

Corporate Business Plan (2013-18)

Our Museums

This Corporate Business Plan covers the 14 museums managed by the Leisure and Cultural Services Department (LCSD). These important public institutions form a rich and diverse cultural legacy in the form of three broad categories: art, history and science. The LCSD manages seven major museums – the Hong Kong Museum of Art, Hong Kong Museum of History, Hong Kong Heritage Museum, Hong Kong Science Museum, Hong Kong Space Museum, Dr Sun Yat-sen Museum and the Hong Kong Museum of Coastal Defence. We also manage seven smaller museums – the Flagstaff House Museum of Tea Ware, Hong Kong Railway Museum, Sam Tung Uk Museum, Sheung Yiu Folk Museum, Law Uk Folk Museum, Lei Cheng Uk Han Tomb Museum and the Fireboat Alexander Grantham Exhibition Gallery.

This plan highlights the vital roles played by the Hong Kong Film Archive in preserving Hong Kong's treasured film heritage and the Art Promotion Office in promoting the visual arts by bringing art to the community through territory-wide public art and community art projects.

The document also defines the goals for two other key units that provide tremendous support to our museums, cultural venues and offices. The Conservation Office provides professional expertise for the conservation of our collections, while the Marketing and Business Development Section undertakes strategic image development, branding and promotion.

Vision

We inspire everyone with enjoyable experiences in art, history and science.

Mission

- Preserve Hong Kong's cultural legacy.
- Provide a lifelong learning platform for the community.
- Provide everyone with access to Hong Kong's museum resources.
- Foster imagination and encourage co-creation.
- Connect with our audiences and Hong Kong daily life.

Values

- Professionalism
- Creativity
- Passion
- Integrity
- People-oriented culture
- Openness

Strategies and Plans

Our aim is to create a vibrant cultural ecology rooted in Hong Kong's distinctive cultural identity. Such an environment will foster and enhance people's understanding and appreciation of both local and global culture from the unique perspective of this region. The various components of our mission are the building blocks that will achieve this.

The process will see the exciting transformation of the LCSD museums from providers to facilitators engaged in collaborative partnerships with various sectors to create an inspiring cultural environment that promotes active learning and nurtures talent. It will lay a solid foundation for Hong Kong's long-term cultural development and foster social harmony and a sense of belonging among the people of Hong Kong.

This worthy effort is being accomplished through the pursuit of excellence in eight strategic areas listed below. They provide the framework and direct our resources to

shape the future. For example, our efforts in programming, audience building, and collections and facilities will enable us to preserve and present Hong Kong's cultural legacy to increasingly diverse audiences in a way that will give them a better understanding and appreciation of this vital resource. Similarly, our efforts in education, capacity building, community engagement and partnership will provide the platform for lifelong learning and co-creation, which is essential to the goal of building Hong Kong into a multi-faceted cultural hub.

Programming

We will invest in a rich variety of sophisticated multi-disciplinary exhibitions and public programmes, thoughtfully curated to offer audiences enjoyable, educative programmes.

We shall:

- Present every year a dynamic mix of exhibitions and public programmes including mega exhibitions, to appeal to a broader audience.
- Present compelling exhibitions and programmes, employing unique curatorial approaches, harnessing new technology, and employing interactive activities that present art and culture from a local perspective to trigger connections between our exhibitions and the everyday lives of audience members.
- Strengthen collaborative partnerships with prestigious museums and global organisations to present excellent exhibitions and enhance cultural exchanges.
- Organise more outreach exhibitions and promotional activities at home and abroad.
- Implement a phased renewal of the permanent exhibitions of major museums, such as opening the Astronomy and Space Science Halls of the Hong Kong Space Museum in 2015, the Biodiversity Gallery and Children's Gallery at the Hong Kong Science Museum in 2015 and 2016 respectively, followed by the opening of the Palaeontology Gallery and the Earth Science Hall of the Hong Kong Science Museum, and the make-over of the Hong Kong Museum of Coastal Defence.
- Increase the number of programmes for Hong Kong's underprivileged groups.

Collections

We will continue to build, expand and refine existing and new collections and improve stewardship to ensure that our resources are better used and easily accessible to the public.

We shall:

- Enrich our collections through acquisitions and donations.
- Use our museum websites and online platforms such as the Google Art Project to make our collections more accessible to the public.
- Plan a new Central Repository in Tin Shui Wai to house our growing collections.
- Develop a centralised collection management system for all our museums.
- Elevate conservation standards of museum artefacts.

Education

We will continue to develop our museums into vibrant and interactive open platforms of learning. By strengthening our educational efforts, we will become a valuable support to schools, while promoting lifelong learning, creativity and research.

We shall:

- Collaborate with education experts and groups to tailor-make stimulating programmes that support the New Senior Secondary Curriculum, such as teacher training workshops, e-learning platforms, meet-the-artists/professionals events, and project-based learning involving interactive, explorative activities.
- Regularly review the needs of schools and design special programmes and teaching materials to enrich learning experiences at different levels.
- Explore exciting new initiatives and programmes to meet the specific learning needs of different groups such as the disadvantaged, the elderly, families and keen learners of art and culture.

- Collaborate with well-known bookstores to organise inspiring seminars to kindle public interest in museum events.
- Stimulate inquiry and further study.

Audience Building

We will continue to invest in audience, access and participation. Customer-oriented multi-media marketing and publicity programmes will be implemented to reinforce the appeal of our museums by guiding audiences to a deeper level of engagement.

We shall:

- Formulate and implement a strategy to push the right content through the right channels to various audience segments, including families, students, tourists, the disabled and the elderly.
- Implement new marketing initiatives to build our corporate brand and strengthen promotional efforts in Hong Kong and overseas, through tools such as new souvenirs showcasing our collections, mobile applications publicising museum events, a museum fan web page, and upgrading websites of individual museums to present new information and make them more accessible to a broad audience, including the disabled.
- Collaborate with the tourism sector to further promote our museums.
- Refresh our promotional materials and create attractive new items such as newsletters, booklets and videos to generate awareness and enhance appreciation of our museums.
- Present a diverse and balanced mix of exhibitions and public programmes to attract different audience segments.
- Promote the Museum Pass through marketing activities and our partners' communication channels.
- Expand the scale of the annual International Museum Day and turn it into a Museum Festival to attract new audiences.
- Launch innovative community and public art programmes and projects to take art to the people in ways that engage and inspire.

Capacity Building

We continually strive to enhance our core strengths and serve our communities. We will continue to educate our audiences in art appreciation, history and science. We will invest in developing a pool of local talent and building the capacity of community groups to act as culture promoters.

We shall:

- Hold exhibitions, extension activities, education programmes and art specialist courses to foster awareness, understanding and appreciation of art, history and science.
- Launch public programmes to elevate local artists and nurture new talent.
- Launch exciting new community initiatives at Oi!, the new Oil Street Art Space.
- Continue to encourage and nurture interest in museum work among children and youth through our MuseKids and MuseTeens programmes.
- Increase the number of internship and training opportunities for people aspiring to a museum career.
- Continue to organise activities to foster the role of community groups as agents for cultural promotion.

Community Engagement and Partnership

We will continue our vigorous engagement with stakeholders and build partnerships with external entities to gain support for our vision.

We shall:

- Consult Museum Advisory Panels and Museum Expert Advisers on major strategic and development matters.
- Continue existing partnerships and explore new collaborative opportunities for organising exhibitions, public programmes and art projects, and promote museum activities.
- Encourage sponsorship and foster a culture of donation.

- Launch a new sponsorship scheme to promote the use of our museums as venues for corporate events.
- Continue to recruit new museum friends, docents and volunteers on a regular basis and engage more retirees.
- Collect public feedback through various channels such as exit and tourist surveys.
- Initiate e-engagement activities through new media, the museum portal and the new LCSD museums fan page.

Enhancement of Facilities and Visitor Services

To ensure that our museums remain vital regional resources, we will continue to take steps to modernise our facilities and improve services to increase customer satisfaction.

We shall:

- Nurture young artists and promote community art by establishing new galleries and venues, including the opening in May 2013 of a new art space in Oil Street, Oi!, and through an Art Square in Salisbury Garden to serve as a leisure and artistic open platform for local art displays.
- Seek funding to refurbish the Hong Kong Museum of Art with more galleries and re-establish its Hong Kong Art Gallery to showcase the work of local artists.
- Continue to upgrade museums, in particular to facilitate barrier-free access.
- Devise new outsourcing procedure to run cafés and museum shops.

Research and Institutional Development

The success of our museums depends on high standards of professionalism and service. We are committed to providing on-going training opportunities that will enable our management and staff to strengthen the capability of our museums to fulfil their missions.

We shall:

- Continue research on collections, exhibitions, intangible cultural heritage, and artefact conservation.
- Initiate new research on the development of Hong Kong art and design.
- Continue to explore suitable training and development programmes for museum staff.
- Develop in-house expertise in digital film restoration.
- Continue to publicise the expertise of museum curators and staff through publications and international events such as the IIC 2014 Hong Kong Congress with the International Institute for Conservation of Historic and Artistic Works (IIC).
- Publish comprehensive annual reports and assess the performance of our museums against a new set of criteria.