

Accelerating Progress to 2028

Delivering the Transition to Net Zero

- **Outcome 1**
Reduced emissions from the historic environment
- **Outcome 2**
The historic environment is more climate resilient
- **Outcome 3**
Improved pathways for historic environment skills

Empowering Resilient and Inclusive Communities and Places

- **Outcome 4**
Organisations that care for the historic environment have the right skills and are more resilient
- **Outcome 5**
Communities have more opportunities to participate in decision-making about the historic environment
- **Outcome 6**
The historic environment is more diverse and inclusive

Building a Wellbeing Economy

- **Outcome 7**
The historic environment makes a responsible contribution to Scotland's economy
- **Outcome 8**
The historic environment provides Fair Work
- **Outcome 9**
Increased engagement with the historic environment with a focus on activities that enhance wellbeing

Action Framework

Leadership & Coordination	Data & Evidence	Place & Communities	Participation & Inclusion	Skills & Resilience	Investment & Infrastructure	Influence & Advocacy
- Refresh National Strategy governance and engagement arrangements - Strengthen Scotland's Historic Environment Forum (SHEF) collaboration and learning - Increase opportunities for communities and partners to influence delivery - Improve alignment with climate, skills, wellbeing and place-based programmes	- Improve consistency of outcome and impact reporting - Develop a Data Hub approach - Update sector mapping and SHEA research questions - Strengthen climate, workforce, wellbeing, inclusion and economic evidence	- Increase community leadership and stewardship - Expand co-production and shared decision-making - Embed heritage in regeneration, housing and Community Wealth Building activity - Strengthen place-based partnerships	- Implement EDI and Collaborating for Communities recommendations - Increase representation of underrepresented groups - Improve inclusive practice - Strengthen monitoring and accountability	- Deliver Skills Investment Plan priorities - Expand climate, retrofit, digital and innovation skills - Increase vocational pathways and entry routes - Improve workforce data - Support volunteering, Fair Work and organisational resilience	- Improve understanding of historic environment and adjacent sector needs - Align investment around shared outcomes - Increased use of evidence in investment decisions - Strengthen dialogue between funders and delivery organisations	- Strengthen engagement with policy makers - Improve communication of heritage contribution to climate, wellbeing and economic priorities - Develop cross-sector partnerships - Increased use of evidence and impact stories

Who Needs to Play a Role?

Partner Group	What We Need Them To Do	Partner Group	What We Need Them To Do
 Communities & People	Lead local heritage activity, shape priorities, participate in decision-making and support community ownership, stewardship and place-based action	 Climate & Environmental Partners	Integrate heritage into net zero, adaptation, resilience and nature recovery programmes and share expertise and evidence
 Historic Environment Organisations	Deliver activity, provide expertise, share evidence and learning, support participation, develop future skills and leadership, strengthen and diversify partnerships	 Housing, Construction & Planning Sectors	Scale repair, reuse and retrofit, involve heritage earlier in development and regeneration decisions and support future skills development
 Public Bodies & Government	Embed heritage within climate, housing, regeneration, wellbeing, skills and economic policy and investment decisions	 Economic Development, Tourism & Regeneration Partners	Embed heritage within regeneration, Community Wealth Building and local growth activity and strengthen economic evidence and investment opportunities
 Funders & Investors	Align investment around shared outcomes, support innovation and resilience, and use evidence to inform funding decisions	 Health, Wellbeing & Community Development Partners	Develop partnerships that increase participation, wellbeing and quality-of-life outcomes through heritage
 Education & Skills Providers	Develop workforce pathways, expand vocational opportunities and support historic environment climate, retrofit, digital and future skills ecosystem	 Researchers & Evidence Partners	Improve data, evaluation and impact measurement and strengthen understanding of heritage social, environmental and economic contributions