

Appendix 4: Environmental Policy

Beyond sustainability: Climate action and politics of degrowth

“When the benefits of growth are mainly captured by an elite, [...] social disaster can result”

- Abhijit Banerjee and Esther Duflo

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1. Timespan’s habitat

Ensuring environmental stewardship and addressing the ramifications of the climate crisis stand as paramount concerns within Timespan's mission. We recognise our collective implication in climate change, each to varying extents, and we are committed to mitigating the adverse effects for the benefit of future generations, wildlife, vegetation, and the broader ecosystem. Consequently, we endeavour to comprehend and support the delicate ecological balance within which Timespan operates¹.

Achieving this requires broader contemplation of the prevailing economic, social, and political structures, particularly within a capitalist framework, which often impedes effective climate crisis management². Presently, we find ourselves entangled in unsustainable narratives of perpetual growth³, failing to acknowledge that the exploitation of resources for

¹ Landscape Character Assessment: Caithness and Sutherland - Landscape Evolution and Influences. Nature Scot:
<https://www.nature.scot/doc/landscape-character-assessment-caithness-and-sutherland-landscape-evolution-and-influences>

² Kathryn Milun, “Commons: Non-modern Arts of Governing in a Modern World,” 2015

³ Vaclav Smil, “Growth: From Microorganisms to Megacities,” The MIT Press, 2019

the benefit of a select few is driving mass extinction.

The climate crisis we face presents a complex array of environmental challenges, encompassing unstable climate⁴, severe biodiversity loss⁵, ocean acidification, desertification, pollution of freshwater⁶, global sea-level rising, melting glaciers, and cross-species viral transmission, are interlinked.

Summers are growing drier, and an increase in storms could lead to surface erosion due to heavy rainfall events. Coastal settlements may face risks from coastal flooding and storm surges, with predictions suggesting that Helmsdale may eventually be submerged by the sea in five hundred years. The peatlands of Caithness and Sutherland, essential for capturing CO2 emissions, are gradually shrinking⁷, releasing carbon dioxide into the atmosphere and contributing to global warming. Monoculture of non-native timber plantations has further depleted the soil, leaving the land vulnerable to catastrophic events like fires and flooding. Livestock farming not only emits greenhouse gases but also perpetuates environmental harm, treating animals as commodities.

Helmsdale's location on the North Coast 500, a popular tourist route, indirectly encourages extensive driving, leading to issues such as waste disposal, increased pollution, and disturbance of wildlife habitats. Moreover, the North Sea, which washes our beaches, has been a major site for fossil fuel extraction since the 1960s, despite strong opposition from activists and climate experts. The Scottish Government's recent opening of new concessions for oil extraction raises concerns about its impact on the environment.

We recognise that the challenges we face are deeply intertwined with the economic realities of our region. Helmsdale and its surrounding areas heavily rely on industries such as tourism, extractive practices, agriculture, and forestry for livelihoods. While these industries contribute to economic well-being, they also exacerbate environmental degradation and accelerate climate change. Thus, as we address the climate crisis, we must balance sustaining our local economy with safeguarding our environment. At Timespan, we are deeply concerned about this destruction, recognising its effects on the more-than-human world⁸, and on human cultures across the globe and close to home.

⁴ IPCC (2022) *Climate Change 2022: Impacts, Adaptation and Vulnerability*. Contribution of Working Group II to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [H.-O. Pörtner, D.C. Roberts, M. Tignor, E.S. Poloczanska, K. Mintenbeck, A. Alegría, M. Craig, S. Langsdorf, S. Löschke, V. Möller, A. Okem, B. Rama (eds.)]. Cambridge University Press. Cambridge University Press, Cambridge, UK

⁵ WWF (2022) *Living Planet Report 2022 – Building a nature-positive society*. Almond, R.E.A., Grooten, M., Juffe Bignoli, D. & Petersen, T. (Eds). WWF, Gland, Switzerland.

⁶ WWF (2022) *ibid*.

⁷ <https://www.ceh.ac.uk/sites/default/files/Peatland%20factsheet.pdf>

⁸ Abram, David (1996) *The Spell of the Sensuous : Perception and Language in a More-than-Human World*. Pantheon Books, New York.

It is clear that the impact of the climate crisis is uneven and unequal, and is particularly affecting areas already devastated by capitalism, colonialism and militarism. From this angle, we believe that organisations have the moral and ethical imperative to act now, not only through policies aimed at reducing their impact, but foremost through collective actions of degrowth aimed at addressing climate justice and reparation⁹.

As articulated in our [Curatorial Statement: Towards an institution of the Commons](#) and in our Strategic Plan 2025-2028, we are dedicated to pursuing actions of degrowth. We firmly believe in the necessity of shaping our societies around core values such as well-being, conviviality, autonomy, sustainability, inclusion, and care. These values inherently reject capitalist, authoritarian, patriarchal, and colonial paradigms. When we advocate for degrowth, we advocate for a conscious, collective, and intentional commitment to significantly reducing production and consumption, seeking alternatives to our current organisational models, whether economic or otherwise, and actively working towards social transformation. The concept of degrowth revolves around prioritising the reproductive economy of care and reclaiming existing commons while also fostering the creation of new ones.

Timespan pursues a dual path:

1. adopting a model of degrowth to increase care and self reflection and reduce our ecological footprint in how we manage our organisation;
2. raising awareness on the climate crisis through our activities (educational programs, exhibitions, outreach, and research), involving scientists, activists, researchers.

We are aware about the importance of reducing our individual and organisational footprint, but we are also conscious that the majority of emissions that are impacting on the climate are emitted by big corporations, and by the wealthiest people¹⁰. It is the whole system of production and accumulation that needs to be rethought, and we are fully committed in doing our best to empower the communities to look at the overall picture, encouraging a more sustainable way of living and advocating for a collective degrowth.

2. Our commitment

In full compliance with relevant legislation, Timespan commits to continuously assessing and reporting on the environmental impact of our facilities and operations. We are dedicated to reducing our environmental footprint while maximising our positive contributions. To support this endeavour, we will provide comprehensive training, information, and assistance to our staff, visiting artists, and volunteers. Furthermore, we

⁹ Decolonising Degrowth: <https://journals.sagepub.com/doi/10.1177/2514848618819478>

¹⁰ Aimee Ambrose, a professor of energy policy at Sheffield Hallam University and author of the study published in the journal *Science Direct*, says cutting the carbon footprint of the wealthiest might be the fastest way to reach net zero.

are mindful of the emotional toll that environmental degradation can take on our team and aim to acknowledge and support the management of eco-anxiety within the people we work with and we serve.

We recognise the urgent need for action on climate change across all sectors, including museums, and acknowledge the current inadequacy of the pace of change. Museums, as significant consumers of energy and resources, must adopt policies, practices, and procedures aligned with the goals of the Paris Agreement. It is imperative that all staff possess the necessary knowledge, attitudes, and skills to contribute to emissions reduction efforts.

Specifically, we commit to rapidly reducing greenhouse gas emissions, striving to achieve Net Zero by 2030, and ensuring responsible use of offsets as part of a comprehensive emissions reduction programme. Additionally, we support individuals, communities, and ecosystems in building resilience to climate impacts through education, awareness-raising, and participatory programs.

Furthermore, we will ensure that our collections are resilient to climate impacts through appropriate planning and minimising the impact of collections on climate change through reduced energy consumption. We pledge to play an active role in local, national, and international efforts to address climate change.

As part of our commitment to climate action, we will encourage and empower individuals to understand their role in reducing emissions and promote resource-sharing for nature conservation efforts. We will pursue emissions reduction across all aspects of our operations, ensuring that every action supports climate action by promoting energy efficiency, waste reduction, and renewable resources.

Moreover, we will adapt our practices, location, programme, and collection to be resilient in the face of current and projected climate change impacts. Importantly, we will undertake all climate change activities in a manner that upholds principles of climate justice and a just transition, ensuring that no communities are disenfranchised in our efforts to combat climate change while addressing other sustainable development challenges simultaneously.

3. Our Aims

3.1 Outreach, Engagement and Advocacy on the Climate Crisis

What we do:

- Conduct research and develop programmes focusing on the climate crisis, climate justice, and their intersections with colonisation, capitalism, and imperialism.
- Collaborate with partners and external networks to share our commitment to addressing the climate crisis and provide support.
- Advocate for policy changes at local, regional, and national levels to support renewable energy adoption, sustainable transportation infrastructure, and other climate-friendly initiatives.
- Participate in community-based climate action projects and initiatives, such as tree planting, beach clean-ups, and local sustainability campaigns, with the support of local organisations as the Highlands and Islands Climate Hub and RSPB.
- Continuously evaluate and improve our environmental performance by seeking feedback from stakeholders, conducting regular audits and assessments, and incorporating lessons learned into our practices and policies.

What we would like to do or implement:

- Collaborate more with local stakeholders, including government agencies, businesses, and community groups, to develop and implement comprehensive climate action plans for our region.
- Engage with marginalised communities and vulnerable populations to ensure that climate action initiatives are inclusive and equitable, and address the disproportionate impacts of climate change on these groups.

3.2 Look regularly at our operations to make them the best that they can be

What we currently do:

- incentivise environmentally gentle modes of travel - e.g. slow travel by train
- where flights are used, we use direct flights with carbon offsets
- Integrate principles of environmental sustainability and climate resilience into all aspects of our operations, including decision-making processes, facility management, and programme development, through the use of Creative Carbon Scotland's Carbon Management tool.
- Acknowledge the environmental impacts of digital work and strive for a balanced approach that utilises digital mediums effectively while considering longer-lasting, ethically produced technologies.
- Although we are situated in a remote location, where cars are essential for transport due to lack of public services, we try our best to use and promote public transport between our team, collaborators and visitors.
- Team's work trips are already reduced at the very essential
- Provide training to staff, volunteers, and visitors on sustainable practices and the importance of reducing their carbon footprint through informational materials, workshops, and events.

What we would like to do or do better:

- Improve staff well-being by supporting work-life balance and promoting activities that enhance health and well-being.
- Promote more home and flexible working arrangements to further reduce carbon emissions from travel.

3.2.1 Exhibition and Programme

What we currently do:

- Minimise transportation emissions by considering the lowest carbon emission options available for transportation and shipping of exhibition materials.
- Use exhibition components that can be donated, reused, or repurposed for future exhibitions, and avoid single-use or disposable exhibition materials whenever possible.
- Raise awareness among exhibition visitors about the environmental impact of the art world and the importance of sustainable practices.
- Use LED spotlights in gallery lighting

What we aim to do:

- Reduce the number of exhibitions per year to reorient the "art-show-as-consumer-product" system, encourage deeper public engagement, and allocate funding to support artists' creative processes.
- use green logistics for shipping and transporting artworks, such as freight decarbonisation or carbon neutral transport.
- Conduct periodic audits of exhibition practices to assess environmental impact and identify areas for improvement in our operations.
- Utilise digital materials such as QR codes for accessing online booklets and virtual tours to reduce the need for printed materials, and use digital labels for artwork descriptions.
- Implement strict environmental controls, including temperature and humidity monitoring, to preserve artworks and artefacts in our exhibitions.

3.2.2 River Cafe

What we currently do:

- Prioritise sourcing ingredients from the Helmsdale Kitchen Garden or local suppliers to minimise transportation emissions and support the local economy.
- Choose products and ingredients with sustainable certifications, such as Fair Trade, Organic, or MSC for seafood, to promote environmentally friendly practices.
- Implement food waste reduction strategies, including accurate portioning, creative use of leftovers, and composting organic waste to minimise waste sent to landfills.

- Minimise the use of single-use plastics and disposable items in our operations by opting for reusable or biodegradable alternatives.
- Regularly inspect and maintain plumbing systems to identify and fix any leaks promptly, conserving water and preventing unnecessary wastage.
- Use environmentally friendly cleaning products to reduce the impact of chemical pollutants on both our staff and the environment.
- Opt for washable cutlery and crockery, and utilise cups, plates, and cutlery made from recycled materials when washable options are not practical.

What we aim to do:

- Expand vegetarian and vegan options on the menu to promote plant-based diets, which have a lower environmental impact.
- Implement water-saving measures in the kitchen and dining area, such as installing low-flow faucets and adopting efficient dishwashing practices to conserve water.
- Implement energy-saving measures, such as switching to energy-efficient appliances and lighting, to reduce our overall energy consumption and carbon emissions.
- Participate in initiatives or programmes that promote sustainable practices in the food service industry, such as the Sustainable Restaurant Association or similar organisations.
- Continuously evaluate and improve our operations by seeking feedback from customers, staff, and stakeholders, and incorporating best practices and innovative solutions to further enhance our environmental performance.
- Implement water-saving measures in the kitchen and dining area, such as low-flow faucets and efficient dishwashing practices.

3.3 Take care of resources and not be wasteful

What We Currently Do:

- We prioritise sourcing all cleaning materials from environmentally friendly sources to minimise chemical pollutants and reduce our environmental footprint.
- We maintain separate bins for paper and non-recyclable materials, ensuring proper recycling of plastic, glass bottles, cans, and cartons in designated facilities. Our commitment to effective waste management extends to actively recycling used paper for draft documents and maintaining printer settings at draft print and black/white only, except for important external documents.
- Our on-site composting facilities located in the garden allow us to manage organic waste effectively, diverting biodegradable waste from landfills and contributing to soil health and fertility.
- We prioritise the avoidance of unnecessary use of hazardous materials and products, ensuring proper recycling of all chemical hazardous materials in designated council facilities to safeguard human health and the environment.

- We actively reduce waste through re-use and recycling by purchasing recycled, recyclable, or refurbished products and materials whenever feasible. Additionally, we implement initiatives such as reusing key items like showcases in exhibitions and recycling conservation packing materials.
- Through our procurement process, we explore options with suppliers to help us reduce environmental impact, promoting sustainability throughout our supply chain.

What We Aim to Do:

- We aspire to implement a comprehensive zero-to-landfill waste policy, aiming to minimise waste generation and divert all waste from landfills through recycling, composting, and other sustainable practices.
- We plan to maintain extensive recycling facilities at all sites, ensuring convenient and accessible options for waste segregation and recycling for both staff and visitors.
- In our commitment to reducing single-use plastics, we will provide museum staff with 'keep cups' and refillable water bottles, encouraging reusable alternatives to single-use plastic items.
- To further promote responsible waste management, we will set up clearly labelled recycling and composting bins for both customers and staff, fostering a culture of environmental stewardship and waste reduction.

3.4 Enhance Building Management and Collections Care

We acknowledge our ageing buildings make power (particularly electricity) and water consumption a major challenge and will continue to identify ways to manage usage and improve efficiency and reduce our carbon emissions.

What we do:

- The museum uses a passive infrared switch to reduce overheads, provide better access and flexibility of operation for staff.
- The use of low energy bulbs (LED) has been installed where appropriate and an evaluation of spotlight position has recently reduced the number required throughout the museum.
- We ensure that lights and heaters are switched off when leaving workspaces to minimise energy consumption.
- We power off all electrical devices at night to prevent standby currents and conserve energy.
- Thanks to Museum Gallery Scotland Resilience Fund, we managed to install a new biomass boiler that is currently reducing our woodchip consumption of 80%
- Wood Chip is locally sourced and donated by the Welbeck Estate, local estate with a reforestation plan in place

What we would like to do:

- We are working to be part of a community sustainable micro-generation system(s) promoted by the Helmsdale & District Community Council and sustained by SSE Gordonbush Wind Farm Community Fund. The fund should help us in implementing energy efficiency measures such as insulation improvements and LED lighting upgrades and microgeneration, such as solar photovoltaic (PV) panels.
- Planning phased building redevelopment work and infrastructure upgrades to enhance efficiency and environmental performance.
- Transitioning to low-energy lighting by replacing current lights with energy-efficient bulbs (LEDs) where suitable.
- Conducting assessments to optimise spotlight positioning, thereby reducing the overall number of fixtures required throughout the museum.
- Implementing a sustainable approach to collections management through meticulous monitoring and adopting low-energy or passive environmental control strategies where feasible.

3.5 Realise Our Aspirations for Net Zero Through Building Redevelopment

Founded in 1986, our building's history dates back to the 1820s, during Helmsdale's fishing boom, when it served as a curing yard. Over the following century, the building underwent transformations into a shop and gas station before being repurposed as the Helmsdale Heritage and Arts Society (known today as Timespan) in the 1980s, thanks to the initiative of a group of community members. Since then, we have undergone significant redevelopment in 2007. The building infrastructure is outdated, suffering from wear and tear, and we are planning to undergo an ambitious redevelopment project. With a more energy-efficient building and a lower impact, we can exemplify a model of critical creative space in an area that is becoming increasingly central to debates on environmental sustainability. While we are a vulnerable community and environment in some respects, we are well-placed to lead as a case study for long-term sustainability.

What we would like to do:

- Collaborate closely with building design experts to comprehensively assess environmental impacts before embarking on any redevelopment projects.
- Set a target to achieve Net Zero carbon emissions for all newly developed buildings.
- Develop and implement an operational Action Plan annually to monitor and report on environmental impact areas, including energy, water, and waste levels.
- Conduct a feasibility study in collaboration with specialist architects to explore a sensitive renovation approach for our diverse range of buildings, including exploring sustainability options such as improvements to windows, insulation, and energy-efficient measures.

- Invest in upgrades to reduce energy consumption, lower greenhouse gas emissions, and create a more environmentally friendly facility.
- Prioritise sourcing materials and services from local suppliers to reduce transportation-related emissions and support the local economy.
- Maximise energy efficiency in project planning and explore options for optimising energy usage, such as upgrading lighting, heating, and cooling systems.
- Minimise waste throughout the project lifecycle by implementing strategies for reducing, reusing, and recycling materials, and incorporating waste reduction measures into daily operations.

3.6 Keep monitoring and reporting our consumption

- Complete an annual Carbon Management report as part of our requirements as a Regularly Funded Organisation (RFO) for Creative Scotland, which includes yearly calculation of our carbon footprint.
- Ensure that all board members, staff, and volunteers working at and supporting Timespan are actively engaged in ecological responsibility and encouraged to suggest improvements.
- Keep our actions in line with our aim of Delivering Change, and Enacting Strategies of Resilience and Degrowth, through following a clear action plan.
- Regularly review and update environmental policies and practices to align with best practices and emerging sustainability standards.
- Track progress, identify areas for improvement, and maintain accountability through ongoing monitoring and reporting of environmental stewardship efforts.

4. Mitigation

While we hope to have a positive impact on the climate emergency through our model of working, and the content of our programmes, there will be a wide range of impacts increasingly felt as we move into an uncertain future. Not the least of which is unpredictability. Increasing our resilience as an organisation is fundamental, as is working with the diversity of our communities to foster resilience and reliance on skills and resources within the community.

We are working on raising funding to conduct a feasibility study to drastically improve Timespan's energy efficiency and to reduce our carbon emissions to net zero by 2030. This feasibility study comprehends a risk and vulnerability assessment for our building. As part of the Feasibility Study we are planning to develop a comprehensive Climate Change Adaptation Plan. We recognise the importance of collaborating with local environmental hubs and academic institutions to ensure the plan is both thorough and effective. Furthermore, we will regularly assess and update our mitigation strategies in line with scientific advancements and best practices in environmental stewardship.

We also work with the University of Saint Andrews within the framework “Cultural Heritage Action on Climate Change” to understand and monitor the effects of climate change through digital models that can predict the effects on the land and the heritage of the area. This study is taking the shape of an international consortium of Universities and organisations interested in understanding the meaning of climate change on both local and global scale. Achieving this can underpin and develop support for the policies and behaviours that are needed to bring global warming under control which is in turn a precondition for the transmission of heritage to future generations.

We can exemplify a model of critical creative space in an area which is less and less peripheral to debates on environmental sustainability. Wind and tidal power, its benefits and impacts, carbon sequestration and peatland restoration with their associated landed power differentials, as well as migration and the strength inherent in the experience of crofting and managing marginal environments, all make North Highlands a very important and distinctive place to explore the climate emergency. While we are a vulnerable, and in some respects fragile, community and environment, we are well placed to be at the forefront of as a case study for long term sustainability.

We already have modelled the impact of sea level change for Helmsdale, and acknowledge the impact that a range of climate impacts could have on visitor numbers: carbon tax, natural disasters, changing tourism patterns, all could reduce footfall. However, our diversity again is a strength in that we have a mixed attendance, and while people travelling from both national and international places do make up some of our visitors, we also have a vibrant local attendance.

We annually monitor our impact through a Carbon Management report as part of our requirements as a Regularly Funded Organisation (RFO) for Creative Scotland. This includes yearly calculation of our carbon footprint. The following matches the categories set out in our yearly report. These elements all help us understand the role our business will play as we move into an uncertain future, ensuring our ability to remain relevant and thus our long term business sustainability.

4.1 International collaborations

Our international work is limited and extremely selected, but absolutely essential for exchanging perspectives, enriching our point of view and maturing as an organisation. Furthermore, our plan for future collaborations is to implement partnerships with smaller organisations from the Global South, in order to share the resources at our disposal and work together with an anti-imperialist approach focused on reparation.

Projects are always accompanied by an initial Environmental Impact Assessment that can calculate the impact of each collaboration and international work. This assessment considers qualitative and cultural impacts alongside quantitative measures to ensure a holistic understanding of our project's effects on the environment. We are currently working on developing an inseting strategy, to rebalance our carbon footprint.

We believe, however, that these analytical tools based on a numerical approach are limited and have to consider a wide range of factors that cannot be quantified numerically, such as the cultural impact. While the Global North has a duty to reduce emissions, the Global South, colonised and extracted, can't adopt the same assessment grid. We will keep all these considerations in mind before starting a project, also considering the fact that we are in a remote and marginal location where we already suffer from isolation, so we would like to continue to travel little but consciously.

We hope that through our examination of our historical and current impact on other countries we will be able to inspire some sustainable behaviour change in our visitors, and this involves not simply local practices but as consumers with global reach, our impacts on other countries also bear examination. We are currently planning to engage in a Climate Consortium with European partners looking at mitigation issues associated with cultural and natural heritage.

Action Plan

Area	Action/outcome	Measure of Success	Timescale	Who
1. Outreach, Engagement and Advocacy on the Climate Crisis	Conduct research and develop programmes focusing on the climate crisis, climate justice, and their intersections with colonisation, capitalism, and imperialism.	Implementation and completion of exhibitions, programmes and activities.	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator
1. Outreach, Engagement and Advocacy on the Climate Crisis	Identify and establish partnerships with relevant global organisations and networks	Implementation of international partnerships	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator
1. Outreach, Engagement and Advocacy on the Climate Crisis	Collaborate more with local stakeholders, including government agencies, businesses, and community groups, to develop and implement comprehensive climate action plans for our region	Increased collaboration with local stakeholders.	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Board of Trustees

1. Outreach, Engagement and Advocacy on the Climate Crisis	Lobby policymakers and decision-makers to enact legislation or regulations aimed at mitigating the climate crisis	Positive policy changes at local, regional, and national levels.	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Board of Trustees
1. Outreach, Engagement and Advocacy on the Climate Crisis	Engage with marginalised communities and vulnerable populations to ensure that climate action initiatives are inclusive and equitable, and address the disproportionate impacts of climate change on these groups.	Improved engagement with marginalised communities and vulnerable populations.	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator
2. Look regularly at our operations to make them the best that they can be	Incentivise environmentally gentle modes of travel - e.g. slow travel by train	Increased uptake of environmentally friendly travel options	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Use direct flights with carbon offsets where flights are necessary	Reduction of our Carbon emissions	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator
2. Look regularly at our operations to	Integrate principles of environmental sustainability and climate resilience into all aspects	Reduction of our Carbon emissions	Ongoing 2025-2028	Curator / Director, Board of Trustees

make them the best that they can be	of our operations, including decision-making processes, facility management, and programme development, through the use of Creative Carbon Scotland's Carbon Management tool			
2. Look regularly at our operations to make them the best that they can be	Investing in longer-lasting, ethically produced technologies	Reduction of our Carbon emissions	Ongoing 2025-2028	Curator / Director, Finance Manager, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Promote the use of public transport among team, collaborators, and visitors	Increased use of public transport among stakeholders	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Provide training on sustainable practices and the importance of reducing carbon footprint	Increased awareness and adoption of sustainable practices	Ongoing 2025-2028	Curator / Director, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Promote more home and flexible working arrangements to further reduce carbon emissions from travel	Improved work-life balance and reduced carbon emissions	Ongoing 2025-2028	Curator / Director, Board of Trustees

<p>2. Look regularly at our operations to make them the best that they can be</p>	<p>Minimise transportation emissions by considering the lowest carbon emission options available for transportation and shipping of exhibition materials</p>	<p>Reduced carbon emissions from transportation</p>	<p>Ongoing 2025-2028</p>	<p>Curator / Director, Heritage and Digital Curator, Board of Trustees</p>
<p>2. Look regularly at our operations to make them the best that they can be</p>	<p>Use exhibition components that can be donated, reused, or repurposed for future exhibitions, and avoid single-use or disposable exhibition materials whenever possible</p>	<p>Reduced waste and environmental impact from exhibitions</p>	<p>Ongoing 2025-2028</p>	<p>Curator / Director, Heritage and Digital Curator, Board of Trustees</p>
<p>2. Look regularly at our operations to make them the best that they can be</p>	<p>Raise awareness among exhibition visitors about the environmental impact of the art world and the importance of sustainable practices</p>	<p>Increased awareness and adoption of sustainable practices among visitors</p>	<p>Ongoing 2025-2028</p>	<p>Curator / Director, Heritage and Digital Curator, Board of Trustees</p>
<p>2. Look regularly at our operations to make them the best that they can be</p>	<p>Reduce the number of exhibitions per year to reorient the "art-show-as-consumer-product" system, encourage deeper public engagement, and allocate funding to support artists' creative processes</p>	<p>Reduced environmental impact and increased support for artists</p>	<p>Ongoing 2025-2028</p>	<p>Curator / Director, Heritage and Digital Curator, Board of Trustees</p>

2. Look regularly at our operations to make them the best that they can be	Use green logistics for shipping and transporting artworks, such as freight decarbonisation or carbon-neutral transport	Reduced carbon emissions from transportation	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Conduct periodic audits of exhibition practices to assess environmental impact and identify areas for improvement in our operations	Improved environmental practices in exhibitions	2025	Curator / Director, Heritage and Digital Curator, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Utilise digital materials such as QR codes for accessing online booklets and virtual tours to reduce the need for printed materials, and use digital labels for artwork descriptions	Reduced paper usage and environmental impact	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Implement strict environmental controls, including temperature and humidity monitoring, to preserve artworks and artefacts in our exhibitions	Preservation of artworks and artefacts while minimising energy usage	2025	Curator / Director, Heritage and Digital Curator, Board of Trustees
2. Look regularly at our operations to	Prioritise sourcing ingredients locally to minimise transportation	Reduced carbon footprint of food sourcing and support for local economy	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Board of

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make them the best that they can be	emissions and support the local economy			Trustees
2. Look regularly at our operations to make them the best that they can be	Choose products and ingredients with sustainable certifications, such as Fair Trade, Organic, or MSC for seafood	Promoted environmentally friendly practices in sourcing	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Implement food waste reduction strategies, including accurate portioning, creative use of leftovers, and composting organic waste	Reduced food waste and environmental impact	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cafe Team, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Minimise the use of single-use plastics and disposable items by opting for reusable or biodegradable alternatives	Reduced environmental impact of cafe operations	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cafe Team, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Regularly inspect and maintain plumbing systems to identify and fix any leaks promptly	Conservation of water resources	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cafe Team, Board of Trustees
2. Look regularly at our operations to	Use environmentally friendly cleaning products	Reduced environmental impact of cleaning	Ongoing 2025-2028	Curator / Director, Heritage and Digital

make them the best that they can be		operations		Curator, Cleaning Team, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Opt for washable cutlery and crockery, and utilise cups, plates, and cutlery made from recycled materials when washable options are not practical	Reduced waste and environmental impact from disposable items	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cafe and Cleaning Teams, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Expand vegetarian and vegan options on the menu	Promoted plant-based diets with lower environmental impact	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cafe Team, Board of Trustees
2. Look regularly at our operations to make them the best that they can be	Implement water-saving measures, such as low-flow faucets and efficient dishwashing practices	Reduced water usage and environmental impact	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cafe Team, Board of Trustees
3. Take care of resources and not be wasteful	Prioritise sourcing all cleaning materials from environmentally friendly sources	Reduced environmental footprint from cleaning operations	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cleaning Team, Board of Trustees

3. Take care of resources and not be wasteful	Maintain separate bins for paper and non-recyclable materials, ensuring proper recycling of plastic, glass bottles, cans, and cartons	Effective waste management with proper recycling	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
3. Take care of resources and not be wasteful	Actively recycle used paper for draft documents and maintain printer settings at draft print and black/white only, except for important external documents	Reduced paper waste and ink/toner consumption	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
3. Take care of resources and not be wasteful	Manage organic waste effectively through on-site composting facilities, diverting biodegradable waste from landfills and contributing to soil health and fertility	Reduced organic waste sent to landfills	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cafe Team, Board of Trustees
3. Take care of resources and not be wasteful	Avoid unnecessary use of hazardous materials and products, ensuring proper recycling of all chemical hazardous materials in designated council facilities	Proper disposal of hazardous materials to safeguard human health and the environment	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Cafe and Cleaning Teams, Board of Trustees

3. Take care of resources and not be wasteful	Reduce waste through re-use and recycling by purchasing recycled, recyclable, or refurbished products and materials whenever feasible	Reduced waste generation and landfill diversion	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
3. Take care of resources and not be wasteful	Explore options with suppliers to help reduce environmental impact and promote sustainability throughout the supply chain	Enhanced sustainability practices in procurement	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Board of Trustees
3. Take care of resources and not be wasteful	Implement a comprehensive zero-to-landfill waste policy, aiming to minimize waste generation and divert all waste from landfills through recycling, composting, and other sustainable practices	Minimal waste sent to landfills	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
3. Take care of resources and not be wasteful	Maintain extensive recycling facilities at all sites, ensuring convenient and accessible options for waste segregation and recycling for both staff and visitors	Increased recycling rates and waste diversion	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees

3. Take care of resources and not be wasteful	Provide museum staff with 'keep cups' and refillable water bottles to reduce single-use plastics	Reduced single-use plastic consumption among staff	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
3. Take care of resources and not be wasteful	Set up clearly labelled recycling and composting bins for both customers and staff, fostering a culture of environmental stewardship and waste reduction	Increased participation in recycling and composting	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
4. Enhance Building Management and Collections Care	Identify ways to manage power (particularly electricity) and water consumption, improve efficiency, and reduce carbon emissions	Improved management of power and water consumption	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
4. Enhance Building Management and Collections Care	Use passive infrared switches to reduce overheads, provide better access and flexibility of operation for staff	Enhanced convenience and flexibility for staff	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
4. Enhance Building Management and Collections Care	Install low-energy bulbs (LEDs) where appropriate and evaluate spotlight positions to reduce the	Reduced energy consumption from lighting	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees

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	number required throughout the museum			
4. Enhance Building Management and Collections Care	Ensure lights and heaters are switched off when leaving workspaces to minimise energy consumption	Reduced energy wastage	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
4. Enhance Building Management and Collections Care	Power off all electrical devices at night to prevent standby currents and conserve energy....	Reduced energy consumption during non-operational hours	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
4. Enhance Building Management and Collections Care	Transition to low-energy lighting by replacing current lights with energy-efficient bulbs (LEDs) where suitable.....	Reduced energy consumption from lighting	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Team, Board of Trustees
4. Enhance Building Management and Collections Care	Plan phased building redevelopment work and infrastructure upgrades to enhance efficiency and environmental performance	Enhanced building efficiency and reduced environmental impact	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
4. Enhance Building Management and Collections Care	Be part of a community sustainable micro-generation system promoted by the	Increased reliance on renewable energy sources and reduced carbon	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Project Manager

	Helmsdale & District Community Council and sustained by SSE Gordonbush Wind Farm Community Fund	emissions		(redevelopment), Board of Trustees
4. Enhance Building Management and Collections Care	Conduct assessments to optimize spotlight positioning, thereby reducing the overall number of fixtures required throughout the museum	Reduced energy consumption from lighting	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
4. Enhance Building Management and Collections Care	Implement a sustainable approach to collections management through meticulous monitoring and adopting low-energy or passive environmental control strategies where feasible	Enhanced environmental preservation and reduced energy consumption in collections management	Ongoing 2025-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
5. Realise Our Aspirations for Net Zero Through Building Redevelopment	Collaborate closely with building design experts to comprehensively assess environmental impacts before embarking on any redevelopment projects	Comprehensive understanding of environmental impacts and considerations integrated into redevelopment plans	During and after building redevelopment 2027-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees

5. Realise Our Aspirations for Net Zero Through Building Redevelopment	Set a target to achieve Net Zero carbon emissions for all newly developed buildings	Newly developed buildings achieving Net Zero carbon emissions	During and after building redevelopment 2027-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
5. Realise Our Aspirations for Net Zero Through Building Redevelopment	Develop and implement an operational Action Plan annually to monitor and report on environmental impact areas, including energy, water, and waste levels	Effective monitoring and reporting on environmental impact areas	During and after building redevelopment 2027-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
5. Realise Our Aspirations for Net Zero Through Building Redevelopment	Conduct a feasibility study in collaboration with specialist architects to explore a sensitive renovation approach for diverse range of buildings, including exploring sustainability options such as improvements to windows, insulation, and energy-efficient measures	Feasibility study completed with viable sustainability options identified	During feasibility study 2024 - 2025	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
5. Realise Our Aspirations for Net Zero Through	Invest in upgrades to reduce energy consumption, lower greenhouse gas emissions, and	Reduced energy consumption, lower greenhouse gas emissions, and improved	During and after building redevelopment 2027-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board

Building Redevelopment	create a more environmentally friendly facility	environmental performance		of Trustees
5. Realise Our Aspirations for Net Zero Through Building Redevelopment	Prioritise sourcing materials and services from local suppliers to reduce transportation-related emissions and support the local economy	Reduced transportation-related emissions and support for local economy	During and after building redevelopment 2027-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
5. Realise Our Aspirations for Net Zero Through Building Redevelopment	Maximise energy efficiency in project planning and explore options for optimising energy usage, such as upgrading lighting, heating, and cooling systems	Increased energy efficiency and optimized energy usage	During and after building redevelopment 2027-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
5. Realise Our Aspirations for Net Zero Through Building Redevelopment	Minimise waste throughout the project lifecycle by implementing strategies for reducing, reusing, and recycling materials, and incorporating waste reduction measures into daily operations	Reduced waste generation and increased waste diversion	During and after building redevelopment 2027-2028	Curator / Director, Heritage and Digital Curator, Project Manager (redevelopment), Board of Trustees
6. Keep monitoring and reporting our consumption	Complete an annual Carbon Management report, including yearly calculation of carbon footprint	Annual completion of Carbon Management report	Annually	Curator / Director, Board of Trustees

6. Keep monitoring and reporting our consumption	Ensure that all board members, staff, and volunteers working at and supporting Timespan are actively engaged in ecological responsibility and encouraged to suggest improvements	Increased engagement of board members, staff, and volunteers in ecological responsibility	Ongoing 2025-2028	Curator / Director, Team, Board of Trustees
6. Keep monitoring and reporting our consumption	Keep actions in line with the aim of Delivering Change, and Enacting Strategies of Resilience and Degrowth, through following a clear action plan	Alignment of actions with aims of Delivering Change, and Enacting Strategies of Resilience and Degrowth	Ongoing 2025-2028	Curator / Director, Board of Trustees
6. Keep monitoring and reporting our consumption	Regularly review and update environmental policies and practices to align with best practices and emerging sustainability standards	Environmental policies and practices updated to align with best practices and emerging sustainability standards	Ongoing 2025-2028	Curator / Director, Board of Trustees
6. Keep monitoring and reporting our consumption	Track progress, identify areas for improvement, and maintain accountability through ongoing monitoring and reporting of environmental stewardship efforts	Improved environmental stewardship efforts through ongoing monitoring and reporting	Ongoing 2025-2028	Curator / Director, Board of Trustees

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