of path budgets as the programme rolls out, there appears to have been some mismatch between the costs estimated at Path Audit and those of the specification surveys for a small minority of sites. Whether due to recorder error at development stage or perhaps differences in the surveyors' interpretation of work required, the likely degradation of the path network since the original surveys some four years ago, has undoubtedly impacted on the works required. However, to date, the underspend on contracts appears to be matched by overspend elsewhere.

Evaluating Success

Although evaluation of the success of the works delivered will take place during the later stages of the project, it is already possible to see the positive visual impact through the various before/after images taken. *Appendix B (p21)*

It should be noted that there are opportunities to work with volunteers, schools, colleges etc. to support further gathering of photographic evidence of the work undertaken and to disseminate it further. Videos should continue to be taken over the following length of the project in order to evidence, showcase and promote TMTP through all communication outlets and to build awareness and financial support from both corporates and a diverse public audience.

4.3 Management & Maintenance

Whilst the management and maintenance plan highlights the need for ongoing maintenance of paths once they have been repaired, the TMTP project does not transfer to the maintenance programme until 2020.

It has been suggested that some paths should be included within the maintenance programme before the project has finished and, as a result, the TMTP Steering Group are now considering this possibility alongside making use of available volunteer and training resources.

Activity Programme

measuring the difference made for People

Guided by the project Activity Plan, the Activity Programme has a team who are responsible for the Volunteering, Education and SVQ training programme as well as all public engagement and communications.

Delivery of the activity programme to date is on target with the project now fully recognised as an effective delivery mechanism for practical conservation training and volunteering. Relationships have been cemented with private, public and third sector partners with the activity team demonstrating a real passion and commitment for the project.

5.1 Training

Four of the five training courses in Environmental Conservation at SVQ L2 have now been successfully delivered with two of the three activity staff now fully trained as SVQ Assessors and one as an Internal Verifier. In year 2 of the project, trainees also undertook their 'Discover' level John Muir Award. This has since been further integrated into the training, enabling the trainees the opportunity in year 3 to undertake the higher level 'Explore' Award.

Activity	Target	Achieved to date	%
Assessor & Verifier level training	3	2	67
LLTNP Trainees SVQ 2	24	16	67
CNP Trainees SVQ 2	12	12	100
6 Trainees SVQ 3	6	0	0
Trainees achieve full SVQ award	42	26	62

The overwhelming feedback from the trainees has been extremely positive *(Appendix C p22)* with twelve now having started work with specialist path contractors and several others engaging in related work. The outcome of all trainees will be tracked over the remainder of the project.

Interest in these vocational courses remains very high with around 500 applicants for the first two years placements.

Preparation and delivery of these courses has been a large focus for the team with SQA centre status having to be renewed, new training officers to be recruited and staff being trained as assessors and/or internal verifiers.

A particularly challenging time for the project was the recruitment and retention of quality Training Officers. The absence of Training Officers meant that both consistency and quality of assessment were affected which in turn, necessitated external support thereby incurring additional, unanticipated cost. This testing time did however create the opportunity to pilot several alternative models of training and assessment which have been applied successfully and have achieved high levels of confidence across all areas of training and assessment in the latest External Verification visit by SQA.

5.2 Conservation Volunteering

The Activity Plan outlines a commitment to draw volunteers from the major cities in Scotland as well as from local communities. This commitment has been thoroughly applied to date with the application of free transport, supply of personal protective equipment and offering both week day and weekend events in a variety of locations. This engagement has led to achieving over 483 volunteer days resulting in almost 2900 volunteer hours contributed to the project, with an equivalent in kind value of £23k.

Activity	Target	Achieved To Date	%
10 Work Parties In each Np Each Year	100	60	60
20 More Paths 'Adopted' In Each Np	40	21	53
1200 Volunteer Days Over 5 Years Of Project	1200	476	40

Despite the challenges of identifying suitable work sites, over 160 individuals of all ages and backgrounds have attended volunteer events to date with a truly positive vibe being received through the feedback forms. *Appendix D (p23)*

Expanding volunteering in the Inverness and Perthshire areas as well as from within the National Parks in the coming year has been recognised as a priority. CNPA have recently launched a Volunteering Cairngorms service along with a small-scale Volunteer Ranger service which will support the future expansion of volunteering in the National Park.

5.3 Adopt a Path

Refreshing the existing Adopt A Path system, including a new reporting system, volunteer handbook and bespoke training sessions has been a major undertaking for the project team. Empowering the volunteers to effectively undertake surveys and report back on issues identified has been well received with positive feedback from long-standing volunteers.

The newly applied system focuses on reporting individual issues by photograph we are geolocated to a map, thereby limiting the text content required and enabling a large quantity of reports to be submitted.

Although project partners have raised concerns regarding potential non-issues being reported, this has been anticipated by the project team who have put the required processes in place to minimise this risk, including the review of posts submitted and additional guidance for volunteers.

An automatic feedback loop notifying volunteers of maintenance work that has been carried out on their paths has also been built in, with contractors currently being trained on completing this information loop.

5.4 Education

With a target of ten schools using the project resource pack and two teacher training events to raise awareness of the new resources, the efforts to date have been focussed around engaging with schools and FE establishments through a variety of routes to ascertain exactly what resources the teachers and students require. These discussions have assisted the TMTP project team to identify the best ways to transfer the key project messages through curricular learning.

As a result, teachers in four schools have now been engaged in the process with work currently underway to complete a suite of inspiring, curriculum linked resources to be rolled out in the 2018/19 academic year.

5.5 Visitor Participation Events & Activities

Activity	Target	Achieved to date	%
Attend 4 mountain path events per year	20	10	50
£20k raised through personal giving	£20k	£20k	100
2 higher level walks in each NP yrs 1 & 2 Increasing to 10 walks by year 5	20	10	50
25 events in both NP per year	125	35	28

Ranger led Events

Delivery on this commitment from the outset of the project has been challenging due to the commitment made at the start no longer fitting with the ranger services priorities in both National Parks.

However, as the project has progressed, an increase in the number of ranger led opportunities has been identified as has the increase in the level of communication from ranger services looking to work together on TMTP themed events. Emerging themes in badging linked events as TMTP range from fairly simplistic TMTP linkages such as land-use and upland outdoor experience to the more specialised areas such as mountain ecology.

Personal Giving

A strong relationship has been established with fellow conservation charity the Friends of Loch Lomond & The Trossachs (FOLLAT) who have committed up to £5k per annum towards the project.

Higher Level Health Walks

Working in partnership with Ramblers Scotland walk leaders, CNPA 'Walking to Health' and LLTNP Countryside Trust's 'Walk in the Park' programmes, the project has aimed to facilitate taster rambles to encourage those undertaking Health Walks to consider progressing to a Ramblers group if it was within their capability.

Different models of promotion and delivery have been piloted with the most effective being when existing Health Walk leaders coordinated their group of walkers to attend Ramblers volunteers walk. Discussions are ongoing with partners to agree a programme of walks for 2018.

Mass Participation Events & Festivals

To date, the project has established strong connection with a number of events and festival such as the Aviemore Adventure Festival, Dundee Mountain Film Festival and the Royal Highland Show. The communications opportunities at these events have been wide ranging including the volunteering project film being premiered and taster volunteering sessions being offered, resulting in over 200 new contacts being gained.

Participation at larger mountain sports events has proven complex as many events are not well promoted in the general public sphere and have an 'in and out' approach in terms of their period of use of the mountain landscapes. The project team continue to explore opportunities to engage with such events that are held on routes on the National Forest Estate or which have been invested in through the project. Such locations will provide sympathetic understanding about mountain conservation needs amongst event organisers, participants and supporters enabling branded route signs and TMTP leaflets to be handed out, ensuring the TMTP message is widely circulated.

Information & Interpretation

Substantial progress has been made in the delivery of the Interpretation Plan, promoting the work of the project with the wider public and building on the key messages of the project, with detailed milestones and targets being tabled and shown as *Appendix E (p24)* attached to this report.

Project Brand

The essential formation of a TMTP unifying brand was achieved and implemented during year one, assisted by generous in-kind support from LLTNPA in house design team. Mid-way through the project, the project team worked closely with the OATS head office to successfully integrate the lead partners change of name and ensure no negative impact on the project.

Website & Social Media

The project team have achieved a strong online presence with a new website and social feeds with Twitter, Facebook and Instagram. The pages provide an online record of the work undertaken on each of the project paths, together with before/ after pictures and is updated on a regular basis. The website has been designed to inspire participation and a strong sense of welcome and inclusivity.

Signage, Leaflets & Brochures

A full suite of branded media has been produced including; site signage; project overview leaflet and volunteer handbook, all of which enable the conservation programme messages to be communicated whilst inviting participation in the project. The team are currently working on a more detailed booklet for use by public facing partners called 'Project in your Pocket' which is due to be produced shortly. A more detailed guide to the project, this booklet is for use specifically by public facing staff such as rangers, empowering them to communicate messages about the project through ranger led events.

Promotional Video Clips

To date, two films have been produced which focus on volunteering and training, both of which have been shown at adventure film festivals in Dundee and Aviemore as well as being accessible online at www.themountainsandthepeople.org.uk or via the following links:

VOLUNTEERING

TRAINING

Subtitled versions are available for the hearing impaired and for accessibility from mobile devices.

The project team are currently working on a third film to promote the pillar themes of Respect, Reskill and Repair.

News, Media & Specialist Publications

There have been a variety of theme articles published together with several feature articles in outdoor focussed publications. The number of publications now carrying releases from the project has grown and now include well known titles such as; Mountaineering Scotland, Live for the Outdoors, The Great Outdoors, UK Hillwalking, Scottish Rural Network and Walkhighlands. The project has also been successful in gaining both regional and national TV and radio coverage having been featured on STV evening news, Julia Bradbury's 'Walks through the Landscape', BBC Radio Scotland's 'Out for the Weekend' and Out of Doors programmes.

Conclusion

This report has attempted to provide a mid-term evaluation of The Mountains and The People project and has focussed on three specific areas namely; the capital element; the activity element and the governance of the project in its entirety.

This report has attempted to provide a mid-term evaluation of The Mountains and The People project and has focussed on three specific areas namely; the capital element; the activity element and the governance of the project in its entirety.

Whilst there are some areas that require enhanced focus, the overall delivery of the project to date appears to be on target, having been well received by the majority of interested parties.

Whilst the enthusiasm and commitment of the project team has been unwavering with communication between the project partners remaining positive, enabling in-kind support to be maintained, it has been clearly identified that more time will be required from OATS staff than allocated during the project development stage.

As a result, additional resources have already been put in place to support the following areas of the project; SQA training centre, communications, site supervision, evaluation and partnership management. In order to maintain the high standards achieved to date, these extra resources will need to be sustained for the remainder of the project. There will also need to be additional staff time required to ensure fundraising targets are met, particularly for corporate giving.

It is clear the concerted efforts of the project partners along with public sector bodies has enabled resources, knowledge and learning outcomes to be shared, setting solid foundations for effective collaborative working throughout the duration of the project.

The challenge for the remaining term of this project is for all involved to remain motivated whilst applying enhanced attention to detail in a number of areas.

Appendix A

Path Improvements To Date (June 2015 – December 2017)

Name	Improved Length to Date (m)	Status (Complete / Underway)
Lochnagar Plateau Path	2306	Complete
Meikle Pap	286	Complete
Dubh Loch	2853	Complete
Corrie Chash and Broad Cairn	1443	Complete
Glittering Skellies	1078	Complete
Jock's Road*	598	Complete
The Snub - Loch Brandy	2904	Complete
Mayar	3184	Complete
Airgoid Bheinn (Beinn a Ghlo)	5460	Complete
Allt Gargh Buidhe (upper Glen Tilt)	1063	Complete
The Cobbler return	1825	Complete
Stob Binnien*	5295	Complete
Stob Binnien to Ben More	1875	Complete
Ben Ledi (main)	4342	Complete
Ben A'an*	1907	Complete
Ben Venue - Loch Achray*	4571	Complete
Ben Lomond	1634	Complete
Cairn Liath (Beinn a Ghlo)*	0	Underway
Beinn a Ghlo return	3000	Underway
The Cobbler (Main)	3527	Underway
Ben Ime	551	Underway
Narnain from Bealach a Mhaim	500	Underway
Ben Vorlich - Loch Sloy	200	Underway
Ben Lui (Dalrigh)	5100	Underway
Ben Dubhchraig (incl new Brig)	4868	Underway
Vorlich (Earn) - North*	950	Underway

Appendix B

Before and after

Before: Ben A'an Path - Section typical of collapse and erosion of existing path.

Before: Ben A'an Path - Wide and badly eroded section of path above the bridge. This section is notably steep.

Before: The Snub Path Upgrade and Repair.

After: Ben A'an Path - Raised **path** with Anchor bars and water bar features.

After: Ben A'an Path - Block pitching to address steep incline and outside edge revetment to stabilise embankment.

After: The Snub Path Upgrade and Repair.

Appendix C

Additional course benefits reported by Trainees

- Contact with contractors and land management organisations and starting to understand how the industry works. This also included working alongside other staff such as LLTNPA Rangers and RSPB reserve staff.
- The links into other TMTP volunteering opportunities, TMTP partners and external conservation management organisations.
- Expanding their knowledge about the 'scope' of possibilities in terms of the variety of career directions within conservation management and the transferability of the SVQ skills.
- Gaining confidence and experience through better networking, presentation and team working skills.
- The personal benefits of testing and developing their own physical and mental resilience within sometimes challenging environments both physically and socially.

Trainee Feedback

"You have to be motivated and enthusiastic to do this course - a bit determined and flexible"

"There should be more courses like this, there's loads of good stuff on the course- and the course will get better every year"

"People who work very hard get less attention because of the time being spent by the trainer helping others"

"Provide more support for written log-sheet work as some students have problems writing"

"The project blog has been a real asset"

"A lot is being learnt on the course there's some trial and error but it's been successful"

"There's loads that can be taken away from this learning"

Appendix D

Volunteer Feedback

"Really enjoyable, hard work but feel as though we achieved our goal"

"We made a huge difference. It looks great"

"I'd be keen to come and volunteer again at some point in the new year. Keep up the good work!"

"Great to get outdoors doing a bit to help, and meeting a variety of people that are similarly enthused about making a bit of difference to the environment we enjoy spending time in"

"It's my fourth event with TMTP so I obviously enjoy them."

"A dirty job! Loved every minute! Been a while since I've been covered in mud but really great to see how well the drainage improved after digging side drains to catch the water coming off the slopes."

Appendix E

Information & Interpretation milestones and targets

Activity	Target	Achieved to date	%
New brand developed & implemented	1	1	100
Temporary worksite signage designed & implemented	20	26	130
4 leaflets produced relating to each objective	4	3	75
4 short videos, 1 of each interpretive objective	4	3	75
4 key personnel + 4 volunteers trained in video techniques			
10 self-made video clips (training, volunteering, contracts)	10	0	0
Films shown in range of facilities throughout country	5	2	40
Social media platforms used effectively	3	3	100
Production of 1 geocache trail (or series of geocaches)	1	0	0
Production of branded geocache coins	1	0	0
500 participants collecting points in each NP	500	0	0
Holding website within 3 mths & specification within 6 mths	1	2	200
1000 hits per year	5,000	12,813	256
2 people counters installed analysed in each NP	2	1	50
15 media releases issued	15	8	53
5 articles to climbing/walking press	5	3	60
5 articles published via online media	5	4	80
10 articles published in specialist journals	10	3	30
At least 1 national press release per annum	5	2	40
5 public events attended	5	4	80
5 events organise for identified target audiences	5	3	60
10 illustrated talks to outdoor clubs	10	9	90

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The activity programme elements have been independently verified by Meriel Young Consulting