

Museum Advisory Committee
1st Meeting held on 2 December 2016

Summary of Discussion

1. Operation of the Museum Advisory Committee and its Sub-committees

- 1.1 Members noted the terms of reference of the Museum Advisory Committee (MAC) and its three standing sub-committees and the guidelines on the declaration of interests, and endorsed the proposed modus operandi.

2. Proposed Discussion Topics in the Term of 2016-18

- 2.1 Members suggested the following discussion topics for discussion, apart from the proposed topics by the Secretariat:-

- (a) Key priorities in the coming two years;
- (b) Use of IT application for museum services;
- (c) Use of social media to facilitate communication with the public;
- (d) Revisiting the Value, Mission and Vision of Leisure and Cultural Services Department (LCSD) museums;
- (e) Challenges for individual museums; and
- (f) Plans for building new museums or museum facilities.

- 2.2 On the general issues over museum services, members advised that LCSD consider:-

- (a) Enhancing the engagement of university students in organising museum programmes;
- (b) Extending the scope of collaboration and cultural exchange from the Mainland to overseas countries;
- (c) disclosing the budget for acquisition of artworks;
- (d) Identifying the focus of museum education on either educating potential museum visitors or educating younger generation to work in museums;
- (e) presenting any revamping projects to the MAC as early as possible, so that members' views could be sought in the planning stage of the projects; and
- (f) serving as a bridge for overseas artists to showcase their artworks in Hong Kong.
- (g) conducting the Museum Visitors Survey more frequently and in a customer/visitor-centric manner with careful survey and execution.

3. Five-Year Corporate Business Plan (2017-22) of the Public Museums managed by LCSD

- 3.1 Members noted and in general agreed to the proposed 5-year Corporate Business Plan (CBP).

4. Annual Programme Plans of the Public Museums and Art Promotion Office managed by LCSD for 2017-18

- 4.1 Members made the following suggestions:-

- (a) LCSD could inform members of the museums' programmes planned or under planning as early as possible so that they could help the museums solicit sponsorship and community support;
- (b) LCSD should pay attention to the budgetary cycle of private sectors and solicit sponsorship at the right time;
- (c) A thematic approach could be adopted for the Muse Fest HK and other museum programmes;
- (d) Special programmes could be planned to better promote cultural and creative tourism; and
- (e) Collaboration with tourism industry could be strengthened for attracting overseas tourists.
- (f) Programmes could be planned to tie in with mega events held in Hong Kong;
- (g) LCSD could adopt a think-out-of-the-box mindset in arranging museum programmes;
- (h) Museums could use lively programme titles to attract more visitors;
- (i) Museums could consider providing more photo opportunities in special museum programmes so as to increase attractiveness to both local and overseas visitors;
- (j) Interactive approach with the use of IT applications could be adopted in museum programmes;
- (k) LCSD could arouse students' interest to visit museums through the internet or social media; and
- (l) LCSD should engage more young artists in museum programmes.

- 4.2 LCSD welcomed members' suggestions and responded that:-

- (a) LCSD would seek the views of and advice from MAC for the long term planning of various museum programmes;
- (b) Local and Chinese elements had been taken into consideration when planning museum programmes; and different programmes would be tailor made to suit different audience groups;
- (c) The "Blossoming Stairs" programme was cited an example of LCSD's

willingness and efforts to think out-of-the-box in bringing arts to the community;

- (d) LCSD had different cultural and leisure facilities under its administration, which was a big advantage in terms of getting the museums, libraries, public open space and other venues to work in concert for particular themes; and
- (e) LCSD had long been collaborating with the Tourism Board and its overseas branches and would reach out for collaboration with more institutions and organisations.

5. Branding LCSD Museums for 2017-19

5.1 Members suggested that LCSD should:-

- (a) Decide if the aim of branding was to build up an integrated brand of LCSD museums or different brands for individual museums;
- (b) Make reference to famous overseas museums in order to establish long term identity for LCSD museums;
- (c) Identify what individual museums could offer before branding LCSD museums and launching any marketing plan;
- (d) Use IT application and social media widely to reach more target audiences;
- (e) Be aware of the competition for audiences with museums in the Great Pearl River Delta and Taiwan, and identify the edge and unique selling points of LCSD museums as well as benefits they could offer to the visitors;
- (f) Deploy local element as the core subject matter in the programming and marketing of LCSD museums;
- (g) Show how artefacts loaned from abroad could relate to the daily lives of Hong Kong people in the museum programmes;
- (h) Develop museum souvenirs to tie in with related exhibitions under planning; and
- (i) Collaborate with manufacturers in making licensing products as museum souvenirs.

5.2 Some members also commented that using the image of curators for branding LCSD museums would be regarded as a suitable first step, but the focus in branding should eventually be put on the identity of museums in the long run.

5.3 LCSD welcomed the suggestions and responded that:-

- (a) Whilst all museums would be under the same umbrella for the general promotion and publicity, individual museums would showcase their own identities and characteristics under the broader framework;
- (b) The use of curators as a persona of museums was adopted because many public

still viewed LCSD museums as part of the Government run by bureaucratic civil servants. Branding strategies of LCSD museums could always be revisited and adjusted;

- (c) The current plan in branding was to build up the museum image through promoting curators. With the establishment of an amiable image of the museums, the focus would be placed on the branding of LCSD museums as a whole. The destination brand would be a brand of Hong Kong, which should be done in collaboration with the tourism industry and other sectors of Hong Kong;
- (d) The Vision, Mission and Values of individual museums would be the starting point for developing tactical promotion for every exhibition and programme, from which the brand of each museum would evolve; and
- (e) The sales of the museum souvenirs were not satisfactory due to the lack of exhibitions or events being held in support of the series. Apart from expanding the sales outlets through different distribution channels, LCSD was actively exploring the possibility of engaging licensing agents to implement museum souvenirs project.

6. Any Other Business

- 6.1 Members noted the programmes to be held in museums for the 20th Anniversary of HKSAR.
- 6.2 LCDS briefly introduced the background of past discussions on the governance of the public museums and suggested more time should be taken to carefully study the contents and suggestions of the research report on museum governance. LCSD welcomed any suggestions on the governance of museums.
- 6.3 Members had the following views regarding museum governance:-
 - (a) The concepts and expectation of museum services had changed a lot in the past decade;
 - (b) The current mode of governance of public museums was on the right track, given the prominent improvement of public museum services since the establishment of former Museum Advisory Panels in Art, History and Science in 2010, the views and suggestions of which had been fully considered and suitably adopted; and
 - (c) The issue could be discussed at a MAC meeting in the future.

Secretariat
Museum Advisory Committee
July 2017