



A wide-angle landscape photograph of a rolling green and brown hillside under a cloudy sky. In the foreground, a group of people is gathered on a grassy slope. In the middle ground, several tents are pitched on a flat area. A yellow bus and a dark van are visible on the left and right sides respectively. The background shows more hills and a valley with trees and a small stream.

Strategic Plan 2024-2026

Background to this plan

Since 1988, the Trust has made a significant contribution to Perth & Kinross through the conservation, enhancement, and promotion of the area's rich historic environment. Working in partnership with local, regional, and national organisations, our objectives are achieved through projects, grant-aid and the provision of information and advice.

Our strategic planning aligns our priorities with the aspirations of our key funding partners: The Gannochy Trust, Perth & Kinross Council, and Historic Environment Scotland. This funding base allows capacity for our professional team to lever additional external funding for projects that enhance the historic environment while bringing social and economic benefit.

This plan, covering 2024-26, supersedes our previous plan for the period 2023-27, which put Perth Lower City Mills at the forefront of our activities. However, further to over three years of development, the Trust regrettably made the difficult decision in September 2023 not to proceed with Lower City Mills due to the unacceptably high level of risk associated with the project as whole.

In place of Lower City Mills, we have therefore agreed three main new additional priorities over the next 3 years:

1



**Develop a new
Community
Arcaeology Project**

2



**Relocate our
Operational Base**

3



**Raise the
Profile of the Trust**



*Traditional Building Skills for Young People at Perth Lower City Mills
(© Mike Bell).*

Vision

A Perth and Kinross that values, embraces and enhances the economic, social and environmental benefits of our shared historic environment.

Mission

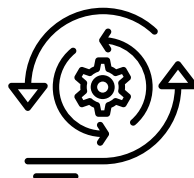
To work independently and collaboratively to preserve, enhance and increase understanding of Perth and Kinross's historic environment.

Values

Collaborative



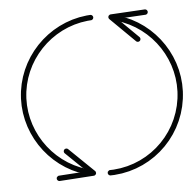
Agile



Resilient



Sustainable



Priorities

- 1 To conserve and enhance the historic environment to bring economic and social benefit for all.**
- 2 To promote and encourage good active management and maintenance of the historic environment.**
- 3 To improve understanding of the historic environment and promote learning and engagement for everyone.**
- 4 To support people to develop new skills related to the historic environment.**
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- 7 To raise the profile of the Trust.**



Graham Taylor making urns at the Kilmagadwood Bronze Age Fair.



Visitors at AK Bell Library during Doors Open Day 2023.

Strategic Plan

<p>To conserve and enhance the historic environment to bring economic and social benefit for all.</p>	<p>To promote and encourage good active management and maintenance of the historic environment.</p>	<p>To improve understanding of the historic environment and promote learning and engagement for everyone.</p>	<p>To support people to develop new skills related to the historic environment.</p>	<p>To work in partnership with national, regional, and local organisations.</p>	<p>To relocate our operational base within Perth.</p>	<p>To raise the profile of the Trust.</p>
<p>To improve the condition of the historic environment to support Perth and Kinross to thrive economically, while fostering community cohesion and well-being.</p> <p>To promote best practice in historic building conservation and archaeological research and management.</p>	<p>To promote and support better stewardship of the historic environment to bring economic benefit, social well-being, and help to address the Climate Emergency.</p> <p>To ensure preservation of archaeological sites and historic buildings by record where preservation in situ is not possible.</p> <p>To engage communities in a new archaeology project to enhance understanding an management.</p>	<p>To providing learning and engagement activities that will nurture understanding, appreciation, and ‘ownership’ of the historic environment and help to make Perth and Kinross a better place in which to live and work.</p> <p>To produce a wider range of digital and traditional publications, from leaflets to interpretation panels, to facilitate intellectual access to the historic environment.</p>	<p>To support a wide range of people to learn new heritage skills that will improve lives socially and economically.</p> <p>To deliver traditional building skills training to young people to help build much needed capacity in the sector’s skill base.</p> <p>Provide opportunities for life-long learners and others develop archaeological skills to carry our research through ‘citizen science’.</p>	<p>To be recognised as collaborator at both local and national level.</p> <p>To successfully develop new projects with local groups across Perth and Kinross to ensure we achieve a balanced geographical impact.</p>	<p>To relocate to a financially sustainable new operational base.</p> <p>Ideally secure exhibition potential on the ‘high street’ through which to promote our work</p>	<p>To create a confident profile of PKHT promoting our role in heritage conservation to the public.</p> <p>To raise the profile of PKHT with existing and potential new funders.</p> <p>To work collaboratively with other organisations will bring opportunities and resilience for all.</p>

The Trust aims to relocate its operational base over the 3-year period of the plan. While consideration will be given to a range of options, priority may be given to a centre-of-town location to raise the profile of the Trust, ideally a historic shopfront.

Relocation potentially offers an opportunity to showcase best practice in conserving a historic building through employing and developing traditional building skills, and creating a base whether the Trust can promote its work through exhibitions and public engagement.

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Perth and the River Tay, from the air.

The Trust was a pioneer of the resurgence of community archaeology through excavation of the Black Spout roundhouse, Pitlochry over 2005-09. Successful projects have also been delivered in Glen Shee (2012-17) and Dunkeld (2017-21) and a suite of projects were delivered through the Tay Landscape Partnership over 2014-17. The latter included field-walking and three hillfort digs which engaged with 338 volunteers who contributed an amazing 1,592 days.

A community archaeology project will be developed with local and national partners which delivers social and educational benefit while contributing through citizen science to archaeological research in line with the Perth and Kinross Archaeological Research Framework.

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Volunteer Diana McIntyre uncovers a spindle whorl during excavations at Glen Shee.

Since 2012, the City Heritage Fund has aimed to contribute to 'high street' regeneration through the conservation of key historic buildings. To date, grants totalling £2.6M have been awarded to projects within the Perth Central and Kinnoull Conservation Areas, leveraging over £7.8M investment from owners. Comprehensive conservation of historic properties ensures they will remain active, vibrant workplaces and comfortable homes that improve the setting of the city. Importantly, the work often brings together multiple owners and stakeholders to address maintenance for the first time.

The fund also develops skills through Continual Professional Development lectures and the traditional building skills schools' roadshow. Supported by the Scottish Government through Historic Environment Scotland, it also helps to address the climate emergency, encouraging the use of lower carbon materials to make buildings more efficient and minimising embodied carbon added to the built environment through the re-use of existing buildings.

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Before and after regeneration at 1 King's Place.



Traditional Building Skills Roadshow for Secondary School Pupils.

PCHF Grants Awarded

PCHF Tranche 1: 2012-2015

◆ 24 Projects

PCHF Tranche 2: 2015-2018

● 17 Projects

PCHF Tranche 3: 2018-2021

★ 9 Projects

Conservation Areas

◆ KINNOULL

◆ PERTH CENTRAL

PCHF Tranche 3a: 2021-2022

★ 6 Projects

PCHF Tranche: 2022-2023

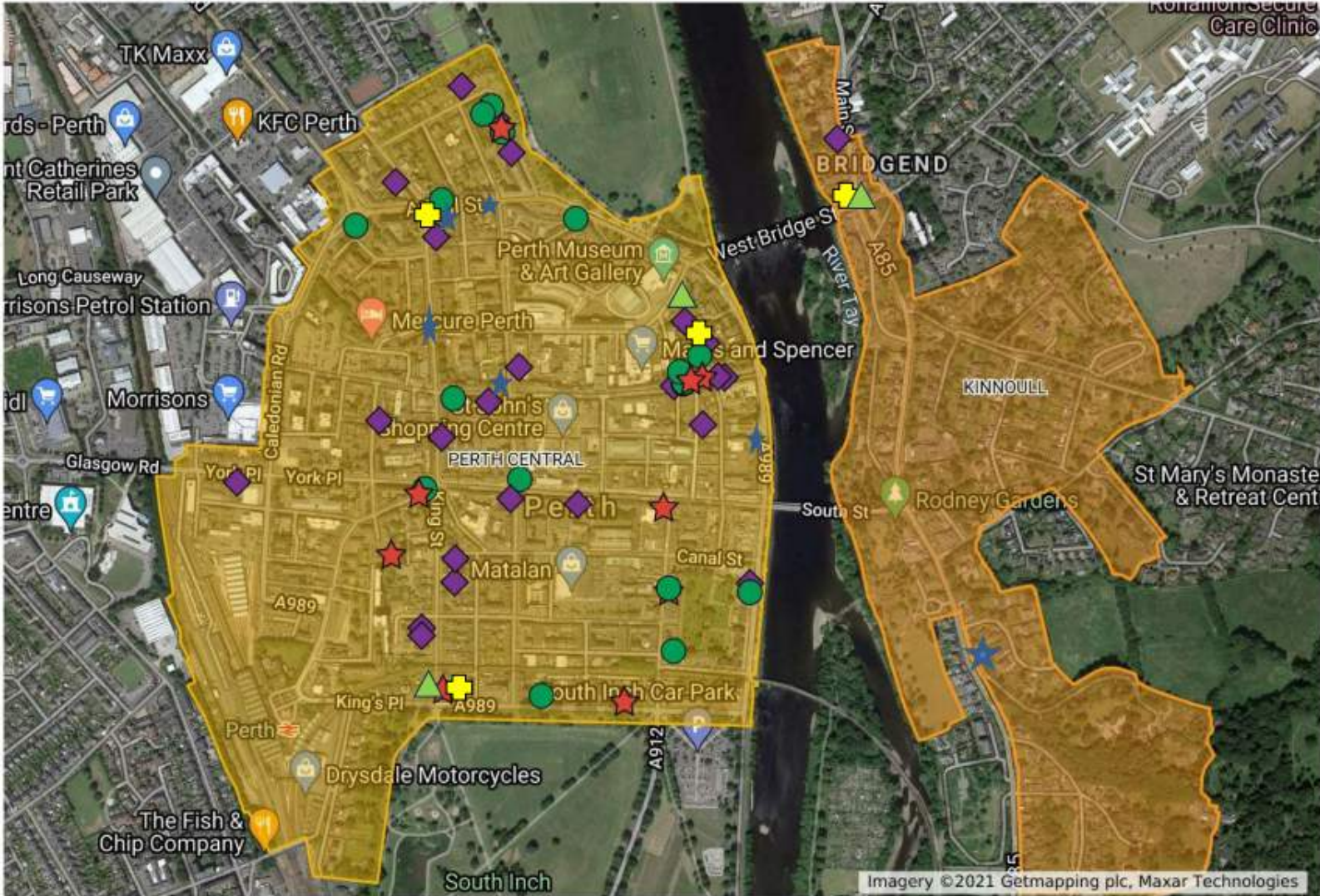
⊕ 4 Projects

(excl. supplementary grants)

PCHF Tranche: 2023-2026

▲ 3 Projects – to date

(excl. supplementary grants)



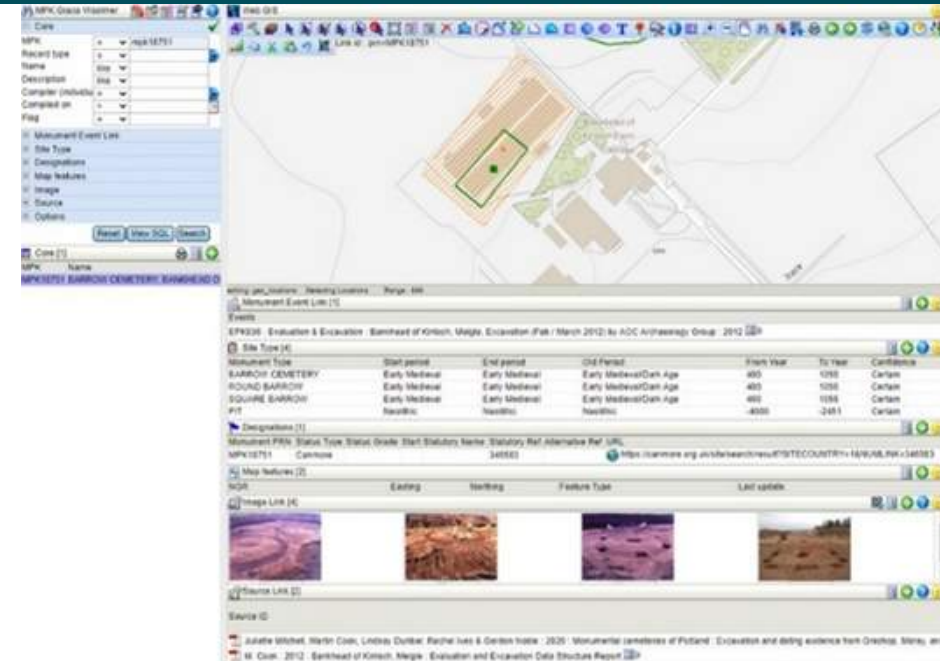
Imagery ©2021 Getmapping plc, Maxar Technologies

Working through the planning process with Perth & Kinross Council, we ensure archaeological sites and historic buildings are preserved either in situ or by record, in the face of development and land-use change ranging from small-scale house building to major infrastructure projects, such as the A9 dualling programme.

A key stage as 'curator' is to assess where work should be carried out, before setting the level of work required and monitoring this from fieldwork to publication and archive. Our Historic Environment Record (HER) enables information-based decision making in this content, but also underpins research through community projects and public enquiries.

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The Historic Environment Record System.



Excavation prior to development at the Hutton Institute, Invergowrie.

Our outreach is geared towards improving understanding and a key annual event is our Doors Open Days programme, delivered in partnership with the Scottish Civic Trust and a suite of local organisations and individuals.

It offers free access to buildings and spaces not normally open to the public and is part of the European Heritage Days. Since 1996, an estimated 93,000 people have visited participating sites in Perth and Kinross with thousands more organising venues to open their doors. In addition to our website, we also produce a wide range of leaflets, interpretation panels and publications.

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Doors Open Day 2022.



'Picts in the Park' Living History Festival, Dunkeld © Bart Masiukiewicz/PKHT.

The community grants aim to empower local community groups to conserve, better manage and improve understanding of the historic environment in their area. Grants are available for the conservation of historic buildings or monuments with established public access, or for community-based recording, research, and interpretation.

The scheme was launched in 2021 with the additional aim of improving wellbeing over the Covid-19 restrictions. Enhancing community cohesion and well-being remains an objective of the scheme.

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Clock repairs at the Robert Douglas Memorial Institute, Scone.



Heritage trail signage at Meigle.

The Trust led the £2.6M TayLP scheme over 2014-18, to celebrate the unique cultural and natural heritage of the inner Tay estuary. It successfully improved both physical and intellectual access to this heritage through 28 projects that engaged over 82,000 people through projects, events, workshops, festivals, and school activities.

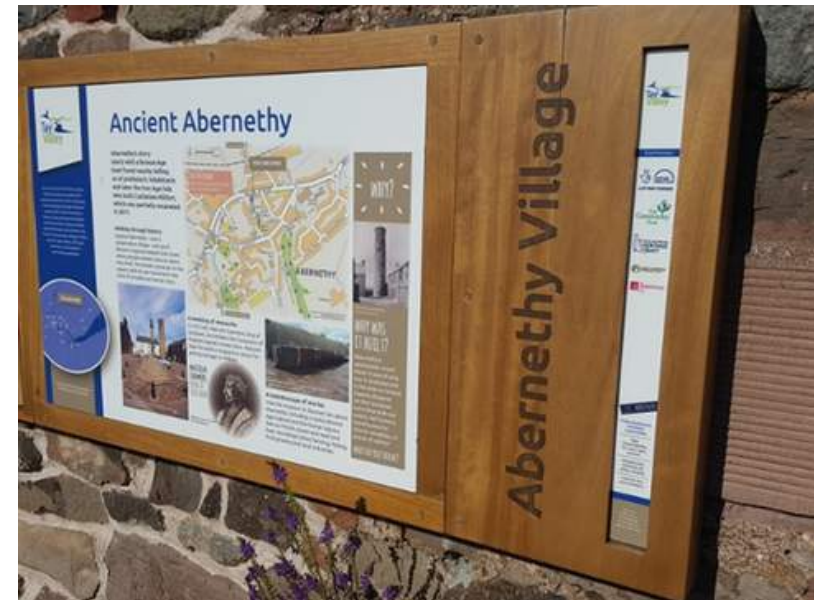
The projects conserved built and natural heritage features, developed skills within local communities, and improved management and understanding of sites. The Trust is responsible for maintaining sites and legacy products from the scheme until 2027.

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The conserved Kinfauns Old Parish Church © George Logan/PKHT.



Interpretation at the Museum of Abernethy.

Our People

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Stewart Donaldson - Trustee
Neil Grieve - Trustee
Sue Hendry - Trustee
David Illingworth - Trustee
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Sophie Nicol - Historic Environment Manager
Grace Woolmer-White - Historic Environment Officer
Vivienne Whyte - City Heritage Fund/Grants Officer
Jenny Campbell - City Heritage Fund Assistant
Rory Bryce - Outreach Officer

Cover Image: Visitors to the Glen Shee community archaeology project.

All photographs: © PKHT unless otherwise noted.



Board of Trustees and Staff on a site visit at the Y Centre, Perth.



Staff on a day trip and site visit to Megginch Castle.