

- COLLECTIONS DEVELOPMENT STRATEGY 2022-27 -

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**NATIONAL MUSEUMS SCOTLAND
COLLECTIONS DEVELOPMENT STRATEGY 2022–27**

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1. AIM

To develop our world-class collections in a sustainable and cohesive way, in order to inspire our present and future audiences.

2. INTRODUCTION

2.1. National Museums Scotland

National Museums Scotland seeks to preserve, interpret and make accessible for all, the past and present of Scotland, other nations and cultures, and the natural world. Enacting this mission allows us to realise our vision, which is to inspire people and to address the challenges of our age. Our changing collections are fundamental to these purposes. Each of the remarkable objects in our care has a story to tell: a story that can inspire people to make connections between themselves and the world. This is reflected in our brand 'real things, revealing stories' which guides how we develop our collections to create impact, meaning, and enjoyment and is at the heart of how we communicate and engage with the world.

Our 12-million strong collections represent nature and culture from Scotland and around the world, from deep time to the present day. They are deployed at the National Museum of Scotland, the National Museum of Flight, the National Museum of Rural Life and the National War Museum; the majority are housed and used at the National Museums Collection Centre. Over 3 million visitors engage with the collections in different ways across these sites each year as well as a digital audience of nearly 3 million users *per annum*.

2.2. Purpose, parameters and review

This strategy will guide our collections development over the next five years, ensuring that our approach is cohesive and sustainable and we have our present and future audiences in mind as we acquire, review, and lend our collections. Its purpose is to ensure that by 2027 our new and existing collections are as impactful as possible (as assessed in 9 below), and that together they enable us to enhance understandings of Scotland and the world and to tell inspiring stories.

Together with the Research Strategy, this document is intended for our colleagues, partners, stakeholders and audiences to shape and understand the decisions we make to sustain and enhance our collections. It covers not only new collecting, but also includes our existing holdings, as well as disposals and loans. Details of policies, department-specific objectives and relevant legislation can be found in the appendices.

Arts Council England (as the body responsible for national museums' accreditation) and Museums Galleries Scotland will be notified of any changes and the implications of any such changes for the future of existing collections. This strategy will be reviewed by 2027 at the latest.

3. STRATEGIC CONTEXT

3.1. National context

This is an interesting and important time to be considering how we develop our collections. The sector is emerging from the challenges of the global Coronavirus pandemic, which will have considerable political and economic consequences throughout the five years covered by this strategy. There are also developments across the heritage sector that are not new but are increasingly significant, and so feature more explicitly here than in previous iterations of our approach. Especially important is the Climate Emergency and the colonial roots of our

collections; both are reflected in our priority themes below. Furthermore, issues of nationhood and identities – especially but not exclusively in relation to Scotland – have always been addressed in our museums, and they continue to be reflected in our collections development.

3.2. Organisational context

Against this backdrop National Museums Scotland has set out a new strategic plan, laying out five aims, which will guide and run through our collections development:

- i. Our audiences will be more diverse, and more people will connect with our collections and their stories.
- ii. We will be recognised as the world leader and preferred national partner for the interpretation of and engagement with Scotland's material heritage.
- iii. We will be well advanced on the path to a carbon neutral footprint and a respected resource for understanding climate and biodiversity challenges.
- iv. The unique potential of our collections, expertise and programmes will be shared and valued internationally.
- v. We will be financially secure, supported by diverse income streams and confident in continuing to invest in our people, places and collection.

Further National Museums Scotland strategies are referenced throughout, especially the current Research Strategy and our audience development planning.

3.3. Regulatory context

Underpinning these intentions are our ongoing statutory duties as laid out in the National Heritage (Scotland) Act 1985, which compels the Board of the National Museums Scotland to ensure that staff 'care for, preserve and add to the objects in their collections', including the imperative to 'acquire (whether by purchase, exchange or gift)'. It also lays out the circumstances under which disposal may take place and allows for loans. The Museums and Galleries Act 1992 (as amended) also enables transfer between a number of national organisations.

These Acts situate National Museums Scotland in an ecology of museums in which we operate. This and our other strategies are designed to fit alongside their stated collections development activity (see Appendix C) so that we do not compete nor leave significant gaps. There are also a number of key national and international conventions that guide specific elements of our collections, which can also be found in Appendix B.

National Museums Scotland recognises its responsibility to acquire additions to its collections and to ensure that care of collections, documentation arrangements and the use of collections meet the requirements of the Accreditation Standard.

4. EXTANT COLLECTIONS

We care for and develop over 12 million items that comprise world-class collections of arts, cultures, design, histories, nature and science. The collections are unique to Scotland and to our organisation; they are internationally significant and they have been developed rigorously and thoughtfully over more than two centuries.

4.1. History

We embody a long tradition of collecting culture and nature for public benefit. Early roots of our collections can be found in those of the Society of Antiquaries of Scotland established in 1780, and in the Industrial Museum of Scotland, founded in 1855 and opened as the Edinburgh Museum of Science and Art in 1866. At this time of collections of the University of Edinburgh's Museum of Natural History were transferred, which had their roots in the 1694 Old Toun College collection.

The Antiquaries' collections passed into public ownership in 1858 as the National Museum of Antiquities of Scotland. In 1970 the Scottish United Services Museum (founded in 1930) came under the oversight of what was then known as the Royal Scottish Museum; as did the National Museum of Flight, developed with the Royal Scottish Museum over the 1970s. In 1985 these major national collections were brought together to form the National Museums of Scotland.

4.2. Configuration

The administrative distribution of collections and responsibility has continued to evolve within National Museums Scotland over four decades. The breadth has endured, however, and is now represented in four curatorial departments: Global Arts, Cultures and Design; Natural Sciences; Scottish History & Archaeology; and Science & Technology. (Their specific strengths and priorities can be found in Appendix A below.) These are supported and complemented by a Collections Services Department which includes responsibility for a Library and Archives, whose development strategy is also included below.

This multi-disciplinary character is the key characteristic of National Museums Scotland and this strategy seeks to exploit this for the benefit of our present and future audiences. We collect not only from Scotland but from around the world; and we collect across time periods. Their diverse histories give the extant collections the benefit of a wide range and rich variety; they do, however, pose challenges in ensuring that the stories we tell are connected and coherent.

We are principally concerned with portable material, natural and visual cultures rather than the built environment, fine art or text (except where they pertain to the former). Where we have cause to consider items beyond our usual scope, we will ensure synergy with cognate organisations.

5. PRINCIPLES

National Museums Scotland is creative (we are innovative and thrive on good ideas), inclusive (we are open, friendly and enabling), collaborative (we are enquiring, receptive and well connected) and forward thinking (we look for the big picture as well as the detail). These values run through our collections development principles.

5.1. Cohesive and connected collections development

Our collections development will be creative, stemming from and feeding into our research and our engagement. We will be innovative by maintaining and enhancing our collections according to our priority themes wherever feasible (see Section 6 below). We will strengthen and balance our collections by reflecting on the connections between different disciplines, departments and time periods. We will consider the impact and opportunities across the organisation when developing our collections.

5.2. Inclusive collections development

We develop our collections for public benefit, now and in the future. We therefore consider in all our decisions the impact on our collections' users, broadly construed. These include not only visitors to our museums but also: those we lend to; online audiences; participants in our learning programmes; enthusiast groups; descendent communities; and researchers accessing our collections. Our decision-making will reflect the ways we engage with these users, as well as considering those we do not reach. We will develop our collections to attract new audiences, reflecting our Strategic Aim (i).

5.3. Collaborative and transparent collections development

We will work collaboratively, both within and beyond the organisation. We will communicate and partner with other museums and organisations in Scotland and beyond to make best use of our collections and resources, and in order to provide sector leadership. In accordance with our National Strategy, we will consider the disaggregated national collection, especially for archaeological and natural science collections. We will ensure that Scottish material is secured for the most appropriate repository, taking both locality and capacity into account. We will also encourage the best use of the National Fund for Acquisitions (which we manage on behalf of the Scottish Government).

In accordance with Strategic Aim (iv), we will engage international and national museum, third sector, higher education, industry and community partners. Where appropriate, we will undertake our collections work in a participatory way, with communities within Scotland and beyond. We will partner with communities who have historical and contemporary connections with objects in our care to share and grow knowledge and provide greater access to collections and their associated information for all our audiences. This may, in extraordinary circumstances, lead to co-collecting: acquiring material in concert with another body and/or accessioning with joint title.

Throughout, we will be transparent about our approach and our holdings to encourage present and future use of our collections. We will document and digitise in order to provide access to collections and knowledge. In this as in all our work we will follow the Museums Association Code of Ethics and other relative sector guidance.

5.4. Sustainable collections development

Our collections development will be forward thinking in its sustainability, taking into account the environment, our organisation, and available resources. Reflecting our Strategic Aim (iii) we must decrease the carbon footprint of our collections, and contribute to our path to Net Zero. Digitising our collections will allow more carbon-efficient access to them, and we will consider the carbon impact of our activities, including storage, conservation and display. We will develop our collections thoughtfully, considering dependencies and benefits across our and other organisations, including future costs and the facilities available; in short, we will collect with our eyes on the legacy we will endow our successors. We factor into our decision-making available networks, skills and expertise, and how to enhance and amplify them. Sustainable collections development involves careful review and judicious deaccessioning as active collections development tools: we will acquire thoughtfully, lend tactically, and review diligently (see Section 8 below).

Further to our Strategic Aim (v) we will consider the immediate and longer-term financial impact on our organisation and our partners, making careful use of our Purchase Grant, and applications to external funding bodies and other potential donors for assistance, including the National Museums Scotland Charitable Trust and our Members and Patrons. We will steward these relationships carefully and cultivate colleagues' skills in these areas.

6. PRIORITY THEMES

Three key themes render our collections development both coherent and relevant to our present and future audiences; they guide the five collecting departments (including the library), whose specific priorities can be found in Appendix A. These themes will apply and connect across our collections and our sites, and run across the National Museums Scotland Research Strategy in order to synergise these activities.

6.1. Scotland's material and natural heritage

It is our statutory duty to collect and care for Scotland's natural and material heritage. With an unparalleled collection, over 300 years in the making, we are already a recognised leader in telling Scotland's natural and human histories, a position we will cement and grow over this strategic period, further to Strategic Aim (ii). Our collections are dynamic, and we will continue to enhance them in order to re-present the material history of Scotland and to provide new understandings of its natural environment. To do this we will undertake tactical, representative collecting of tangible evidence of the interwoven natural and human histories of Scotland in their national, European and international context, as well as supporting data. We will also work to better understand and rationalise our existing collections, and to ensure balanced coverage of the place we now call Scotland.

We will therefore collect Scottish biodiversity and geodiversity, from deep time to the present day; as well as the material evidence of Scottish localities and identities, creativity and ingenuity, lives and experiences, from prehistory to the contemporary. Our collections development in this period will thereby lay the foundations for rethinking the Scotland Galleries in the National Museum of Scotland. It will result in a world-class, distinctive collection of nature and culture.

6.2. Biodiversity and climate change

The global environmental emergencies involving the climate and biodiversity are the most significant challenges facing humankind. Our collections are a rich resource for creating knowledge and understanding, comprising 300 years of collecting, providing invaluable data sources for measuring biodiversity change over time, in the particular geography of what is now Scotland and beyond. As well as storing samples, our scientists undertake fieldwork to provide evidence-based research, which contributes to the effort around the world to better understand human impacts on the environment. We house powerful evidence of changes in land use (for example, soil from archaeological assemblages) and the industrialisation of Scotland, including the energy technologies that contributed to accelerated global warming. Combined, our collections comprise a trusted, credible platform from which we can inspire and educate our audiences to work towards a better world.

We will reframe our existing collections as a library of bio/geodiversity, and we collect in order to understand and monitor environmental change and biodiversity loss. This will include biological and behavioural changes brought about by the changing climate, and collecting and sharing the biodiversity on our sites. In this area in particular we will connect our holdings to those of other museums via data aggregation and other sharing mechanisms, including biobanking. We will also collect around sustainable technology, systems and the energy transition in Scotland, as well as political and cultural responses to the crises. Together these will further our Strategic Aim (iii), to be a respected resource for understanding climate and biodiversity challenges. Our world-class research and multidisciplinary approach form a platform from which we can inspire and educate our audiences to work towards a better world.

6.3. Colonial histories and legacies

The development of our collections since the eighteenth century reflect Scotland's imperial and colonial histories, including material associated with the Transatlantic slave trade. These collections manifest the experiences, motivations, and interactions of many different people and cultures. Their stories are complex, dynamic and many-sided but often they involved exploitation, oppression and violence, particularly against indigenous peoples. We are committed to revealing and sharing the full range of stories about imperial and colonial activities associated with our collections, including the impact on Scottish society and culture. These are difficult histories and they raise complex questions.

We will collect to diversify our existing holdings with places and people who are under-represented, including descendent communities. We will seek to understand better our collections and their provenances, especially by learning from and collaborating with those communities for whom our objects have special relevance – where appropriate, we may therefore deaccession and/or transfer items following our published procedure. We will develop our collections to tell new stories about Scotland's international encounters, its imperial and colonial histories and legacies, and the Transatlantic slave trade, thereby contributing to Strategic Aim (iv) and building new relationships around the world.

7. COLLECTING

These principles and themes will be manifested in our collecting practice via particular drivers, including but not limited to capital projects (especially to provide foundations for the redevelopment of the Scotland Galleries in the National Museum of Scotland), engagement initiatives (including major exhibitions) and research projects (see the National Museums Scotland Research Strategy). While the details of museum practice are beyond the scope of a strategic document, there are governing elements of the selection and channels of acquisitions that are important to include here.

7.1. Collecting criteria

Material will be considered for inclusion in the collections by judging the capacity to tell the stories we want to tell now, and in the future, as outlined in the themes above; and according to scientific, cultural, technical and historical merit. We will consider connections with and capacity to shed light on our extant holdings (whether enhancing a strength or otherwise rebalancing). We will therefore assess significance of each potential acquisition, taking into account relevance to present and future audiences.

7.2. Collecting modes

We will continue to develop our collections via a range of routes: gifts; fieldwork, whether nationally or internationally; purchases, whether by auction or otherwise; commissioning new work; transfer from other museums; rapid response collecting; and Crown Allocation (Treasure Trove).

While we will be pro-active in seeking out opportunities to tell the stories we want to tell, we will also ensure we are set up to respond swiftly to opportunities as they arise. We will therefore allocate time to building and maintaining the relationships that underpin these channels where feasible. We will work with the appropriate descendent communities and communities of practice following our commitment to collaboration (Principle 5.3 above).

7.3. Collecting the intangible

The data that accompanies acquisitions are critical in telling the stories we want to tell and to undertake research. We will therefore as a matter of course acquire only when provenance and other information accompanying the material is available. We will also work to enhance the information associated with our extant collections, and where practicable aggregate these data with those of other collections to make them as useful as possible.

While our principal focus is on material culture (including specimens) and the accompanying documentation, we will consider born-digital items in extraordinary circumstances, if we are the appropriate repository and have the technical capacity and skills to preserve and render them accessible.

7.4. Collecting governance

Acquisitions are undertaken on behalf of the Board of Trustees by the Collections Directorate with support and full involvement of other stakeholder departments (especially in relation to use of prospective material), and authorised by Keepers, the Director of Collections and the Director according to resources involved. Higher risk and larger items will be considered by the National Museums Scotland Collections Committee. The overall process and the most resource-intensive acquisitions will be considered by the Trustee Acquisitions Committee. Further details can be found in the National Museums Scotland Acquisitions Procedure.

8. COLLECTION REVIEW

To deepen our understanding of our collections and to animate them for our audiences, where resource allows, we will continue our process of ongoing collection review, which will strengthen our focus on the key themes above. This will draw from and contribute to the objectives detailed in the National Museums Scotland Research Strategy. Outcomes may include distributing material within our collections; clarifying any unregistered material on our premises; and assessing potential for deaccessioning collection items. The results and any subsequent rationalisation will not reduce the quality nor significance of the collections and will result in more useable, well-managed collections that are more accessible and sustainable, taking our facilities into account.

In accordance with our commitment to best sustainable practice, by 2027 we will have increased the proportion of deaccessioning within our collections development. While we the strong presumption against deaccessioning endures, where there are sound curatorial reasons, we will therefore consider transfer or other modes of removal. This will be undertaken in accordance with the National Heritage (Scotland) Act 1985, which permits disposal in the event of duplication, unsuitability for the National Collection, or deterioration beyond use. In the event of deaccession, we will do so transparently and with a fully documented process following appropriate sector guidelines. We will privilege transfer to other national collections, then other accredited museums, and only sell material as a last resort; in which case any funds raised will be added to the Purchase Grant. National Museums Scotland will not undertake disposal motivated principally by financial benefit. We will consider requests for the permanent transfer of collection objects to non-UK claimants transparently and promptly in accordance with our stated policy.

Transfers are undertaken on behalf of the Board of Trustees by the Collections Directorate and authorised by Keepers, the Director of Collections and the Director. Higher risk and larger items will be considered by the National Museums Scotland Collections Committee, the Trustee Acquisitions Committee, and ultimately the full Board of Trustees. Further details can be found in Acquisition and Disposal Policy below.

9. LOANS

Like collection review, lending is a key element of collections development. In particular, loans are an effective way to engage more profoundly with a wider range of audiences, to build partnerships and to amplify our stories within and beyond Scotland. We will therefore lend and borrow collection material for the benefit of our audiences and other users, including researchers, and to further our strategic aims. We will continue to develop our network of sustained, reciprocal and equitable relationships with lenders and borrowers; amplifying the impact of international loans and retaining lending as a key tranche in our support for the museum sector in Scotland. By 2027 we will also have connected our lending and borrowing practices more closely to our strategic aims and key themes.

We will lend to other organisations' exhibitions or otherwise develop projects that feature selected loans when they allow us to reach wider audiences and enhance the profile of our collections and expertise. International loan requests from descendent communities for objects associated with imperial and colonial collecting will be prioritised within our international loans programme. We will borrow from elsewhere to complement our own collections and to tell stories we could not otherwise tell.

Research loans enable us to unlock information within our collections, especially natural science specimens in relation to climate change and biodiversity loss (the key theme in 6.2 above). This knowledge exchange and data aggregation is a key motive for lending and borrowing.

Meanwhile, we will actively manage our long-term loans out, recalling where feasible. We will clarify loans from others where possible acquiring material that contributes to our objectives above, or else returning items that will not further our strategic aims. We will only accept long-term incoming loans in exceptional circumstances, or for planned displays where our own collections cannot tell the story we want to tell.

We also will lend and borrow material to enhance our research priorities. In all these activities we will seek to reduce the carbon impact of lending and borrowing, for example by digital couriering where appropriate.

Incoming and outgoing loans are reviewed and approved by the National Museums Collections Committee, with a view to strategic aims: this includes audience development, our key themes, national and international commitments, reciprocal relationships and resource availability.

10. MEASURING SUCCESS

Collections development involves an important and challenging set of processes and it is difficult to judge success by any single quantitative measure. We will therefore consider collections development activity in the round using the National Museums Scotland Impact Assessment Framework. We want to ensure that our collections development results in a distinctive offer that is cohesive and sustainable, connecting meaningfully with audiences.

Outputs tracked will include quantities of acquisitions and supporting material, transfers and loans; external funding achieved; use of collections (whether on-site, online, or in research); collection use in publications (including peer-reviewed); collections digitised; collection use in exhibitions, displays, programmes and online activity. We will assess our contribution to the sector in Scotland and beyond through number of loans, expertise sharing and deployment of the National Fund for Acquisitions.

Even so, our focus will be on quality rather than quantity. Outcomes reviewed will therefore include: acquisition significance; new and stewarded relationships within Scotland and beyond; and the impact of publications, exhibitions, displays, loans, programmes and online activity using collections.

11. APPENDIX A: Departmental priorities

Although our ambition is to ensure our collections development will be connected and cohesive by 2027 – especially by focusing on the key themes outlined in 6 above – there are necessarily local emphases in curatorial departments and the library, continuing to build on previous strengths and address areas for development.

11.1. Global Arts, Cultures & Design

The department's collection of around 150,000 items includes a wide range of nationally and internationally important material from across Africa, the Americas, Asia, Europe, and Oceania, dating from the ancient past to the present day.

Strengths

The European decorative art collections are the most comprehensive in the UK outside of the V&A. They represent excellence, creativity and innovation in sculpture, metal work, ceramics, glass, furniture, woodwork and dress and textiles. They demonstrate leading edge developments in product design and craft. The collection also contains one of three designated nationally significant collections of modern jewellery.

The breadth of the dress and textile collection is of international significance and includes examples from Africa, the Americas, Asia, Europe, and Oceania. The European and North American holdings include the Jean Muir Collection, the world's most comprehensive museum collection of an internationally renowned fashion designer, and the Bernat Klein Collection, the work of one of the most highly regarded textile designers of the previous century. The strength of our early collections is also internationally significant, including seventeenth-century examples of European dress and textiles dating to the medieval period.

The recognised strengths of the early collections from Africa, Oceania and North America are the historic collections that derive from the University of Edinburgh and the Society of Antiquaries of Scotland. These are connected to early voyages of imperial exploration and subsequent colonial and missionary activities. They can be traced to key British historic figures including Captain James Cook and Dr David Livingstone, amongst others.

From Asia the collection contains internationally and nationally significant collections of decorative and industrial arts from China, Japan, Iran, and India, from the mid-nineteenth century onwards, and prehistoric Japanese ceramics and Ainu material acquired from Dr Neil Gordon Munro, which includes domestic and ritual items.

The ancient Egyptian collection, which contains substantial sculpture, burial groups, and important inscribed material, representing all major periods in Egyptian history. Of note is material from the first systematic excavations in Egypt, led by Alexander Henry Rhind, and the only intact royal burial group held outside Egypt.

Collections from the rest of the ancient Mediterranean include items of international importance, such as one of the only monumental Nubian statues held outside Sudan, notable ancient Greek painted vases, a significant collection of ancient glass, and a remarkably diverse collection of cuneiform inscriptions, including a monumental Assyrian relief from the palace of Ashurnasirpal II.

Priorities

In the European decorative arts, there are development opportunities in furniture, stained glass, tapestries, and other forms of wall décor. In terms of furniture, for example, it is particularly notable that the collection lacks items from Robert Adam the Neo-classical architect and designer.

In the area of Western fashion and dress, there are development opportunities in menswear, working class and non-elite historic dress, twentieth-century couture, and high-end contemporary fashion representative of developments in new technologies and sustainable initiatives.

The collections from Africa, Asia, Oceania, and the Americas are lacking contemporary fashion and popular culture. Many of the collections from Africa, Asia, Oceania, and the Americas reflect colonial-era values and collecting priorities, as such, the collections are not entirely representative of the cultures in question, or able to meet current research questions and display needs.

Across Global, Arts, Cultures and Design, but particularly in relation to colonial era collecting, our collections will benefit from further research into their provenance and collecting histories, and greater input from descendent and diaspora communities.

In addition to addressing collection weaknesses and growing our areas of strength, for example in European and Asian decorative arts, dress and textiles from Africa, Asia, Oceania, the Americas, and Europe, we will prioritise collecting that supports the organisation's key themes (see 6 above) and that supports major projects including the Scotland Galleries. We will highlight global experiences through the international exchange and flow of ideas and materials; and collect to diversify display and research potential related to groups that are currently poorly represented or unrepresented within in the collection, for example collections that speak to diaspora heritage and LGBTQI+ identities, and contemporary Indigenous perspectives.

11.2. Library

The Research Library involves around 300,000 items, bringing together the collections of the former National Museum of Antiquities of Scotland and the Royal Scottish Museum. A separate library is located at the National War Museum and collections are also maintained at the National Museum of Flight and the National Museums Collection Centre. Library collections have grown in response to individual areas of curatorial research, past and present, resulting in research-level coverage across all museum departments and world-class resources in specific areas.

Strengths

The library collections reflect the strength and variety of National Museum Scotland's collecting and research directions, ranging from modern research texts to material over 500 years old.

Our holdings include a leading archaeology collection, especially significant in its breadth and in its foreign-language material, much of which is unavailable elsewhere in Scotland. We house a major collection of monograph publications on decorative arts and world cultures, and many rare and unusual holdings in Scottish history and culture, including topographical guides and local histories from all parts of Scotland from the late eighteenth century onwards. There is a broad selection of material in natural sciences to support geological

research, gemmology, mineralogy, invertebrate and vertebrate palaeontology, and contemporary biology. Collections in the history of science and technology are strong in physical and mathematical sciences, including measurement applications in a variety of disciplines and developments in related technologies. The library also holds a major collection of works on the history of museums and museology, including many early works on personal and institutional collections.

The National War Museum Library houses a wealth of material on the history of the Armed Forces in Scotland from 1660 to the present day, including regimental histories and Army Lists from the 1740s. Coverage is weighted towards the Army, but the Navy and Air Force are also represented.

Strengths of the archival material for which the library is responsible include Directors' correspondence, letter books, original plans, drawings and photographs, scrapbooks, and the historical archives and manuscripts of the Society of Antiquaries of Scotland. The archive also includes registers and day books from the natural history museum at University of Edinburgh and the original correspondence, notes, and journals of several nationally renowned nineteenth- and early twentieth-century naturalists, including William Jardine and William Speirs Bruce.

Priorities

Collecting is led by curatorial needs, but with a view to public benefit and access. We will not seek to duplicate the effort of other institutions, especially the National Library of Scotland, instead prioritising the acquisition of less-available works (including privately published works or works published abroad) within existing areas of strength and works relating to museum objects and collections.

To ensure that access can be maintained in the longer term, open-access electronic titles relating to museum objects and collections should be acquired in print format where available. Electronic resources may still be acquired where cost-effective and appropriate (where content need not be preserved for long term future access, or where no physical option is available). This position will be reviewed as the publishing landscape changes.

Collecting the current work of the museum is essential to preserving the history of the museums and their constituent bodies; the library has done and will continue to prioritise this through acquiring publications. Growing the Research Repository will help to ensure that more, and more diverse, outputs are collected and, where possible, made openly accessible.

The overall aim to enhance existing strengths or rebalance under-represented areas across museum collections needs to be supported by, and reflected in, the library collections. To achieve this aim, as well as collecting accordingly, acquisitions must be accompanied by appropriate metadata, and the metadata of existing specialist collections reviewed and improved.

11.3. Natural Sciences

The origins of the Natural Sciences collections of National Museums Scotland may be traced back to the acquisition in 1694 by the Toun College of Edinburgh of the collection of the late Sir Andrew Balfour. Shortly afterwards it was combined with the collection of Sir Robert Sibbald, Geographer Royal for Scotland, and catalogued by him. Although this clearly predates any of the National Museum buildings it was the basis of the University of Edinburgh collection which then formed the backbone of our collection.

Since then, largely through field work and the acquisition of various individual naturalist collections, we have grown into the second largest natural science collection in the UK (after the Natural History Museum) with over 10 million items. It contains many unique specimens of international significance ranging from Dolly the sheep and a giant clam brought back by John Murray on the HMS *Challenger* expedition to a piece of the Strathmore meteorite and 'Lizzie', one of the world's oldest fossil reptiles.

Strengths

The collection contains specimens of national, European, and worldwide significance. Currently divided into four sections, Earth Systems, Invertebrate Biology, Palaeobiology and Vertebrate Biology. Among the most important is the collection of Palaeozoic vertebrates, which is unique in the world as one of the most comprehensive early records of vertebrate life. Collections of minerals, insects, and terrestrial mammals are the best within Scotland. The insect and vertebrate collections are significant as historical archives of terrestrial environmental change, highly relevant to pressing issues such as global warming and therefore to key theme 6.2 above. Our collection of North Atlantic whales is internationally recognized and has been enhanced through collaboration with the Scottish Marine Animal Stranding Scheme. The collection is directly relevant to the documentation of rising ocean temperatures and human impact in our seas and will remain a key collecting area.

Priorities

The urgency of the biodiversity and climate crises has re-focused our collecting ambitions. Concomitantly, the way we work with zoological collections is changing and the approach at National Museums Scotland is changing accordingly. In order to realise the full potential of both the historic collections and those being regularly collected, facilitating the genetic sampling of specimens is vital. This recognition was the principal driver behind the development of the biobanking at National Museums Scotland, and we will keep developing these resources so that they can support our biodiversity initiatives. Likewise, the wet collection with specimens preserved in ethanol, offers many opportunities for assessing genetic diversity of populations.

Understanding climate and environmental change through Deep Time is the main driver for collecting in the Paleobiology section. Because of Scotland's geology, the Palaeozoic invertebrates, vertebrates and plants have always formed the core of the museum collections, and they will continue to do so. In particular, we will continue to collect to represent the tetrapod transition to land (in the early carboniferous, around 350 million years ago).

The DiSSCo UK (Distributed System of Scientific Collections) initiative is a major UK development. Bringing together all the natural science collections in a single data portal, it is our ambition that we form a Scottish Hub for this program of work over the next five to ten years. This will enhance the accessibility to all audiences, and therefore the relevance of all our natural science collections. We will thereby contribute to Strategic Aim (iv).

Natural science collecting priorities especially align Strategic Aim (iii) in relation to the climate and biodiversity challenges. These link directly to broad Scotland and UK-wide initiatives, particularly the Darwin Tree of Life and Bioscan programs. We shall prioritize working together with NatureScot, the Natural History Museum and the Royal Botanic Gardens Edinburgh on Scottish Biodiversity initiatives and National Museums Scotland will become the repository for Scottish sampling (both in the terrestrial and marine realms). This is in line with the Scottish Biodiversity strategy Post-2020: statement of intent.

Current efforts in assembling collections of marine mammals and deep-sea marine invertebrates will continue. This is an ecosystem of critical environmental concern but from which very few institutions are systematically sampling for these animals. Scotland's geology can be directly related to soil types which in turn control ecosystem diversity across Scotland. In the same way that the zoological sections are building up a library of Scottish biodiversity over time, Earth Systems will be focusing on building a more complete library of Scottish geodiversity, particularly of its minerals. The strength in our Palaeozoic collections will be maintained through long-standing field work, but we shall also prioritize the Mesozoic of Scotland too. An exciting collaborative program of research into the Jurassic of Skye is rapidly contributing to an internationally significant collection of vertebrate fossils.

11.4. Science & Technology

National Museums Scotland's Science & Technology collections of over 80,000 items are amongst the most important in Europe. They range from the very large to the very small; are chronologically, geographically and thematically broad; and play a significant or leading role at each National Museums Scotland sites. They have been amassed since the founding of Industrial Museum of Scotland in 1854, when there was an ambition to display recent technical innovation and industrial processes to students, craftsmen and the general public. Over time, these collections accrued historic interest and, increasingly from the later twentieth century, collecting has focused on the histories of science and technology as well seeking to reflect contemporary developments. Aiming to reflect the social and cultural significance of science and technology, as well as theoretical and technical change, objects have recently been collected in order to reveal the full range of people involved in scientific work, the lived experiences and impacts of industry and technology, and patient as well as practitioner stories in medicine.

Strengths

The Science Collections, focused chiefly on the physical and biomedical sciences, include an internationally significant collection of scientific instruments. These instruments range from those that supported academic research and teaching, particularly at the University of Edinburgh, to those used for practical activities such as timekeeping, navigation, survey and metrology. There are also important collections relating to lighthouse technology and early photography. Objects relating to medicine and biomedicine range from medical imaging technologies to pharmaceuticals, veterinary medicine and prosthetics.

Strengths of the Technology Collections relate to the collecting areas of industry, engineering, energy production, agriculture, communications and transport. The early and boom days of coal extraction and steam power are well represented, while, more recently, there has been significant collecting around sites and industries impacted by deindustrialisation and decommissioning. The collection of high-quality engineering models, many of which were produced by our workshop in the nineteenth and early twentieth centuries, is of unique importance. In transport, there are strengths in collections of bicycles, agricultural vehicles and aircraft. Communication collections include significant holdings relating to printing, audio technologies and telecommunications.

Priorities

Supporting Strategic Aim (ii), we will continue to undertake opportunistic and targeted collecting around Scottish science and industry, Scottish people and places, and objects that speak to Scotland's history and its connections with the wider world. This includes contemporary and recent collecting of experimental equipment, prototypes, new products, models or other parts and representations of large-scale technologies, and objects as they come out of service.

In alignment with Strategic Aim (iii) We will continue to develop collections that help visitors and researchers to understand the climate and biodiversity crisis. This will include objects representing the historic use of fossil fuels and impact of industry on the environment, the scientific work that has helped identify and measure the problems we face, the processes of decommissioning and decarbonisation, and the development of renewable energy production and sustainable domestic, transport and communication technologies, that may help reduce or mitigate the impacts of climate change. We will continue to seek out distinctively Scottish stories of change and loss as well as of innovation and experience.

Further to our ambition to be inclusive and to reach more diverse audiences with our collections, we will seek to expand the range of people and experiences that our objects represent. Through both object research and new collecting, we seek to show the impacts and legacies of imperialism and colonialism, both on and of science and technology; to explore experiences of disability and the medical and technological supports that seek to improve them; to understand the historic and current exclusions of groups of people from scientific and technological work and its benefits; and to show the varied experience of users, participants, patients and consumers.

Collecting will be targeted to support Museum projects as they are prioritised, including the redevelopment of the Scotland Galleries. We will also pursue cross-departmental collecting, for example in relation to the history of natural history and geological collecting with Natural Sciences, on the politics, culture and histories of Scottish science and technology with Scottish History & Archaeology, on the science and technology that supported and benefitted global travel and exploration, as well as the decorative, fashionable and consumable nature of technological products and scientific instruments with Global Arts, Cultures and Design.

11.5. Scottish History & Archaeology

Nearly 250 years of dedicated collecting has built one of the most representative national collections of archaeological and historical artefacts anywhere in the world, constituting a material record of the place we now call Scotland situated within its wider European and global contexts. Our coverage extends from the Palaeolithic to the contemporary, combining collecting disciplines and methodologies in archaeology, material history and decorative arts. The concentration of artefact types and provenanced objects mean that the collections present fundamental material evidence for research in most aspects of the Scottish past, enabling authoritative display narratives and interpretive themes across time. The collection involves over 2 million items.

Strengths

Highlights include iconic objects such as the Iron Age Torrs pony cap, the Lewis chess pieces, the Mary Queen of Scots casket and hoard discoveries such as the Blair Drummond torcs and the Galloway Hoard. Recognised as spectacular national treasures in their own right, such objects derive much of their cultural value from their relationships within and across the wider collection.

Strengths spanning the archaeology collections include assemblages of everyday material from settlements which provide a detailed picture of changing lives and regional differences over millennia, and which contain as-yet untapped resources of environmental data. Hoards and special deposits from a range of periods and locations enable a long-term view of deposition practices across space and time. The collection of human remains excavated in Scotland is a key resource for the development of new knowledge through research and scientific analysis (aDNA, stable isotopes, radiocarbon dating). Over half of the known

specimens for many artefact types from Scotland, and many unique survivals, are held by National Museums Scotland.

Bridging prehistory and history, these strengths persist, while the collections encompass rich remains of the Roman occupation and a wealth of 'Celtic art' including some of the most accomplished early Christian stone sculpture in Europe. The medieval, renaissance and early modern periods combine the materials of everyday life with objects redolent of cultural interactions, religious and monarchical power in the shaping of Scotland as a kingdom.

The history collections were built in large part through specialist collecting in the decorative arts generating strength in areas such as silver, ceramics, jewellery, metalwork, furniture and weaponry alongside numismatics and sigillography. Our interpretation, reinterpretation and development of these core collections builds material evidence for broader cultural and historical developments alongside objects preserved for their known or assumed associations with individuals and events. Long-standing efforts to collect the unwritten history of modern Scotland through the vernacular and everyday have bequeathed notably strong collections in working and domestic life. The military and rural life collections are extensive, reflecting the strength of the foundational collections of the National War Museum and National Museum of Rural Life. Popularly recognised manifestations of distinctively Scottish material culture such as bagpipes and highland dress (the latter in common with Global Arts, Cultures and Design) are well represented.

Over the last five years we have invested in a programme of collecting in relation to social, cultural and political developments in contemporary Scotland in dialogue with other departments, building well-researched and representative collections for the future.

Priorities

Collecting in Scottish History & Archaeology over the last decade has been focused on future redisplay of the Scotland Galleries in the National Museum of Scotland. With a view to building content for new displays that can inspire and engage visitors with the natural and human histories of Scotland across millennia, we will continue to integrate collecting with research and to maximise interdisciplinary potential through collaboration between departments and disciplines. We will collect to elucidate broad themes including resources, materials and technology; burial practices and people; hoarding and special deposits; the chronologies of major social change; migration and encounters; objects, devotion and memory; senses of place in the decorative arts; and, contributing to Key Theme 6.3 above, colonial histories and legacies. Further details may be found in the topics detailed in the appendix of the Research Strategy

As a conglomeration of collecting disciplines, philosophies and methodologies, the collections feature imbalances in content and interpretive information which we seek to mitigate with enhanced documentation and through targeted acquisitions, fieldwork and via Treasure Trove. A bias towards east central Scotland as a source of collections becomes more marked in aspects of the modern period and is being addressed through targeted regional collecting of historical and contemporary issues.

To reshape our knowledge and interpretation of medieval Scotland we have increasingly been applying archaeological methodologies in our collecting. Modern metal-detecting produces more medieval objects than any other period and, alongside excavation assemblages, we will continue to acquire well-documented finds for types such as coin hoards and medieval dress which will complement and afford reassessment of earlier numismatic and decorative art collecting approaches. Beyond Treasure Trove, stronger representation of the material culture of literacy, learning and administration in medieval and

Renaissance Scotland will be supported through targeted acquisitions relating to books, documents and writing.

Research for future redisplay of the Scotland Galleries is similarly shaping collecting through solicited donations and purchases in temporal and topic areas such as Scotland's early modern international trading and cultural connections, a more heterogeneous picture of the material culture of belief in Post-Reformation Scotland, and the material history of the developments known as "the Scottish Enlightenment". In contrast to our representation of medieval through to early modern Scotland, our historic approaches to collecting modern & contemporary history have hitherto tended to privilege the everyday, requiring that we develop stronger collections on politics and public life for the twentieth century in particular.

Our programme of contemporary collecting will continue to develop in ongoing communication across the Collections Directorate, embracing environmental issues, diversity, and popular culture in documenting major social, cultural and political change. Collaboration within and beyond the Scottish History & Archaeology department will build a programme of contemporary collecting that will renew the rural life and military collections.

12. APPENDIX B: Acquisition and Disposal Policy

12.1. General

The Board of Trustees of the National Museums of Scotland ('the Board') will ensure that acquisition and disposal of items to and from the collections are carried out openly and transparently.

National Museums Scotland has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The Board therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of objects from National Museums Scotland's collection.

National Museums Scotland recognises its responsibility to work within the parameters of the Museums Association Code of Ethics when considering acquisition and disposal.

In this context, the term 'Object(s)' is used to describe any item accessioned to National Museums Scotland's collections.

12.2. Acquisitions

- 2.1 The National Heritage (Scotland) 1985 Act, Section 8, Clauses (1) and (2) sets out the legal powers of the Board to make or receive acquisitions: namely, (1) The Board may acquire (whether by purchase, exchange or gift) any objects which in their opinion it is desirable to add to their collections; (2) Without prejudice to any power apart from this subsection, a Minister of the Crown may transfer to the Board any object (whether or not he acquired it before the Board's establishment) if in his opinion it would appropriately form part of their collections.
- 2.2 The Museums and Galleries Act 1992 (as amended) enables the Board to acquire objects by transfer from a number of national organisations (Appendix C).
- 2.3 Donations and gifts with not associated costs require approval from the Keeper of the respective curatorial department; the Director of Collections is authorised to acquire objects where the purchase price and associated costs is less than £5000; the Director is authorised to acquire objects where the purchase price and associated

costs is less than £20,000; and the Trustees Acquisitions Committee, which comprises three members of the Board, the Director and staff of National Museums Scotland, has the delegated authority for acquisitions over £20,000.

- 2.4 National Museums Scotland will not purchase objects for the collection unless the purchase price represents value for money, and full funding has been secured. Objects are normally acquired only after the costs of acquisition, conservation, storage and display have been taken into consideration. Objects in very poor condition (or in such condition that they are inherently liable to deteriorate and cannot be reliably stabilised by conservation treatments) are not normally acquired.
- 2.5 National Museums Scotland will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources. Specific reference is made to the organisations at Appendix C.
- 2.6 National Museums Scotland recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collections arrangements.
- 2.7 Objects acquired for the collection will be formally accessioned and catalogued on National Museums Scotland's collections information system and the online 'Search our Collections' as soon as possible thereafter.
- 2.8 Where intellectual property rights subsist in an object and belong to the acquisition source, they will be expected to assign any intellectual property in the object to National Museums Scotland or to provide a licence to National Museums Scotland that enables the reproduction of the object for museum purposes.
- 2.9 National Museums Scotland will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object unless the Board or responsible officer is satisfied that National Museums Scotland can acquire a valid title to the item in question.
- 2.10 National Museums Scotland will not acquire any object unless it is satisfied that the object has not been wrongfully taken from a lawful owner; or acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws, including the United Kingdom.
- 2.11 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from 1 November 2002, National Museums Scotland will reject any items that have been illicitly traded. The Board will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department of Culture, Media and Sport in 2005.
- 2.12 Gifts to National Museums Scotland are not accepted subject to conditions which are considered unreasonable or unduly onerous, such as restrictions on the loan or display of an object.

- 2.13 As National Museums Scotland holds and intends to acquire archives, including photographs, digital images and printed ephemera, it will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (2002).
- 2.14 So far as biological and geological material is concerned, National Museums Scotland will not acquire by any direct or indirect means any material that has been collected, sold, or otherwise transferred contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- 2.15 The Museum will ensure the acquisition, disposal, and management of natural sciences collections containing genetic materials will be undertaken in line with the laws and regulations relating to access and benefit sharing (see UK Department for Environment, Food & Rural Affairs Guidance on the UK Access and Benefit Sharing Regulations 2022), arising from the Nagoya Protocol which came into force on 12 October 2014 and Convention on Biological Diversity ratified by the United Kingdom in 3 June 1994. These agreements are designed to ensure the fair and equitable access and benefit sharing for the use of genetic resources.
- 2.16 So far as archaeological material is concerned In Scotland, under the laws of bona vacantia including Treasure Trove, the Crown has title to all ownerless objects including antiquities, although such material as human remains and environmental samples are not covered by the law of bona vacantia. Scottish material of chance finds and excavation assemblages are offered to museums through the Treasure Trove process and cannot therefore be legally acquired by means other than by allocation to the Board by the Crown. However, where the Crown has chosen to forgo its title to a portable antiquity or excavation assemblage, a Curator or other responsible person acting on behalf of the Board can establish that valid title to the item in question has been acquired by ensuring that a certificate of 'No Claim' has been issued on behalf of the Crown.
- 2.17 Acquisitions outside the current Collections Development Strategy will only be made by exception, including when National Museums Scotland is (1) acting as an externally approved repository of last resort for material of local (UK) origin; or (2) acting with the permission of authorities with the requisite jurisdiction in the country of origin. In these cases National Museums Scotland will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The Museum will document when these exceptions occur.

12.3. Disposals

- 3.1 The National Heritage (Scotland) 1985 Act, Section 8, Clauses 3, 5 and 6 sets out the legal powers of the Board of Trustees of the National Museums of Scotland to make disposals.

The Board may not dispose of an object the property in which is vested in them and which is comprised in their collections unless -

Clause (3)

- (a) the disposal is by way of sale, exchange or gift of an object which is a duplicate of another object the property in which is so vested and which is so comprised or
- (b) the disposal is by way of sale, exchange or gift of an object which in the Board's opinion is unsuitable for retention in their collections and can be

- disposed of without detriment to the interests of students or other members of the public, or
- (c) the disposal is by way of sale or gift made to, or exchange with, any institution mentioned in such section (4), or
 - (d) the disposal is made with the approval of the Secretary of State, to an institution other than one of those mentioned in subsection (4), or
 - (e) the disposal (by whatever means, including destruction) is of an object which the Board are satisfied has become useless for the purposes of their collections by reason of damage, physical deterioration, or infestation by destructive organisms.

Clause (5)

An object may be disposed of as mentioned in subsection (3)(e) Notwithstanding a trust or condition (express or implied) prohibiting or restricting the disposal of the object.

- 3.2 The National Heritage (Scotland) 1985 Act, Section 8, Clause 3(4) and the Museums and Galleries Act, 1992, (as amended), enables the Board to transfer objects to named organisations and to receive objects from a number of the same (Appendix C).
- 3.3 The Director of Collections is authorised to dispose of objects with a value up to £5,000; the Director of National Museums Scotland is authorised to dispose of objects with a value up to £50,000; and the Board will consider the disposal of all objects with a value exceeding £50,000, or which are considered to be particularly sensitive.
- 3.4 The Museum will not undertake disposal motivated principally by financial reasons.
- 3.5 The Museum will follow a collection disposal procedure that operates within relevant legal frameworks and aligns with sector best practice and the Museums Association Ethics of Disposal.
- 3.6 The Board will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- 3.7 When disposal of a museum object is being considered, National Museums Scotland will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 3.8 The Museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.
- 3.9 Requests to permanently transfer objects to non-UK claimants are considered case-by-case in line with National Museums Scotland's Procedure for Considering Requests for the Permanent Transfer of Collection Objects to Non-UK Claimants. The Trustee Acquisition Committee will review and make recommendations to the Board of Trustees in this regard.

12.4. Conflicts of Interest

- 4.1 Regarding acquisitions, in the interests of propriety, objects will not be purchased for the collections from serving Trustees, Museum staff, volunteers, trainees, interns, contractors, or partners or business associates of any of the above. A period of seven years will run from the date that a person ceases to be in any of the above categories before National Museums Scotland will consider purchasing items from them.
- 4.2 Deaccessioned objects will only be transferred to serving Trustees, Museum staff, volunteers, trainees, interns, contractors, or partners or business associates of any of the above, when no other disposal route, other than secure destruction, can be identified.
- 4.3 In accordance with the UK Museums Association Code of Ethics, museum staff should avoid private activities that could be construed as trading or dealing in cultural property unless authorised in advance by the Board of Trustees.

12.5. Spoliation

The Museum will use the 'Spoliation of Works of Art during the Holocaust and World War II period: Statement of Principles and Proposed Actions', issued by the National Museums Directors' Council in 1998, and report on them in accordance with the guidelines.

12.6. Human Remains

As National Museums Scotland holds human remains it will follow the guidelines in the 'Guidance for the Care of Human Remains in Scottish Museums' issued by Museums Galleries Scotland in 2011. The Museum recognises that human remains are worthy of special consideration in regard to acquisition, curation and disposal (transfer), as documented in National Museums Scotland's Policy on Human Remains.

13. APPENDIX C: Cognate Institutions

National Museums Scotland operates within a national ecology of museums, libraries and other organisations, which is both enshrined in law (see 12.1) and articulated in practice (12.2).

13.1. Institutions Named in the Museums and Galleries Act 1992, As Amended, Schedule 5

Part 1: Transferors and Transferees

- The Board of Trustees of the Armouries
- The British Library Board
- The Trustees of the British Museum
- The Historic England Commission
- The Trustees of the Imperial War Museum
- The Board of Governors of the Museum of London
- The Board of Trustees of the National Gallery
- The Board of Trustees of the National Galleries of Scotland
- The Board of Trustees of the National Library of Scotland
- The Board of Trustees of National Museums Liverpool
- The Board of Trustees of the National Portrait Gallery
- The Board of Trustees of the Natural History Museum
- The Trustees of the Royal Greenwich Museums
- The Board of Trustees of the Science Museum
- The Board of Trustees of the Tate Gallery
- The Board of Trustees of the Victoria and Albert Museum

Part 2: Transferees only

- The Court of Governors of the National Library of Wales
- The Council of the National Museum of Wales
- The Board of Trustees of The National Museums and Galleries of Northern Ireland
- Historic Royal Palaces
- The National Trust for Places of Historic Interest or Natural Beauty

13.2. Other organisations

National Museums Scotland will take account of the collections development approaches of other organisations operating in the same or related areas or subject fields. To ensure resonance and avoid duplication we will maintain communication with major UK national or large regional museums, including but not limited to those listed in 12.1 above.

We will work closely with municipal and regional services, university collections and other museums in Scotland, especially where local provenance of any item should be taken into consideration.