

NMIS

National  
Museums  
of Scotland

# Annual Review

2003 | 04



**The National Museums of Scotland (NMS) is Scotland's national museum service. We care for museum collections of national and international importance, and present these to the public at our seven centres:**

- **Royal Museum, Edinburgh**
- **Museum of Scotland, Edinburgh**
- **National War Museum of Scotland, Edinburgh Castle**
- **Museum of Flight, East Lothian**
- **Shambellie House Museum of Costume, near Dumfries**
- **Museum of Scottish Country Life, East Kilbride**
- **Granton Centre, Edinburgh\***

**NMS hold a wealth of treasures collected over more than two centuries, ranging from the beginning of history to the present day. Our collections encompass national and international archaeology, decorative and applied arts, ethnology, social history, science, technology and the natural world.**

**We also provide advice, expertise and support to the museums community across Scotland.**

**\* Closed for redevelopment until 2007**





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**Cover: Our exhibition *Cats... the ultimate predators* helped inform, educate and inspire visitors of all ages**

Presented to the Scottish Parliament pursuant to paragraphs 9 and 10 of Schedule 1, Part 1 to the National Heritage (Scotland) Act 1985.  
SE/2004/210





# Delivering the vision

**On 30 June 2003**, NMS launched a new vision. We aim to be: 'A world-class museums service that informs, educates and inspires'.

This was a major step. The vision set out how we will enhance our public services, improve the care of our collections, and become more effective as an organisation over the next five years.

Good progress has already been made. In the past year, we have attracted a broader audience, including families, young people and those who experience a disadvantage of some kind. This work will expand significantly, both through services at our museums and through community-based projects developed by a new outreach team. Our special exhibitions and events successfully attracted a wider audience from within Scotland, and a considerable number of visitors from overseas.

As we move forward, we are investing in our buildings and enhancing the visitor experience. Securing one of the seven Concorde aircraft from British Airways was not only a significant coup for Scotland but it also provides a focus for the long-term development of our national Museum of Flight.

A Masterplan for the Royal Museum has been developed for launch in November 2004 and implementation over the next 10 to 15 years. Through this visionary framework, we aim to complement the museum's original architecture, put more objects on show, give better access and provide world-class interpretation in an inspirational visitor space.

Beyond our own museums, we are opening up the collection to more people across Scotland and throughout the world, through national and international partnerships – a number of which are celebrated in this review.

We are working hard to provide advice and support to the museums community in Scotland. Our vision is founded on the belief that all museums have a vital role to play in enabling people of all ages to learn and develop, to explore our heritage and identity as a nation, and contribute to cultural tourism.

In a year of change and development, we are grateful to our staff, our volunteers and our supporters who have helped set the vision in motion through hard work, enthusiasm and good ideas. Thanks to those efforts, there are many achievements to report.

**Lord Wilson of Tillyorn**  
Chairman of the Board of Trustees

**Dr Gordon Rintoul**  
Director



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

**NMS Mission Statement**

**Opposite: Securing Concorde was a major coup for Scotland**

**Top: Lord Wilson of Tillyorn and Dr Gordon Rintoul in the new *Communicate!* gallery in the Royal Museum**





# Engaging visitors

**Nearly 1.3 million visitors** have visited our six museums during 2003-04 attracted by new galleries and facilities, special exhibitions and a broad-ranging events programme.

*Celebrity!* was a highly successful summer exhibition at the Shambellie House Museum of Costume, featuring an array of props, set pieces and costumes from the Hollywood classic era to contemporary blockbusters such as *'Titanic'*. Visitor numbers reached record levels – up 20 per cent in the year.

Special exhibitions brought collections from all over the world to the people of Scotland. *Dino-Birds – Feathered Fossils from China*, at the Royal Museum, presented fascinating fossil evidence of the evolution of birds from dinosaurs. *Trailblazers*, the story of Scots in Canada, looked beyond the familiar to examine lesser-known links between the two countries from the 1620s to the present day.

From ancient times, cats have had the power to inspire, fascinate and amaze us. This was demonstrated when more than 40,000 visitors attended *Cats... the ultimate predators* in the spring of 2004. Our most successful exhibition of the year, it brought together all 37 of the world's cat species in a family-friendly exhibition. Displays offered multiple layers of information in a way that appealed across the generations.

*Go Play Games*, an interactive games event, ran in the Royal Museum as part of the Edinburgh International Games Festival. It appealed particularly to teenage boys – not traditionally a group who make frequent visits to museums.

**Above: The family-friendly *Cats* exhibition attracted more than 40,000 visitors**

**Opposite: This dress worn by Marilyn Monroe was part of the successful *Celebrity!* exhibition at the Shambellie House Museum of Costume**



**“My granddaughter and I travelled an hour and a half to see the big cats – and it was worth every minute!”**  
**Grandmother, Innerleithen**

Now in its third year, the Museum of Scottish Country Life attracted increased visitor numbers again. The Christmas Foal Show and a Model Fair dedicated to farm equipment – the only one of its kind staged in the UK – were highly successful and will be repeated this year.

More than 48,000 school visits were hosted across our six museums, an annual increase of almost seven per cent. We continue to develop accessible learning programmes at all our museums.





**“You get more out of one day coming here than you do out of all the time you’re showing pictures and talking in class.”**

**Teacher, Perthshire**

**Above: *Dino-Birds* used groundbreaking research to trace the evolutionary origins of birds**

**Opposite: History is being brought to life in a new series of free family events at the Museum of Scotland**

**Below: Dolly, the world’s first cloned mammal was donated to NMS**



Science Zone in the Royal Museum, a joint project with the University of Edinburgh, became the largest venue for the 2003 Edinburgh International Science Festival. A hugely popular programme of events focused on all aspects of science, with Dolly, the world’s first cloned mammal, the centrepiece for a display commemorating the 50th anniversary of the discovery of DNA. We are also using the Science Zone to attract both formal school groups and family audiences to a range of science-based activities such as the weekend robotics events run by the University of Edinburgh.

Visitors had a chance to see chemistry in a whole new light thanks to *Sport by Design*. This special exhibit, supported by the Royal Society of Chemistry, was hosted by the Royal Museum’s Science Zone as part of Chemistry Week last November. Equipment tested hand-eye co-ordination, speed, fitness and agility – and explained how our eyes use the chemical reactions to light as signals to help us see.

For the second time, X Factor – the dance company formed by renowned Scottish choreographer Alan Greig – performed at the Royal Museum. Staged as part of our access and outreach programme, the performance helped showcase the museum as an inspirational location for performing artists and disabled people.



**“It’s a good way to learn. Fun, better than school!”**

**Pupil, Primary School, Edinburgh**



Events programmes help deliver a high quality visitor experience at our museums and support learning. Jacobite soldiers, Roman legionnaires and medieval maids all contributed to bringing history to life in a new series of free family events on Sundays at the Museum of Scotland. The live interpretation of Scotland’s rich and fascinating history is now an established part of our growing events programme.



Outside the museums, continued development of our website has brought opportunities for wider audiences to access and engage with the NMS collections. Over the year, the website – [www.nms.ac.uk](http://www.nms.ac.uk) – has attracted a record 2.6 million page visits (up from 2.25 million) helped by a fun and interactive microsite for Cats and worldwide interest in the arrival of Concorde. NMS plans to create a new website in 2005 as the first stage in the development of an Online Museum.



**Above and opposite: The *Communicate!* gallery celebrates the origins of modern technology**

**“Very creatively presented, educationally sound and ultra informative.”**

**Male visitor, Edinburgh**

## **Delivering innovation**

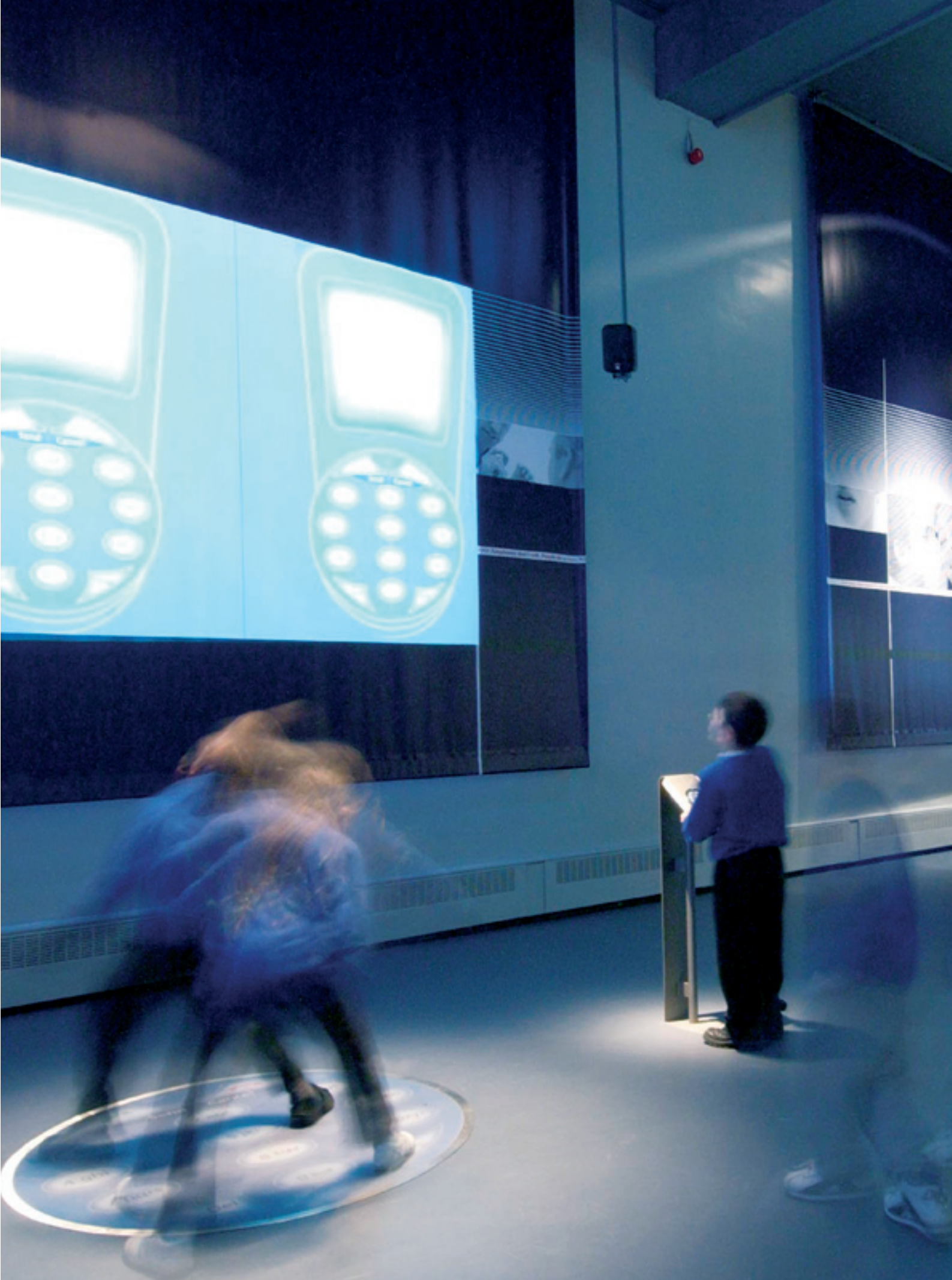
NMS is one of eight museums to benefit from BT's £6 million distribution of its vast heritage collection around the UK. Sir Christopher Bland, Chairman of BT, opened the *Communicate!* gallery in the Royal Museum in October.

Acting as a centrepiece of the science and technology wing, the *Communicate!* gallery is the only formal celebration of Alexander Graham Bell in Scotland and is an initial step in our ambitious redevelopment plans for the Royal Museum.

Bringing together 160 objects from around the world, it celebrates the many different ways people have communicated across millennia, from carrier pigeons to the internet. There is a large collection of telephones and associated equipment, including an Edison wall telephone circa 1879 and examples of telegraph equipment by Scottish clockmaker Alexander Bain. A giant interactive keypad enables visitors to text with their feet and there is also a machine where visitors can learn and practise Morse code.

NMS is now a leading partner in BT's *Connected Earth* project with an endowment to support staff in sustaining development of the partnership and preserving BT's distributed collection.







# A world-class collection

**The strength of** Scotland's national collection is recognised internationally with items provided on loan to cultural institutions across the UK and abroad. During 2003, these included the Victoria & Albert Museum, the Hayward Gallery and the National Maritime Museum in the UK, and the Louvre in Paris, Metropolitan Museum of Art in New York and the Prado Textile Museum in Madrid.

Promotion of Scotland and its traditional culture reached a new level in America in the summer of 2003. *Celebrating Scotland's Crafts* reviewed the rich diversity of crafts that have a continuing tradition and style distinctive to Scotland. The NMS-led exhibition attracted 277,750 visitors when it ran as part of a three-month showcase of Scottish culture in Washington DC at the Smithsonian, the world's largest museum and research complex.

Significant items have been added to all parts of the NMS collection over the past year. Our collecting policy ensures that we build in areas where we have particular strengths, complement other collecting institutions, and enrich the whole collection.

The highlight of an exciting year was undoubtedly the decision by British Airways to locate one of its seven prized Concorde aircraft at the Museum of Flight – our biggest ever single object.

Another key acquisition in science and technology was the world's earliest surviving colour television. Made by General Electric for the Columbia Broadcasting Service in 1946, in readiness for colour broadcasting, the television joins a number of key items relating to John Logie Baird's development of television already in the collections. With the sale came a donation of a miniature colour television camera, the prototype of that used in the Apollo moon landing of 1969.



**Above:** Watercolour entitled 'Driver John Gall, Royal Field Artillery' by the Scottish artist Franc P Martin. Part of a collection of sketch books and papers presented by the artist's family to NMS

**Opposite:** A key acquisition is the world's oldest surviving colour television



***“Scotland at the Smithsonian presented the continuing excellence, vibrancy and variety of cultural traditions within contemporary Scotland to an international audience in a unique way.”***

**Minister for Tourism, Culture and Sport**







**Top: NMS gained its first full skeleton of a fin whale**

**Opposite: A wax medallion of the great Venetian artist Titian and his son**

**Below: *Pneumodesmus newmani*, discovered in Stonehaven and donated to NMS, is the world's oldest fossil of an air-breathing species**



The Heritage Lottery Fund supported our acquisition of letters belonging to General Sir David Baird (1757–1829), a major figure in British military history and one of the best-known Scottish soldiers of the period. The papers cover the period 1799–1828 and supplement other items NMS holds relating to Baird, who is best known for his victory over Tipu Sultan at Seringapatam in 1799.

A wax medallion of the great Venetian artist Titian and his son, attributed to Antonio Abondio (1538–1591) and which had once been in the great collections of the Dukes of Hamilton, was added to our collection of renaissance ceramics, small bronzes and enamels. In excellent condition, it was lent to the National Galleries of Scotland for *The Age of Titian* exhibition at the Royal Scottish Academy.

Alexander McQueen, the famed contemporary fashion designer, has Scottish roots. NMS acquired a jacket and skirt, both part of his spring/summer 2004 collection, which include a tweed cloth that has important links with Scottish textile history. It formed part of the summer display at Shambellie House Museum of Costume.

Two natural history acquisitions made the headlines during 2003-04. A 56ft fin whale, which sadly beached itself on the island of Coll, provided the museum with its first complete skeleton of this species. A cast of the jaw bones will be donated to the local community.

The oldest air-breathing fossil in the world, discovered on the beach at Stonehaven by an amateur palaeontologist from Aberdeenshire, Michael Newman, was also donated to NMS. We worked with Yale University to confirm that *Pneumodesmus newmani*, at 420 million years old, was more than 20 million years older than previously known air-breathing fossils and is of enormous scientific value.





## Delivering Concorde to Scotland

Beating competition from 60 bidders around the world, Concorde G-BOAA tops the UK's most wide-ranging aviation collection at Scotland's national Museum of Flight.

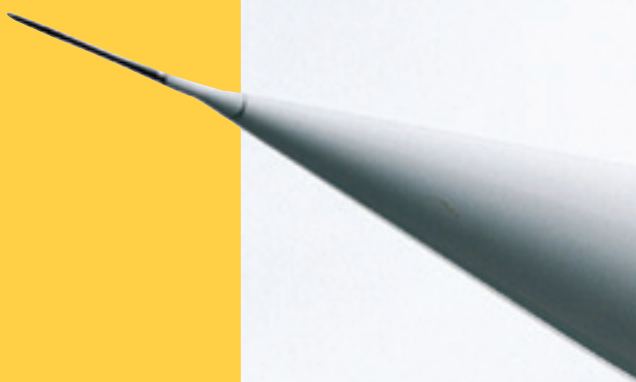
This Concorde was the first to be delivered to British Airways; the first to fly on commercial service (to Bahrain in January 1976) and the first to make the momentous journey to New York. Its acquisition is the first stage in a planned redevelopment of the museum.

British Airways acknowledged that the proposal from NMS demonstrated both an understanding of the significance of the aircraft and the professionalism needed to care for such an important item. The First Minister, the Minister for Tourism, Culture and Sport and local MSPs played an important role in the campaign to bring Concorde to Scotland. The Scottish Executive provided £2 million of special funding for the transport, housing and display of the aircraft.

Concorde's journey to Scotland generated massive media interest across the world and helped draw a record 2.6 million page visits to the NMS website. Public interest continues to soar with visits to the museum up by 60 per cent.

While visitors can see conservation in progress now, the full exhibition, *The Concorde Experience*, opens in March 2005 helping develop the Museum of Flight as one of Scotland's top visitor attractions.

**Below and opposite: Director Gordon Rintoul welcomes Concorde's arrival at the Museum of Flight**





**“Just as the Royal Yacht Britannia has helped to transform visitor prospects for Leith, so the supersonic jet will put East Fortune on the tourist map. Such a development is long overdue. The Museum of Flight is a tremendous resource.”**

***The Scotsman***





# Working nationally

**Visitors to local museums** and heritage attractions across Scotland were able to access the national collection throughout the year. NMS lent 1,500 objects to more than 100 venues across Scotland. There were 140,582 visits to temporary exhibitions in Scotland where our material was on loan, from Elgin to Whithorn.

NMS work in partnership with these venues to ensure our collections and expertise benefit audiences across the country. A commitment to adopt a greater national, strategic role is central to our vision; a principle endorsed by the Scottish Executive's *Action Framework for Museums in Scotland*, launched in August 2003.

Much work is being done both at a strategic level and in partnerships with other organisations. At Portmahomack in Easter Ross, NMS are providing support and advice to the Tarbat Discovery Centre, a locally led initiative using the past to develop a contemporary sense of community. The centre displays finds from a Pictish monastery, which is still under excavation. NMS has offered the project first choice of the finds for display and has been loaning material for summer exhibitions.

**Right: This set of bagpipes, circa 1810, is by Donald MacDonald who is one of the earliest makers identified with the instrument in its modern form**

The bagpipe is Scotland's national instrument and the most powerful and evocative voice of Scottish music and culture. In a formal partnership agreement established during 2003, NMS have put the national piping collections on display at the National Piping Centre in Glasgow. Visitors from Scotland and abroad can access our outstanding collection of piping artefacts and NMS provide advice on specialist issues such as training and museum display.

A new NMS post will be responsible for developing further national partnerships, consulting with the museum sector on priorities for development and putting in place a range of new initiatives to share expertise and knowledge and enhance access to the national collections.

The National Fund for Acquisitions, which NMS run on behalf of the Scottish Executive, supports museums, galleries, libraries and archives throughout Scotland with valuable advice as well as grants. During the year, grants totalling £302,400 were made to support acquisitions.

We continue to find ways to take our collections to new audiences.

*Discovery on the Move*, a travelling exhibition, was visited by some 13,296 people, including school children, during 2003. The exhibition focuses on interactive learning helping visitors to discover for themselves how evidence can be used to interpret the past. A new touring programme will be developed in 2006.





Above: *Discovery on the Move* gave children across Scotland the chance to see and touch items from the collection



**“The young people were involved from start to finish and seemed to enjoy every part of it. It was a high quality project with a good end product.”**

**Project Worker, Instep**



## **Delivering in communities**

The NMS outreach team, established during the year, will enable us to engage with a wider range of audiences, encouraging them to access, enjoy and learn from our collections.

Key audiences that we are particularly keen to work with include the disabled, people from minority ethnic groups, rural and disadvantaged areas, the young and old.

In a recent initiative with the Instep project in Craigmillar, Edinburgh, pupils at Castlebrae High School were provided with a chance to imagine life in Victorian times. The groups examined objects from the NMS Victorian handling box, looked at early portrait photographs from the Scottish Life Archive and dressed up in real and replica costumes to have their own portraits taken. Photographs were digitally enhanced to resemble 19th-century sepia prints.

**Above left: Children from Craigmillar, in Edinburgh, enjoyed the opportunity to dress up in period clothing**

# Sharing research knowledge

**NMS have an international reputation** for the breadth of our collections and the expertise of our curatorial staff. A key part of our role as a national museum service is to make research of international quality available to help understand the past and benefit the future.

Over the year, 100 papers by staff were accepted for publication in peer-reviewed journals. National and international research projects ranged from archaeology to applied arts, conservation to collection management. This work is widely communicated through accessible books, presentations and promotional events. Wherever possible, it is integrated with learning programmes and outreach work.

An international collaborative research project run by NMS is looking into the wider significance of beads made of faience, a glass-like substance, in Bronze Age jewellery and culture. The study looks at how the beads may well have been worn as much for their talismanic properties than as a symbol of power and wealth.

NMS have been collaborating with the conservators of the celebrated 16th-century warship, the *Mary Rose*. The project hopes to find an effective treatment to remove sulphur before it becomes acidic and damages wooden remains.

NMS curators participated in a research team, including Oxford University, the University of Edinburgh and the Deer Commission for Scotland, studying wildcats. As part of this, we hosted a workshop on a Conservation Action Plan for the Scottish Wildcat.

The museum's fossil collection will be used to support a major publication in the Palaeontological Association series of field guidebooks. *A field guide to the fossils of the Pentland Hills* is being co-edited by NMS and scientists from the Geological Museum, Copenhagen.

Using new technology to engage visitors was the subject of a two-year EU-funded project involving six other European institutions and six technology groups. NMS led the project, known as Orion, which produced a research road map to help museums investigate the use of 3D imaging technology.



**Above: NMS led an EU-funded study into the potential of 3D imaging to enhance visitors' interaction with exhibits**

**Below left: The significance of faience, a glass-like substance, and Bronze Age jewellery has been re-evaluated by an international study group**





**“NMS is working with international institutions to help conserve our rich heritage.”**

**Research Scientist, NMS**

**Opposite: The Scottish Wildcat was the subject of a workshop hosted by NMS © Keith Ringland Photography**

**Below: Inspecting a tapestry for material damage**



## **Delivering solutions**

NMS is playing a key role in an international EU-funded project which will help conserve historic tapestries. In this project, worth 1.3 million Euros over three years, NMS is working with Historic Royal Palaces, the Royal Institution of Cultural Heritage (Belgium), the University of Manchester Institute of Science and Technology, Birbeck College, the University of Edinburgh and Spanish Royal Palaces to investigate methods of monitoring changes in historic tapestries.

Using tapestries from the fifteenth to eighteenth centuries, from both UK and Spanish royal collections, the study is looking at various ways to measure and categorise material damage.

The tapestries have detailed records for where and when they were created and the environments in which they have been kept, and the study looks at deterioration in dyes and fabrics used.

The new analytical approaches developed through the project have already had a wider application in a research project on textile fragments found in tombs in North West China.





# Developing people

**To develop NMS's full potential**, investment has been made in our people so that we can continually improve our quality of service. The knowledge and expertise of our staff is our greatest asset and significant resources have been earmarked for training to help us meet our targets.

A more focused management structure has been put in place in order to deliver on the vision. Key appointments were made to complete the team during 2003. Jane Carmichael, previously Director of Collections at

**“The training helps give a better service to visitors but it also gave me increased job satisfaction and a better understanding of the collections.”**

**Visitor Services Assistant,  
Royal Museum**

the Imperial War Museum, was appointed as the first Director of Collections at NMS and Catherine Holden, previously at the Natural History Museum, became Director of Marketing & Development.

After a review of the commercial activities of NMS under Managing Director Peter Williamson, NMS Enterprises Ltd is strengthening hospitality, catering, publishing and retail operations to enable us to maximise self-generated income.

An organisational change programme was established, led by teams of staff, and this has produced action plans to improve communication and customer focus, to empower people and to streamline business processes.

During 2003, we fully developed *Walk the Talk*, a course developed by Visitor Services staff to build confidence and knowledge and help inform visitors about the gallery exhibits and develop new tours for both the Museum of Scotland and the Royal Museum. Linked to this, a team of ten visitor staff were recruited to operate regularly the Newcomen and Douglas & Grant engines in the Museum of Scotland. A full training programme included health and safety, daily maintenance and history of the machines. The work of the team is a popular addition to the visitor experience.

In their recent assessment, the Association of Scottish Visitor Attractions acknowledged the work done by Visitor Services staff at NMS. Both the Royal Museum and Museum of Scotland maintained their five star visitor attraction ratings.

**Opposite: Ten Visitor Services staff now operate the Newcomen and Douglas & Grant engines in the Museum of Scotland**







# Moving forward

**Our future direction** was established in 2003 and during 2004-05 much activity will be undertaken to help meet that vision.

We are committed to developing further our museum spaces. Our focus will continue to be on meeting the needs and expectations of an increasing number of users, underpinned by a new programme of audience research. In addition, we are developing a new model for consultation and engagement with visitors of all ages.

Our Masterplan for the Royal Museum will deliver improved access, new displays and public facilities and will reposition the museum as a central part of the tourism appeal of Scotland's capital city. The Masterplan also provides a framework for improved storage of collections at our Granton Centre.

In the year ahead, major exhibitions attractive to many different audiences are planned at the Royal Museum. We expect to enthuse young audiences with our spring 2005 exhibition, which will bring them face-to-face with moving creatures like the *Tyrannosaurus rex* when we host a dinosaur exhibition on tour from The Natural History Museum. This popular exhibition combines 20 animatronic dinosaur models with hands-on fossils.

A prestigious exhibition on Russia's last Tsar, Nicholas, and his wife Empress Alexandra is planned for summer 2005. This has been achieved through a unique partnership with the State Hermitage Museum in St Petersburg.

Improvements to access, exhibits, information areas and external signage have been made at the Museum of Scotland. A new changing exhibition space, a sports gallery and permanent home for the Sports Hall of Fame, and a new modern Scotland gallery will all come on stream over the next two years.

At the Museum of Flight, new interpretation and signage has enhanced our collection and a new education centre opened in September. *The Concorde Experience* and a five-year development plan will be launched in 2005. A new temporary exhibition area is being developed at the National War Museum of Scotland for launch in early 2005 and a development plan is also underway for The Museum of Scottish Country Life.

**Left: A young visitor enjoys a model plane workshop**



**Above: A key priority is to engage the interest of audiences worldwide in the collection**

Collections Management and Research policies are being developed and a key research priority is the study of Scottish cultural material aimed at engaging the interest of audiences worldwide.

Beyond the museum buildings, our popular outreach team continues to be active and projects in the pipeline for the year ahead include a museum-inspired community project in Lanarkshire and working with refugee groups in Edinburgh and Glasgow. We will also accelerate our loans activity so that more museums and galleries will benefit from our collections with an annual target of lending 2,500 objects by 2005-06.

In partnership with the wider museums community, we will help develop a 25 year vision for the future to feed into the work of the Scottish Executive's Cultural Commission, which will report in June 2005.

**We believe that museums have a vital role to play in Scotland's cultural future enabling people of all ages to learn, develop and be creative.**



# Financial overview

## 2003-04

**The main change in revenue** during 2003-04 was an increase in Grant-in-Aid to support priority areas of access, learning provision and investment in IT as well as a first step towards the modernisation of the pay and reward system.

NMS's acquisition of Concorde through additional support from the Scottish Executive meant our major projects grant increased to £1,050k during 2003-04. Linked to this, expenditure in buildings and galleries was increased to cover preparatory work to accommodate the aircraft.

During the year Bristo Church was sold, raising an additional £600k, which will help fund major capital works at the Royal Museum and Granton. There were no major capital projects in hand and consequently less income from sponsorship, grants and other sources. External income-raising activity will be stepped up during 2004-05 linked to major capital projects at the Royal Museum and the Museum of Flight. This will be achieved through a new development team recruited to generate increased income from external sources for capital and non-capital projects.

In addition to undertaking enabling works for Concorde, our expenditure on buildings and exhibitions was increased to complete work on the *Communicate!* gallery, enhance access, signage and exhibitions at the Museum of Scotland and to provide improvements in disabled access at Shambellie House Museum of Costume.

A reprogramming of capital expenditure and the short term impact of a major organisational review on staffing costs have meant we are reporting an exceptional surplus of £477k for this financial year. This has been transferred to the Board Reserve and will be used to support major building projects such as at the Royal Museum, Granton and the Museum of Flight.

**2003-04**   **2002-03**  
**£000**   **£000**

### Income

Grant-in-aid:		
Running costs	16,535	15,592
Major projects grant	1,050	450
Collections purchases	510	510
Other grants	311	405
NMS Enterprises	270	355
Sponsorship	263	356
Entrance charges	238	371
Sale of building	600	-
Other income	404	722
	<b>20,181</b>	<b>18,761</b>

### Expenditure

Staff costs	10,187	9,259
Estates and infrastructure upkeep	4,126	4,028
Exhibitions and displays	877	861
Other operating costs	2,309	2,239
Capital developments:		
Buildings/galleries	1,426	755
Equipment and software	149	127
Collections purchases	621	620
Transfer to Board Reserve	477	833
	<b>20,172</b>	<b>18,722</b>

### Income & Expenditure

Surplus as above	9	39
Analysed as:		
Depreciation	3,973	3,706
Release from reserves	3,964	3,667
	<b>9</b>	<b>39</b>



Above: Income from events and merchandise enabled NMS Enterprises to provide £270,000 in funding during the year





© Jason Baxter

# Corporate targets

	ACTUAL			TARGETS			
	01-02	02-03	03-04	04-05	05-06	06-07	07-08
<b>Visits to NMS Museums</b>							
• all visits (million)	1.25	1.33	1.29	1.32	1.35	1.38	1.4
• age under 16*			270,935	280,000	285,000		
• age 16-24*			155,930	160,000	164,000		
• age over 65*			91,030	94,000	96,000		
Web page visits (million)	1.53	2.01	2.6	2.5	2.75	3.0	3.25
Schools programme	42,000	45,000	48,815	52,000	55,000	58,000	60,000
Lifelong learning	97,000	98,000	99,765	101,000	102,000	103,000	
Learning programme by target under-represented groups							
• disabled people			210	215	220		
• ethnic minority			300	310	315		
• rural areas			2,646	2,725	2,800		
• disadvantaged areas			800	820	840		
Overall satisfaction rating on annual visitor surveys (out of 10)	8.5	8.5	8.8	8.5	8.5	8.5	8.5
Objects on loan for display	1,643	1,850	1,805	2,100	2,250	2,500	2,500
Academic publications	90	91	100	80	80	80	80

\*Targets for 2005-06 represent Scottish Executive target 5% increase in these categories over three years from baseline year 2003-04.



# Trustees and management team

## Board of Trustees

Lord Wilson of Tillyorn  
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OBE, DUniv, MA, FRICS

Mrs Lesley Hart (since October 2003)  
MBE, MA, MSc

Mr Grenville Shaw Johnston  
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Ms Christina Macaulay  
MA

Miss Anne Maclean  
BA, DipAss, Home Office Letter of  
Registration in Child Care

Neena Mahal  
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Professor James Murray  
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CBE, FEng, FRSE, FBCS

Mr A J C Smith  
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## Corporate Management Team

Dr Gordon Rintoul  
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NMS also acknowledges the invaluable time and commitment given by our many volunteers ranging from informative visitor guiding through to practical support for specific projects. Our members have a special relationship with NMS and their contributions are highly valued.

With major projects at the Royal Museum and the Museum of Flight in the pipeline and a range of exciting new gallery and exhibition spaces planned, we will be very dependent on continuing help from our supporters.

During 2003-04, a wide range of projects contributing to the development of our museums, research and outreach work received support from donations, grants sponsorship, legacies and membership subscriptions. NMS would like to thank the following for their support during 2003-04:

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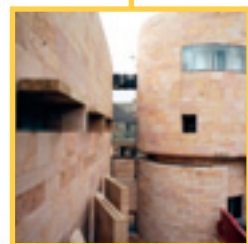
All contributions in support of NMS, including gifts and sponsorship in kind, are gratefully acknowledged, along with those donors who wish to remain anonymous.



# Our museums



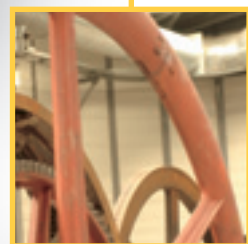
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If you would like further copies of this document, please contact Marketing and Development on 0131 247 4095 or e-mail [info@nms.ac.uk](mailto:info@nms.ac.uk).

Copies of the full NMS annual accounts are also available on request.

The Annual Review is on our website –

**[www.nms.ac.uk](http://www.nms.ac.uk)** – and is available in large print, Braille, audiotape and PC disk.

NMS also produce a Corporate Plan, which sets out our major objectives over five years and how resources will be used to achieve them.

The plan can be viewed on our website –

**[www.nms.ac.uk](http://www.nms.ac.uk)**.

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