

Our Organisational Strategy for Sustainability 2023-2030

Action Plan 2026-2027

Approved by the Executive Team on 23 April 2026

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 registers¹, emissions management in the previous year and the Operational Plan 26-27. It includes top-down and bottom-up actions to ensure the most effective change making.

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 with colleagues and external stakeholders (Ops Plan 3.1.3)	External Relations	March 27
2	Strengthen colleagues' confidence through training and development by ensuring environmental awareness training is included in the Induction process for all new starters and the training module is reviewed in readiness whole organisation refresh training in 2027-8.	People Dept	Reintroduced to Induction process, June 26 Review by March 27

Objective 2: Deliver a collecting and research programme around climate change and biodiversity that contributes to peer and public knowledge

(Ops Plan 3.3.2)

		Action/Owner	Deadline/Target
1	Biodiversity collection development, for example whale strandings (supported by the Scottish Marine Environmental Enhancement Fund).	Natural Sciences	March 2027

¹ Environmental (Aspects and Impacts) Risk Register, Sustainability and Environmental Compliance Register and Climate Change Risk Register

2	Darwin Tree of Life next phase, 'From Natural History to Genomics' – project set-up	Natural Sciences	Dec 2026
3	DISSCo: project set-up Scanning commences [metrics TBC]	Natural Sciences	Sept 2026 March 2027
4	Tech collection development: four acquisitions sustainable solutions / fossil fuels transition.	Science & Technology	March 2027
5	Develop and steward industry/HE networks, inc. H-WU's TRANSECTS project on marine energy transitions, and at least one proposal based on a new connection.	Science & Technology	March 2027
6	Contemporary Collecting: three re upland environment management; one re peatland restoration; one re sustainable aquaculture.	Scottish History & Archaeology	March 2027
7	Develop and steward industry/HE networks, inc. peatland symposium on the material culture of peat; AHRC/Ireland environment & extraction history project	Scottish History & Archaeology	Dec 2026 March 2027

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

		Action/Owner	Deadline/Target
1	Implement a communications plan that promotes our work and shares our progress with colleagues and external stakeholders (Ops Plan 3.1.3)	External Relations	March 2027
2	Continue with external engagement to showcase our expertise (Ops Plan 3.3.3)	RG (as Owner) and cross Dept teams	March 2027
3	Create, deliver and promote a multi-platform public offer that supports greater engagement and understanding of climate change and biodiversity (Ops Plan 3.3.1)	RG (as Owner) and cross Dept teams	March 2027

Objective 4: Ensure the enhancement of biodiversity at our museum sites through responsible caretaking and regular survey work

		Action/Owner	Deadline/Target
1	Enhance biodiversity across NMoS, NMoF, NMoRL and NMCC including planting schemes and hedgerow management. (Ops Plan 3.2.1)	SA	March 2027
2	Conduct follow-up soil sampling at NMOF (Year 2) and implement way forward for NMRL	Site General Managers	November 2026

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 carbon footprint for 2025-26 and respond to any new requirements within our statutory reporting duties (Ops Plan 3.1.1)	RG	March 2027
2	Ensure operational compliance through: -the development of a <i>Sustainable Development Annual Report 2025-26</i> , - quarterly KPIs and progress updates to Trustees - delivery of actions in our three risk registers (see table below for actions)	RG and Leadership Team	August 2026 by March 2027 by March 2027
3	Ensure statutory compliance through: - the development and publication of a <i>Climate Change Report 2025-26</i> -preparation for new Climate Change Reporting Duty requirements	RG and Estates	November 2027

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	Make a capital funding application to the Scottish Government to support our decarbonisation plans, including:	Development and Estates	March 27

	-transition to air source heating and solar at NMRL -low carbon at NMCC (Ops Plan 3.1.4)		
2	Develop Building Assessment Reports for NWM and NMOF	Estates	March 2027

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 25-26 into CMP 26-27	Emissions Management Group	March 27
2	Develop and deliver knowledge-sharing online resources as appropriate	N&IP	March 27
3	Support colleagues to better understand and meet 2026-27's emissions targets through sharing practice and skills (Ops Plan 3.1.2)	People, Emissions management Group and RG	March 27

***Environmental (Aspects and Impacts) Risk Register Actions**

In addition to ongoing/general actions, specific actions for this year are below:

Meet/exceed targets for Business Travel, Food and Beverage and Purchased Goods and Services (Leadership Team)	Leadership Team	March 27
Compile a short discussion paper about EV charging at our sites	Estates, Finance, RG, Site Managers	March 27
Heating actions: a. Ongoing feasibility studies for NMCC b. Ongoing exploration of funding sources for: -Boiler replacement with more efficient gas boiler at NMCC -Development of solar panel project at NMRL (cross ref 6.1)	Estates	Various by March 27
a. Investment bid funded project to upgrade Scotland Galleries case lighting to LED - Industry and Empire L4 and Kingdom of the Scots	E&D and Estates	March 27
IT equipment:	ICT	Various by March 27

a. New policy to be developed about selection and updating of equipment b. IT hardware and supplier reviews to be undertaken c. Review of disposal of old stockpiled IT kit		
Storage of data: a. Development of data management plans (project-focussed) b. Server review then environmental management review	a. ICT & CS b. ICT and Estates	a. March 27 b. March 27
Continue review of paper trails to ensure effective use of resources	L&E	Aug 26
a. Storage Survey stage 1 (vulnerable, modern materials) b. Develop plan to move from F-gas based air handling to Calor Gas	a. CS b. Estates	a. March 27 b. March 27
Review of Hazardous Waste Disposal process and communications	People	March 27
a. Implementation of timed taps at NMRL b. Reactive replacement of taps at other sites c. Drinking water tap to be added to NMCC Building 1	Estates	Sept 26
a. Discuss with Benugo removing water from waste coffee grinds b. Review of food waste data and separation of events: daily ops waste c. Contractors at NMRL and NMOF provide food waste data for full year	NMSE	Various by March 27
Circular Economy paper to ET Tools, guidance and communication to LT	RG	Apr 26 Dec 26
Waste report to be compiled at year end 25/26	RG	May 26
Establish new agreement and methodology about accounting for emissions from acquisitions, disposals and off-site storage	Collecting Depts and Coll Services	March 27
a. Implementation of soil recommendations at NMRL b. Undertake Year 2 soil sampling at NMOF c. Continue gorse management programme	GMs	a. March 27 b. Nov 26 c. March 27
Key Estates contracts: Ensure environmental and sustainability factors are part of main contract tender process	Estates	March 27

***Climate Change Risk Register and Adaptation Plan Actions**

In addition to ongoing/general actions, specific actions for this year are below:

Develop project to establish traditional skills placements e.g. hedgerow laying	General Manager, NMRL	March 27
Review NMSE Business Plan and Procurement Strategy with climate change risks	NMSE Director	March 27
Review touring exhibitions' documentation	E&D	Mar 27
Ensure that appropriate climate risks are included in corporate risk registers	RG, KP	May 26
Work in partnership with local organisations re: Adaptation planning	SDG, RG	March 27
Review and implement SSN's Climate Leadership and Adaptation Checklists	SDG	March 27
Update Operational Plan 26-27 wording	RG	May 26
Source advise guiding organisational impact of 2°C+ impacts	RG	March 27
Update working in section 4.2 of Our Organisational Strategy for Sustainability 2023-30	RG	Apr 26

***Environmental Compliance Register Actions**

No specific new actions this year. All systems are in place and will be rolled forward.