

**Museum Advisory Committee**  
**2<sup>nd</sup> Meeting held on 11 July 2017**

**Summary of Discussion**

**1. Strategic Partnership with World-renowned Museums**

- 1.1 Members noted the Leisure and Cultural Services Department's (LCSD's) proposed direction in forming strategic partnership with world-renowned museums.
- 1.2 Members made the following suggestions and comments:-
- (a) A clearer strategy and direction should be laid down for establishing partnership;
  - (b) LCSD should target world-renowned museums and institutions, such as the State Administration of Cultural Heritage (SACH), the State Hermitage Museum of Russia as well as the National Aeronautics and Space Administration (NASA), for establishing partnership;
  - (c) LCSD could also consider partnering with private museums of a smaller scale, such as the Red Dot Design Museum Singapore and the King Richard III Visitor Centre;
  - (d) LCSD should consider forming partnership at different levels and formal agreements might be signed for long-term collaborations with a few selected partners, medium-term collaborations with museums from countries along the Belt and Road, and one-off collaborations with a wider selection of museums;
  - (e) LCSD should strengthen its regional network through organising international Museum Summits every two or three years;
  - (f) In showcasing loaned exhibits from overseas museums, LCSD should adopt a local curatorial approach through engaging local curators, artists or designers;
  - (g) LCSD should seek opportunities to loan its museum collections to overseas partners for staging exhibitions abroad, such as the cheongsam collections of Hong Kong Museum of History (HKMH);
  - (h) LCSD could take initiatives in curating exhibitions on Cantonese culture or Hong Kong pop culture in partnership with the museums in the San Francisco Bay Area to cater for the immigrants in San Francisco whose origin was from the Pearl River Delta area;
  - (i) LCSD could consider extending the areas of collaboration with world-renowned museums from organising exhibitions to arranging training opportunities for LCSD staff by virtue of job attachment programmes in overseas museums;
  - (j) More diverse and contemporary themes in addition to historical subjects could be used for future exhibitions; and

- (k) There was concern that the role of the planned Hong Kong Palace Museum (HKPM) might affect the future collaboration between LCSD museums and the Palace Museum (PM) in Beijing.

1.3 LCSD thanked members' suggestions and comments, and made the following responses:-

- (a) LCSD had enlisted the assistance of the SACH for an exhibition on the Silk Road to be held in the HKMH and initiated collaborations with other Russian museums such as the Moscow Kremlin Museums and the Tsarskoye Selo State Museum-Preserve with promising results;
- (b) LCSD would explore the possibility of collaborating with other museums in the Mainland as well as in other Asian countries in order to bring diverse cultures to the public and to bring in more exhibitions with world vision;
- (c) LCSD had long proactively adopted the local approach in curatorship and incorporated Hong Kong and Chinese elements into the exhibitions organised in collaboration with overseas museums;
- (d) As regards the display of loaned exhibits, LCSD would explore the possibility of engaging local curators, artists and designers, and displaying the related collections of the LCSD museums alongside the loaned exhibits;
- (e) LCSD museums would continue to enrich their collections with unique Hong Kong elements such as cheongsams and local pop culture, and to strive to acquire quality collections from collectors through either purchase or donation;
- (f) The Hong Kong Museum of Art (HKMA) had collaborated with the Musée Cernuschi on the exhibition "Paris • Chinese Painting - Legacy of the 20th Century Chinese Masters" held in both Paris and Hong Kong, and the HKMH had loaned its cheongsam collections to the Metropolitan Museum of Art for an overseas exhibition;
- (g) The primary objective of LCSD museums was to present a dynamic mix of exhibitions with local perspectives and Chinese elements which was demonstrated through the collaborative exhibitions with the PM and the SACH, as well as exhibitions with a global vision displayed through the exhibitions co-organised with world-renowned museums such as the British Museum and the Louvre;
- (h) As the administration framework, formation of the curator team and curatorial approach of the HKPM were still under planning, it would be premature to make a detailed assessment at this juncture;
- (i) LCSD would maintain its collaboration with the PM in the coming five years with a Memorandum of Understanding; and
- (j) LCSD would strengthen the mutual co-operation with the PM in developing cultural products with local elements through engaging Hong Kong artists and designers.

## **2. Annual Management Report (2016-17) of LCSD Museums**

- 2.1 Members noted on the Annual Management Report (AMR). In general, they were satisfied with the performance of LCSD museums in 2016-17 according to eight strategic areas and various performance indicators, and appreciated LCSD's achievement in audience building in the past year.
- 2.2 Members made the following suggestions with regard to the AMR:-
- (a) LCSD should put more emphasis on enhancing visitor experience in LCSD museums and building up 'quality audience' in the future, as well as maintain a closer collaboration with the education sector in order to maximise the educational value of museum programmes;
  - (b) Special arrangements could be made in LCSD museums to provide better environment and visitor experience for the 'quality audience' who includes in particular academics in general and school teachers, who would in turn encourage or even lead more students to visit LCSD museums and cultivate their interest;
  - (c) For mega exhibitions, in-depth tours with detailed introduction of the exhibits and related talks could be arranged for the 'quality audience' during off-peak hours or outside normal opening hours;
  - (d) The concept of "exhibition plus" could be incorporated in different exhibitions and relevant museum programmes to meet the higher expectations of the 'quality audience';
  - (e) LCSD could consider admitting visitors by sessions as a measure of crowd control for providing better visiting experience;
  - (f) LCSD should make good use of the proposed museum membership scheme to collect data and feedback, and study the repeat museum visitors;
  - (g) LCSD could explore the possibility of combining the proposed museum membership scheme and the sale of the Museum Pass as an initiative for 'quality audience' building;
  - (h) In planning future exhibitions, LCSD museums could make reference to the exhibition "A History of the World in 100 Objects" organised by the British Museum based on its own collections, which was accompanied with tailor made radio programmes and a publication of the same title;
  - (i) In order to pursue a more balanced development of sponsorship, apart from the Hong Kong Jockey Club Charity Trusts, LCSD should seek sponsorship from other institutions of different types and sizes if the planned exhibitions could meet the purposes and branding of such institutions; and
  - (j) Apart from audience building, human resources and staff training should be further enhanced in order to augment capacity building.

2.3 In addition, members made the following comments:-

- (a) The exhibition “Bruce Lee: Kung Fu • Art • Life” was of very high quality with an accumulation of more than two million audiences, which fully manifested the attractiveness of local culture and history to both local and overseas visitors;
- (b) Bookshops and cafés services at LCSD museums were crucial to the enhancement of museum experience;
- (c) Whilst the provision of online booking of tickets could be considered, there would be underlying administrative challenges, e.g. difficulty for senior citizens to use the online booking system;
- (d) The publication of the first Museum Journal and, in particular, the article on China trade paintings were of very good quality. The Journal was a good start and could show the ability of LCSD museum staff in conducting quality researches; and
- (k) The work of museum staff in bringing quality exhibitions to the public under heavy workload was complimentary and hence LCSD should increase the establishment of museum staff.

2.4 In response to members’ suggestions and comments, LCSD remarked the following:-

- (a) Different crowd control measures, such as extending the opening hours to provide in-depth tours to quality audience or deploying electronic ticketing via the Urbtix system, had been previously taken for some mega exhibitions like “PICASSO – Masterpieces from Musée National Picasso, Paris” and “Bruce Lee: Kung Fu • Art • Life”;
- (b) Whilst the use of the Urbtix system for the public’s booking could channel visitors into different visiting sessions, extra cost would be incurred and more time would be required for upfront preparation;
- (c) To enrich the contents of various exhibitions and enhance visitor experience, LCSD museums had been adopting the concept of “exhibition plus” by arranging extended programmes and showcasing their own relevant collections in the exhibitions with loan exhibits from other collaborating overseas museums or institutions;
- (d) In-depth tours and evening sessions could be considered to be one of the incentives to attract the public to join the membership scheme;
- (e) A museum mobile app for enhancing museum visitation experience was under development and could be used to gather more big data such as the time museum visitors spent in appreciating individual exhibits; and
- (f) Whilst LCSD would consider increasing the number of museum staff, several measures had already been taken to alleviate their substantial workload, e.g. simplifying administrative procedures, building partnership with related organisations and institutions, and providing professional training and

management leadership training to museum staff.

**3. Report of the Standing Sub-committees**

- 3.1 Members noted the issues discussed in the meetings of the three sub-committees under the MAC, namely Art Sub-committee, History Sub-committee and Science Sub-committee, held during the period from October 2016 to May 2017.

**4. Any Other Business**

- 4.1 Members noted on the programmes and activities of the MuseFest HK 2017 held between 24 June and 9 July 2017, and suggested that LCSD could seek collaborations with the private sector, such as public utilities and banks, to showcase their collections, which could be big attractions to the public.

Secretariat  
Museum Advisory Committee  
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