



Perth and Kinross  
**COUNTRYSIDE  
TRUST**

# Vacancy for Chief Executive Officer

## Application Pack



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*August 2025*

To Apply email CV and  
Covering Letter to:

[peter.quinn@pkct.org](mailto:peter.quinn@pkct.org)

Perth and Kinross  
Countryside Trust  
Pullar House  
35 Kinnoull Street  
Perth  
PH1 5GD  
[www.pkct.org](http://www.pkct.org)

PKCT is a Scottish Charity,  
SC027481, regulated by the  
Scottish Charity Regulator  
(OSCR)



# **Applicant Pack**

## **Chief Executive Officer - Perth & Kinross Countryside Trust**

### **August 2025**

Dear Applicant,

Thank you for your interest in becoming the Chief Executive of the Perth & Kinross Countryside Trust. This information pack has been prepared to give you sufficient background information about the role and the Trust to enable you to consider your application and encourage you to apply.

#### **About Perth and Kinross Countryside Trust (PKCT)**

The Perth and Kinross Countryside Trust (PKCT) is a well-established, dynamic charity (SC027481) dedicated to conserving, enhancing, and promoting opportunities for enjoyment in the natural environment of Perth and Kinross. Our mission is Getting people into the heart of the countryside and the countryside into the hearts of people.

We have a small dynamic team of staff and work in partnership with others. Our latest [Annual Report](#) gives an overview of this successful work and our current [\(2024-28\) Strategic Plan](#) focuses upon our priorities and desired outcomes.

If you share our passion for the Trust's mission and believe you have the skills and character to lead the charity and its team in making a difference for people and the countryside in Perth and Kinross, then we would welcome your application for this role.

Stephen Woollard

Chair of Trustees, PKCT

#### **The Opportunity**

With the retirement of the existing Director in late Autumn 2025, the Trustees are seeking an inspiring and strategic leader to serve as Chief Executive Officer (CEO). Reporting to the Board of Trustees, you will lead the organisation into its next chapter of growth, ensuring the Trust delivers its ambitious goals to improve and promote access to the countryside throughout Perth and Kinross, making it one of the most accessible and appealing destinations in Scotland. This exciting opportunity will suit a driven, self-motivated, innovative and inspiring leader to manage this small charity in the heart of Scotland.

#### **Background to The Trust**

This pack includes the latest annual report and the Strategic Plan (2024-28), additional information is on our website >> [Perth and Kinross Countryside Trust](#)

The Trust has an office in Perth (within a PK Council building, although we are not part of the Council). Our work is primarily carried out within Perth & Kinross but some projects connect to adjoining areas.



# The Role - Chief Executive Officer

## Key Responsibilities

- **Strategic Leadership:** Work with the Trustees and staff to develop and deliver the Trust's vision, mission, and strategic plan, ensuring alignment with environmental, community, and stakeholder priorities.
- **Operational Management:** Oversee all operations, ensuring efficient use of resources and delivering high-quality projects and programmes.
- **Stakeholder Engagement:** Build strong relationships with partners, funders, local authorities, and community groups to promote collaboration and secure funding.
- **Financial Oversight:** Ensure robust financial management, sustainability, and reporting, maximising income streams and diversifying funding opportunities.
- **Team Leadership:** Inspire, motivate, and support a dedicated team, fostering a positive and inclusive organisational culture.
- **Advocacy:** Act as an ambassador for PKCT, representing the Trust locally and nationally, to elevate its profile and impact.
- **Governance:** Ensuring compliance with relevant legislation and governance requirements. A job description is provided detailing the role.

## Preferred Candidate Profile

We are looking for an accomplished leader with:

- A proven track record in senior leadership roles, ideally in the charity or public sectors.
- Exceptional strategic and operational management skills.
- Demonstrated success in securing and managing funding streams.
- Strong communication, networking, and advocacy skills.
- A passion for the natural environment and community engagement.
- Experience in managing teams and fostering a positive organizational culture.
- Knowledge of Scotland's environmental landscape and rural challenges (desirable).

## What We Offer

- A unique opportunity to make a meaningful impact on the environment and communities of Perth and Kinross.
- A supportive, collaborative team and board environment.



- The chance to lead a well-regarded organisation with ambitious goals.

**Salary:** £52,500 reviewed annually

**Holidays:** 25 days plus 6 bank holidays p.a.

**Pension:** Defined Benefit Scheme. Employee contribution c 7 %

**Hours:** 35 hours/week – work from home, 1 office day a week, some 'outdoor/in the field' and out of hours occasionally

**Travel:** access to PKC Pool Cars for Trust business (non-commuting)

### **How to Apply**

To apply, please send your CV and a covering letter outlining your suitability for the role to the Trustees via email to [peter.quinn@pkct.org](mailto:peter.quinn@pkct.org)

**Closing Date:** 31st August 2025

**Interviews:** w/c 22nd September

**Start date:** by mutual arrangement.

\* As this is a regulated role under the Disclosure (Scotland) 2020 Act, appointment to the role is subject to PVG membership \*

For more information, visit our website here >> [Perth and Kinross Countryside Trust](https://www.perthandkinrosscountryside.org)

Perth and Kinross Countryside Trust is an equal opportunities employer and welcomes applications from all backgrounds.



## Perth and Kinross Countryside Trust

### Chief Executive Officer Job Profile (Aug 2025)

Job title	Chief Executive Officer
Main purposes of job	<p>Leading and inspiring the Perth &amp; Kinross Countryside Trust [PKCT] team and ensuring the effective operation of the organisation in delivering its activities and strategic approach to fulfilling the mission now and in the future.</p> <p>Ensuring compliance with relevant legislation and governance requirements.</p> <p>Reporting to the Perth &amp; Kinross Countryside Trust (PKCT) Board of Trustees and responsible for stakeholder management and relationships.</p>
Location & Hours	<p><b>Full time</b> (35 hours/week).</p> <p><b>Perth and Kinross, Scotland</b></p> <p>Flexibility is required with activities &amp; events occurring throughout the P&amp;K region.</p> <p>Currently an office space is provided in Perth. There is a requirement of at least one day a week in the office when the team meet weekly.</p> <p>Working from home most of the time in normal office hours. Occasional out of hours work when necessary.</p>
Key tasks	<p><b>Leadership and Management</b></p> <ul style="list-style-type: none"><li>• Set the organisational culture and provide leadership, motivation, support and guidance to staff and Trustees.</li><li>• Working with the Board to develop PKCT's strategic plan every three to four years.</li><li>• Develop and manage the annual work plan to deliver PKCT's strategy, goals and objectives on behalf of the Board and key stakeholders.</li><li>• Effectively manage PKCT's finances including preparation of budgets and control and reporting of income and expenditure.</li><li>• Line manage the small PKCT staff team and manage the Trust's HR processes.</li></ul>



	<p><b>Governance</b></p> <ul style="list-style-type: none"><li>• Work with the Board to maintain high standards of governance, to allow it to fulfil its constitutional, regulatory and legal requirements, in accordance with the requirements of the Office of the Scottish Charity Regulator (OSCR).</li><li>• Provide appropriate and timely management information to the Board.</li><li>• Support the Chair / Vice Chair to develop proposals for Board discussion and decision-making.</li><li>• Work with the Chair &amp; Vice Chair to ensure the continued engagement and development of Trustees and monitor and contribute to the work of Board sub-committees</li></ul> <p><b>Fundraising</b></p> <ul style="list-style-type: none"><li>• Maintain and develop PKCT's strong relationships with key funders and take responsibility for fundraising to support PKCT's work.</li><li>• Build on existing income streams and seek out new income streams for PKCT's work.</li><li>• Report to and assist the staff team in reporting to, funders for specific projects.</li></ul> <p><b>Promotion of the Trust</b></p> <ul style="list-style-type: none"><li>• Be an ambassador for PKCT.</li><li>• Build new, and strengthen existing, external relationships in order to promote PKCT's profile and enhance income generation.</li><li>• Seek opportunities to expand and promote the activities of PKCT.</li><li>• Ensure that PKCT is presented in an appropriate and professional way at all times.</li></ul> <p><b>The CEO is expected to carry out any additional duties as are reasonably compatible with the role and required by the Board.</b></p>
Key results/outcomes	<ul style="list-style-type: none"><li>• Deliver Annual Business Plan</li></ul>



	<ul style="list-style-type: none"><li>• Devise and deliver 3-4 Year Strategic Plan (with the Board), the current strategy is 2024-28.</li><li>• Expand and maintain core income streams including cost recovery</li><li>• Develop new income streams and partnerships for projects</li><li>• Manage PKCTs finances and control income and expenditure</li><li>• Line manage PKCT staff</li><li>• Timely reporting to the Board and Stakeholders on the work of the Trust</li><li>• Legal compliance and governance competently monitored and achieved</li></ul>
Reporting to	<ul style="list-style-type: none"><li>• Chair of PKCT / Board of Trustees</li></ul>
<b>Person Specification</b>	<p><b>Experience</b></p> <ul style="list-style-type: none"><li>• Leadership and management experience over at least 2 years (essential)</li><li>• Evidence of stakeholder / relationship management and partnership working (essential)</li><li>• Business, charity or enterprise management</li><li>• Project management</li></ul> <p><b>Knowledge</b></p> <ul style="list-style-type: none"><li>• Charity governance and regulation (in Scotland)</li><li>• Demonstrate understanding of basic accountancy and financial management</li><li>• Regulation and compliance within the scope of the Trust's activities</li><li>• Fundraising systems and processes</li><li>• knowledge and interest in outdoor recreation, environmental conservation issues and the benefits of access to countryside</li></ul>



	<p><b>Skills</b></p> <ul style="list-style-type: none"><li>• Management of a variety of staff and projects and collaborative work</li><li>• Motivation and development of staff</li><li>• Competency to manage accounts</li><li>• Self-motivated and good at managing own time and outcomes</li><li>• Horizon scanning and strategic thinking</li><li>• Excellent communication skills (in English)</li></ul> <p><b>Values</b></p> <ul style="list-style-type: none"><li>• Respect for diversity of views and opinion</li><li>• Optimistic outlook</li><li>• Effective engagement with all stakeholders</li><li>• Honesty and integrity</li><li>• Reflection and improvement</li></ul> <p><b>Qualifications</b> (desirable)</p> <ul style="list-style-type: none"><li>• Degree or equivalent or similar relevant experience</li></ul>
PVG	<ul style="list-style-type: none"><li>• As this is a regulated role under the Disclosure (Scotland) 2020 Act, appointment to the role is subject to PVG membership</li></ul>



# ANNUAL REPORT 2024-2025



Perth and Kinross  
**COUNTRYSIDE  
TRUST**



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**WWW.PKCT.ORG**



# ABOUT THE TRUST...

I AM DELIGHTED TO PRESENT THE TRUSTEES' REPORT FOR THE 2024-25 FINANCIAL YEAR. THE TRUST HAS SUCCESSFULLY SECURED CONTINUED FUNDING AND DELIVERED ON A RANGE OF PROJECTS TO MEET OUR CHARITABLE PURPOSE OF: "GETTING PEOPLE INTO THE HEART OF THE COUNTRYSIDE AND THE COUNTRYSIDE INTO THE HEARTS OF THE PEOPLE."

## TRUSTEES' REPORT

In 2024-25 the Trust, through its excellent staff team, active Board of Trustees, partners and funders has been enacting our Strategic Plan 2024-28. We have consolidated existing projects including further development of the River Tay Way, expanded aspects of our role in raising awareness and community engagement, connected to different audiences, and created a network of stakeholders engaged in biodiversity and nature restoration. We are also very grateful to the Gannochy Trust for granting expanded 3 year core funding.

The year has seen the conclusion of the funded stage of our innovative Perthshire Nature Connections Partnership initiative. A network event in Birnam in March was oversubscribed and highly valued by attendees. Our 'A Tree for Every Child' project has involved hundreds of children and families with over 1700 trees planted this season. We are also proud to now have an active Youth Council and look forward to further development of youth work. We have also welcomed 4 Ambassadors to help us promote PKCT activities with different audiences.

The Board would also like to thank 2 Trustees who stood down in 2024 - Jayne Scott for her longstanding support and Clare Hamilton who led on the PNCP initiative. We welcomed Andy Low and Beth Wallis as Trustees in 2024. Later in 2025 we will see 2 staff retirements and we are looking forward to continuing excellent work and developing new activities and funding.

**Stephen Woollard (Chair)**

## BOARD OF TRUSTEES

<b>S Woollard (Chair)</b>	<b>D Reed</b>
<b>C A Smith</b>	<b>J Scott (resigned Sept 2024)</b>
<b>J Neilson-Adams</b>	<b>A Low (from Sept 2024)</b>
<b>C Pennington</b>	<b>C Hamilton (resigned Sept 2024)</b>
<b>R Coppock MBE</b>	<b>B Wallis (from Dec 2024)</b>
<b>Cllr R Watters</b>	<b>R Davison</b>
<b>Cllr H Anderson</b>	

## STAFF

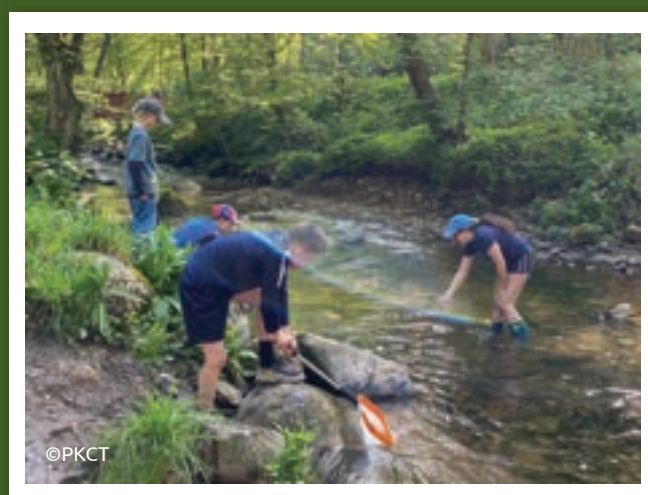
**Peter Quinn** - Trust Director  
**Andrew Barrie** - Strategic Routes Officer  
**Bid Strachan** - Communities Officer  
**David Tollick** - Conservation Officer  
**Catherine Leatherland** - Discovery Learning and Engagement Officer  
**Fraser Stewart** - PR, Marketing and Communications Officer  
**Catherine Lloyd** - Biodiversity Coordinator (part time secondment)

## YOUTH COUNCIL

<b>Finlay</b>	<b>Sun</b>	<b>Kaitlin</b>
<b>Kiera</b>	<b>Martha</b>	

## AMBASSADORS

<b>Chris Tiso</b>	<b>Rosie Baxendine</b>
<b>Finlay Pringle</b>	<b>Alex Cairncross</b>



# LONG DISTANCE ROUTES

## RIVER TAY WAY

The River Tay Way is a new long-distance walking and cycling route under development between the Scottish Crannog Centre at Kenmore and Perth following the mighty River Tay.



It connects Perth, Luncarty, Stanley, Dunkeld and Birnam, Aberfeldy, and Kenmore through a “daisy chain” of sustainable community links that enables low-carbon active travel and adds to the tourism offer in the area.

This is one of the Trusts’ major long-term projects and a new River Tay Way guidebook will be available in summer 2025.

## STANLEY TO LUNCARTY UPGRADE

The concept design of the preferred route for an active travel route between the two villages was completed in Spring 2024. Detailed and technical designs will follow in 2025 subject to funding awards.

## DALERB TO KENMORE

Working with Forest and Land Scotland we have designed a path linking the site of the new Scottish Crannog Centre and Kenmore. Planning consent has been received and raising funds for construction is now the main focus.

## JEANFIELD SWIFTS

Funding from Paths for All, Perth and Kinross Council and Cycling Scotland allowed the construction of a Riverside Active Tavel link near to the home of Jeanfield Swifts football club.



## CATERAN TRAIL

One of Scotland’s Great Trails, the CATERAN Trail is a fully waymarked, 64mile / 103 km route through Perthshire and the Angus glens in the heart of Scotland. It is a circular route divided into five stages that can be comfortably walked in five days. With no official beginning or end, it can be joined at any stage. The CATERAN Trail has been named one of the top 10 bikepacking routes in Scotland.

## SUPPORTING THE CATERAN TRAIL

We continued to promote the Supporting the CATERAN Trail scheme for the many small accommodation providers and businesses along the route to donate to the Trail’s upkeep. We also promote the Love the CATERAN Trail appeal on our website.



## ACCESS IMPROVEMENTS

Kirkmichael’s paths have received generous funding from the Lascelles Charitable Trust and over £3,000 was received from the Kirriemuir Landward West Community Grant Scheme for path improvements at Glenisla and £3450 from Cairngorms National Park allowed path improvements at Glenshee.

## CATERAN YOMP

The CATERAN Yomp, took place in June 2024, raising over £250,000 for ABF, The Soldiers’ Charity. PKCT received a donation of £7500 from ABF to assist with route maintenance for the event. The 2025 Yomp is scheduled for June.

## HUGH FRASER FOUNDATION

In 2024 we were successful with a multi-year funding application to the Hugh Fraser Foundation. This 3-year funding award will support improvements to the trail and included the installation of new finger posts and self-closing gates in early 2025.

# DEVELOPING PATH NETWORKS

**Our vision is for people to be regularly spending time outdoors enhancing their wellbeing, connecting with nature, and caring for the countryside. Walking and cycling in green spaces are beneficial for both mental and physical health and is an effective way to enhance quality of life. Research shows that most people prefer to use established and well-marked paths to access the countryside. While Perth & Kinross Council (PKC) and PKCT have worked hard over the years to ensure there are many excellent paths in Perth and Kinross, there are still gaps in the network that could be addressed to significantly improve it.**

## BRIDGE OF EARN TO NEWBURGH ACTIVE TRAVEL ROUTE

PKCT has secured further funding from Sustrans for community consultation and design of active travel infrastructure improvements between Bridge of Earn and Newburgh. This project has been a long-held ambition of the local community and PKCT for over 10 years.

Construction of the first phase at the western end of the route completed in the Spring of 2023. In early Spring 2024 Phase 1b at the eastern edge of Bridge of Earn was completed at a cost of £275,000. These sections of construction are primarily funded by Sustrans, with additional support from PKC active travel funding. Planning permission was received for Phase 1 C (the Baigle Straight) with completion of design in 2025.

Design work and community consultation on Phase 2a and 2b from Aberargie through to Newburgh continued through 2024 to try to secure an agreed route.

## COMRIE TO BAIRD'S MONUMENT

We are working with Sustrans and PKC to develop an Active Travel Route from Comrie to Baird's Monument near Crieff. This is a multi-year project currently in design stages. Progress of this project relies on continued funding in the future from Transport Scotland via the Active Travel Infrastructure Fund.



## GANNOCHY TRUST ESTATE

We are working with The Gannochy Trust to improve the path network on their estate and work on two new paths connecting Perth with Kinnoull Hill commenced in March 2025. This work will continue through the year.

## GLENTURRET DISTILLERY

The Glenturret Distillery now collects donations for PKCT every time a tour ticket is sold. These donations are added to donations from Crieff Hydro with the aim being to improve the path network and interpretation adjacent to both landholdings. Work is due to start in 2025.



## PERTSHIRE BIG TREE COUNTRY (PBTC)

We continue to have positive working relationships with our supporter hotels: The Gleneagles Hotel, Crieff Hydro, Fonab Castle Hotel, and Dunkeld House Hotel. PKCT are planning to upgrade Dunkeld House Tree Trail interpretation in 2025 and are working with the Pitlochry Paths Group to improve the path network around Fonab Castle Hotel.

Gleneagles donations focused primarily on 2 biodiversity projects relating to local hedgehog conservation efforts and a citizen science project investigating the health of the River Earn.



# CONSERVATION PROJECTS

**We will develop projects, working in partnership with others as appropriate, incorporating responsible approaches to climate change mitigation and adaptation and biodiversity conservation, including ecological conservation to highlight how the state of our countryside contributes to and is hugely influenced by these global challenges.**

## PERTSHIRE NATURE CONNECTIONS PARTNERSHIP (PNCP)

PNCP has continued to meet during 2024-25, including two large face-to-face events, one in May 2024 in Perth and one in March 2025 in Birnam. These 'Gatherings' proved extremely popular and established and built relationships between PKCT and the region's community of nature-actors. Alongside these events PNCP has released 6 newsletters/circulars to over a 100 partners. In December 2024 PNCP partnered with Climate Connect P&K (CCP&K) to support a range of community networks addressing the climate and nature emergencies. PNCP was asked to be the 'nature-network' partner, alongside other partners for energy, waste, community transport, food and climate cafes. CCP&K provided funding support to PNCP March 25 Gathering, and to phase 1 of a video project to profile nature projects in the region.

## BREADALBANE SPECIES-RICH GRASSLAND (SRG)

In 2024-25 PKCT re-established the annual meadow cut at Weem Meadow SSSI at Aberfeldy and oversaw the conclusion of the botanical survey on three participating farms.

## RIVERWOODS - INVESTMENT READINESS PIONEERS (IRP)

This project concluded in July 2024 and a report was published and presented to the Nature Finance Community. There was no offer of investment arising from the project, and the learning concluded that there was not a ready market to invest in the particular nature ambitions of the participating estates, and that developing collaborative nature proposals is itself a hefty investment which was only possible through a significant charitable grant.

The market for Biodiversity Credits in Scotland remains unclear, but we continue to liaise with others in the region over development of nature-finance.

## NATURE NETWORKS

In 2024 we partnered with Perth and Kinross Council to deliver work on their Nature Networks. Public consultation events began in early 2025 with a further phase of events planned for subsequent months.

## GUARDIANS OF OUR RIVERS

A project is underway to provide basic training to volunteers to monitor river health by identifying invertebrates from river samples. Buglife Scotland delivered a public presentation with PKCT in February in Auchterarder, and a training day on the tributaries of the River Earn is planned for late Spring 2025. This project is funded by The Gleneagles Hotel.

## BIODIVERSITY VILLAGES

Support was also provided to various strands of the Biodiversity in Villages Project with UK Shared Prosperity Funding supplemented by donations from The Gleneagles Hotel. This project involves extensive conservation efforts in settlements throughout Perth and Kinross, with donations from Gleneagles being used for the Hedgehog Highway project in Auchterarder.

## BIODIVERSITY IN INDUSTRIAL ESTATES AND COMMERCIAL PROPERTIES

Support was provided to the above project, being run by Tayside Biodiversity Partnership. This saw engagement with industrial estates in Perth to take measures to improve biodiversity on their sites.

# DISCOVERY, LEARNING AND ENGAGEMENT

**PKCT is committed to providing education and engagement projects, programmes and events that enhance people's understanding and appreciation of the countryside. Biodiversity loss and climate change are key focus points for our education work, and we create opportunities to help communities learn about and take direct action for nature and the environment. Our education work is possible thanks to funding from The Gannochy Trust and The Forteviot Trust.**

## A TREE FOR EVERY CHILD

The successful third year of A Tree For Every Child concluded in April 2025. This project educates children about the importance of trees and provides the opportunity to take part in tree planting as a conservation action. Around 220 children from five schools received three educational workshops from PKCT, including tree planting. In addition, two public tree planting events, and three additional school/community group plantings were organised. Over 1,700 trees have been planted this year with project funding provided by PKCT, with tree donations from PKC, The Woodland Trust and The Conservation Volunteers.

## PERTH WILDLIFE WATCH

Perth Wildlife Watch continues to go from strength to strength with 15-20 children regularly booked onto the sessions. Highlights of the last year include a successful summer trip to the Highland Wildlife Park and building bird boxes.



## YOUTH COUNCIL

PKCT successfully launched its Youth Council in 2024 and they continue to work with us to help ensure that the views of young people are expressed and represented through our work. Recruitment continues and the group is planning its own project for 2025.

## WILD JOURNEY

Thanks to funding from the Gannochy Trust's Youth Panel Fund, the Wild Journey programme was developed and

launched in June 2024 and has been successfully trialled with youth groups. Thanks to increased core funding this will be continued as the delivery method for PKCT's outdoor learning work with schools and groups in the summer term.

## WILD MOMENTS

A successful series of Wild Moments events was organised with Jo Foo, thanks to funding from The Basil Death Trust and PKCT. We are excited to continue to plan these wellbeing events for a wider audience thanks to increased core funding.

## VOLUNTEERING

PKCT has provided practical conservation volunteering experience to Glenalmond College through partnership working with PKC. Further opportunities were also delivered, including corporate volunteer days for SSE staff. Wildlife Watch and Youth Council provide additional ways for volunteers to be involved, and an Education Volunteer was recruited, providing helpful extra capacity.

## EVENTS, TRAINING AND OUTDOOR LEARNING

A significant programme of outdoor learning sessions and events have been delivered by the DLE Officer in 2024-2025. These included outdoor learning support to schools; guided nature walks at Glenturret Distillery; a Family Map Workshop for Innerpeffray Library; PKC's Youth Climate Conference; camping residential support for PKAVS Young Carers; and other external events.

## SUMMARY

PKCT has had 1432 interactions with children and 805 interactions with adults across its education work between March 2024-March 2025. We look forward to continuing to provide quality experiences this year.





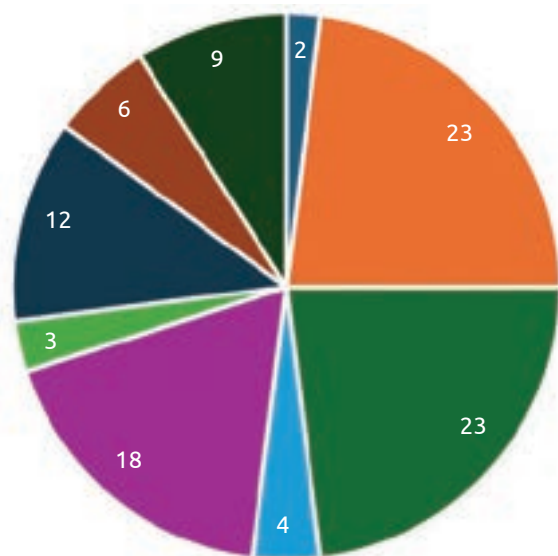
# FINANCIAL REPORT

We are grateful to our core funders: The Gannochy Trust, Garfield Weston Foundation and Perth & Kinross Council. Their support helps to cover much of the Trust's management and administrative costs.

Where possible, PKCT seeks to recover the remaining costs through Full Cost Recovery set against the different activities and project work undertaken.

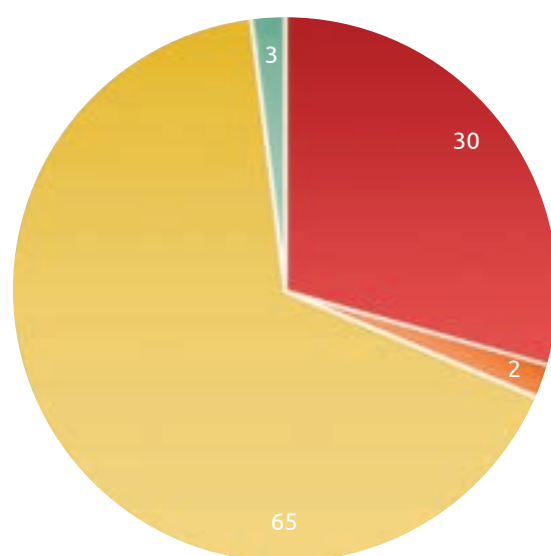
We are also grateful to our corporate donors and to all who have made donations to the work of the Trust throughout the year.

2024/2025 INCOME BY FUNDER (%)



- Gannochy Trust Projects
- Gannochy Trust Core Funding
- PKC Project Funding
- PKC Core Funding
- Sustrans
- Oak Foundation
- Paths For All
- Others
- Supporting Big Tree Country

2024/2025 EXPENDITURE BY TYPE (%)



- Salaries & Wages
- Governance Costs
- Project Costs
- General Costs

## FOLLOW THE TRUST

If you would like to learn more about who we are, what we do, and our ongoing work, please visit [www.pkct.org](http://www.pkct.org)

- @PKCountryside
- @PKCTrust
- @PKCountryside



Perth and Kinross  
**COUNTRYSIDE  
TRUST**







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## **PERTH AND KINROSS COUNTRYSIDE TRUST**

Pullar House  
35 Kinnoull Street  
Perth  
PH1 5GD  
E: [info@pkct.org](mailto:info@pkct.org)  
[www.pkct.org](http://www.pkct.org)



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# **STRATEGIC PLAN**

## **2024-28**

*A long-term vision and four-year  
operating plan*

*Getting people into the heart of the  
countryside and the countryside into  
the hearts of people*

# Introduction from the Chair – Our ambition

The Perth and Kinross Countryside Trust has an ambitious strategy for 2024-2028 building upon over 25 years of experience. During this 4 year strategy period we will consolidate and build upon our existing projects, expand our activities to deliver biodiversity projects such as nature restoration and continue to raise awareness about the countryside. We will and aim to be innovative, collaborative, supportive and inclusive in delivering our mission and engagement with the community:

*Getting people into the heart of the countryside and the countryside into the hearts of people*

We recognise the role of the countryside in responding to the challenges of the global climate and biodiversity crises, and the changing economic environment as well as the significant benefits of the countryside for both physical and mental wellbeing. We will continue to support people to access the countryside and help to overcome any barriers they may face.

We are proud of our work with existing partners, funders, supporters and the local community and our ambition is to grow and expand these and develop new relationships to deliver our plans for: the River Tay Way; Perthshire Big Tree Country; Catevan Trail; access to the countryside for all; promoting the benefits of the countryside and work of the Trust; education and discovery for diverse audiences; planting a tree for every child in Perthshire; and sustainable land management and nature restoration, including through the Perthshire Nature Connections Partnership. We will expand our opportunities for volunteers to assist us with our work.

Our ambitious and exciting plans come also at a time of evolution and change for the Trust. During this strategy period 3 of the 6 permanent staff are due to retire, including the Chief Executive. We will take the opportunity during this period to review, repurpose and partly restructure job roles, and expand the team to meet the needs of the delivery plan and future work of the Trust.

The Board of Trustees are confident in the governance and operation of the charity and delivery of this strategic plan, being aware of the opportunities and challenges ahead.

Stephen Woollard

Chair of Trustees, PKCT  
2023

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<b>GETTING PEOPLE INTO THE HEART OF THE COUNTRYSIDE</b>	
<b>The River Tay Way</b>	
We will establish the River Tay Way by creating a 50 mile / 80 km long-distance walking and cycling trail from Kenmore to Perth following the course of the River Tay.	10
<b>Enhancing Perthshire Big Tree Country</b>	
We will continue to improve and promote Perthshire Big Tree Country. We will undertake a programme of planting across Perthshire Big Tree Country to plant the next generation of big trees.	11
<b>Improving Access across Perth and Kinross</b>	
We will continue to manage the Catheran Trail and undertake strategic path upgrades to create links between established path networks and address key gaps in countryside access across Perth and Kinross by working with communities and organisations. We will look to improve the Bike Park at Deuchny Woods.	13
<b>GETTING THE COUNTRYSIDE INTO THE HEARTS OF PEOPLE</b>	
<b>Promoting the countryside</b>	
We will undertake a programme to raise awareness of the countryside of Perth and Kinross to engage with a wider audience, while promoting day and overnight visits as well as the health and wellbeing benefits of being in the countryside.	14
<b>Education which enhances understanding and appreciation of the countryside</b>	
In addition to adding educational elements into our projects where we can, we will undertake specific education projects to increase knowledge and experience of the countryside to improve understanding, enjoyment, appreciation of, and care for nature and the environment.	15

### **Safeguarding the countryside for future generations**

We will deliver projects to halt biodiversity loss through innovative and large scale nature restoration and regeneration projects as well as integrating work to deliver for incorporate responsible approaches to the twin challenges of climate change and biodiversity loss into all our projects. We will work in partnership with others as appropriate, highlighting how the state of our countryside contributes to and can help combat these global challenges. 16

### **Safeguarding the future of the Trust**

It is important to consider Finance and Fundraising and future Staffing and Structure of the Trust in order to successfully deliver this 4 year strategic plan. Over the course of the plan 3 of the existing 6 staff will retire from the charity but with forward planning the Trust should be able to deliver this plan. 17

## **INTRODUCTION**

The external environment within which Perth and Kinross Countryside Trust (the 'Trust') operates is changing rapidly. External drivers such as the global climate emergency, the new global biodiversity framework, and the Scottish Government's focus on community wealth building , well-being economy and the just transition now shape our thinking as we develop a long-term vision for the Trust through the overarching elements of climate change, physical and mental well-being, education, and biodiversity.

For more than two decades, the Trust has been working to conserve, protect and improve the environment, natural resources, and countryside, and to promote public enjoyment of the culture and heritage of Perth and Kinross through interpretation, education, and training. In 2022 the Trust amended its governing Articles to include work on biodiversity and climate change projects.

By thinking globally and acting locally, we set out how we wish to respond to the challenges we face today and in the future. We want the Trust to play a full part in addressing the twin challenges of climate change and biodiversity loss, as well as promoting the health and wellbeing of our local communities and residents. In delivering our projects, we will place an emphasis on education and mental and physical wellbeing. Our work will be driven by the principles of sustainability and inclusivity. We will strive to deliver projects in which our partners (landowners, managers, funders, and communities) find common cause. We will take account of the PKC Local Outcomes Improvement Plan in order to help PKC deliver on the Health and Wellbeing outcomes of this plan.

Our longstanding projects, **Big Tree Country** and the **Cateran Trail** will be refreshed and enhanced with a new marketing plan and our newer areas of interest **Nature Conservation** and **Education** will be developed and expanded over the plan period.

We aim to widen our reach by reaching sectors of society that traditionally have not engaged with our work , such as young people. people from ethnic minorities and people from disadvantaged backgrounds. We will support all people to access the countryside by helping them to overcome any barriers to this access , and improving accessibility to the countryside. Our aim is to be inclusive and diverse offering opportunities for all to value and enjoy the countryside.

## OUR STRONG FOUNDATIONS

As we move into our 28<sup>th</sup> year, our Strategic Priorities are underpinned by the strong foundations of our charity:

- Our valued and motivated staff
- Sufficient and sustainably managed resources
- Sound knowledge and expertise of our staff
- Supportive and knowledgeable Board of Trustees
- Supportive core funders
- The Trust is the 'go-to' support / delivery body in Perth and Kinross for countryside projects and initiatives for individuals, businesses and communities.

These strong foundations have allowed the Trust to make a difference over the last 26 years, and we now look forward to the future with confidence and excitement.

## OUR STORY

We are a Scottish charity working across the whole of Perth and Kinross to promote the enjoyment of the countryside; encourage people to learn about it and the natural, historical and cultural heritage it contains; and find ways to protect and care for it now and for future generations.

We are a successful independent organisation supported by key partners, including the Gannochy Trust, Perth & Kinross Council and Scottish Forestry. We have effective relationships with many other key stakeholders; we have built many new partnerships; our knowledge and expertise are sought-after by many groups including local communities; and we have delivered numerous successful projects across Perth and Kinross.



## OUR TRACK RECORD

In our first 27 years, we have:

- Completed over 200 projects with a total value in excess of £10 million.
- Built over 400 kilometres of path.
- Delivered path networks for 10 large towns and villages in Perth and Kinross, including Auchterarder, Aberfeldy, Blairgowrie, the Carse of Gowrie, Coupar Angus, Crieff, Dunkeld and Birnam, Kinloch Rannoch, Kirkmichael and Pitlochry.
- Helped deliver three multi-million-pound, multi-year partnership projects: Perthshire Big Tree Country, the Loch Leven Heritage Trail and the Tay Landscape Partnership
- Planted 1,700 trees of 100 threatened species to regenerate Perthshire's historic designed landscapes.
- Generated over £4 million per year for the local economy through the facilities we have helped create.

## OUR MISSION

*"Getting people into the heart of the countryside and the countryside into the hearts of people."*

Our Vision is that Perth and Kinross is a place where people regularly spend time outdoors enhancing their wellbeing, connecting with nature, and caring for the countryside. People value and understand the countryside and realise its importance to and impact on climate change, biodiversity, and well-being.

We will work in partnership with like-minded organisations to protect and enhance biodiversity across Perth and Kinross and continue to make the countryside more accessible for everyone to enjoy it.

## OUR VALUES



We believe that the countryside is a special place and should have a special place in everyone's life and heart.

We care about the wellbeing of the countryside and people, and we work to enhance both.

We believe that everyone should connect with, learn about, and care for the natural, historical, and cultural heritage of the countryside.

We believe that by making it possible for everyone to connect with and care for the countryside, their lives and the countryside are simultaneously enriched.

## OUR APPROACH

We will seek to ensure that all our projects contribute to the following:

- Education and awareness raising
- Mental and physical wellbeing
- Combatting biodiversity loss
- Combatting climate change

**We will be innovative** – we seek out the best ways to care for the countryside and connect people with it.

**We will be holistic** – we will seek to incorporate elements of enhancing biodiversity, raising awareness/engagement and access improvements in our projects where we can.

**We will be collaborative** – we work in partnership with communities and other organisations to deliver projects shaped by our values.

**We will be supportive** – we share our expertise and support others to enhance the wellbeing of the countryside and the wellbeing of people.

**We will be inclusive** – we believe that everyone, regardless of race, disability, gender or faith can benefit from and connect with our countryside.

## WHAT WE CAN DO

The work of the Trust is beneficial and diverse:

We support **local tourism** through increased awareness of what Perthshire has to offer the visitor. Our activities help make Perthshire a destination rather than a passing visit.

We work with **local businesses** to enhance their activities and corporate social responsibility in a stimulating and environmentally conscious context.

We maintain and enhance biodiversity, while helping people to enjoy the excitement and wonder of Perthshire's countryside - enabling them to learn about it and cherish it for future generations.



## OUR INDICATORS OF SUCCESS

To achieve our mission and measure the quality of effectiveness of our work, we have set ourselves six criteria that we think are the cornerstones of high-quality work in our field.

We will design our work around our six Indicators of Success and will evaluate our progress against them to make sure we are meeting the high standards we set for ourselves.

1. Our projects enable and encourage more people to visit the Perth and Kinross countryside responsibly and sustainably, thereby engaging with its natural, historical and cultural heritage.
2. Our education and interpretation activities build knowledge, empathy and understanding so people care for the countryside and understand its contribution to climate change, biodiversity and a healthy lifestyle.
3. Our projects are valued and supported by the communities they touch and increase access to the countryside for people of all abilities.
4. The projects we deliver respect and enhance the ecosystems, biodiversity and heritage of environments in which we work and contribute to local, national and international conservation efforts and to reducing (and adapting to) the impacts of climate change.
5. The infrastructure we install is environmentally sound, high quality, takes a sensitive approach to environmental impact, and has a sustainable maintenance plan.
6. We will enhance the diversity of our income and secure the financial sustainability and future of the Trust.

# **FOUR YEAR OPERATING PLAN:**

## **OUR PRIORITIES**

Our track record shows that we can make the most impact in delivering our Measures of Success by undertaking large-scale projects that deliver across a large area. To build on this track record and ensure our work is strategic, we will continue to be ambitious and develop large, multi-year projects that focus on the areas that contain the most unique and special natural, historical and cultural heritage in the Perth and Kinross countryside.

While our main focus will be large, multi-year projects, we will remain agile and able to act on strategic opportunities to undertake small, well-chosen projects that also make an important difference. These projects will include creating link paths that deliver significant benefits by increasing local access to the wider path network enabling more people to enhance their health and quality of life. The education and interpretation initiatives associated with our projects will continue to promote our activities to the wider public and to improve understanding of the countryside's importance in combatting climate change and biodiversity loss. We will help people to re-engage with the beauty and wonder of the Perth and Kinross countryside and to enjoy the outdoors safely and responsibly in a way that supports local communities.

There are several key considerations within the plan period:

- The plan is long term, and aspirational.
- Our main projects will continue to be, a refreshed Big Tree Country and Catevan Trail and continuation and development of the River Tay Way and the Perthshire Nature Connections Partnership.
- We will put additional emphasis on education and engagement work for all our projects with a particular focus on linking health and wellbeing to our work.
- We will seek to widen and deepen our audience and relationships by targeting areas of society that thus far have been hard to reach.
- We will continue to develop and expand our core funding base, with particular emphasis on new mutually beneficial business partners.
- We will take the opportunity generated by the retirement of staff to review our staffing and structure to ensure that is appropriate to deliver our plan.
- The new plan will be supported by a new Fundraising Strategy and a new Marketing and Communications Plan that showcases the wide impact of the Trust.

# GETTING PEOPLE INTO THE HEART OF THE COUNTRYSIDE

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## THE RIVER TAY WAY

The River Tay Way is a long-distance walking and cycling trail from Kenmore to Perth following the course of the River Tay. The trail provides a route of approximately 50 miles / 80 km passing through the communities of Aberfeldy, Grandtully, Dunkeld and Birnam, Murthly, Stanley and Luncarty. Approximately 37 miles / 60 km of the walking route have already been designated as Core Path.

The River Tay Way is created through a ‘daisy chain’ of community links that enable local residents to undertake low-carbon, active travel. Together they create a long-distance leisure route through some of Scotland’s finest highland and lowland scenery and nature rich areas. This will provide greater opportunities for people to enhance their health and quality of life while increasing their engagement with the natural, historical and cultural heritage of the area.

Numerous opportunities to engage with the historical and cultural heritage of the route are available through existing attractions, including the Scottish Crannog Centre, Dewar’s Distillery at Aberfeldy, the award-winning Highland Chocolatier at Grandtully, the Hermitage, Dunkeld Cathedral and Stanley Mills. The RTW route offers opportunities to develop projects to both enhance biodiversity and raise awareness of the internationally important natural heritage. Although the route has an abundance of natural heritage, opportunities to engage with it are far less developed, which is something the River Tay Way project would address. We will continue to work with local retail and hospitality businesses to promote and showcase these opportunities.

Figures produced by VisitScotland indicate that leisure walking contributes an estimated £3 million per annum to the Scottish economy. Walking is one of the key activities undertaken by overnight visitors to Scotland, particularly overseas visitors when on a summer trip in Scotland. Visitors from Northern Europe, particularly Germany and Netherlands, have a higher propensity to take part in long walks and hikes.

In developing the leisure element of the proposed River Tay Way, the Trust has taken this research into account and sought to identify a route that combines all the key elements identified as making a walk and cycle in Scotland particularly desirable. As a result, the proposed route incorporates a mix of hill, forest, loch and riverside walking and seeks to incorporate key natural, historical and cultural heritage sites along the way.

## OUTCOME 1

**We will establish the River Tay Way by creating a long-distance walking and cycling route from Kenmore to Perth following the course of the River Tay.**

### Output 1.1

Upgrade trail sections in strategic locations including Aberfeldy, Ballathie, Kinclaven, Stanley and Luncarty to create community link paths in strategic locations along the River Tay Way. Develop interpretation hubs at key locations, e.g. Kenmore, Aberfeldy, Dunkeld and Perth.

### Output 1.2

Establish an off-road route from Stanley to Luncarty to create safe active travel between these settlements.

### Output 1.3

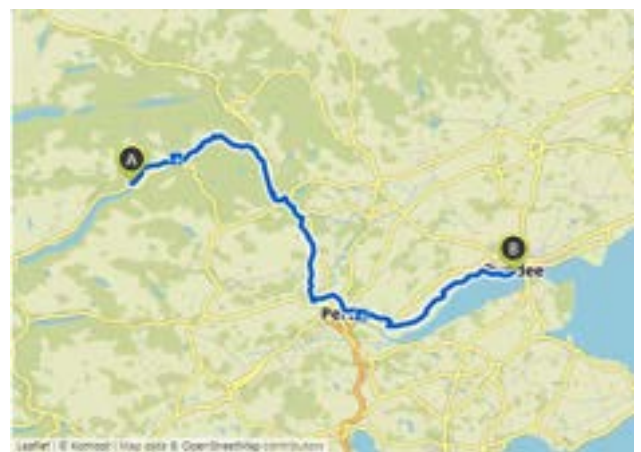
Gain business support via a Supporting the River Tay Way Scheme to help fund improvements along the route. Access suitable funds to enhance marketing of the route, e.g. video footage to assist getting the route accepted as one of Scotland's Great Trails.

### Output 1.4

Seek funding for interpretation, waymarking and marketing the entire route to encourage greater participation in the natural, historical and cultural heritage of the route.



**The River Tay Way walking route**



**The River Tay Way cycling route**

## ENHANCING PERTHSHIRE BIG TREE COUNTRY

Although the Perthshire Big Tree Country initiative has been running for 17 years, it has never been more important than at present as it can help raise awareness about combatting both climate change and biodiversity loss.

This is a long-term programme, given the lifespan of the different tree species. Perthshire has some of the most remarkable trees and woodlands in Europe and the densest concentrations of ‘champion trees’ in the UK & Ireland – a legacy of the great Victorian plant hunters.

At the start of the Victorian era, just two per cent of Perthshire was covered in forest. This changed dramatically when the landowners of the time discovered a passion for planting trees. This passion was fuelled by ‘plant hunters’ – bold adventurers who travelled all over the world to bring back new and exotic species of trees and plants to Britain to embellish estates and gardens. Many of Perthshire’s most spectacular tree and woodlands were planted at this time. This amazing era of planting ended with the start of World War I. Many of the beautiful woodlands were neglected as there was no one left to care for them, and many trees were lost to storms and old age.

The Perthshire Big Tree Country project aims to address the 100-year gap in Perthshire’s tree planting culture and to ensure that Perthshire Big Tree Country continues to contribute towards Scotland’s scenic landscape and provide beautiful, wooded walks for all to enjoy.

## OUTCOME 2

**We will undertake a programme of planting across Perthshire Big Tree Country to plant the next generation of big trees.**

### **Output 2.1**

Undertake restorative succession planting at five sites across Perth and Kinross so they continue to provide beautiful, wooded environments for all to enjoy.

### **Output 2.2**

Undertake strategic projects that safeguard or restore characteristic landscape features such as veteran trees, parkland trees, avenues, and hedges.

### **Output 2.3**

Undertake strategic access, interpretation education and awareness raising activities to support greater participation in this unique aspect of Perthshire’s natural, historical, and cultural heritage. This will include a phased programme to update out of date Big Tree Country interpretation boards.

### **Output 2.4**

Explore opportunities for our work enhancing Perthshire Big Tree Country to be used as a learning resource, enhancing skills development, and an understanding of the importance of trees to society and the planet.

# IMPROVING ACCESS TO THE COUNTRYSIDE

Our vision is for people to be regularly spending time outdoors enhancing their wellbeing, connecting with nature, and caring for the countryside.

Research shows that walking and cycling in green spaces is beneficial for both mental and physical health and is an effective way to enhance quality of life. Research also shows that most people prefer to use established and well-marked paths to access the countryside.

While Perth & Kinross Council (PKC) and the Trust have worked hard over the years to ensure there are many excellent paths in Perth and Kinross, in some places there are still gaps in the network that could be addressed to significantly improve it in the next and subsequent operating plans.

## OUTCOME 3

**We will continue to manage the CATERAN TRAIL and also undertake strategic path upgrades across Perth and Kinross to create links between established path networks and address key gaps in countryside access across Perth and Kinross.**

### Output 3.1

We will continue to manage the CATERAN TRAIL by making path, drainage, interpretation, and access improvements as funds allow. We will investigate volunteering opportunities and new projects, such as dry-stone walling replacement.

### Output 3.2

Investigate local business support or other funding to 'employ' a seasonal ranger to support CATERAN TRAIL upkeep and also to carry out guided walks,

### Output 3.3

Establish an active travel route between Bridge of Earn and Newburgh, and work with other communities to identify new priorities for path development.

### Output 3.4

Work with the Gannochy Trust, as a strategic partner to upgrade the paths within their estate; create links from the Gannochy paths to the wider Perth / Scone path networks; install interpretation features across the path network; and enhance the biodiversity value of the path margins all with the aim of enhancing access to green spaces and encouraging greater participation in the natural, historical and cultural heritage of the area.

### Output 3.5

Linking with the PKC Local Outcomes Improvement Plan we will hold discussions with NHS Tayside around the idea of a Natural Health Service and how the Trust could assist with this

by offering guided walks to improve the mental health and wellbeing of all people living in Perth and Kinross.

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## GETTING THE COUNTRYSIDE INTO THE HEARTS OF THE PEOPLE

### PROMOTING THE COUNTRYSIDE

Being in the countryside has physical and mental health benefits, and the Trust will promote this message through traditional and non-traditional channels. We will expand our reach beyond our traditional audiences to engage a younger and more diverse audience. We will expand our engagement channels, whilst building new relationships with communities, and local businesses.

### OUTCOME 4

**We will update our Communications and Marketing Plan and undertake a programme to raise awareness of the countryside of Perth and Kinross to engage with a wider audience, while promoting day and overnight visits as well as the health and wellbeing benefits of being in the countryside. We will continue to develop our social media strategy to increase engagement and audience diversity.**

#### Output 4.1

We will produce newsletters covering the activities of the Trust including Perthshire Big Tree Country and the River Tay Way, as well as an active travel blog on our website. We will produce a printed Annual Review of our activities at the end of each year.

#### Output 4.2

We will take opportunities to make presentations and take exhibition space at relevant events to raise awareness of the countryside of Perth and Kinross. We will investigate a Trust Roadshow to communities showcasing what we do, promoting our Friends scheme and seeking ideas for new projects, and we will work with local businesses to make their staff and customers more aware of the countryside and help them act more responsibly towards it.

### **Output 4.3**

We will refresh our social media strategy by increasing video capture to reflect the work that we do and the audiences we wish to engage with. Our materials will reflect our emphasis and work on wellbeing, inclusion and equality of opportunity.

### **Output 4.4**

We will develop a strategy to reach new target markets beyond our traditional audience, including creating more engaging interactive material for the website. We will replace our single Patron with four Ambassadors from across sections of society to provide a flexible model matching to our current and future work areas

## **EDUCATION WHICH ENHANCES UNDERSTANDING AND APPRECIATION OF THE COUNTRYSIDE**

All Trust activities can be viewed through a climate change / biodiversity and physical / mental health and wellbeing lens, and the Trust must take the opportunity to explain relevant messages through its education and interpretation project work and activities. Only by knowing about and understanding the countryside and the part it plays in a wider global challenge will people care for and appreciate it.

## **OUTCOME 5**

**We will undertake specific education projects to increase knowledge and experience of the countryside to improve understanding, enjoyment, appreciation of, and care for nature and the environment. An education project linking our activities to Health and Wellbeing will be a priority for the plan period.**

### **Output 5.1**

We will work with communities to deliver an education project linking our activities to Health and Wellbeing working in conjunction with partners such as Perth and Kinross Association of Voluntary Services, Macmillan and the Lighthouse in Perth. We will join the Scottish Health Walk Network run by Paths for All and look to deliver Health Walks over the plan period.

### **Output 5.2**

We will continue to deliver our Tree for Every Child project across Perth and Kinross working with PKC and other partners. In addition, we will work with PKC education team to help deliver their Climate Change Strategy and Action Plan as it relates to parks and open spaces by assisting with engagement with schools in Perth and Kinross.



### **Output 5.3**

We will continue our Wildlife Watch activity and set up a new group in the Dunkeld area.

### **Output 5.4**

We will progress our Grow Wild project which is a combination of development of a Youth Council and an outdoor learning programme. We will continue to work with the Youth Partnership to deliver this project.

### **Output 5.5**

We will investigate the potential for rural apprenticeship and training schemes, such as drystone walling on the Catheran Trail.

## **SAFEGUARDING THE COUNTRYSIDE FOR FUTURE GENERATIONS**

It is important that the Trust takes account of national and international priorities in its strategic planning. The countryside plays a vital role in people's wellbeing, climate change mitigation and adaptation. There is growing recognition of the role of ecosystem restoration and biodiversity conservation can play in supporting these goals. The work of the Trust will be central to supporting the ambitions of the Scottish Government and Perth and Kinross Council in implementing the Global Biodiversity Framework and its targets.

Partnership working will be key as the Trust continues to develop projects in vitally important but less familiar areas of working such as

- Climate mitigation and adaptation
- Community wealth building
- Repeopling and rewilding
- Community aspects of conservation involving schools, education, rural skills

## **OUTCOME 6**

**We will develop nature restoration and sustainable land management projects, working in partnership with others, incorporating responsible approaches to climate change mitigation and adaptation and biodiversity conservation, to enable our countryside to become more resilient to these global challenges.**

### Output 6.1

We will continue to encourage **sustainable land management** through regenerative farming and forestry practises, including sourcing funding for and developing a Species Rich Grassland Project at Breadalbane.

### Output 6.2

We will continue to build on PNCP and the initial phase of Riverwoods to deliver Phase 2 over the course of the plan. We will work in partnership progress the remaining pillars of PNCP to deliver **nature restoration** projects across the PNCP area.

### Output 6.3

We will consolidate our work with **communities**, continuing to assist with the delivery of Tayside Biodiversity projects, with particular emphasis on the following community focused projects.

- B-Lines for Pollinators
- Biodiversity Villages
- Expand the **Linnet Link** concept (projects linking farmland to roadside verges especially along cycle paths)
- Young Wildlife Recorders

## SAFEGUARDING THE FUTURE OF THE TRUST

It is important to consider Finance and Fundraising and future Staffing and Structure of the Trust in order to successfully deliver this 4 year strategic plan. Over the course of the plan 3 of the existing 6 staff will retire from the charity but with forward planning the Trust should be able to deliver this plan.

## OUTCOME 7

**We will maintain and secure the financial stability of the Trust, through existing partners, new partner opportunities, and a diversity of funding sources, donations and cost recovery. The work of the Trust will be delivered through a small dynamic team that will develop to meet capacity and available resources and deliver the strategic plan outcomes.**

### Output 7.1

We will continue our funding relationship with the Gannochy Trust (our current core grant is to March 2025) and seek to secure a further 3 years core grant taking PKCT through to March 2028. This grant application will include costs for a Conservation Officer and

continuance of the successful discovery and engagement (education) role and related activities supporting the local community.

#### **Output 7.2**

We will continue our relationship with Perth & Kinross Council aiming to secure a small level of core income and in kind support through operational resources and work in partnership on projects across Perth and Kinross with income generation through cost recovery.

#### **Output 7.3**

We will continue to generate additional revenue through a combination of cost recovery, small grants, donations and business support contributions. We will look for at least 8 business partners to contribute to unrestricted income; develop cost recovery through our education and conservation work where appropriate; and seek grant support from others (e.g. lottery). Our aim being, as in previous years, to secure at least enough to fill the gap between core income and costs year on year. (This is approx. £95k in 2024).

#### **Output 7.4**

We will review and develop the staff roles in the run up to and through the retirement of 3 of the post-holders that occurs through this period. We will replace these posts with revised areas of focus to meet the needs of the Trust. Our aim being to ensure that the Trust is able to deliver this strategic plan and pursue its ongoing mission successfully into the future, and a small expansion of the team is envisaged by the end of this period.

#### **Output 7.5**

We will develop opportunities for volunteering with the Trust and/or with partners that also supports income generation and community engagement. We will also continue to provide internship opportunities if funding can be secured to do so.