

Our Organisational Strategy for Sustainability 2023-2030

Action Plan 2025-2026

Approved by the Executive Team on 12 June 2025

This Action Plan is connected to seven objectives in *Our Organisational Strategy for Sustainability 2023-30* and shows the key activities we are going to focus on this year.

The actions have been developed by looking at priorities in our three risk registers*, emissions management in the previous year and the Operational Plan 25-26. It also connects with the potential changes to our statutory Climate Change Duty, currently in consultation and likely to be agreed by the Scottish Government later in the year. It includes top-down and bottom-up actions to ensure the most effective change making.

* Environmental (Aspects and Impacts) Risk Register, Sustainability and Environmental Compliance Register and Climate Change Risk Register

This Plan contains ongoing activity and new activity indicated by #

| Objective 1: Achieve whole organisation cultural change and connect all colleagues to their role in effective sustainability performance | | | |
|---|--|--------------------|-------------------------|
| | | Action/Owner | Deadline/Target |
| 1 | Implement a communications plan that promotes our work and shares our progress <u>with colleagues</u> and external stakeholders (Ops Plan 3.1.2) | External Relations | March 2026 |
| 2 | #Respond to colleague engagement with sustainability offer within the Learning Management System | People Dept | Q4 following LMS launch |

| Objective 2: Develop the National Collection to represent the material culture of sustainability and biodiversity, and share our collections knowledge on a global scale (Ops Plan 3.3.2) | | | |
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| | | Action/Owner | Deadline/Target |
| 1 | Biodiversity collection development, inc. international work on fungus gnat collection to have broader applications in biodiversity assessments | Natural Sciences | March 2026 |
| 2 | Bioscan: 2 monitoring/collecting points from NMCC and RBGE malaise traps | Natural Sciences | March 2026 |
| 3 | DISSCo: develop NMS hub role(s) and begin implementation in 2026 | Natural Sciences | March 2026 |

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| 5 | Tech collection development: two acquisitions on smart and sustainable solutions; two re decommissioning fossil fuels, green energy | Science & Technology | March 2026 |
| 6 | Develop and steward industry/HE networks, inc. H-WU's TRANSECTS project on marine energy transitions | Science and Technology | March 2026 |
| 7 | Contemporary Collecting: ten acquisitions relating to sustainability, inc. Supporting a NMRL display | Scottish History & Archaeology | March 2026 |

Objective 3: Develop a public programme to engage and inform the broadest audience reach enabling understanding and behavioural change

| | | Action/Owner | Deadline/Target |
|---|---|------------------------------------|-----------------|
| 1 | <p>Implement a communications plan that promotes our work and shares our progress with colleagues and <u>external stakeholders</u> (Ops Plan 3.1.2)</p> <p>Opportunities for this messaging includes: #SEG1 exhibition programme (Monkeys and Giants) Explorer and Annual Review Social Media channels Media Website Sector comms and National Training Programme</p> | External Relations | March 2026 |
| 2 | <p>Create, deliver and promote a multi-platform public offer that supports greater engagement and understanding (Ops Plan 3.3.1)</p> <p>This year this includes: Touring Audubon and Monkeys #Preparing for Monkeys and Giants SEG1 Developing Dolly exhibition for touring Edinburgh Science Festival Woolly Weekend Moofest Autumn and Spring Explorers Nature Track Packs Eco Workshops 360 Festival event Schools' programmes with themes including Farm to Fork, Beekeeping,</p> | RG (as Owner) and cross Dept teams | March 2025 |

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| | Energy and Sustainability, Biodiversity and flight related themes #Programming for Monkeys and Giants exhibitions #The launch of a Cargo Bike project reaching sustainably into communities in Edinburgh. | | |
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Objective 4: Ensure the enhancement of biodiversity at our museum sites through responsible caretaking and regular survey work

| | | Action/Owner | Deadline/Target |
|---|---|------------------------------|-----------------|
| 1 | Continue 3-year biodiversity plans across our sites This year this includes refreshing BAPs at NMoF and NMCC and implementing year 3 at NMRL, and #agreeing a way forward and action for the Roof Terrace, NMOS. (Ops Plan 3.2.1) | Natural Sciences and Estates | March 2026 |
| 2 | Conduct follow-up soil sampling at NMOF (Year 2) and #at NMRL (Year 1) to support sequestration management and biodiversity enhancement (pending resources) (Ops Plan 3.2.2) | Site General Managers | November 2025 |

Objective 5: Meet all compliance obligations including carbon emissions targets with suitable risk-based systems in place underpinned by evidenced, reliable and transparent data

| | | Action/Owner | Deadline/Target |
|---|---|------------------------|---|
| 1 | Verify CMP 2024-5 and work towards carbon reduction targets in 2025-26 (Ops Plan 3.1.1) | RG | March 2026 |
| 2 | Ensure operational compliance through: -the development of a <i>Sustainable Development Annual Report 2024-25</i> , - quarterly KPIs and progress updates to Trustees | RG and Leadership Team | August 2025 by March 2026 by March 2026 |

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| | #- delivery of actions in our three risk registers (see table below for actions*) | | |
| 3 | Ensure statutory compliance through: - the development and publication of a <i>Climate Change Report 2024-25</i> #-preparation for new Climate Change Reporting Duty requirements e.g. new Scope 3 data reporting | RG and Estates | November 2025 From December 2025 onwards |

Objective 6: Develop funding-ready projects that meet the demands of future construction standards, prepare our buildings and infrastructure for climate change, and address carbon mitigation and its operations

| | | Action/Owner | Deadline/Target |
|---|--|----------------|-----------------|
| 1 | Seize opportunities for Scottish Government funding when available for: -transition to air source heating at NMRL -district system heating connections at NMCC -technical and commercial development for the Old Town Network (NMOS) (Ops Plan 3.1.3 & 4) | RG and Estates | By March 2026 |
| 2 | Develop Building Assessment Reports for our sites | Estates | March 2026 |

Objective 7: Ensure we develop our own practice through continual improvement and sharing our work for museum sector benefit

| | | Action/Owner | Deadline/Target |
|---|--|----------------------------|--------------------|
| 1 | Incorporate CMP verification recommendations from Technical Report 24-25 into CMP 25-26 *and concentrate on establishing two new baselines in retail and farm activities | Emissions Management Group | By March 2026 |
| 2 | Develop and deliver three knowledge-sharing online resources: *carbon management planning videos, sustainable collections care and conservation article, and Sewing Hope Workshop toolkit. | N&IP | By March 2026 |
| 3 | Build cross organisational capacity and confidence with emissions management through sharing practice and skills | Emissions Management Group | Quarterly meetings |
| 4 | #Update Our <i>Organisational Strategy for Sustainability 2023-2030</i> to reflect recent adaptation planning work | RG | December 2025 |

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| 5 | #Explore potential of a graduate placement or research project to help support our sustainability work | RG | By March 2026 |
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| *Environmental (Aspects and Impacts) Risk Register Actions | Climate Change Risk Register Actions |
|--|--|
| Meet/exceed targets for Business Travel, Food and Beverage and Purchased Goods and Services (Leadership Team) | #Ensure we continue to embed adaptation activities in our processes and procedures (Leadership Team) |
| #Boiler replacement in Bdg 1A NMCC and upgrade/replace aspects of heating system in NMOS (Estates) | #Ensure climate change risks are included in Working From Home policy review (People) |
| #LED replacement lighting in KoS, NMOS and H4 NMOF (Estates and E&D) | #Ensure climate change risks are embedded in the Collections Emergency Plan update (Director of Collections) |
| #Review monitor usage and replacement (ICT) | #Re-brief hedgerow contactors (Site GMs) |
| #Review organisational waste volumes to close gap with SG Circular Economy targets (Leadership Team) | #Support NMRL team by identifying trees and hedgerows on a plan (Natural Sciences) |
| #Meet/exceed new target for office printing (300kgCO ₂ e p.m.) (Leadership Team) | #Review mining records (Estates) |
| #Continue review of paper trails to ensure effective use of resources (L&E) | #Join SEPA flood warning system (Estates) |
| #Food waste targets to be established (NMSE) | #Review touring exhibitions documentation (E&D) |
| #Establish a process for giving away unrequired assets (furniture and equipment) ensuring no liability risks (E&D) | #Explore HES' new Traditional Skills Centre, awarded NLHF in April 2025 or some other volunteer agency avenue (NMRL by Mar 27) |
| #Rationalise FOH bins at NMOS and NMOF, pending resources (NMOF & E&D) | |
| #WLA and CE workshops planned for September (RG). | |
| #Further explore pooled delivery days with Lyreco and investigate potential for central ordering from Lyreco (Finance). Centralisation of Amazon Delivery Days emissions in CMP 25-26 (RG and Finance) | |
| #Establish new agreement and methodology about accounting for emissions from acquisitions (Collecting Depts and Coll Services) | |
| #Procurement playbook to be reviewed to ensure weighting of sustainability questions remains appropriate. Approach to supplier conversations to be discussed with key procurers and taken forward with suppliers as deemed most appropriate (Finance). | |