

Darren Cox and Julie Orford prepare a scale model of a lighthouse lens for display in *Shining Lights*.



Image © Paul Dodds

In this issue

Report highlights value of National Museums

Launch of new Strategic Framework

Double win at sponsorship awards

Bringing the Harvest Home

Understanding Technology lecture

Christmas greeting 2010

One minute interview: Eileen Budd

...and much more

Deadline for next issue
1 November 2010

Shining Lights and Bell Rock 200

At times of great upheaval and reconstruction it is always good to be reminded that National Museums Scotland holds outstanding collections. The contents of the former Civil Engineering gallery were packed up just before construction work began on the Museum of Scotland in 1992. Much of it had been on display since the gallery opened in April 1928, displaying some extraordinary items. The material that has come to us over the years relating to lighthouse technology is of international significance, and no other collection in the United Kingdom has quite the same depth and breadth.

It all started in 1859, when the Royal Society of Edinburgh decided to pass over to the newly opened Industrial Museum of Scotland the group of items associated with the building of the various lighthouses on the Eddystone Rock, off Plymouth. These items had come to it in 1828 from the widowed

Susan, Countess of Morton. This group of material had been put together for, and consulted by, the great early civil engineer, John Smeaton, whose pioneering stone lighthouse on this dangerous reef remained standing until the 1870s when the rock itself proved to be crumbling.

This stone-built structure formed the inspiration for lighting one of Scotland's most dangerous hazards for shipping: the Inchcape Reef, off the east coast of Scotland, which threatened sailing vessels trading with the ports in the rivers Tay and Forth. Twice a day the reef is entirely submerged, but when the water is at its lowest it is uncovered to show a razor-sharp rock about 430 feet in length by 230 in breadth; for much of the time, the danger lies just below the surface. There is an old legend that a good Abbot of Aberbrothock (Arbroath) Abbey put a bell on to the rock, which swung in the wind to warn mariners of the peril; hence the name 'the Bell Rock'.

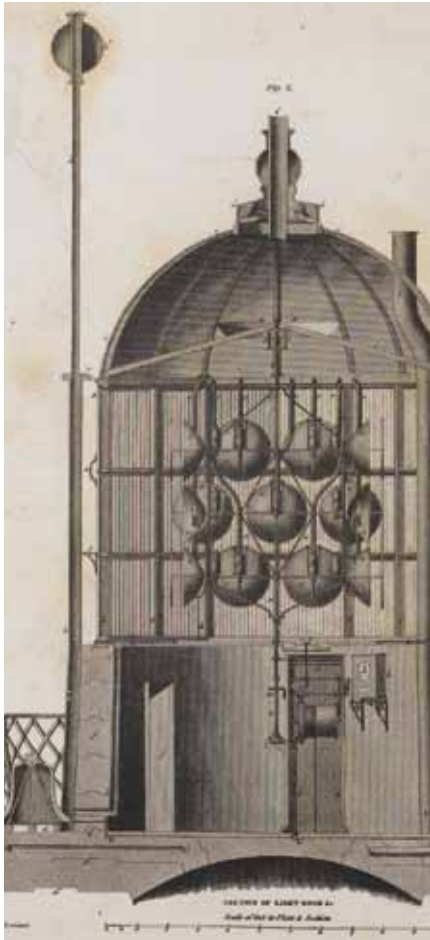


Illustration from Robert Stevenson's
An Account of the Bell Rock Light-house.



Detail of oil painting of the
Bell Rock Lighthouse
by A. MacDonald of
Arbroath, 1820.

The Northern Lighthouse Board was formed by Act of Parliament in 1786, with authority to make Scotland's dangerous coasts safer for those who sailed around them. Their first Engineer was Thomas Smith, originally an Edinburgh lamp-maker, who took to his new trade of lighting Scotland's coasts with great success.

Smith brought his stepson Robert Stevenson into the business in 1796, and in due course he became Engineer to the Northern Lighthouse Board; his memorial remains the Bell Rock lighthouse, first lit in February 1811. But the collection here contains much more: items constructed for the international trade exhibitions

held during the latter part of the 19th century; the oldest lens-structure for a UK lighthouse; the prototype of the largest lens formation ever used; and, now, modern additions for these days of automation, including an automatic bulb changer, hand-held GPS and a solar panel. The *Shining Lights* exhibition at the National Museum of Scotland is part of the *Bell Rock 200* celebrations, which will continue well into 2011: the exhibition team and the staff at National Museums Scotland Enterprises (NMSE) are to be congratulated on the display and accompanying book that they have produced for this notable anniversary.

Dr Alison Morrison-Low x4248
Principal Curator, Science

Launch of new Strategic Framework

A special staff presentation will take place on Tuesday 26 October to launch our new Strategic Framework. The new framework is the outcome of the Achieving our Ambitions Project and this extra session has been arranged to brief all staff before we start the strategic planning cycle for 2011–12. The framework has been created to provide a more simple structure to guide our future work, help us prioritise and increase our impact. We will use it to develop the next strategic plan, as well as our annual operational, department and individual work plans. The new framework will guide everything we do – so everyone is encouraged to attend.

Event details: 08:45–10:00,
Tuesday 26 October, Early People gallery

Catherine Holden x4332
Director of Marketing & Development

New Trustees appointed

Fiona Hyslop, Minister for Culture and External Affairs, has appointed three new members to National Museums Scotland's Board of Trustees. Bruce Minto, Miller McLean and Jamie Troughton started their appointments on 1 October. They replace the three Trustees who completed their terms of appointment on 30 September: Jim Fiddes, Professor Michael Lynch and Ian Ritchie.

Bruce Minto is a Managing Partner of law firm Dickson Minto, which he jointly founded in 1985. He was the Chairman of the Stewart Ivory Foundation, which was established to encourage, promote and develop financial education in Scotland. He is the Chairman of the Royal Museum Project Campaign Board created to secure funding for the ongoing Royal Museum Project.

Miller McLean is a chartered banker and solicitor educated at Glasgow and Edinburgh universities. He is a past President of the Chartered Institute of Bankers in Scotland, and retired in April 2010 as Group General Counsel and Group Secretary of the Royal Bank of Scotland Group plc. He is currently Chairman of the Whitehall and Industry Group.

Jamie Troughton trained as an architect and now runs two real estate development companies in Scotland. His cultural experience includes work with the Henry Moore Foundation, the De La Warr Pavilion, the National Gallery of Modern Art in Edinburgh, as well as contemporary interventions at Blair Castle.

Bruce Blacklaw x4165
Communications Officer

Double win for National Museums Scotland at sponsorship awards

We were delighted to collect two of the five top awards at the Arts & Business Scotland Awards 2010 in a ceremony held at the Royal Academy of Music and Drama, Glasgow, on 22 September. The Awards are held each year to celebrate 'the most outstanding and creative partnerships between business and arts organisations'.

We won the New Sponsor award for our partnership with BNY Mellon, who sponsored *Salt of the Earth*, and the Cultural Branding award for Glenmorangie's support of our research into Early Historic Scotland. The *Salt of the Earth* citation referenced both the achievements of the sponsorship and our 'innovative marketing', and the Glenmorangie partnership was described as 'outstanding'.

The Minister for Culture and External Affairs, Fiona Hyslop MSP, presented the specially commissioned awards in front of an audience of 350 guests from business, the arts and the media.

Fiona Hyslop said: "Scotland has a powerful track record in creativity and innovation that enriches our culture, our communities and our quality of life. These awards are testament to the mutual benefits of business support for the arts, as well as giving recognition to the hard work and commitment shown by many to the wide variety of dynamic arts projects thriving throughout Scotland."

The Glenmorangie Research Project is also shortlisted for the UK-wide Arts & Business Awards in November – many thanks to all who voted for the partnership and also to colleagues in Archaeology, Marketing & Communications, Development and Public Programmes, who play a vital role in making such corporate-cultural partnerships possible.

Judith Craig x4193
Development Manager



Judith Craig collecting one of the Awards, pictured with Imogen Russon-Taylor, Glenmorangie; Fiona Hyslop MSP, Minister for Culture and External Affairs; and Verity Haines, Arts & Business

Self-declaration of disability

Under the Disability Discrimination Act 1995, registration of a disability is undertaken on the basis of self-declaration (ie do you believe that you are disabled?). Under the terms of the Act, a disability is defined as 'a physical or mental impairment which has a substantial and long term adverse effect on a person's ability to carry out normal day-to-day activities'.

Each year we offer you the opportunity to self-declare any disability you may have, and inform or update Human Resources about any support you require to assist you at work, so that we can put this in place.

If you have a disability and have not previously declared it but you would now like to do so, please complete a self-declaration of disability form. You can request a form from me or download one from the HR intranet pages.

During November and December 2010, I will contact those of you who have made a disability declaration at any time during your employment to offer you the opportunity to meet or correspond, and to ensure we make or continue to make any reasonable adjustments that are required to support you to carry out your role.

You may declare a disability at any time, so please bear this in mind if your personal situation changes during your employment with us.

Please get in touch with me if you would like to discuss any aspect of disability where it concerns employment.

Anne Hamilton x4129
Human Resources Manager

Understanding Technology

Since the autumn of 2008 we have been running a series of technology workshops in conjunction with the Institute for the Study of Science, Technology and Innovation, University of Edinburgh. The next lecture in the series is *Between Edinburgh and Egypt: How the Pyramids Transformed Scottish Astronomy* with Professor Simon Schaffer from the University of Cambridge. This will be held in the Early People gallery on Thursday 11 November at 18:00.

Admission is free but places are limited. Please register with Maureen Kerr on x4274 or by email, m.kerr@nms.ac.uk

Klaus Staubermann x4357
Principal Curator, Technology

Health and safety update

European Week for Safety and Health at Work 25–29 October

Organised by the European Agency for Safety and Health at Work, and supported by the Health Safety Executive, October will see the launch of a new campaign theme for years 2010 and 2011: ‘safe maintenance in the workplace’.

Maintenance is a process that affects every area of safety and health. Poor standards, or a failure to ensure working conditions are kept in good order, are major causes of accidents and occupational diseases. The campaign highlights the importance of maintenance of machinery, equipment and workplaces, and explores how to minimise the risks associated with maintenance activities. Like previous campaigns, it is based on employers, employees and their health and safety representatives working together.

Within National Museums Scotland, certain work equipment (such as pressure vessels and lifting equipment) is subject to statutory inspection organised by the Estates department, who maintains a list. However, other items used by departments also require regular maintenance and occasional repair. A list has been drawn up by some departments to allow for appropriate records to be maintained, the internet address for which can be found at the end of this article. Departments must ensure that equipment is accounted for and receives appropriate servicing and repair.

Health and Safety Policy

The Policy is now updated and available on the intranet. It outlines the health

and safety responsibilities we have to ourselves and each other in the workplace in all areas of museum employment. The changed role of the Health and Safety Coordinators and the function of the various health and safety committees also feature in the document. The Health and Safety Manager is also to attend museum departmental meetings to outline the policy requirements.

Health and Safety Coordinators

Earlier this year the role of the departmental Health and Safety Coordinators was updated. Among the changes are:

- A new focus on addressing health and safety compliance and management arrangements
- The Coordinators Committee (departmental representatives) reports via the Health and Safety Manager to the Health and Safety Committee (comprised of management and trade union representation)
- Responsibility to develop departmental action plans on areas of compliance or non-compliance
- A bi-monthly summary report to be prepared for the Health and Safety Committee from the group
- Each Coordinator will have a deputy and if neither can attend the meeting a written update will be sent in advance of the meeting.

A list of current Coordinators is shown on the Health and Safety section of the intranet.

Fire evacuation (Chambers Street)

Staff must use the swipe card system when routinely entering and exiting the Chambers Street complex and the Old Dental Hospital offices. This ensures their names are shown on any roll call and they can then be accounted for at the designated assembly area. Where people neglect to use the system correctly the fire and rescue service might enter a burning building to search for individuals who appear on the roll call but are not in fact on the premises.

Workplace stress

The Health and Safety Executive define stress as ‘the adverse reaction people have to excessive pressures or other types of demand placed on them at work.’

Stress Awareness Day is on 3 November, and the following day a stress control talk will be given in the Dunfermline Room at the National Museum of Scotland. Those interested in attending should contact Lydia Coutts. The Healthy Working Lives page on the intranet has further useful information, including a leaflet entitled *Stress in the Workplace – a Guide for Staff*. An Employee Assistance Programme offering 24-hour personal support is also available.

Ruairidh Walker x4397
Health & Safety Manager

[i >HR Info >Health and Safety> Machinery List and Statutory Testing](#)

[i >The Howff >Healthy Working Lives](#)

Probation paperwork

The probationary paperwork for the Three Month and Six Month Reviews has been revised, to be consistent with the paperwork for the Annual and Mid Year Performance & Development Review (PDR) process. A new form has been included to record the initial objective-setting meeting, which should take place within a month of appointment.

Managers are reminded of the importance of the probation procedures, which give a formal opportunity to monitor performance in the early stages of an appointment, and enable appropriate support and training to be provided for new members of staff.

Marjorie Campbell x4216
Head of Employee Relations & Resourcing

[i >HR info >Staff Review & Reward >Probation Period Paperwork](#)

Celebrating Success

Congratulations to the staff based at the National Museum of Flight whose achievements were recognised in the Celebrating Success awards for September. More than 20 staff enjoyed a celebratory meal in Haddington.

Marjorie Campbell x4216
Head of Employee Relations & Resourcing

The Great National Museums' Christmas Charity Pub Quiz 2010!

It's back for a fourth year – a chance to pit your wits against your friends and colleagues for ultimate glory in the name of a good cause! This year's pub quiz will take place after work on Thursday 2 December at our usual venue, Bar Revolution on Chambers Street. The entry fee is the same as last year: £20 for a team of up to six members.

This year there will also be a fabulous half-time raffle, and all the money raised from the event will go to the Scottish Association for Mental Health. The Library & Information Services team have been victorious for two years now... can anybody stop them? Let's find out!

For more information and a registration form please check out the intranet or email a.rae@nms.ac.uk

Alison Rae x4268
Learning Officer (Families)



Christmas greeting for 2010

In 2010 National Museums will be producing a corporate Christmas e-card, in a similar format to the 2009 e-card. This follows feedback from staff that supported a move from paper to electronic cards. The Corporate Management Team has agreed to this as part of ongoing efforts to help the environment by reducing the harmful effects of printing and transportation.

We've started working on the e-card design so that it can be sent out from the start of December. The e-card will follow the same format as last year – a static design sent by Marketing & Communications with links to an animated webpage. Departments will also have the choice to send e-cards themselves through Outlook with a link to the animated webpage.

We are asking departments to start working on their email contact lists and the message they would like to communicate. Lists of email contacts will be required by Marketing & Communications **no later than 12 November**.

Please send any questions to me at c.riddoch@nms.ac.uk

Claire Riddoch x4042
Marketing Officer

How are we doing?

We ended September with record numbers for *The Lewis Chessmen: Unmasked*. Over 68,000 saw the show before it moved to Aberdeen, with 1,500 coming on the final day. Outside our walls, Edinburgh Castle reported that they had the best August in four years – up 6% on August 2009. On the flip-side, we also heard that the National Galleries of Scotland *Impressionist Gardens* show was 20% below target (by the end of August).

Learning & Programmes had a strong interest in the **National Museum of Scotland Askasaurus** event (for grown-ups). A diverse group attended, with many writing afterwards requesting more programming like this for adults.

National Museum of Flight had a big *Doors Open Day* (12 September) up by 66% on last year. *Magnificent Machines*

(25/26 September) attracted 3,305 – down 35% on 2009. We think pricing and a current resistance to paid days out (due to the economic situation) may be to blame.

The **National War Museum** did well in September – above last year and budget. There were no events this month. The **National Museum of Rural Life** staged *Bringing the Harvest Home* on 12 September, up 8% on 2009. **National Museum of Costume** is just below budget; however *Doors Open Day* was up by 15% on 2009. Barbara Lyon in Marketing & Communications has been rolling out additional marketing (such as poster distribution/leaflet drops) to increase the figures before the site closes for winter.

James Coutts x4424
Marketing Manager

September 2010	Number of visits	Compared to forecast %	Compared to September 2009 %
Scotland	48,523	+3	+6
War	48,360	+10	+14
Flight	11,236	-6	-5
Rural Life	5,766	+7	+10
Costume	2,721	-3	0
Total	116,606	+5	+8

A guiding hand

National Museums Scotland not only has a committed team of regular staff, it also has a dedicated team of more than 150 volunteers, who give their time freely to help contribute to National Museums' success.

From World Cultures to Conservation & Analytical Research, almost every department has contact with volunteers, but one of the largest groups is the Volunteer Guides who, together with Visitor Operations staff, are the public face of National Museums Scotland. Conducting at least three regular tours of the National Museum of Scotland each day, in addition to those that may be booked in advance by visiting groups, the Guides come from a diverse range of backgrounds and coordinating their workload is no easy task!

For almost 11 years Anne Ruckley has fulfilled the role of Volunteer Guide Coordinator. Describing herself as a "rank amateur" – despite over a decade of experience in the position – Anne sees the role as primarily one of housekeeping.

"Taking notes of meetings, finding guides for booked tours and helping to set up the regular tour rotas are all part of the Coordinator's role, but perhaps most important is the part I play in maintaining the two-way flow of information between the Guides and Learning & Programmes staff".

Understandably, then, it was with much sadness that the Learning & Programmes team recently discovered that Anne would be stepping down from the role. With two small grandsons to spend time with, the reopening of the redeveloped National Museum of Scotland seemed like the right time to depart. "I felt I should retire before the process of recruiting additional Guides for the reopening began, so that the new Coordinator could be settled into the organisation when that time came."

After extensive interviews, Kate McLean was selected to take over this role and begin to support Learning & Programmes in preparing the Guides for the reopening in 2011. Despite only recently moving to Edinburgh, Kate has long been enamoured with the National Museum of Scotland. "I have always loved this museum and getting to be a part of the way it engages with the public is very exciting."

Coming with a wealth of teaching, conference and project management experience, Kate is particularly looking forward to drawing on the extensive knowledge that the Volunteer Guides possess. "They are such a fantastic source of information and are already helping me discover such a wealth of treasures I didn't previously know were there."

Although aware of the challenges ahead, Kate is looking forward to ensuring this knowledge continues to be passed on after the reopening, when the range and number of tours will increase. "Although there will be a lot to grasp with the new layout and increased number of displays, I am certainly up for the challenge and know that the Guides feel the same way."

After spending some time handing over the role, Anne is confident that Kate needs no advice to make this role a success. "She certainly needs no help with the job! So I would give Kate the same advice I would give someone volunteering as a Guide: enjoy it – the Guides are special people, lively and with awesome knowledge, and, as is so often the case, it's the people who make 'work' of any sort a pleasure."

David Stevenson
Exchange Volunteer Reporter



Kate McLean with Anne Ruckley

What's on this month?

National Museum of Scotland

Shining Lights

Fri 15 October 2010 – Sun 3 April 2011

The Big Draw

Sat 16 – Sun 17 October

St Andrew's Day

Sun 28 November

National Museum of Flight

Air and Scare Halloween

Sun 31 October

National Museum of Rural Life

Garden Detectives

Until 2011

Halloween Party

Sun 31 October

National War Museum

Land Girls and Lumber Jills

Until February 2011

National Museum of Costume

Marriage in the Movies

Until 31 October

A Halloween Happening

Sat 23 October

For more information about exhibitions and events, visit www.nms.ac.uk/events or pick-up a leaflet.

All staff members, family and friends are encouraged to join us!

One minute interview

Eileen Budd, Directors' Secretary

Where were you working before you joined National Museums Scotland?

I'd been doing some temp work as a Personal Assistant at the Scottish Parliament to make some money, as I had just returned from a two-year exploration around Australia and the Pacific. However my last long-term job was as a shark tagger in Fiji!

That project was really interesting as it meant accompanying the local marine biologist and tourists on dives with Bull sharks; there would sometimes be 40 to 50 sharks on one dive, which was awesome – they are incredible animals. The task was to tag and take their photos for identification logs. The theory is that they breed in the rivers, and we were collecting data and setting up electronic sounders in the rivers to prove or disprove it. When not at sea we were on the river bank listening for the telltale 'ping' of a tagged shark swimming past, while the local children were jumping in and out of the water. The kids and sharks didn't seem to mind one another!

It was part of a larger marine conservation project working with local village communities to provide sustainable fishing solutions that are effective and beneficial for them and the marine environment. It's working, too; the reef life there has started to noticeably recover since the project began, and the villagers see a better return from diving tourism than selling their fishing rights to neighbouring countries. Before that I was a Cowgirl/Personal Assistant for a cattle farm in the Australian outback.

What interested you in coming here?

An early obsession with Indiana Jones! I've always wanted to work for the Museum; it's like the eccentric aunt of Edinburgh. I think anyone who has spent time exploring the collections has thought about applying for a job here at least once, and being part of the next phase in the Museum's life is pretty cool.

What would be a typical day's work for you?

As Directors' Secretary for Sally Manuireva and Andrew Patience I spend my day



organising meetings, emailing, filing, calling and typing – whatever needs done. In the process, I get to work with a great cross-section of people across the organisation, but there is really no typical day; it's a very fluid existence, which is neat.

Do you have a specialist area?

I guess that depends... if I was going on University Challenge it would be 20th century philosophers, but if I was entering a pub quiz it would be music, and in the office it's Excel (I dig formulas).

Have you had time to spy out an object in the collections which interests you?

I really like the Gubuka sculpture of the stingrays; the amount of detail and movement in it is magic.

What do you like doing in your spare time?

Making my friends laugh is one of my favourite things to do – my monkey feet impression always goes down well. Otherwise I'll be playing ukulele, scuba diving, swimming, surfing and making art – but not simultaneously, due to poor coordination.

Lydia Coutts x4421
Exchange Editorial Panel

Bringing the Harvest Home

On Sunday 12 September the National Museum of Rural Life held its *Bringing the Harvest Home* event. It proved to be a big success, with more than 600 visitors attending in nice weather. Entertainment was divided between the Museum and the farm, with much to see and do.

At the Museum there was a wide variety of activities, such as archery, apple juice making, food preservation demonstrations, orchard planting, a theatre show and a few stalls; while at the farm there was stock judging, a farriery contest and demonstrations, and an old-fashioned threshing mill that ran throughout the day.

It was a fun and fulfilling way to celebrate Bringing the Harvest Home at the National Museum of Rural Life.

Raymond McAllister x4378
Visitor Services Assistant, National Museum of Rural Life



Following flint



Conference delegates
outside the museum at
Vedrovice, Czech Republic

At the end of September I attended a conference on flint mining at the Institut für Ur- und Frühgeschichte, University of Vienna. This was the Third International Conference of the Commission on Flint Mining in Pre- and Proto-historic Times, of which I am a committee member. The Commission was established in 2006 as a scientific working-party of the UISPP (Union internationale des Sciences Préhistoriques et Protohistoriques).

Two days were spent in conference sessions, listening to and discussing a series of papers on various aspects of flint mine studies, including updates on those sites where recent excavations and fieldwork have been taking place. Most of the sites reported on are in Europe, including spectacular new discoveries in France and Germany, but we also heard about research taking place in Pakistan and the USA. Plus, on the first evening of the conference we were able to examine the collections of lithic raw materials from all over Europe held by the Lithotheka at the University.

Thanks to its late-night opening until 21:00 on Wednesdays, I was able to visit the Natural History Museum in Vienna to see its very impressive archaeological displays. Amongst the star items in

the museum's collection is the famous Upper Palaeolithic figurine known as the Venus of Willendorf, displayed very dramatically under a spotlight in a darkened cabinet.

The third day of the conference comprised an excursion to visit the 'Krumlovský les' mining area in the Krumlov Forest of southern Moravia, over the Austrian border in the Czech Republic. This was especially interesting for me because the flint extraction pits at this location, their geological context, and the methods of knapping technology employed there in the Neolithic and Bronze Age periods, all have analogies with prehistoric flint extraction sites in Aberdeenshire – the finds from which I study in our collections. On this excursion we were also able to visit a brand-new community museum at Vedrovice village, with its stunning displays of burials and accompanying grave-goods from the excavation of a nearby Neolithic cemetery. The methods of presentation, including all text in both Czech and English, and the high standard of design (the project was EU-funded!) made this a surprising close to a very worthwhile trip.

Alan Saville x4054
Senior Curator, Earliest Prehistory

Magnificent Machines at the National Museum of Flight

Our *Magnificent Machines* weekend was a great success! We had more than 3,000 visitors enjoy the vast array of lovingly cared-for classic cars, scooters, motorcycles and fire engines; but for most, the steam engines that led the parade around the site were the favourite, showing a spectacular example of mechanical engineering. It was great to watch children topping up the oil and driving – there is a future generation ready to care for these wonderful machines.

Our old friend Jim MacTaggart's aerobatic display went down well; it was amazing to watch the Biplane Starduster 'feathering the engines' and hear the gasps from the crowds watching his every move.



Tony Yule, the Concorde pilot, gave enthusiastic talks to visitors about learning to fly and flying Concorde, and was always met with a round of applause.

As usual the stars of the show were the

Monster Trucks, aka Big Pete and The Grim Reaper. As well as obliterating normal cars, this year they went for it 'big guns' and flattened caravans, which were so flimsy they looked like they were crushing cardboard boxes! It was all very impressive.

There were many other activities for all ages, from crafty stuff to using your brainwaves to move objects on the computer. There truly was something for everyone.

Now to start getting our Halloween event in order!

Maureen Valentine x4238
Visitor Services Assistant,
National Museum of Flight

Creating Great Visitor Experiences – putting the theory into practice

As my regular readers will know, over the past few months I have been explaining the standards all Visitor Operations staff have been working to achieve, to provide an excellent visitor experience.

To summarise – all Visitor Operations staff took part in training workshops and learned about the six different stages of a visitor's experience, collectively known as the Creating Great Visitor Experiences service equation. These steps were as follows:

- 1 Greeting the Visitor – *the warmth of your welcome*
- 2 Determining Visitor Needs – *listening and questioning skills*
- 3 Meetings Needs – *how you react and respond to what the visitor wants*
- 4 Making the Moment Memorable – *what you can do to make the visitor feel welcome*
- 5 Checking Results – *asking visitors how was their visit and responding effectively to both positive and negative comments*
- 6 Leaving the Door Open – *ways of encouraging visitors to come back*

As a means of checking that we are 'putting the theory into practice', we regularly have mystery visits, and we also record the visitor comments – both positive and (sometimes!) negative – that we share with each other at our morning briefings. Recently one of our Visitor Services Assistants, Bill Riddell, received a letter from two American visitors thanking him for 'making their visit memorable'. With Bill's permission I'd like to share part of the letter.

Dear Bill, greetings from Connecticut! In July we visited friends in Edinburgh and spent some time with them in the National Museum. We were very interested in the Jacquard weaving loom with the cards, and you took the time to speak with us about it.

We find that meeting people on our travels is a great privilege and it fixes the time and place of that meeting [in] our minds forever. Your enthusiasm for the exhibits is infectious. We had a lovely afternoon in the Museum and expect to return to your beautiful city in the next couple of years. Thank you for making our experience at the National Museum memorable. We send warm greetings for good health, interesting experiences and a continuing warm welcome to visitors like us.



Clearly Bill has understood, and is following, the six steps of the service equation; in particular step 4 – *making the moment memorable*. The time that Bill spent with these visitors certainly made their visit memorable for all the right reasons, and Bill must be commended for his enthusiasm and visitor focus. Bill very much appreciated the letter and it is this kind of feedback that makes the job worthwhile for our team. It is an 'everybody wins' concept, as the positive impact this feedback has leads to further job satisfaction.

The six steps of the service equation are a tool that could be used for all departments who have contact with the public. It is a useful way to ensure interaction with visitors is of a consistent and professional level. With this in mind, I'd like to encourage all departments who come into contact with visitors – either face-to-face, on the telephone, or by email – to think about and put into practice the six steps of the service equation. So the next time you are walking through a public area, smile at our visitors and our team and see the response you get!

For now, this will be the last of my Creating Great Visitor Experiences articles for *Exchange*. I hope I have given you an insight into how our department uses its six steps to provide an excellent service standard. We will continue to implement each of the six steps on a daily basis, and will always seek ways of creating a great visitor experience!

Remember – when you see us 'Creating a Great Visitor Experience', please let us know!

Donnie McCathie x4255
Visitor Services Team Leader

Hello and Goodbye

Joining us

Natalie Harding Conservation & Analytical Research 27/09/2010
Assistant Conservator t Collections

Jo Sohn-Rethel Learning & Programmes 11/10/2010
Audience Research Officer t Public Programmes

Leaving us

Gillian Struthers Visitor Services 08/10/2010
Visitor Services Assistant National Museum of Costume

Ewan Hush ICT 22/10/2010
ICT Technician Finance & Resources

Tizzy Main Conservation & Analytical Research 25/10/2010
Assistant Conservator t Collections

Exchange is edited by a group of Internal Communications Champions with advice and support from Marketing & Communications.

Editorial panel
Lydia Coutts, Morven Donald

Design
Karen Inglis

Production
David Murphy, Robert Wakely,
Douglas Macfarlane

Distribution
Brian Young, Joe McGuire

Royal Museum Project Update



WOW – a really great response!

Peter Thierfelt from Development updates us on the fundraising campaign aimed at the wider public.

Over the summer the Development team ran a fundraising campaign, entitled **WOW, the wall of wonders appeal**, to the Members of National Museums Scotland raising almost £120,000 from over 700 donors. This demonstrates warm support for the Museum and an incredible 25% of members responding, far exceeding the target of 13%. Over the same time period ongoing major giving initiatives secured more than £500,000 support for the Royal Museum Project.

This autumn, an e-mail and online campaign is being launched to our members, visitors and e-mailing list subscribers. This channel of fundraising is new to the Project and I am hopeful

that the right messages and mix of videos will encourage support far and wide for National Museums Scotland.

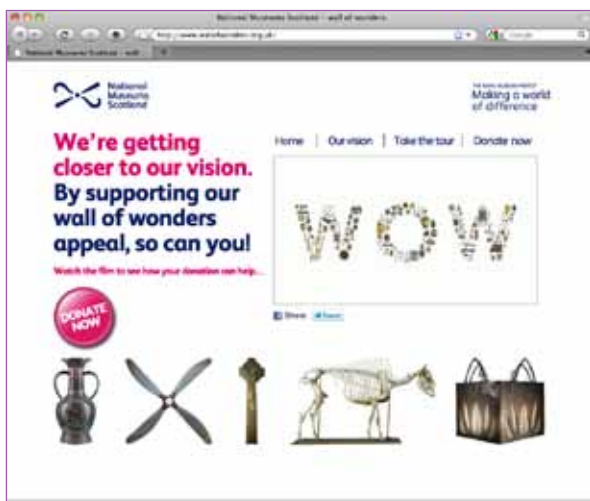
You can view the campaign here - www.nms.ac.uk/wow. Well-known Scottish crime writer Ian Rankin supports us by appearing in one of our videos. I hope you enjoy them!

If you like what you see, please do consider giving a gift. I am assured that anything between £5 to £5,000 is possible through the online giving host site. Seriously, every little bit helps and if you are moved by the message, the Campaign Team would be particularly pleased by your support and your name will appear as a supporter from November both online and in our complete list of Royal Museum Project donors.

A project like this one takes a lot of collaboration and thanks are due to those who have helped with bringing this new campaign to fruition: Judith Craig, James Coutts, Susan Gray, Madeleine Hewlett, Stephen Jackson, Barbara Lyon, Simon Madine, Neil McLean and Jessica Monsen.

If you have any ideas for encouraging further support for the Royal Museum Project, please telephone the Development Department on ext 4095.

Peter Thierfeldt x4339
Development Manager



New report highlights economic value

We all know how important National Museums Scotland is to culture, history, education and research, and how popular and well-regarded our museums are across local, national and international visitors of all ages and backgrounds. Perhaps less obvious to external stakeholders is the real economic benefit which we bring to both Edinburgh and Scotland as a whole through our collections, activities, facilities and the work of our staff.

That's why, as we move towards completion of the Royal Museum Project, we commissioned an independent report from Biggar Economics to accurately measure our economic impact. The report shows that from re-opening in 2011 we will generate £58.1 million in Gross Value Added (GVA) per year for the Scottish economy. In other words, we will contribute nearly £3 to the Scottish economy for every £1 invested by the Scottish Government.

This economic benefit derives from three sources: our visitors, the business and employment we support, and capital projects. The impact of the transformation of the National Museum of Scotland in all this will be to generate roughly an additional £10 million per year in the economy, through increased visits, events and exhibitions, and enhanced facilities for conferences and corporate hospitality.

The report clearly shows that our organisation makes a significant contribution to the competitiveness of the year-round tourism product offered by both Edinburgh and Scotland. We have had really good feedback both in the media and directly from stakeholders and supporters on the findings of the report and the impact of the Project.

Catherine Holden x4332
Director of Marketing & Development

Promotional support

Two new agencies have been appointed to support the Marketing & Communications team on the re-launch of the National Museum.

PR agency Brunswick Arts, a London-based company which has a strong track record in cultural PR, will work with the Communications team on helping maximise media coverage of the Project. We selected Brunswick Arts because they demonstrated a sound strategic approach, have good deliverable creative ideas and have a broad range of contacts at all levels of the media (but particularly in London and internationally). Clients include the British Museum, the National Museum of Science and Industry, V&A Museum of Childhood, London Library, Manchester Art Gallery and the People's History Museum.

We have also appointed a creative marketing services agency who will work on the advertising campaign to launch the new museum. We selected Frame, a Glasgow-based advertising firm, who have previously produced our Chessmen web resource. Frame demonstrated a strong understanding of our brand and the ability to deliver creative ideas within tight resources. Other clients include The Famous Grouse, Rugby Sevens Festival, Visit Scotland and Scottish National Nature Reserves.

We are now working on an immersion programme which will include meetings with key contacts across the museum.

Jane Ferguson x4386
Head of Marketing & Communications

Museum curators learn about alcohol!

Windows on the World will showcase a wonderful array of objects from our collections and will give our visitors a taste of what can be seen in our new exhibitions. This display will include sea pens, worms, crabs, snails, octopuses, sea urchins, frogs, lizards and fish which are preserved in alcohol and sealed in glass jars.

Preparing the specimens and jars for exhibition has presented an interesting challenge. The process involved an initial evaluation, breaking some very stubborn old seals without breaking the original jars or lids, cleaning the glass, and repairing and respiriting the specimens before finally resealing the jars. The quality of the seal is particularly important because anticipated temperature fluctuations in the display cases will cause pressure changes within the jars which in turn may cause imperfect gelatine seals to fail and the specimens to dry out.

Natural history specimens have been stored in preserving fluids since the mid 17th century and gelatine has been used to seal glass lids to the jars since the 19th century. This method is still used today with good gelatine seals lasting for more than 20 years.



Sankurie Pye and Fiona Ware (pictured above) participated in a four-day training course at St Andrews University's Bell Pettigrew Museum to update and improve their skills in the fluid preservation of specimens. Practical sessions included cutting and grinding new glass lids, mounting specimens on backing plates, identifying the preservative used in historical preserved specimens and making glass needles to repair specimens. Each specimen and glass jar had its own unique challenges and we look forward to putting our new skills to use in our own collections.

Interested in finding out more about the Project?
 Tell us what you would like to know.

If you have suggestions for stories in this section,
 contact Jane Ferguson x4386