

NMIS

National
Museums
of Scotland

Annual Review

April 2002 - March 2003





Our Vision:

A world class museums service that informs, educates and inspires.

Our Mission:

We preserve, interpret and make accessible for all, the past and present of Scotland, of other nations and cultures, and of the natural world.

*Front cover: Tropical butterfly, **Morpho amathonte**, from Columbia, NMS collections.*



Rising to the challenge

*The Red Arrows performing at the Museum of
Flight Annual Airshow, July 2002.*

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National Heritage
(Scotland) Act 1985.*

SE/2003/238

Excellence, acce and continui



Accessibility

and continuing improvement

*A record 1.33 million people visited
our museums this year*

Chairman and Director's introduction

Excellence, accessibility and continuing improvement have been the guiding principles behind what we have all been doing at NMS during this, the first year for both of us, as Chairman and Director respectively.

During the year, we have worked hard to widen access to NMS collections, attracting a larger and more diverse audience and offering improved services to the public in Scotland and worldwide. The year has also been one in which much effort has been put into reviewing what we do, and carrying out discussions with our staff and stakeholders, so as to build a new vision for the future. In this way we aim to release more of the enormous potential of NMS collections and the expertise and skills of our staff. We aim also to ensure that, as an organisation, we can rise to meet – and let us hope exceed – the expectations of our increasingly diverse audiences.

In 2002/03, the museums looked after by NMS attracted a record 1.33 million visitors. The 2 million page visits to our website represent an increase of 30% on the previous year. Online learning resources, such as those developed for the exhibition *Game-On: the History, Culture and Future of Videogames*, were made available to learners across the world. That will be an excellent model for further online developments. The internationally important exhibition, *Forbidden City: Treasures of an Emperor*, showed unique treasures from the Imperial Palace in Beijing and was a world first for Scotland. Partnership learning projects, such as *Encounters*, with Artlink Midlothian, enabled people with widely different learning styles to draw inspiration from our collections for their own creative projects. Through Science Zone, a new

collaborative project with the University of Edinburgh, we ran science workshops and events for over 14,000 people of all ages, as a key part of the Edinburgh International Science Festival.

Our excellent record of published research was maintained with a significant range of items – many in collaboration with other scholars – appearing in academic publications. This demonstrated the significance and capacity of the research effort of NMS.

We continued our support for the museum community in Scotland. Partnerships such as that with Groom House Museum in Rosemarkie, which drew on NMS material for part of its successful exhibition *Hugh Miller: Local Hero*, show how the national collections can assist a local community to access its heritage.

Over the past 12 months we have created a clear focus for the future by agreeing an ambitious vision for NMS. Our aspiration, to provide 'a world class museums service that informs, educates and inspires', is high; but we believe that NMS can and should rank among the best museum services in the world. As the first steps to achieve this vision, we are determined to invest more in our people; revitalise the Royal Museum; ensure the best possible care for our collections; share our research findings more widely; and work with communities and individuals to enrich the lives of all those who are touched by the work of the National Museums of Scotland.

Lord Wilson of Tillyorn
Chairman of the Board of Trustees

Dr Gordon Rintoul
Director

Dr Gordon Rintoul, Director, and Lord Wilson of Tillyorn, Chairman, holding two recent NMS acquisitions: a 45 million year old fossil fish found in North America, and a contemporary interpretation of a sporran by Scottish jeweller Geoff Roberts.

*We will put users at the heart of all we do.
We will increase our emphasis on learning
and on partnership working*

Change and transformation

Consultation, new ideas and change marked a year which saw NMS build on acknowledged excellence and a decade of achievement, notably the opening of the Museum of Scotland in 1998, to ensure that Scotland's national museum service continues to excel in its response to the many new challenges and opportunities that lie ahead.

2002/03 has been a year to take stock of our strengths, to talk to the many people we serve about their expectations of NMS in this new century, to question our own assumptions about our role, and to distil all of this into a new vision for the future. We have set out aims and values which will ensure that NMS contributes fully to national agendas for culture, learning and tourism, both nationally and internationally.

Our consultation showed that NMS stakeholders place a high value on the continuation and enhancement of the support which NMS has provided for many years to the Scottish museum and heritage sector.

Within the framework of the National Cultural Strategy, published in 2000, NMS has been actively engaged in initiatives to identify key challenges facing the museums sector in Scotland. In July 2002 the results of a national audit of museums were published by the Scottish Museums Council on behalf of the Scottish Executive. This was followed by a national consultation to inform a new action plan for museums. In its response, NMS proposed a more clearly defined and significant role, in which we could provide advice and support at a national level and be involved with strategic partnerships to enable all of Scotland's museums to make a full contribution to the national agenda. Both elements of this role are key commitments in the *Action Framework for*

Museums in Scotland announced by the Minister for Tourism, Culture and Sport in August 2003.

In the spring of 2002, NMS Trustees agreed *The Way Ahead* programme of change and review, to enable the organisation to provide an enhanced service to the public and to operate with greater efficiency and effectiveness.

At the programme's centre was the creation of a new vision, values and strategic aims. Launched in July 2003, in a new Corporate Plan, these set a new direction and impetus for all the activities of NMS. We will put users at the heart of all we do. We will increase our emphasis on learning and on partnership working. We are giving ourselves a clearer focus on the care and management of our collections, and planning a major investment in digital access.

Many of *The Way Ahead* projects were completed during the year; others are well under way. In August 2002, a new senior management structure was created, with five roles responsible for Collections, Finance and Resources, Facilities Management and Projects, Marketing and Development and Public Programmes. The new reporting structure has already helped NMS sharpen its focus on key activities and responsibilities. A review of the commercial activities of NMS resulted in the creation of a single company, with a new Managing Director responsible for all corporate hire, catering, publishing and retailing across NMS.





Delivering excellence

Major investment in infrastructure and the modernisation of our business processes has begun. IT systems have been transformed; the first phase of major office accommodation improvements has been completed and a managers' development programme has been launched. We are giving a better service to the public. A scheme to upgrade a range of galleries in the Royal Museum is underway, prior to major redevelopment through the Royal Museum Masterplan. Staff teams have introduced better systems for cleaning and maintenance. A two-year programme of improvements to signage, facilities and exhibitions in the Museum of Scotland is underway, together with planning for a major new gallery showing Scotland in the 20th century.

We have taken the first steps in our journey through this exciting and demanding period of change. Over the coming years we intend to position NMS as one of the leading museum services in the world, delivering excellence to users everywhere.

Royal Museum/ Museum of Scotland overall satisfaction rating (on a scale out of 10) of visit (Annual Visitor Survey)

1999/2000	8.4
2000/01	8.5
2001/02	8.5
2002/03	8.5

*Tropical butterflies, (top) **Morpho amathonte**, from Columbia and (bottom) **Penthema lisarda** from India, NMS collections.*

Interactive learning

The new Ancient Egypt gallery in the Royal Museum has been a big hit with schools.

Children enjoying Victorian life below stairs at Shambellie House Museum of Costume.

Learning, access and exhibitions

Inspiring people to learn is a key objective of all our public services. We are expanding our schools, outreach and lifelong learning programmes, enabling a wider range of audiences to enjoy and learn from NMS collections.

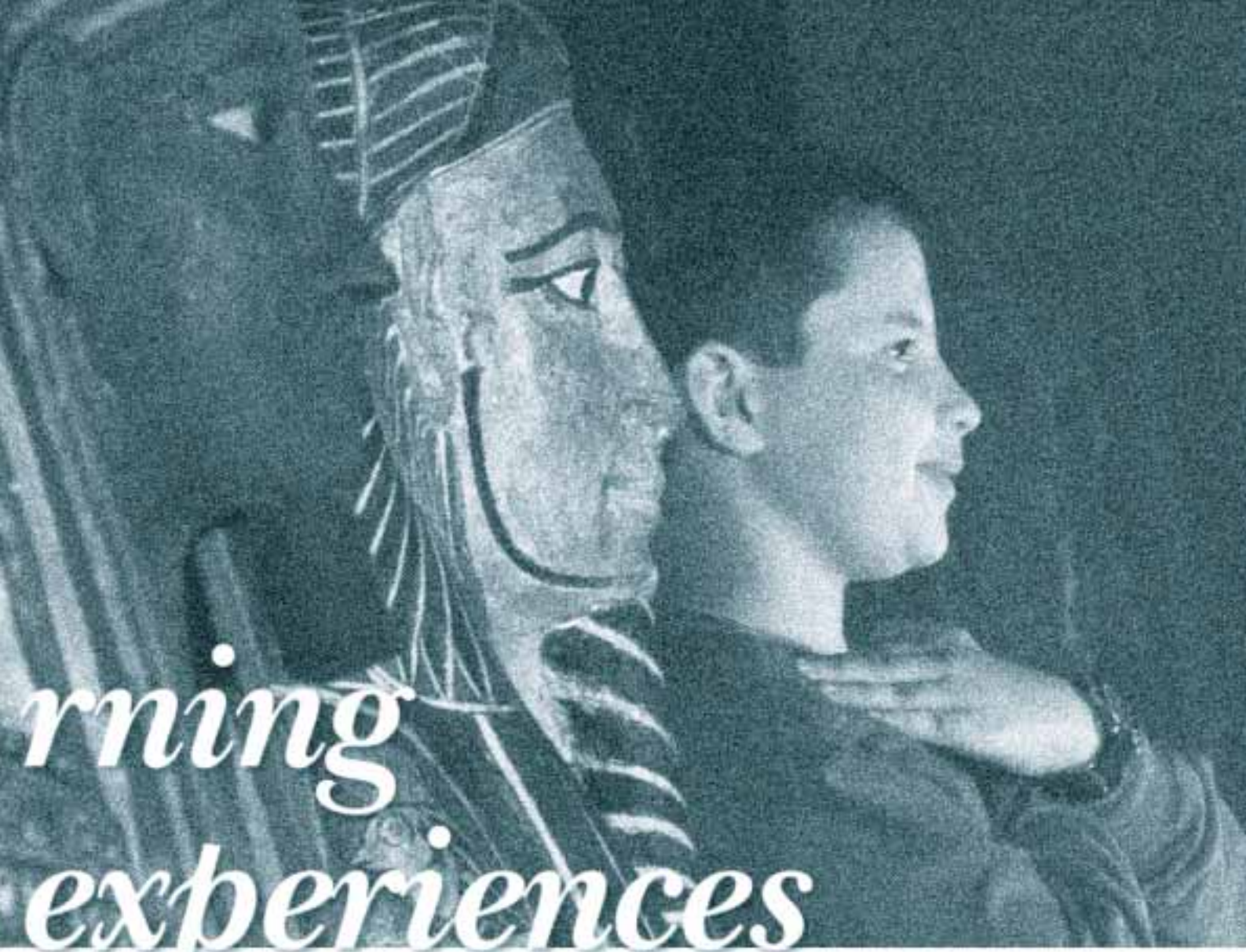
Our schools provision exceeded its 2002/03 target with over 45,000 school visitors taking part in museum and community-based learning programmes. We have increased the scope of programming for schools to reach a wider age range.

New study days for secondary history students at the National War Museum of Scotland and jewellery design

workshops at the Royal Museum were fully booked, demonstrating that we can successfully contribute to the secondary school curriculum. Live interpretation remains a strong draw for our school audiences, with drama programmes on Robert Burns at the Royal Museum and the Museum of Scottish Country Life, as well as Victorian life below stairs at the Museum of Costume.

NMS provides learning opportunities for people of all ages, backgrounds, cultures and abilities, wherever they are located. Our touring exhibition *Discovery on the Move* visited five communities in the Highlands, South Lanarkshire and Dumfries & Galloway, working with schools, and with adults who have a range of learning styles. Video-conferencing brought workshops on Ancient Egypt, Victorians and Early





Learning experiences

People to pupils in schools in Argyll and Bute. The success of our *Game-On* exhibition web site, developed with funding from the National Endowment for Science, Technology and the Arts (NESTA) and supported by Learning Teaching Scotland, indicates huge potential for NMS to develop on-line learning.

We expanded our science and technology programming significantly. In April, NMS teamed up with the University of Edinburgh to offer a full programme of workshops, demonstrations and science events at the Royal Museum, as part of the Edinburgh International Science Festival. *Science Zone @ the Royal Museum* was a huge success, attracting 14,000 adults and children, and the experience has provided many pointers for new science learning opportunities.

NMS's collections illustrate the beliefs and values of many cultures. The *Side by Side* event in May featured music, performance and curatorial presentations of our Hindu, Muslim, Buddhist and Christian collections. As part of The City of Edinburgh Council's festival of Dusshera in October, the Royal Museum hosted a project in which artists from the Hindu community created an image of the goddess Durgha.

Over the summer months, in an expansion of our activities for children and families, NMS staged object handling and IT workshops for children, as part of The City of Edinburgh Council's Go4IT programme. In the autumn, the galleries and public spaces in the Royal Museum and the Museum of Scotland were filled with



Sculptors from Bengal created a Durgha statue in The Royal Museum, during a city-wide celebration of the Hindu Dusshera Festival.

*Our summer festival exhibition, **Forbidden City: Treasures of an Emperor**, was a world first and a spectacular success*

*The Royal Museum inspired artists of all ages at **The Big Draw**.*

more than 1,000 visitors drawing – literally – on inspiration from the NMS collections as part of a UK wide initiative, *The Big Draw* sponsored by Crayola®.

The exhibition *Forbidden City: Treasures of an Emperor* brought priceless treasures from the Forbidden City in Beijing to Edinburgh, many never seen before outside China. All were drawn from the collections of the 18th century Qianlong Emperor, under whose reign China was the wealthiest nation in the world and at her artistic and political peak. The Emperor's patronage, together with the remarkable skills and artistry of his craftsmen, produced the dazzling display of colour, opulence and grandeur expressed in this unique collection.

Attracting nearly 50,000 visitors – more than double our original target – it was a huge credit to the international partnership involved in its planning, execution and operation. The success of this exhibition provides strong support for NMS's decision to move towards hosting three exhibitions of international standing annually at the Royal Museum.

The exhibition, *William Speirs Bruce – The First Polar Hero*, opened in the Royal Museum in March. It told the story of how Bruce and his team discovered new tracts of Antarctica and returned with vast quantities of data, samples, specimens, and updated charts – all without incurring the human cost of other better known expeditions. The exhibition formed part of the Scotia Centenary Programme of events organised by the Royal Scottish Geographical Society to celebrate the 100th anniversary of Bruce's *Scotia* expedition.



*The NMS book accompanying the **Forbidden City** exhibition, written by curator Dr Zhang Hongxing, sold out during the year.*



NMS's exhibition on the Scottish polar scientist, William Speirs Bruce, was opened by HRH The Princess Royal, accompanied by HSH Prince Albert of Monaco whose ancestor, Prince Albert I, was Bruce's patron.

Participants in schools programmes

1998/99	21,500
1999/2000	41,000
2000/01	41,000
2001/02	42,000
2002/03	45,000



Visits to NMS museums (million)

1998/99	0.65
1999/2000	0.85
2000/01	1.08
2001/02	1.25
2002/03	1.33

NMS web page visits (million)

1998/99	0.58
1999/2000	0.74
2000/01	1.07
2001/02	1.53
2002/03	2.01

The annual Heavy Horse Show in July at The Museum of Scottish Country Life attracted both enthusiasts and those wanting a day out with a difference ►



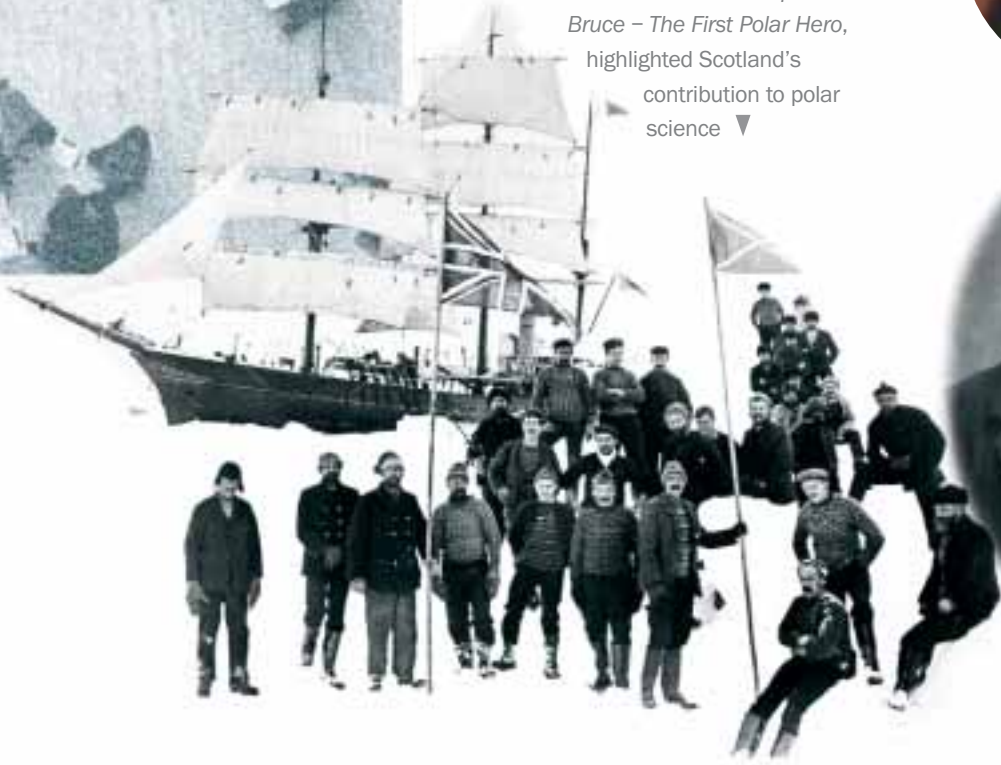
Dolls have fulfilled cultural and religious roles as well as being toys, and Shambellie House's summer exhibition, *A Courty Affair*, featured a collection of intricately worked porcelain dolls, ranging from the Court of Mary Queen of Scots to guests at Balmoral, made by Victoria Cairns, Lady of Finavon ►



In *Designing Ourselves*, the boundaries of what is possible, acceptable or even desirable were pushed back, with exhibits such as the mobile phone of the future – reduced to a skull implant that picks up sound via vibrations in the jaw – and Shaun Leane's 'Contour' Corset, a curvaceous silver-plated corset that reflects the silhouette of the Coca-Cola® bottle ►



The exhibition *William Speirs Bruce – The First Polar Hero*, highlighted Scotland's contribution to polar science ▼



The Cramond Lioness, jointly owned by NMS and Edinburgh City Museums and Art Galleries, in transit to the City Art Centre.

Serving Scotland

Partnerships enabled NMS to bring its own collections and those of other institutions – local, national and international – to a more inclusive audience throughout Scotland, and to visitors from overseas.

Game-On visitors

45,000 visitors

1,744 school, further education and community groups

70% males (general visitor profile 48%)

36% aged 15-24 (general visitor profile 15%)

Collaboration with the Barbican Centre in London brought the 'blockbuster' exhibition *Game-On: the History, Culture and Future of Videogames* to Edinburgh, appealing particularly to young men. It also highlighted Scotland's commercial and design expertise in computer games, supporting Scottish Enterprise's aim to promote learning and career opportunities in this important creative industry.

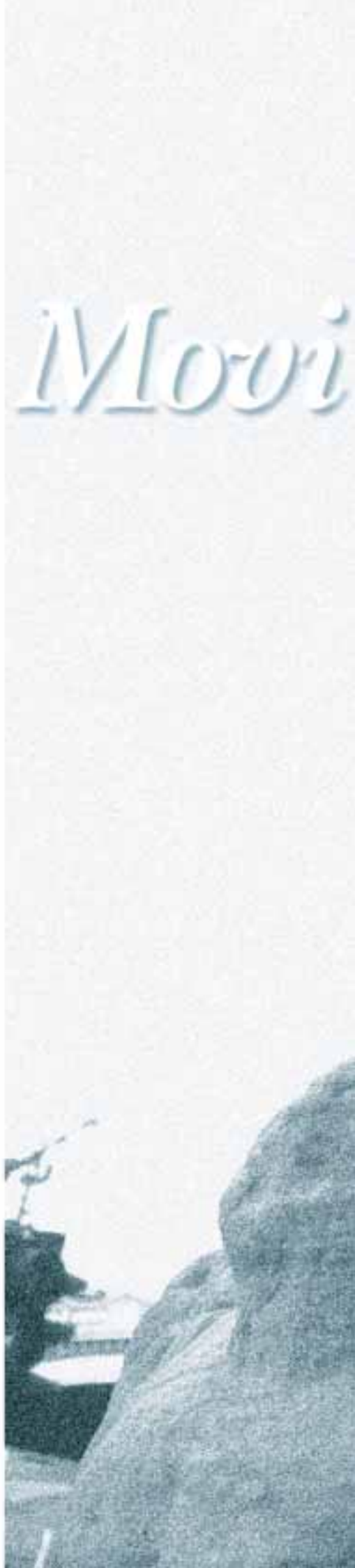
In November, NMS and **sportscotland** launched the Scottish Sports Hall of Fame, which will create a permanent exhibition dedicated to Scottish sporting achievements. A ceremony in the Royal Museum on St Andrew's Day honoured the first 50 permanent members of the Scottish Sports Hall of Fame, and created significant media interest. The following month, HRH The Princess Royal launched a fundraising campaign to back the project.

Support from the Scottish Arts Council (SAC) and the Heritage Lottery Fund enabled NMS to develop the *Creating the Past* project, where the performance group, Reckless Sleepers, worked

Over 3,000 people used online learning resources created for the Game-On exhibition.



© see acknowledgements on page 31.



Mooi



*ing forward
together*

Partnerships bring our collections to people across Scotland

Scotland's womens' Olympic curling team at the launch of the Scottish Sports Hall of Fame.

Inset: Dr Malcom Baird with a replica 1930 televisor.



with 70 young people from disadvantaged areas in Edinburgh to create an interpretation of the archaeological collections. Again with SAC support, NMS and Glasgow Museums and Galleries ran the *Paradise Garden* project, which took the carpets and Islamic artefacts in their collections as inspiration for original artwork. The 600 participants included members of the Islamic communities in Edinburgh and Glasgow who worked alongside professional artists from Project Ability. The year long *Encounters* project enabled participants from the John Chant Centre in Penicuik to make regular visits to the Royal Museum in the company of staff from Artlink Midlothian, an arts development agency that assists people who experience disability to access the arts. Participants used displays and spaces as inspiration for a personal multi-media arts based project, which included a series of gallery installations.

A wide ranging collaboration enabled NMS to host a homage to the Scottish inventor of television – the first truly inclusive communications system – *John Logie Baird – the Man Who Saw the Future*. The exhibition that accompanied the three-week programme of activities was introduced by Seonaid, the Scottish Executive's on-screen virtual information officer, and was sponsored by the Easthaven Media Group. A biography of Logie Baird, by Antony Kamm and Malcolm Baird, published by NMS, was described by *The Herald* newspaper as "the definitive work on Baird".

NMS continued to collaborate with museums across Scotland, adding to the impact of the sector as a whole. Some



Loans from the national collections to communities in Scotland assist access to the local heritage

Loans

Loans for display can complete the story of an exhibition, adding greatly to the visitor's enjoyment and understanding. Loans from the national collections to communities in Scotland assist access to the local heritage. Loans for research are essential for comparative study and analysis. Material from the NMS collections appeared in exhibitions in 177 venues in the UK and overseas, of which 126 were in Scotland. A major international loan, which included some of the Lewis chesspieces, was made to the Smithsonian Museum of Natural History for the touring exhibition *Vikings!*, seen in Los Angeles, Ottawa and Minneapolis. A total of 5,797 specimens were lent to scientists as 108 separate research loans.

of the material in the NMS special exhibition, *Testimony of the Rocks: Hugh Miller (1802-1856)* – a celebration of the life of one of the most remarkable figures in 19th century

Scotland and a joint exhibition that also featured collections from the National Library of Scotland and the National Galleries of Scotland – travelled to Groam House Museum in the Black Isle.

There, a successful exhibition, *Hugh Miller: Local Hero*, formed part of the local celebrations of the bicentenary of Miller's birth in Cromarty.

Some 14,000 visitors attended our highly successful airshow at the Museum of Flight, where the Red Arrows were one of many popular attractions. ▲



NMS co-ordinated a project where Scottish Countryside Rangers helped 2,800 school children to collect rock fragments, to form a giant geological map of Scotland that was displayed in the Museum of Scotland. ◀

A new permanent display introducing the Partnership for Action Against Wildlife Crime, opened in March at the Museum of Scottish Country Life. ▼



Objects on loan for display

1998/99	469
1999/2000	842
2000/01	1,580
2001/02	1,643
2002/03	1,850



Lewis chesspieces toured the USA as part of the exhibition, Vikings!



Building knowledge

A sea safari at Yellowcraig, East Lothian, led by NMS scientists, and organised by the Friends of NMS.

Research

The research programmes of NMS build and communicate knowledge of the collections. There are two broad strands to current research in NMS: work which illuminates human history, culture and ingenuity in Scotland and worldwide, and investigation of the natural world which assists the wider understanding of our environment and its preservation for a sustainable future. Many research projects are collaborations, bringing NMS expertise together with the knowledge and experience in other centres of excellence.

Communication is a key element of all

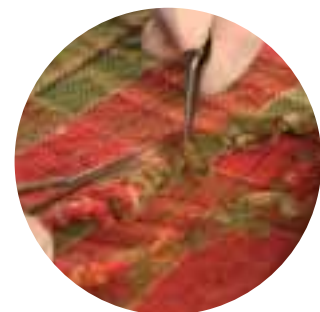
NMS research. Over the year NMS published over 90 items in academic publications for a specialist readership worldwide. NMS's own scholarly publication programme produced *The Minerals of Scotland*, written by Alec Livingstone, formerly Curator of Minerals at NMS, which was widely welcomed as an authoritative work on the subject. Articles in a range of journals and magazines brought the fruits of NMS research to a national and local readership. NMS staff attended international conferences and symposia to report progress on research projects to the academic community, while press coverage, media interviews and talks to groups and societies provided opportunities to update a more diverse audience.



*NMS published **Minerals of Scotland** as part of its academic publishing programme.*



Conservation work on the Newbridge Iron Age chariot.



Investigating the composition, sources, and choice of dyes in tartan production.

NMS plays a role in archaeological excavation and research across Scotland. In 2001, the remains of a chariot dating from the Iron Age were found in pre-road development work at Newbridge just outside Edinburgh. It is an important example of a ceremonial burial from a time when burials of any kind were rare in Britain. Post excavation investigation during the year led by archaeologists from NMS, Headland Archaeology and NMS conservator, Jane Clark, indicated that this is the earliest example known and is unique in Scotland. Painstaking work on the surviving fragments has made it possible to postulate the construction, shape and materials of the original.

NMS expertise has contributed to several analytical research projects,

producing not only data but new research techniques. Curators, historians, chemists and conservators from NMS and the University of Edinburgh are undertaking a project to investigate the composition, sources, and choice of dyes used in tartan production. The project began with the analysis of tartan fragments associated with Bonnie Prince Charlie.

Another project featured Scottish gold. For centuries alluvial gold has been extracted from Scottish rivers, most famously in the 'gold rush' to Kildonan in Sutherland in the 1860s. NMS scientists are participating in an examination of the chemical characteristics of gold throughout Scotland. Fieldwork has been carried out in the Central Ochil hills to correlate the formation of gold grains with

NMS communicates the results of research as widely as possible

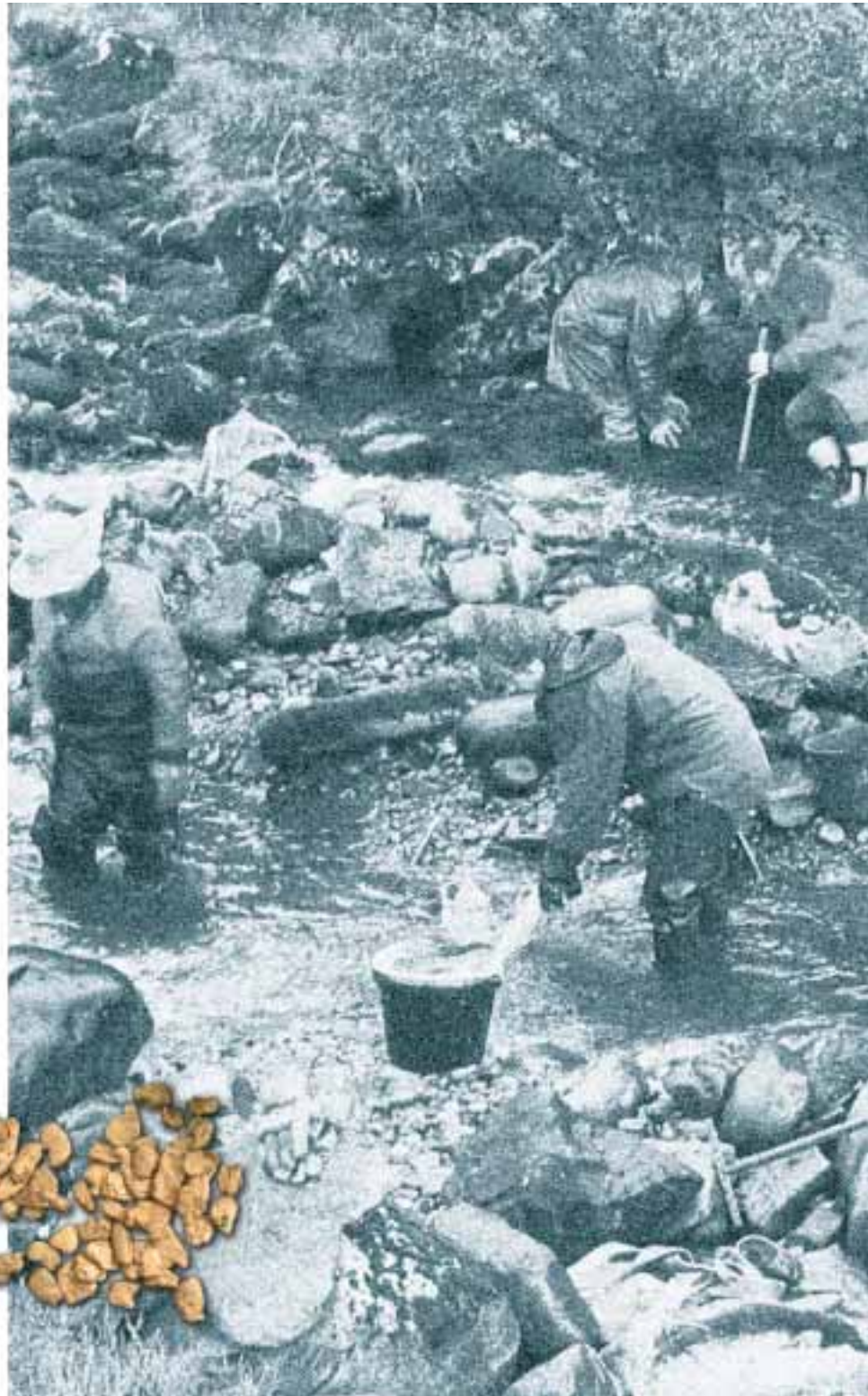
the geological processes, and specimens have been added to the NMS collections.

The palaeontology of Scotland attracts world wide interest and NMS scientists are involved with many fieldwork projects. Some of the earliest known air-breathing animals and land plants are exceptionally well preserved as fossils in the rock of the Rhynie Chert in Aberdeenshire. With scientists from the University of Aberdeen, and others from Britain, the USA, Canada and Europe, NMS is investigating the site, which is owned by Scottish Natural Heritage. NMS curator Dr Lyall Anderson has participated in the creation of a web-based learning and teaching resource about the site (www.abdn.ac.uk/rhynie). Funded by the Joint Information Systems Committee, the website is aimed primarily at students but is designed to have a wide appeal.

Taxonomic research is essential to the understanding and protection of biodiversity. While much research of this kind is part of a planned programme, valuable information can be gathered as a result of material being offered at short notice to NMS because of our international reputation for excellence and wide contacts. During the year NMS was able to identify a new species of macaque monkey from Sumatra (*Macaca siberu*), following study of an example donated after death by Bristol Zoo.

NMS research on collections from other cultures was communicated through international collaborations which led to exhibitions, publication and acquisition. NMS curator Jane Wilkinson is an authority on the life and collections of Dr Neil Gordon Munro

*Geology fieldwork: panning for Scottish gold.
Inset: example of Scottish alluvial gold.*

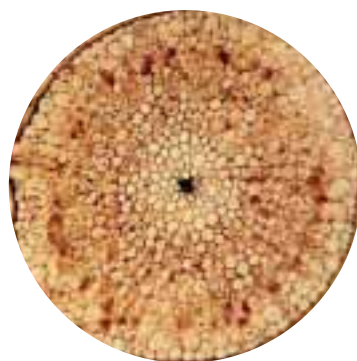


(1863-1942). Born and educated in Edinburgh, Dr Munro lived and worked for over fifty years in Japan and had a long standing interest in the Ainu, an ancient people from Hokkaido, in northern Japan. For centuries a minority group, the Ainu's rich cultural traditions are now officially recognised. In April 2002, in collaboration with the British Museum and the Pitt Rivers Museum, NMS opened a groundbreaking exhibition *A Scottish Physician's View: Craft and Spirit of the Ainu from the N G Munro Collection* at the Hokkaido Historical Museum, Sapporo. As part of the initial research, seven Ainu craftsmen spent a week in NMS looking for inspiration in our collections. The exhibition, which was accompanied by a substantial catalogue, toured three other Japanese venues. A small exhibition of Munro's archaeological excavations in Japan was also displayed at NMS.

Where possible, NMS wishes to build constructive relationships and understanding with those peoples whose cultures are represented in its collections. In this context and as part of an international collaboration, NMS curator Chantal Knowles undertook a study tour to Papua New Guinea. Preliminary anthropological research was carried out in the communities of New Britain Island, aiming also to introduce these peoples to collections representing their cultures, held in museums in Europe, USA and Australia.

Academic research publications

1998/99	78
1999/2000	94
2000/01	78
2001/02	91
2002/03	96

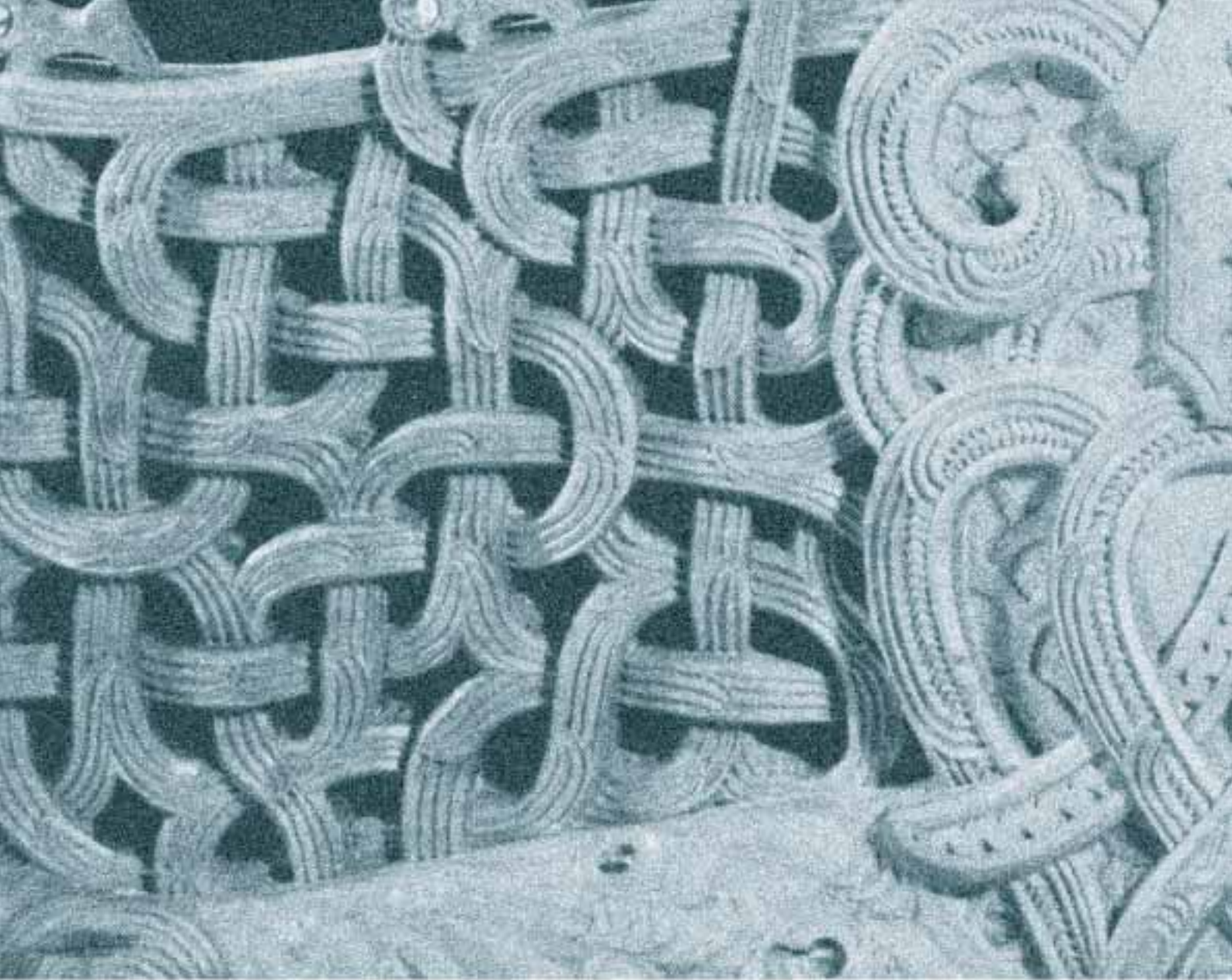


▲ The skull of a newly identified species of macaque monkey from Sumatra (*Macaca siberu*)

◀ 400 million year old plant cells exquisitely preserved in rock of the Rhynie Chert from Aberdeenshire

▼ Ainu man's coat, and vessel, from the collection of Dr Neil Gordon Munro





Detail of piece commissioned from Maori sculptor Lyonel Grant.

Acquisitions

The collections of the National Museums of Scotland have an astonishing breadth and depth. They range from fossils showing evidence of the earliest forms of life, to the rich artefact collections representing other cultures around the world and the material evidence of Scottish history and culture from the earliest times to the present day. Our collecting policy ensures that we build in areas where we have key strengths, complementing the holdings of other collecting institutions, and enriching the whole. These highlights reflect our diverse acquisitions during the year.



The Scottish Ryal of 1565 is the only coin ever to bear Lord Darnley's portrait.

One of the most outstanding acquisitions of the year was a Scottish silver coin, providing unique insight into one of the most turbulent periods of Scottish history. Known as a ryal and worth 30 shillings Scots at the time, it was issued in July 1565 to commemorate the marriage of Mary, Queen of Scots and Henry Stuart, Lord Darnley. It was the only coin ever to bear his portrait. However, the inscription placed the name of her husband before the Queen's and, given the continuing uncertainties about his status, it was rapidly replaced with a new issue reversing the order of names. Sold at auction, the ryal fetched a world record price. NMS was able to secure it for Scotland with the support of a generous



A unique record

grant from the Heritage Lottery Fund, and an anonymous donation.

Help from the Heritage Lottery Fund was also forthcoming to support NMS in the acquisition of personal possessions and equipment belonging to two of Scotland's most distinguished soldiers of the Napoleonic Wars, Sir John Moore of the Battle of Corunna (1809) fame, and Lord Lynedoch, one of his staff officers. Items included a locket containing a lock of hair, a blood-stained handkerchief, a sash and a cocked hat, which were all removed from Moore's body after he was fatally wounded.

The natural history collections have benefited from several bequests. The most important was the collection of Professor Sir Frederick Stewart, Regius Professor of Geology at Edinburgh University from 1956–1982, and a key figure in British science policy. The collection includes fossils, minerals, rocks and structures, collected over 50 years, almost all Scottish. There are particularly fine examples of rare fossil fish, some not previously represented in the national collections, and one of the largest sapphires ever found in Scotland.



An exceptionally large and fine sapphire crystal from Loch Roag, Isle of Lewis, collected by Professor Sir Frederick Stewart.



Personal possessions of Sir John Moore of Corunna.



A Glasgow School oak settle upholstered in leather, designed by John Ednie.



Lyonel Grant's Pare/Waharoa includes both Celtic and Maori motifs.



Collecting for the decorative arts enhanced NMS representation of Scottish history with the acquisition of a fine piece of Glasgow School furniture, an oak settle upholstered in leather with attractive inlays, designed by John Ednie (1876 – 1934). It was made for the Glasgow International Exhibition in 1901. At the time Ednie was working for Wylie and Lochhead, one of Glasgow's largest and most progressive furniture manufacturers.

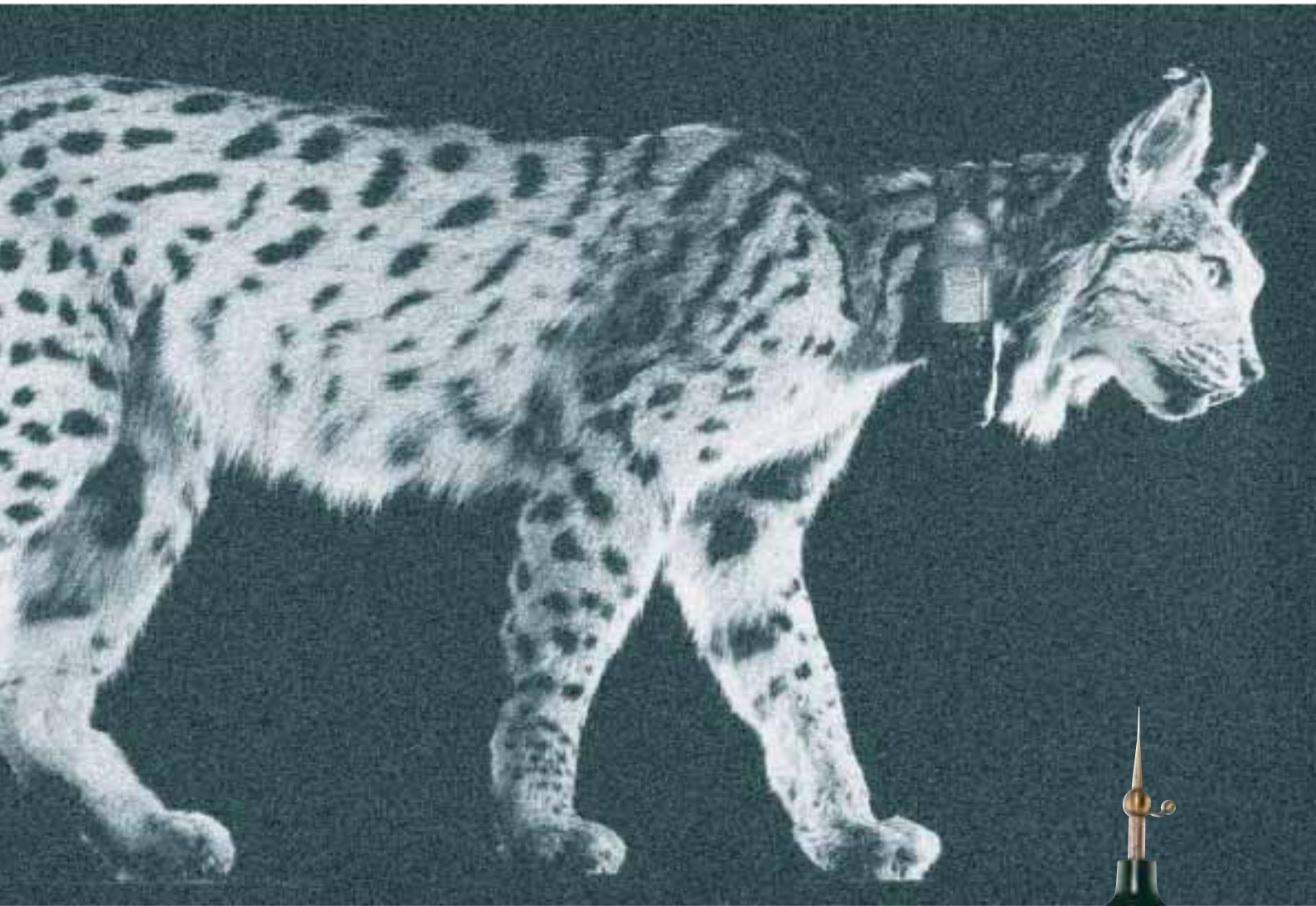
Representation of other cultures around the world was strengthened by the acquisition of an 18th century Benin sculpture from Nigeria and a modern wooden Maori carving. During the 18th century Benin was a powerful state which had extensive trading relationships with the Portuguese and was ruled by a single ruler known as the

Oba. The sculpture, made in Benin City, shows a Portuguese musketeer and was made for display in the Oba's palace. It is one of only five known examples in the world. Already on loan to NMS, it was received under the Government's Acceptance in Lieu scheme.

On occasion NMS uses direct commission as a means of acquiring contemporary artistic work. In the case of the sculpture by Lyonel Grant, the piece was representative of the work of the younger generation of artists in New Zealand. The Maori sculptor was invited to reflect Scottish and Maori roots, commonly shared by many New Zealanders, including himself. Trained as a carver, his powerful piece in wood includes both Celtic and Maori motifs, and is entitled *Pare/Waharoa*; *Pare*



This Benin sculpture of a Portuguese musketeer is one of only five known examples in the world.



meaning door and *Waharoa* meaning gateway. The Friends of NMS gave support for the travel and transport costs of the project.

Exhibitions are often a driving force for acquisitions. The exhibition *Cats! The Ultimate Predators*, is in preparation, due to open in February 2004. In this context NMS is grateful to have been given an example of one of the most endangered cat species in the world, the Iberian Lynx (*Lynx pardinus*). After being killed in a fight with another male, this specimen was donated by the Spanish Estacion Biología Donana. It is thought that only about 120 individuals remain in the wild. The mounted specimen will be displayed in the exhibition, and the skeleton retained in the research collections.

NMS acquired an extremely rare,

Specimen of one of the most endangered cat species in the world, the Iberian Lynx ▲

The Thunder House was invented to verify Benjamin Franklin's theory of lightning conductors ►

highly coloured and decorative tin plate "Thunder House", made in the later half of the 18th century. The Thunder House was invented to verify Benjamin Franklin's theory of lightning conductors and demonstrates the efficiency of lightning rods in a vivid way. There are very few other known examples of the Thunder House in collections around the world.



Inset: HRH Princess Basma of Jordan delivering a public lecture in the Royal Museum.

National and international role

As a showcase for Scotland, and a major visitor attraction, NMS is playing an increasingly important role in promoting Scottish culture and heritage, nationally and internationally, and at the same time providing a forum for discussion of national and world affairs.

NMS has been actively involved in initiatives to develop the relationship between Scotland and North America, and to encourage the many Americans who claim Scottish descent to visit Scotland to discover their cultural heritage. In April, with support from the Scottish Executive, NMS was part of a team which represented Scotland at Tartan Day in New York and Washington DC, in a series of events to promote a better understanding of Scotland and its history and culture. As part of the celebrations, at an event in partnership with SCAN (Scottish Archives Network), Mike Watson, Minister for Tourism, Culture and Sport, opened NMS's *Home and Away: Highland Departures and Returns* exhibition at the Ellis Island Museum of Immigration in New York. The exhibition ran until July, sponsored by VisitScotland, Clan Currie and Glen Nevis. The exhibition complemented a genealogy website created by VisitScotland. In May NMS's exhibition *The Emigrant's Kist* opened at the McCord Museum, Montreal, to coincide with an international symposium, *The Thistle and the Lily*.

NMS acted as host to a number of high profile international visitors, bringing to Scotland their perspective on world affairs. Among these were HRH Princess Basma of Jordan, who is a

member of several international organisations concerned with global issues. In October the Princess gave a public lecture in the Royal Museum, focusing on issues of freedom in society in Jordan and the wider Arab world, where unprecedented change is being driven by globalisation and technological advance.

NMS attracts acknowledged international experts in their field to

Scotland, creating a forum for exchange and debate on issues of significant current interest. The 2002 NMS Lecture Series opened in October with a sell-out event at which Professor Richard Dawkins FRS, Evolutionary Biologist

and Charles Simonyi Professor of the Public Understanding of Science at the University of Oxford, spoke on *The Next Fifty Years: Science in the First Half of the 21st Century*.

NMS has taken the lead in developing a new national forum for heritage education, the Heritage Education Forum (HEF), whose members work together to fulfill the educational commitments of the National Cultural Strategy. Forum members are working closely with the newly appointed members of the Cultural Coordinators in Scottish Schools Scheme (CCISS) to develop online and other resources for learning.

NMS staff have continued to contribute expertise nationally and



A showcase for Scotland overseas, NMS also provides a focus for debate on global issues

nationally renowned

internationally through membership of professional organisations, advisory groups, societies and trusts.

The Royal Museum and Museum of Scotland rank among Scotland's premier venues for conferences and events, and present the best of Scottish hospitality to clients and guests from around the world.

Over 32,000 guests attended the 150 events held during the year, ranging from small receptions to major awards ceremonies and international galas.



The Royal Museum and Museum of Scotland rank among Scotland's premier venues for conferences and events.

Detail of terrestrial globe, by James Ferguson, London, c. 1750.



*Sound
stewardship*

*Detail of a coin hoard from
Birnie, Moray.*

*Two very successful exhibitions... each
generated income from entrance charges well
in excess of previous records*

Financial highlights

NMS's two very successful exhibitions, *Game-On* and *Forbidden City: Treasures of an Emperor*, each generated income from entrance charges well in excess of previous records.

During the year, NMS reviewed the operations of its four trading companies and, as a result, sold The Multimedia Team in January 2003 to Kestrel 3D Ltd. Gift aid by NMS Enterprises Limited to NMS amounted to £355k in the year, which was ahead of target.

A reassessment of NMS's staff accommodation and collection storage needs, together with measures to meet modern fire safety standards in the Royal Museum, led to a substantial revision in our capital expenditure programme. This involved the disposal of Bristo Church (completed in August 2003), together with plans to move some activities currently located in Chambers Street to facilities to be created or enhanced at the Granton Centre. The Granton development will also form an important element of plans for the regeneration of the waterfront area of the city.

Primarily due to the effects of the reprogrammed revenue and capital expenditure, NMS recorded an exceptional surplus. The surplus has been transferred to the Board Reserve for application to deferred revenue expenditure, and to the Royal Museum Masterplan/Granton accommodation project.

Financial summary

	2002/03 £000	2001/02 £000
<i>Income</i>		
Grant-in-aid: Running costs	15,592	14,367
Grant-in-aid: Major capital projects	450	1,304
Grant-in-aid: Collections purchase grant	510	510
Other grants	405	784
NMS Enterprises – Gift Aid	355	296
Sponsorship	356	106
Entrance charges	371	195
Other income	722	612
	18,761	18,174

Expenditure

Staff costs	9,259	8,656
Estates and infrastructure upkeep	4,028	3,144
Exhibitions and displays	861	605
Operating costs	2,239	2,017
Capital developments:		
MoS		310
NWMS		111
MoSCL		746
Other buildings and galleries	755	656
Equipment and software	127	390
Collection purchases	620	545
Transfer to reserves	833	895
	18,722	18,075

Note: The above figures exclude depreciation charges of £3.71 million and related transfers from reserves of £3.67 million.

Income and expenditure

Surplus as above	39	99
Analysed as:		
Depreciation	3,706	3,452
Release from reserves	3,667	3,353
	39	99



Outstanding

The generous support given by individuals and organisations is crucial to our success.

NMS received the Arts & Business Creative Partnerships Award for 2003

Supporting NMS

Sponsorship opportunities and support were outstanding over the year. NMS enjoyed tremendous support in cash and in kind for a wide variety of capital projects, educational and outreach

programmes, research and fieldwork. The benefit of these contributions to the work of the national museums is immense

and gratefully acknowledged. Our aim is to create in Scotland a museum service of world standing and to provide inspiration, enjoyment and access for all who make use of this invaluable national resource.

The NMS American Committee and the Board of the Museum of Scotland

and Heritage Trust Foundation wish to record the exceptional level of support given during the year by many contributors in the USA. In Canada, donations made to the Canadian Scottish Heritage Foundation are also much appreciated.

Several successful partnerships have been developed in recent years. The exhibition, *Forbidden City: Treasures of an Emperor* was presented with the support of Dawson International, Dunard Fund and Napier University. NMS received the Arts & Business Creative Partnerships Award for 2003 for this collaboration and also received a commendation in the Arts Award category.

NMS also achieved a first for



support

sponsorship for the exhibition. Dawson's premier cashmere brand, Ballantyne Cashmere, sponsored the exhibition and also commissioned a collection of one-off garments by some of the world's most talented contemporary designers. Inspired by the exhibition, *The Forbidden Collection* was displayed in the Royal Museum in August during the Edinburgh International Festival.

The *Scottish Sports Hall of Fame*, developed in partnership with **sportscotland**, will give permanent public recognition to Scotland's eminent sporting personalities, both past and present. Law firm Shepherd + Wedderburn sponsored the initial exhibition to launch the project, and also provided support for the exhibition *Game-On*.

BT Connected Earth, a nationwide project in which NMS is the Scottish partner, has continued to make spectacular progress since its launch in April 2002. Major collections donated by BT are being interpreted through new communications technology. NMS has appointed a curator, funded through an endowment from BT, and a new gallery, *Communicate!* – also sponsored by BT – opened in the Royal Museum in October 2003.

In the United States a gala evening and auction in New York's Racquet Club in November 2002 raised more than US\$200,000 for NMS. Thanks are due to all who supported this occasion, and especially to those



A design by Scott Henshall created for the Forbidden Cashmere Collection, modelled by Jodie Kidd.
© Paul Dodds

who donated items for the magnificent selection of lots for auction.

Throughout the year NMS has continued to benefit from the support of corporate and personal members. Membership represents a special

relationship with the National Museums and the contributions made by members towards the funding of capital projects, exhibitions and other programmes are highly valued. NMS also gratefully acknowledges the invaluable support

given by our many volunteers.

Donations and grants, sponsorship, legacies and membership subscriptions make a real difference to the ongoing development of NMS. Examples of support received during the year are listed below.

Donations and Grants

Abbey National Charitable Trust	Bequest Trust	BP	Nan Chisholm	Lynda M L Packard
Aberdeen Asset Management	Miller Foundation	British Energy plc	Clan Currie Society	Douglas L Paul
Revd D B Angus	Prof James Murray	BT Scotland	Mr & Mrs Paul Collins	Neill Ray
Lynne Arnott	Stuart Murray	Business Lab	Mr & Mrs Peter Coster	Ruzzetti & Gow
Art Fund	Tom & Susan Murray	Clydesdale Bank plc	Ian Crowe	Mr & Mrs Peter Saint Germain
Patricia Barclay	National Environmental Research Council	Daimler Chrysler	Peggy Culver	Mr & Mrs Joseph Salerno
Derek Bateman	Andrew Notman	Dawson International plc	Anne S Davidson	Christine Mainwaring
Hamish Blair	C W R Paton	Deloitte & Touche	Richard DeCicco	Samwell
BP plc	A J Pearson	Dickson Minto WS	Elizabeth & Stanley DeForest Scott	Dr Geoffrey Scott Carroll
John Brownlee	Jean Pettigrew	East Lothian Council	Donald McPherson Dinning	Mr & Mrs John T Sinnott
BT Group plc	Mr & Mrs Thomas Pevsner	Easthaven Group Ltd	Ian & Marjorie Duncan	Mr & Mrs A J C Smith
Richard & Sheila Burtles	Jean and Chris Playfair	Edinburgh Evening News	Patricia M Dunnington	St Andrew's Society of Los Angeles
Celia Cameron	Portland Gallery	Eric Salmon and Partners	Matthew Dupree	Mrs Lawrence E Stahl
A J Chalmers	Clive Priestley	Execair (Scotland) Ltd	Nicholas H Ekstrom	Ellsworth G Stanton III
Matthew Chisholm	Jean Quinn	First Group plc	Mr and Mrs John Elliott Jr	Kathryn Falk, Lady of Barrow
Clyde Blowers Ltd	Margaret Roddan	H Morris & Company	Kathryn Falk, Lady of Barrow	Dr R Fenton-May
Dr William Conacher	Rolls-Royce plc	HBOS plc	David & Kathleen Foster	Ann M Geupel
Rosemary Cowper	Robert T Ronald	Iain More Associates	Mr & Mrs Charles Goodwin	Mr & Mrs Roderick Gow
Ronnie Cramond	Scottish Arts Council	Intelli Corporate Finance Limited	Mark Graham	Mr & Mrs Jeffrey Greenberg
Cruden Foundation	Ian Simpson	John Lewis plc	Mr & Mrs James Hancock	Ray J Groves
Robert Donald	Society of Antiquaries of Scotland	Kempen Capital Management (UK) Ltd	Mr & Mrs John C Harvey	Mr & Mrs Alex Hehmeyer
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Friends of NMS	John & Rena White	Scottish Enterprise	Mr & Mrs Eduardo Mestre	Robert L McNeil Jr
Elisabeth Graham	Robin Wight	Edinburgh & Lothian	Negaunee Foundation	Mr & Mrs Eduardo Mestre
Heritage Lottery Fund	Christina Wilson	Scottish Power plc	NMS American Committee	
Anne Hughes		Shepherd + Wedderburn		
John Menzies plc	<i>Legacies</i>	Stagecoach Holdings plc		
Scott Johnston	Mrs Jean Fraser	The Royal Bank of Scotland Group plc		
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Pamela Kirk	Mrs Margaret Swain			
Dr David Lamb	Miss Norma Winthorpe	<i>USA and Canada</i>		
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Hugh & Mary Miller		Douglas G Boller		
		Jill Capobianco		
		Prudence Carlson		

All other contributions in support of NMS, including gifts in kind, are also gratefully acknowledged. A number of donors wish to remain anonymous.

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Dr Anna Ritchie retired from the Board of Trustees of NMS on 31 March 2003, having been a Trustee of NMS since 1993. Dr Ritchie is a freelance archaeologist, and an authority on the Neolithic, Pictish and Viking sites of Orkney. She was President of the Society of Antiquaries of Scotland from 1990 to 1993, and a member of the Ancient Monuments Board for Scotland from 1990 to 1999. In addition to a distinguished record of scholarly publications, she has written several books and lectured widely. From 1995, Dr Ritchie was Chair of the Museum of Scotland Exhibition Review Committee that oversaw the development of the content of the new museum's displays prior to its opening in December 1998.

*Miss Dale Idiens, BA, Dip Ed,
FRAI, FRSA, FSA Scot*



Miss Dale Idiens retired from NMS in May 2002. She joined NMS as Curator of the ethnology collections, becoming Keeper of the Department of History and Applied Art in 1986, Deputy Director (Collections) in 1992, and serving as Acting Director from May 2001 to February 2002. As well as a distinguished record of scholarship and exhibitions with NMS, she contributed much to the museums sector in Scotland as a whole, notably through her work as Principal Investigator on the audit of ethnographic collections in Scotland undertaken in the 1990s. This collaborative project between NMS and the Scottish Museums Council, created better access to, and recognition of, the richness and diversity of Scotland's holdings in this field. Dale Idiens has provided active support to contemporary crafts in Scotland, serving as the Chair of the Scottish Arts Council's Contemporary Crafts Committee from 1994 to 1999. Her contribution to the arts in Scotland was recognised in 1999 with her appointment as a Board member of the Scottish Arts Council, on which she has served as Vice Chair since 2002.

Further information

A detailed supplement to this report, available from early 2004, gives a comprehensive list of acquisitions, exhibitions, publications, staff, accounts, and reports from departments. NMS produces a Corporate Plan, available now on our website, which sets out major objectives and how resources are used to achieve them.

Acknowledgements

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