



Perth and Kinross
**HERITAGE
TRUST**



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Foreword

Chairman Sue Hendry

For a small organisation, Perth and Kinross Heritage Trust has over the last two decades had a surprisingly wide remit and has contributed significantly to making Perth and Kinross a desirable place in which to live, work and visit. From our establishment in 1988 until the mid-1990s, our wide role encompassed historic building conservation, archaeology, countryside access and interpretation. Our contribution towards the development of the path network around Birnam and Dunkeld in the early 1990s is still recognised as an outdoor highlight of the area. With the establishment of Perth and Kinross Countryside Trust in 1997, the Trust refocussed its activities on historic building repair and Conservation Area enhancement and, then broadened again a few years later to embrace the area's rich archaeological as well as its architectural heritage.

Since 2000, our work has been driven by our mission statement, *to conserve and promote the archaeological and architectural heritage of Perth and Kinross for the benefit of residents, visitors and future generations*. A selection of case studies showcasing the Trust's activities, from giving grant assistance towards historic building conservation through to community volunteering on archaeology projects, are included throughout this Strategic Plan. The diversity and quality of these activities have been made possible by the continuing support of our strategic funding partners The Gannochy Trust and Perth and Kinross Council and the additional external funding this has allowed us to lever.



The Trust works in partnership with a wide range of individuals and organisations at a national, regional and local level. Based at the Library Lodge in Perth, we engage with professionals, community groups, members of the public, and both formal and informal learners. Our emphasis has always been, and continues to be, on a high quality of approach, bringing economic, social and educational benefit while securing a future for the historic sites and buildings in the area. The Trust will continue to be a key player in the ongoing development of Perth and Kinross, developing and supporting the imaginative and sympathetic use and enhancement of the historic environment. This new Strategic Plan heralds exciting times for the Trust and it will ensure that our contribution to the historic environment of Perth and Kinross will continue to strengthen and grow for the benefit of everyone for many years to come.

PKHT at a glance

Since 2000 the Trust has worked on a variety of projects on the historic environment ranging from historic properties and bridges to prehistoric hillforts and logboats. Our key achievements are summarised below:

- 25 buildings projects delivered
- 6 archaeology projects delivered
- £7 million levered into the sector
- Over £2 million distributed to property owners to improve the condition of historic properties
- 45,000 attendees at Doors Open Day events
- 30,000 attendees at Archaeology Month events
- 10,000 participants in Outreach events
- 1,000 recipients of archaeology training
- More than 1,000 recipients of building conservation and repair training
- 300 active volunteers
- 15,000 volunteer hours (over 2,000 volunteer days)
- Over 5,500 young people engaged in heritage projects
- 68 publications promoting understanding of Perth and Kinross's historic environment

Introduction

Director David Strachan

In late 2016 the Trust began an organisational review, supported by Heritage Lottery Fund Transition funding and with the help of Jura Consultants, to explore both our current business model and our operational setup. The work was commissioned in response to changes to our financial administration and the ever changing funding environment within the sector, but it also provided us with an opportunity to consider more widely how we work, and what we do. The result has been revised governance and operational systems and an enlarged Board of Trustees, encompassing key business and sectoral skills, to ensure the organisation is robust and fit for purpose. This five-year strategic plan is the second product of the review, to look across the range of our activities and focus on key objectives that align with the aspirations of our partners, funders and stakeholders.

The economic and social value of the historic environment is significant: both as a key driver for tourism and as the defining backdrop to modern life - as much as landscape, the historic environment creates a sense of place informing and shaping what we think and feel about where we live. The benefits of historic buildings in the urban setting is often underestimated - however

they are often critical to economic regeneration, and so the important work of our Perth City Heritage Fund, which restores and rejuvenates historic properties will continue to be a core part of the plan. Similarly, the service we provide to Perth and Kinross Council, advising planners on how to facilitate development while ensuring appropriate protection and recording of archaeological remains, is an important part of preserving this often fragile resource for future generations.

The social and educational value of our community engagement work over the last 15 years has also been significant - whether through hands on volunteering or our engaging audience focused outreach events such as Doors Open Days and Archaeology month. Building on this work, the area where the plan offers a new emphasis is in skills development and training. While a number of our past projects, such as Historic Churchyards, have developed traditional building skills for audiences ranging from school pupils to community payback teams, the Tay Landscape Partnership has recently increased this work, while Perth City Heritage Fund has introduced the traditional skills roadshow, offering schoolchildren the chance to try slate-



work, masonry and other skills. These projects have shown the social and economic rewards of such work, providing employment opportunities to young people and those from disadvantaged backgrounds, while improving the environment around us. As a result training will be a key theme in our work over the next five years, whether for traditional building skills, or for archaeology. I'm greatly excited by our new strategic plan and what it aims to deliver and I very much look forward to being involved with the Trust in the coming years.

Perth & Kinross

Perth and Kinross has a deep, rich and varied human past as evidenced by the abundance and quality of sites of historic, architectural, archaeological and cultural significance. These include a diverse and extensive range of stately homes and palaces, listed buildings, archaeological sites, conservation areas and designed landscapes.

These tangible heritage assets reflect and provide reminders of our shared intangible cultural heritage and how this has evolved over time in response to and as a result of societal, environmental and technological change. Tangible and intangible cultural heritage is a vital component in place-making: creating villages, towns and cities in which people want to live, visit and invest. Historic streetscapes, individual listed buildings and protected landscapes create unique settings and the backdrop for our daily lives, forming and defining a sense of place, connection to and attachment with place and the past.

They provide unique spaces in which to meet, work, and be inspired and therefore are an important part of the built, social and economic fabric of our daily lives.

Cultural traditions and other elements of intangible cultural heritage contribute to a sense of shared community and a connection to the people and personalities of the past. Often, tangible and intangible cultural heritage are interlinked, with tangible heritage assets providing the inspiration or setting for the formation of traditions and customs, and similarly tangible assets are given an increased sense of importance and cultural significance through their connection with shared custom and practice. Therefore buildings and places are intrinsically linked to people and their activities, values and customs.

Perth and Kinross's historic assets shape our communities and our lives. However, there are a number of issues and challenges not unique to Perth and Kinross that have impacted adversely on the condition, understanding and use of archaeological and historic sites. These issues include availability of funding, community support, financial pressures, planning issues, changing societal views on these assets and a lack of a structured approach to managing and enhancing these sites and assets. Further, awareness and understanding of appropriate approaches to project development, maintenance and repair by owners, communities and trades people have also impacted on the condition of the historic environment.

PERTH AND KINROSS HISTORIC ENVIRONMENT

<i>Category</i>	<i>Number</i>
Monuments	17,950
Archaeological Sites and Finds	10,928
Historic Buildings	6,486
Listed Buildings	3,216
Scheduled Monuments	753
Inventory of Gardens and Designed Landscapes	41
Conservation Areas	36
Designated Battlefields	4

Our Vision

Our vision is for Perth and Kinross to embrace the value and potential of our historic environment, and use these unique assets to enhance satisfaction with place, to provide an empowering sense of community, and enhance places, buildings and sites where people want to live, work and visit.

PKHT wishes to see our historic environment creating benefits for communities through active participation in projects that enhance heritage assets, deepen our understanding of the past and its remains, whilst creating benefits through participation for residents and visitors. We want historic properties and areas across Perth and Kinross to be active, vibrant places which create employment, provide facilities for activities, whilst providing a positive, inspiring setting for daily life.

Our vision is for a Perth and Kinross where the historic environment is effectively integrated into planning for our future, where the unique attributes of historic assets are showcased alongside new development to create an effective crossroad where historic and contemporary meet to create and re-enforce shared and common values.

Our vision is:

"A Perth and Kinross that values, embraces and enhances the economic, social and environmental benefits of its historic environment"

Our Mission

Perth and Kinross Heritage Trust's mission is:

"Working independently and collaboratively, we will strive to preserve, enhance and increase understanding of Perth and Kinross's historic environment"

Our Values

Our Values direct how we want to operate internally and with others:

- *Innovative - we will seek new ways to pursue opportunities and solve problems*
- *Collaborative - we will work with others, formally and informally to develop solutions meeting shared objectives*
- *Forward thinking - we will prioritise long-term benefits and sustainability*

Our Priorities

- 1.** *Improving the condition and use of the historic environment to create economic and social benefit*
- 2.** *Supporting the sectoral skill base through delivering skills training*
- 3.** *Developing and delivering activities and projects to increase awareness, understanding and appreciation of the historic environment*
- 4.** *Promoting good management of the historic environment*
- 5.** *Sustaining existing and creating new partnerships*
- 6.** *Strengthening our organisational resilience*
- 7.** *Valuing, supporting and developing our people and empowering them to work together in new ways*

Our Priorities

1 Improving the condition and use of the historic environment to create economic and social benefit

The historic environment has tremendous potential to create economic and social benefit. We will work creatively to maximise this benefit. To do this we will:

1. Continue to administer the City Heritage Fund on behalf of Historic Environment Scotland
2. Take an active role in identifying sustainable end uses for currently under or unused buildings in Perth and Kinross. This could include securing grant funds to undertake planning studies or providing consultancy services to those leading projects
3. Undertake archaeology projects to better understand sites and to create wider benefits
4. Deliver conservation projects to enhance the use of historic properties where appropriate
5. Explore the potential to develop viable and sustainable future uses for buildings at risk
6. Explore the potential to deliver area based regeneration schemes in collaboration with a range of partners



Perth & Kinross Heritage Trust



CASE STUDY

Perth City Heritage Fund

Following the return of city status in 2012, the Trust has encouraged the regeneration of Perth's historic buildings through grant-aid and the promotion of traditional materials and craft skills. Supported by Historic Environment Scotland, through the Scottish Government's regeneration strategy for cities, investment of over £1.4 million has already been made over the last 5 years.

Grant-aid assists owners with comprehensive repairs in accordance with best conservation practice and targets projects with the greatest economic benefit to Perth's historic environment.

Working in partnership with Perth and Kinross Council, particular success has been achieved in



tenement repairs where support, guidance and funding to Owners' Associations has transformed a number of key listed tenements through communal repair schemes. The scheme has also enabled owners to bring empty shops back into use, improving the city centre streetscape, and enhancing the economic vibrancy of the city.



Historic Buildings and Conservation Area Regeneration

We have provided over £2 million of grant aid to conserve over 500 significant historic buildings throughout Perth and Kinross. This has supported conservation work ranging from minor grants such as traditional sash and case windows to much larger awards such as that to the Royal Scottish Geographical Society for their relocation to the Fair Maids House, Perth, in 2011 (below).



The Trust has also carried out various Conservation Area enhancement schemes over the years, including those at Dunning, from 1992-4, Dunkeld and Birnam, from 1996-9 and at Abernethy (left), from 1993-7. The latter led to renovation of the 18th Century Mornington Stables to create the highly successful community-run Museum of Abernethy in 1996, now a key feature in the cultural offer of the area.



2 Supporting the sectoral skills base through delivering skills training

Traditional skills are vitally important to maintain and manage our historic environment to appropriate standards and they also provide a valuable connection to the past and inspiration for future employment. We will work to protect and enhance traditional building skills, and develop archaeological skills by:

1. Seeking funding to deliver traditional skills training aligned with our expertise and experience
2. Delivering traditional skills training as a key part of project delivery, such as building conservation
3. Delivering training in archaeological survey and excavation techniques
4. Utilising our expertise to deliver training benefits as a partner in projects led by others
5. Pursuing opportunities to deliver training in partnership with colleges, universities and other partners
6. Developing and delivering archaeology skills through projects where possible



Bridges, Churchyards and Boat Building

Over the last decade the Trust has increasingly offered both traditional building and archaeology skills training through its projects for a wide variety of audiences ranging from school pupils to community payback workgroups.

Bridging Perthshire's Past included a programme of standing building recording for volunteers, while Historic Churchyards included lime masonry wall repair with community payback and Youth Justice groups. More recently, *Perth*

City Heritage Fund has introduced a traditional skills roadshow, offering schoolchildren the chance to try slate-work or masonry, and the *Tay Landscape Partnership* has significantly increased this area of work, introducing boat building with schoolchildren, supporting 2 apprentices working towards their SVQ in Earth Buildings, and delivering a range of traditional building skills events involving Young People Services, Perth College, Perth High School, Perth Six Circle, contractors, professionals and homeowners. In addition, the scheme has hosted 3 apprentices in Business and Administration.



Glenshee Archaeology Project

This six year project, supported by multiple funders, has explored the remarkably well-preserved early medieval turf longhouses of north-east Perthshire through a programme of skills development for primary and secondary school children, undergraduate and post-graduate university students, and life-long learners.



This 'citizen science' approach, has empowered local people to uncover the past of their area, while providing annual inspiration for 3 primary and 4 secondary schools, and a valuable training environment for archaeology students from 4 Scottish universities, providing peer-to-peer learning.

The quality of the landscape archaeology of the area remains a largely untapped resource for green tourism, and additional outreach events and promotion has significantly raised awareness of this rare resource for the benefit of both residents and visitors to the area.



3 Developing and delivering activities and projects to increase awareness, understanding and appreciation of the historic environment

We will create economic and social benefit through the active and creative use of our historic environment. We will do this by:

1. Delivering a range of outreach, learning and participation projects to increase appreciation and understanding of the historic environment
2. Supporting others as they deliver projects to encourage engagement with the historic environment
3. Recording and demonstrating the impacts of engagement to encourage others to deliver initiatives



Doors Open Days and Publications

Since 1996 the Trust has delivered the annual Doors Open Days celebrations each September, part of European Heritage Days offering free access to interesting and historic buildings not usually open to the public. Working in partnership with the Scottish Civic Trust, and supported by thousands of volunteers who have helped us locally, our programmes have allowed over 80,000 people to visit historic gems over this period.

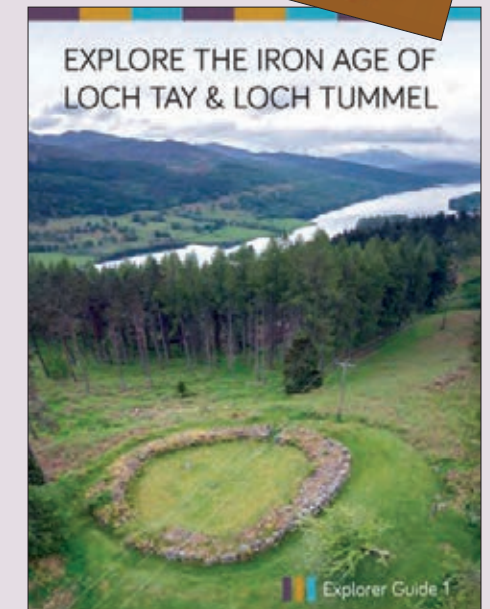
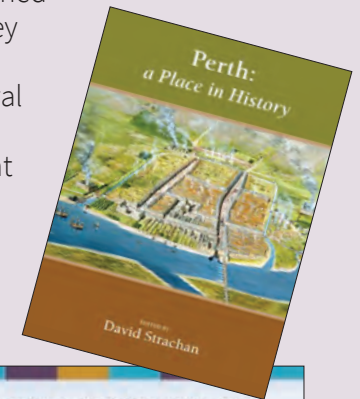
Alongside these key outreach events, the Trust has an extensive publication record with over 68 titles ranging from monographs, thematic booklets, interpretive leaflets and map-based guides.

**DOORS
OPENDAYS**
Get into buildings!

SCOTTISH
50
YEARS
1967-2017
CIVIC
TRUST

Perth and Kinross Archaeology Month

Since 2003, Archaeology Week has delivered a free annual celebration of the area's rich and diverse archaeology through a programme of digs, guided walks and talks. Co-ordinating national, regional and local organisations the programme has established itself as a key event in the areas cultural calendar to complement Doors Open Days.



4 Promoting good management of the historic environment

Management of the historic environment requires effective decision making based on good information and sound advice. We will contribute to this via the delivery of the Archaeology Service for Perth and Kinross Council, and through other schemes and projects. We will:

1. Maintain an effective relationship with Perth and Kinross Council to deliver against the requirements of the Service Level Agreement
2. Access funds to promote good information and advice to local communities regarding the historic environment
3. Seek to include good management at the core of all projects



Historic Churchyards Project

Historic churchyards are important cultural repositories of past sacred and secular life, though often adversely impacted by competing management demands. Across Strathmore and the Carse of Gowrie from 2011-2013, conservation and improved management was brought to some of the best preserved and interesting examples in the area.

A programme of gravestone stabilisation, conservation of a mausoleum, watch house and a morthouse (below) was accompanied by the introduction of conservation-friendly management with biodiverse meadow fringes in partnership with Perth & Kinross Council.



From Pictish stones to exceptional 18th century carved gravestones, each graveyard tells the story of its local community, and engagement with schools and volunteers through events, activities and interpretation, fostered a sense of community ownership critical to their long-term management.



5 Sustaining existing and creating new partnerships

Collaborative working is critical to the effective achievement of strategic goals and maximising benefit for the public and partners. We will:

1. Seek ways to further embed our relationships with existing partners and collaborators
2. Seek ways to create new relationships with Perth and Kinross Council especially around key initiatives such as the Community Empowerment Agenda amongst others
3. Build on our relationships with key funders to ensure our activities and priorities align where appropriate
4. Fully embed partnership and collaboration at the core of our activities



Perth & Kinross Heritage Trust

Tay Landscape Partnership scheme

Since 2013 the Trust has been lead partner in the delivery of this four year, £2.6 million scheme, supported by the Heritage Lottery Fund and focused on celebrating the unique character of the inner Tay estuary. A partnership with Perth and Kinross Countryside Trust, The Gannochy Trust, and Perth and Kinross Council, the scheme has worked with over 70 stakeholders, and 12 funders to deliver 28 projects focusing on historic buildings, archaeology, nature conservation, orchards, access, life-long learning and skills development.



Encouraging and supporting active community participation has been key, and to date has included over 5,000 school-children from 18 schools and 607 volunteers contributing 2,264 days engaged through events and workshops, re-connecting people with the river which was once the life-blood of the area, and bringing social, economic and environmental benefits.



Carpow Logboat

The Trust's first major archaeological project saw the excavation and recovery of what turned out to be one of the best preserved prehistoric log-boats from Britain, and the second oldest boat known from Scotland. The unique Late Bronze Age Carpow logboat, dating to around 1000 BC, was discovered in the mudflats of the Tay estuary in 2001.



The Trust led a 10 year partnership with Historic Scotland, the National Museums of Scotland and Perth Museum and Art Gallery to excavate, recover, conserve and display the 3,000 year old vessel. Following the logistically challenging recovery, study of the vessel at the National Museums of Scotland identified fixtures and fittings, damage, wear, and even axe-marks and moss caulking used to make a boat water-tight.

The results of the project were presented in award-winning monograph, and display of the boat at Perth Museum and Art Gallery attracted over 80,000 visitors. Now an icon of the Tay in prehistory, this remarkable project inspired the innovative Loch Tay logboat reconstruction by the Trust with the Scottish Crannog Centre, and has contributed significantly to our understanding of Bronze Age life in Scotland.



6 Strengthening our organisational resilience

A robust, independent and financially secure organisation is vital to achieve our Priorities and to deliver sustainable solutions in the long-term. We will:

1. Better connect activities to sources of external funding
2. Pursue opportunities to generate earned income through, for example, consultancy and further a considered use of our core assets
3. Recruit additional Trustees with skill sets that would benefit PKHT to provide further support for our future activities
4. Secure the support of a range of partners and stakeholders to ensure PKHT is to the fore in considerations and planning for delivery of future projects



The Library Lodge, Perth

The Trust's current office, beside the AK Bell Library in York Place, Perth, was originally the lodge of the 1836 Perth County and City Infirmary. Designed by William MacDonald Mackenzie, a Perth City Architect who left an impressive legacy of public buildings around Perth, it was built in 1840 and is arguably one of Mackenzie's most important commissions.

Having stood derelict for over 20 years, 'the Lodge' was secured by the Trust in 1998 and restored in 2000 employing conservation best practice to re-point, re-slate and overhaul internally to function as an apt base and show-case of our work.



Our work to this highly visible B-Listed building received a Perth Civic Trust award for an outstanding improvement to the built heritage of Perth in 2003, enhancing as it has, the important public space around the AK Bell Library.



7 Valuing, supporting and developing our people and empowering them to work together in new ways

Our people are our key asset and it is important that they are effectively supported and empowered to assist the Trust in achieving its objectives. To do this we will:

1. Develop our people and empower them to deliver on our aims and aspirations
2. Foster a culture that encourages and supports innovation, creativity and knowledge transfer
3. Further develop internal and external team working to deliver our core vision and mission
4. Ensure we have sufficient resources to meet our core activity and project delivery



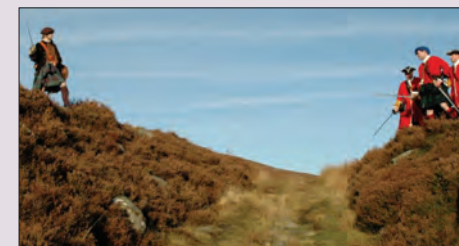
Bridging Perthshire's Past

Highland Perthshire boasts some of the best surviving 18th century military roads and bridges in Scotland. Part of the larger network covering much of the Highlands, they were conceived by General Wade as a response to Jacobite uprising of 1715.

Between 1725 and 1733, Wade supervised the construction of approximately 250 miles of roads and 40 bridges to allow the rapid movement of troops and supplies between existing and planned forts and barracks. Wade's programme cumulated in 1733 with what he saw as one of his greatest achievements, the Tay Bridge, Aberfeldy, which remains today as the outstanding monument to his work.



The Trust's 3-year project, from 2008, conserved a number of the bridges and provided interpretation both on site and through publications and engaging with schools through the Curriculum for Excellence and the Duke of Edinburgh scheme.



Range of Activities and Services

The core activities that PKHT will focus on delivering are:

- Restoration and conservation of historic assets that lead to economic and social regeneration
- Delivery of training projects related to traditional skills,
- Delivery of projects to connect people to the historic built environment and archaeology
- Development of a Consultancy Role
- Outreach, Learning and Training
- Continuation of the Archaeology Service for Perth and Kinross Council via a Service Level Agreement

Restoration and conservation of historic assets that lead to economic and social regeneration

PKHT will pursue and develop a role in the delivery of projects that return or enhance the use of historic properties to deliver and extend economic and social benefit. These projects may be the conservation / enhancement of a single property such as a Building at Risk or the delivery of an area based regeneration programme such as Townscape Heritage or Conservation Area Regeneration Schemes.

Under this approach, PKHT will either coordinate and deliver the project, e.g. a CARS or TH project, will lease a property to develop before passing back to the owner, or take ownership with a view to retaining or selling once the project is complete (a Building Preservation Trust or BPT model).

Delivery of Traditional Skills Training

Building on its success in delivering traditional skills training as a key part of archaeology and built heritage conservation projects, PKHT will deliver a range of traditional skills training projects to encourage young people to consider careers in or related to traditional skills and / or to develop the skills of people currently working in relevant and related sectors.

PKHT will either deliver traditional skills training as defined, specific projects or will deliver skills training as one part of a wider project that may take in other elements such as building conservation, landscape enhancement, archaeological excavation, participation and learning projects. These traditional skills training programmes will be delivered as standalone projects, focused explicitly on skills or will be delivered alongside other outputs, where training is an important second tier strand.

Delivery of Projects

PKHT has a long history of delivering projects in partnership with others, either as the lead and supported by others, or delivering specific activities and outputs in projects led by others. This will continue in the future, with PKHT focusing on its core areas of business related to archaeology activities and services, traditional skills training, conservation and restoration of built assets and community engagement / learning.

Development of a Consultancy Role

One of the main assets of the Trust is its staff, their experience and expertise. This asset is often deployed to support the development and delivery of projects with PKHT as a partner. Organisationally, PKHT has experience of delivering a range of community projects, archaeology projects, building restoration and enhancement projects, landscape and environmental enhancement projects and the archaeological service for the Council. PKHT will generate income and new partnerships through the use of staff's expertise and experience.

Outreach, Learning and Participation

PKHT currently delivers outreach, learning and participation activities supported by a range of funders, often delivered as a core part of large funded projects that may include capital and other associated revenue elements. Outreach, learning and participation projects will be considered where the benefit to the Trust when measured against its core objectives and to the wider historic environment outweighs the total cost (indirect and direct) of development and delivery.

Continuation of Archaeological Service for Perth and Kinross Council

PKHT currently delivers the Archaeology Service for Perth and Kinross Council via a Service Level Agreement. PKHT will continue to ensure that the value of the service delivered and costs of delivery are fully considered in Service Level Agreement negotiations / arrangements with PKC.

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STRATEGIC PLAN 2017-2022



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