

康乐及文化事务署
辖下公共博物馆
Public Museums of
the Leisure and Cultural
Services Department

业务计划
CORPORATE
BUSINESS PLAN
2022-2027



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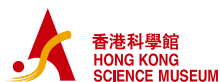
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署长序言 Director's Foreword

时光荏苒，康乐及文化事务署（康文署）自开展2017-2022年度业务计划以来，已经踏入第五载了。我很高兴发表2022-2027年度全新的五年业务计划，总结康文署辖下博物馆发展的长远理想、使命和核心价值，阐述我们未来五年的策略方向及计划，以及迎合香港乃至世界各地瞬息万变的康乐及文化环境之各项举措。我们会筹划更多种类的博物馆活动，以加强与本地和海内外观众的联系，提升大众对欣赏艺术与文化的兴趣。

Time flies! It has been half a decade since we implemented the Corporate Business Plan of the Public Museums of the Leisure and Cultural Services Department (LCSD) for 2017-2022. I am delighted to announce a brand-new five-year Corporate Business Plan for 2022-2027, which summarises LCSD's longstanding vision, mission, and core values of the public museums; elaborates on our strategic directions and plans, and initiatives to address the evolving leisure and cultural landscape in Hong Kong and worldwide in the next five years, as well as brings forth a broad array of upcoming museum events for strengthening our bonds with both local and global audiences, and arousing public interest in art and culture appreciation.



回顾五年的丰硕成果 Remarkable Accomplishments in the Past Five Years

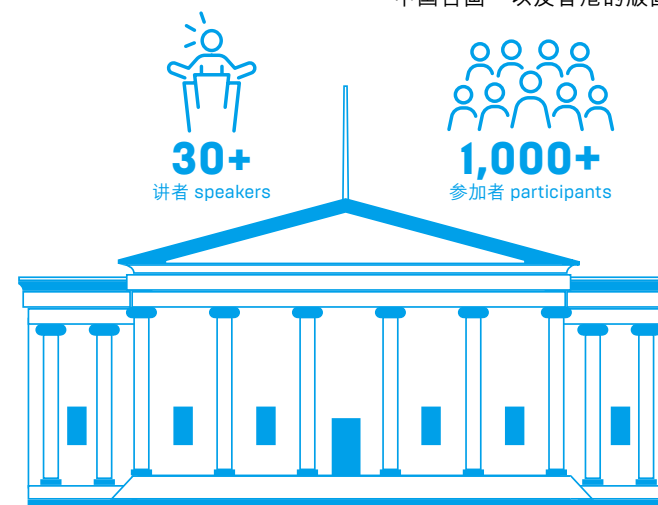
过去五年来，2019冠状病毒病肆虐本港，我们不断克服直面而来的种种打击。随着城市陷入停摆，有不少无法预期的问题陆续涌现，驱使我们必须适应新常态，利用创意及新颖的方法进行策划、推行及宣传文化项目。我们很高兴已达成多个目标，成绩斐然。

Over the past five years, we have endured substantial hardships amid the spread of the COVID-19 pandemic in Hong Kong. In the wake of the city lockdown, a plethora of unforeseen issues arose, which urged us to adapt to a new norm by planning, implementing, and promoting cultural initiatives through creative and innovative means. We are glad to fulfil a wealth of rewarding goals with lots of prolific achievements.

拓展本地及海内外协作的机遇 Extensive Collaborations with Local and Global Partners

康文署一直与本地、内地及海外各大博物馆密切合作，进行文化交流及分享博物馆发展的洞见，获益匪浅。我们于2017年与北京故宫博物院合作，举办第一届「博物馆高峰论坛」，20名讲者应邀发言，约900名参加者出席。其后于2019年与大英博物馆携手举办第二届论坛，超过30名讲者出席，参加者逾1,000人，让本地及海内外文博专家的联系更为紧密。康文署作为主办单位，就本地与国际艺术界之间的业界交流发挥了关键作用。

为加强香港与海内外博物馆的联系，我们积极寻求更多与本地以至全球各大组织的合作机会。2020年，香港艺术馆与领贤慈善基金携手宣传乌菲兹美术馆珍藏的展览，次年香港科学馆亦与波士顿科学博物馆合办「彼思动画的科学秘密」展览。此外，我们与香港电台合力制作《呼吸美学》等电视节目系列，向观众介绍馆藏的中国古画，以及香港的版画和摄影作品。



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Our ongoing collaborations with local, Mainland and overseas museums have been proven fruitful for cultural exchanges and sharing professional insights on museum developments. In 2017, LCSD partnered with the Palace Museum in Beijing to launch the first international *Museum Summit*, featuring 20 speakers and around 900 participants. We also organised the second in partnership with the British Museum, appealing to more than 30 speakers and over 1,000 participants in 2019. The event has forged close ties between local and global museum professionals. As the organiser, LCSD served as a key connector to bridge the gap between the local and international art scenes.

To strengthen the networks between the public museums in Hong Kong and our counterparts worldwide, we have been taking a proactive approach to seeking collaboration opportunities with various institutions in the city and beyond. In 2020, we partnered with the First Initiative Foundation to promote the exhibition of masterpieces from the Uffizi Galleries at the Hong Kong Museum of Art. In the following year, the Hong Kong Science Museum collaborated with the Museum of Science, Boston to host *The Science Behind Pixar* exhibition. To promote LCSD's profuse collections of Chinese paintings, Hong Kong print art, and Hong Kong photography, we have also partnered with the Radio Television Hong Kong to produce TV series, such as *An Aesthetic Encounter*.

免费资讯学习平台 Freely Accessible Edutainment Channel

康文署自2020年12月推出崭新的网上文康资讯学习平台「寓乐频道」后，制作一系列网上节目，让公众可免受时空限制，随时随地参与多元文化活动。市民可透过「寓乐频道」的「101入门教室」，加深对艺术、运动及其他康乐文化课题的认识，亦可浏览新增的「互动+01」节目，参加互动讲座及网上导赏团。单就博物馆而言，我们制作短片逾200段，浏览次数逾500万，推出的互动活动亦超过200项。截至2021年年底，「寓乐频道」的总浏览次数已高达2,000万，远远高于实体参观人数。

Since the launch of the new LCSD's Edutainment Channel in December 2020, we have hosted a rich array of online programmes, enabling participants to take part in cultural events free of time and geographical constraints. Amid them, the *101 Academy* aims to deepen the audience's understanding of arts, sports, and other leisure and cultural related subjects; the online interactive programme, *vis-a-vis +01*, launched for the first time, covers interactive talks and virtual exhibition tours. Despite no physical presence, visitors worldwide can still join over 200 fabulous interactive activities in the cyberworld. What's more, over 200 videos featuring museum-related content have been produced, drawing a viewership of over five million. By the end of 2021, the Edutainment Channel has garnered an overwhelming response from 20 million audiences, which is unparalleled compared to physical visits.

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20,000,000+

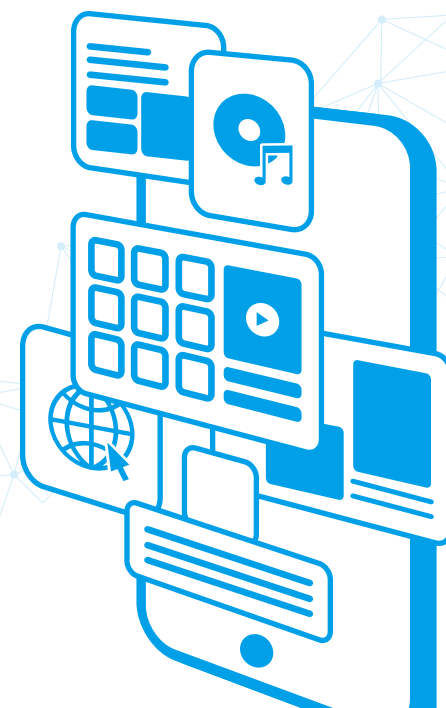
浏览次数 viewership

200+

短片 videos

200+

互动活动 interactive activities



全新博物馆 形象焕然一新 Museum Revamp for a Fresh Outlook

为确保市民享受最佳的博物馆体验，我们不断优化及更新公共博物馆，呈现朝气蓬勃的全新面貌，为参观者提供更优质的服务。当中已完成的大型项目包括：翻新及扩建后的香港艺术馆于2019年重开；于2021年开放属香港科学馆展厅的地球科学厅、香港文化博物馆以李小龙为主题的新展览及全新的常设展览「瞧潮香港60+」，以及香港太空馆的天象厅及三栋屋博物馆的香港非物质文化遗产中心。

To ensure people enjoy the best museum experience, we keep upgrading and revamping the public museums to give a fresh outlook and better services to visitors. The significant renovation projects completed include the Hong Kong Museum of Art in 2019; the Earth Science Gallery of the Hong Kong Science Museum, the Bruce Lee's exhibition and the *Hong Kong Pop 60+* permanent exhibition of the Hong Kong Heritage Museum, the Space Theatre of the Hong Kong Space Museum, and the Intangible Cultural Heritage Centre at the Sam Tung Uk Museum in 2021.



创新科技提升知名度 Innovative Technology for Enhancing Visibility

康文署力求持续提供优质的文博服务，引入了先进科技，以全新模式展示各项展品，大大提升公共博物馆的知名度。香港文化博物馆借助互动装置和技术，呈献地区性以至国际性的大型展览，如以敦煌为主题的展览，为参观人士带来充满乐趣和刺激的创新沉浸式体验。香港艺术馆推出全新的网上博物馆平台「云游艺术馆」，连同其新颖的社交媒体平台，为其在闭馆期间保持知名度，并加强与观众的互动。

To sustain superb quality of museum services, we have fully utilised cutting-edge technology to display exhibits in a novel manner, and enhance the visibility of the public museums. The Hong Kong Heritage Museum has leveraged interactive devices and technology to present regional and international blockbusters like Dunhuang exhibitions, rendering visitors an innovative immersive journey with lots of fun and excitement. A brand-new online museum platform, *virtually@HKMoA*, launched by the Hong Kong Museum of Art, together with the new social media platform, has substantially enhanced the visibility of the museum as well as the interactivity between the museum and audience during closure.

全新文化节目 走出博物馆框架 New Programmes beyond Museums

现今展览及文化活动不再局限于博物馆内举行，我们走出博物馆，在实体或虚拟空间以多元形式推出全新节目。例如香港艺术馆在闭馆翻新期间推出「艺术馆出动！」，以流动艺术车把艺术教育活动带进校园。香港科学馆亦新设科学推广组筹办外展活动，包括「浅焙科学」、「法国科学节」和网上资讯站「QK Post」，致力普及科学。

Apart from exhibitions and events held in museums, we have also stepped out of museum edifices and launched new programmes in various formats conducted in physical and virtual spaces. For example, the *Museum of Art on Wheels*, an art truck that delivered programmes to schools during the renovation of the Hong Kong Museum of Art; the Science Promotion Unit established under the Hong Kong Science Museum organising outreach programmes including the *Science Café* and *French Science Festival*, and online *QK Post* for popularising science.



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珍贵捐赠 丰富馆藏 Significant Donations of Precious Collections

康文署的公共博物馆素以拥有丰富的珍贵艺术品及文物见称，多间博物馆包括香港艺术馆、香港电影资料馆及香港科学馆不断获捐赠者托付无价之宝，例如吴冠中的画作、至乐楼藏中国书画、太平戏院、矿物和化石等，让我们深感荣幸。这些弥足珍贵的藏品巩固了康文署博物馆在研究和推广各类型艺术的重要地位。

The public museums of LCSD have long been renowned for abundant collections of precious artworks and artefacts. Over the years, we are honoured to keep receiving significant donations of priceless collections from generous supporters to the Hong Kong Museum of Art, the Hong Kong Film Archive, and the Hong Kong Science Museum, such as Wu Guanzhong's artworks, the Chih Lo Lou Collection of Chinese painting and calligraphy, Tai Ping Theatre, minerals and fossils, among others. Such invaluable collections have consolidated the position of the museums in the study and promotion of various art forms.

迎接发展机遇 Embracing Exciting Opportunities

随着香港文化面貌不断变化，以及世界各地推出的全新计划、全新创设及全新文化渠道，我们致力迎接全新发展机遇。以下为一些重要趋势：

- 《中华人民共和国国民经济和社会发展第十四个五年规划和2035年远景目标纲要》（《十四五规划纲要》）支持香港发展成中外文化艺术交流中心。
- 大馆、M+及香港故宫文化博物馆等新的博物馆及文化设施落成启用，可与康文署博物馆／场地协作互补。
- 博物馆数码化及科技应用已成为全球博物馆新兴趋势，科技广泛用于保存藏品、拓展观众、丰富博物馆体验、提升访客服务质素，以及拓展年轻观众。
- 新型冠状病毒病爆发以来改变了各地居民的生活方式，我们身处后疫情时代，必须革新运作模式，筹划全新类型的节目，以助市民陶冶性情。

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In the wake of the evolving cultural landscape, we are dedicated to embracing the new opportunities that have been vibrantly driven by new plans, new establishments, and new cultural channels across the globe. Here are some of the significant trends:

- The Outline of the 14th Five-Year Plan for National Economic and Social Development of the People's Republic of China and the Long-Range Objectives Through the Year 2035 (14th Five-Year Plan) supports the development of Hong Kong into an East-meets-West centre for international cultural exchange.
- The establishments of new museums and cultural venues, such as Tai Kwun, M+, and the Hong Kong Palace Museum, bring more collaboration opportunities with the LCSD museums/venues.
- Digitalisation and advanced technology have become popular means for preserving collections, reaching out, enriching museum experiences, enhancing visitor services, and appealing to more young people.
- The outbreak of the coronavirus pandemic has transformed people's lifestyles worldwide, leading to the advent of innovative channels and novel programmes in the post-pandemic era for sustaining the spiritual nourishment of the mass public.

康文署将充分利用全新发展及趋势的潜在机遇，检讨及制定更多合时的计划及文化活动，以迎合广大市民及社会的不同需要。

LCS D leverages the strengths of novel developments and trends to review and formulate more timely plans and programmes tailored to the changing needs of the mass audience and society.

未来五年全新愿景 New Visions in the Next Five Years

鉴于创新媒体及文化创设的蓬勃发展，康文署以八大策略工作范畴，包括：节目策划、藏品、教育推广、观众拓展、能力提升、社区参与及夥伴合作、优化设施及访客服务，以及学术研究及机构发展，制定了能有效规划及充分利用现有资源的框架。

为配合《十四五规划纲要》支持香港发展为中外文化艺术交流中心，我们会推出多元化的节目，广结合作夥伴，继续巩固香港作为文化交流及合作枢纽的角色，并加强康文署博物馆／办事处作为文化促成者及联系人的职能。我们致力向世界推广中国文化和历史，并会充分运用我们丰富多元的馆藏，提升公众对香港艺术、历史和科学的了解。我们亦会透过新的渠道向年轻一代提供涵盖广大范畴的新节目，培养他们的归属感和公民意识。



Given the prosperous development of innovative channels and cultural establishments, we have devised a framework for effective planning and optimum allocation of available resources in eight strategic work areas, covering all the major aspects of museum services, namely programming, collections, education, audience building, capacity building, community engagement and partnerships, enhancement of facilities and visitor services, and research and institutional development.

We will continue to strengthen Hong Kong as a prime hub for cultural exchanges and cooperation, and enhance the role of LCS D museums/offices as cultural facilitators and connectors through our diversified programmes and collaborations, in response to Hong Kong's position under the 14th Five-Year Plan as an East-meets-West centre for international cultural exchange. We are dedicated to promoting Chinese culture and history to the world, as well as enhancing the public's understanding of Hong Kong art, history, and science by fully utilising our rich and diverse collections. We strive to nurture the youth by enhancing the young generation's sense of belonging and citizenship through a broad spectrum of new programmes delivered via new channels.





⑫ 务求为展览参观人士提供先进设施和更优质的服务质素，康文署致力筹划新项目及建设，同时为主要博物馆进行修缮工程，例如增设文物修复资源中心和中国历史文化推广活动中心，扩建香港科学馆和香港历史博物馆，以及提升它们现有的场地。我们亦会陆续更新现时的常设展览，藉此重塑品牌、加入新功能，迈向新里程。

Committed to providing state-of-the-art facilities for enhancing visitor services, we will put our efforts into planning and implementing the construction of new establishments and renovation of the major public museums like the establishments of the Heritage Conservation and Resource Centre, the Activity Centre for the Promotion of Chinese History and Culture, as well as the expanding and updating of existing venues like the Hong Kong Science Museum and the Hong Kong Museum of History. More permanent exhibitions will be revamped for rebranding the museums and renewing their functions.

谨致谢忱 Acknowledgements

我谨代表康文署，衷心感谢博物馆咨询委员会、非物质文化遗产咨询委员会及博物馆专家顾问，就博物馆的未来发展及拓展观众群方面分享真知灼见。有赖博物馆同仁恪尽职守、勤恳热忱，方能顺利举办形形色色的展览及文化活动，深受广大市民欢迎，获得空前成功。最后，承蒙各界的支持与襄助，当中包括众多博物馆参观人士及活动参与者，深为铭感。我们会继续竭力求进，于未来五年将博物馆发展提升至更高层次。



康乐及文化事务署署长

On behalf of LCSD, I would like to express my heartfelt thanks to the members of the Museum Advisory Committee, the Intangible Cultural Heritage Advisory Committee and the Museum Expert Advisers for selfless sharing of their knowledge, professional expertise, and sound advice for the betterment of our museum development and audience building. Thanks to the wholehearted contribution and dedication of our museum staff, we have been able to run exhibitions and cultural events successfully and drawn overwhelming responses from the mass public. Last but not least, I am so grateful for the steadfast support of our stakeholders, including visitors and participants of our museum activities. We will continue to elevate ourselves to the next level in museum development in the next five years.

Mr Vincent LIU
Director of Leisure and Cultural Services

目的

P U R P O S E

我们回顾往昔，展望未来，制定此业务计划以勾划未来五年博物馆／办事处的理想、使命、信念、策略方向及策略与计划。在提供服务方面，我们会沿用以往业务计划，把博物馆服务的重点，归纳为八大策略工作范畴：节目策划、藏品、教育推广、观众拓展、能力提升、社区参与及夥伴合作、优化设施及访客服务，以及学术研究及机构发展。

Given the review of our past work and the new context, this Corporate Business Plan sets forth the refined vision, mission and values, as well as the strategic directions, strategies, and plans to be achieved for the museums/offices in the next five years. In delivering our services, we shall follow the eight strategic work areas that were adopted in the past Corporate Business Plans. They have comprehensively covered all the major aspects of museum services, namely programming, collections, education, audience building, capacity building, community engagement and partnerships, enhancement of facilities and visitor services, and research and institutional development.



理想、使命、信念

VISION, MISSION, VALUES

理想 Vision

我们致力为公众提供香港独有的艺术、历史及科学方面的体验。

We aim to inspire everyone with Hong Kong's unique offer of experiences in art, history, and science.

信念 Values

专业精神、积极创新、多元发展、秉诚持正、通力合作及开放透明为我们的信念。

Our values cover professionalism, creativity, diversity, integrity, collaboration, and openness.

使命 Mission

我们的使命为保存及推广香港的文化遗产；促进文化交流，了解不同文化；为大众提供终身学习的平台；促使大众享用香港的博物馆资源；培育艺术、历史及科学各范畴的本地人才；以及孕育创意想像，鼓励共同创作。

Our mission includes preserving and promoting Hong Kong's cultural legacy; facilitating cultural exchange and understanding; providing a lifelong learning platform for all; enabling everyone to access Hong Kong's museum resources; nurturing local talent in different fields of arts, history, and science; and fostering imagination and encouraging co-creation.



特色

Distinctive Features

香港占有地利，荟萃多元文化，有利发挥文化交流及合作中心的角色，吸引国际艺术及文化机构进驻，同时将中国文化弘扬海外。康文署博物馆／办事处运用本身独有的优势，精益求精，成为别具特色的文博单位，亦担当文化促成者的角色，致力提供优质的节目／服务，作用至为关键。

另一方面，康文署博物馆／办事处为文化宝库，涵盖艺术、历史及科学三大范畴，电影及非物质文化遗产都包罗其中，馆藏丰富，主题广泛，少有文博单位能与之媲美。康文署博物馆／办事处由公帑营运，即使经济不景，财政仍能保持稳健。正因如此，我们是可靠的合作夥伴，并能确保业务可持续发展。

Located at an advantageous geographical position with the convergence of various cultures, Hong Kong serves as a centre for cultural exchange and cooperation by attracting international art and cultural institutions and boosting the appreciation of Chinese culture worldwide.

LCSD museums/offices are in the best strategic position to play their roles as cultural facilitators. We leverage the inherent distinctive features of LCSD museums/offices to differentiate from our counterparts with exceptional programmes/services.

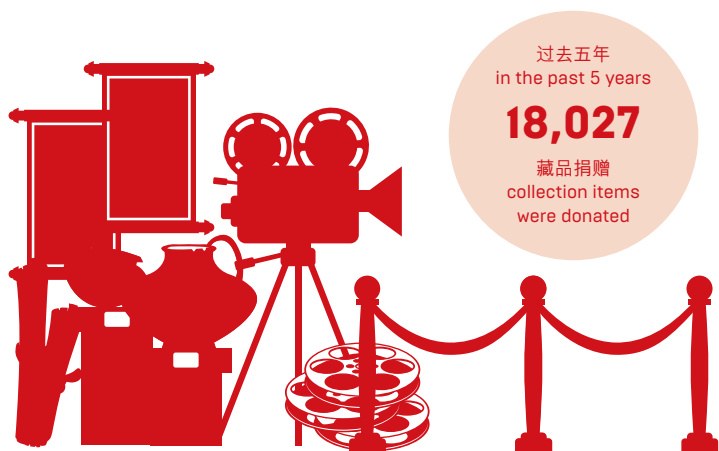
Furthermore, LCSD museums/offices form a rich cultural legacy in art, history, and science with a wide range of subject areas, including film and intangible cultural heritage (ICH). The diversity of collections and subjects is rarely matched by our counterparts. LCSD museums/offices are supported by public funding and thus maintain a stable financial position even amid the economic downturn. This enables LCSD museums/offices to be reliable collaborators and ensures sustainable development of the institutions.





20 康文署正筹划新项目及设施，包括增设文物修复资源中心和中国历史文化推广活动中心，以及扩建并提升香港科学馆和香港历史博物馆等现有的场地，藉此扩大康文署博物馆／办事处的职能，并拓展观众层面。

康文署与内地及世界各地的文博单位关系一向密切，有利结成夥伴，增进交流，携手合作。新增的合作项目及更紧密的夥伴关系，能进一步突显康文署博物馆／办事处作为文化交流促成者的角色。康文署博物馆历史悠久，享负盛名，捐赠者众，是本地私人收藏品的理想归宿。博物馆／办事处与捐赠者及收藏家情谊深厚，因屡获惠赠而得以丰富馆藏，保存更多珍品，化私为公。



Plans for new initiatives and facilities like the establishments of the Heritage Conservation and Resource Centre, and the Activity Centre for the Promotion of Chinese History and Culture; the expanding and upgrading of existing venues like the Hong Kong Science Museum and the Hong Kong Museum of History, as well as others are in the pipeline. These projects will further expand the capacity of LCSD museums/offices, and enhance the audience reach.

LCSD has forged strong ties with institutions in the Mainland and rest of the world to facilitate partnerships, cultural exchanges, and cooperation. New and stronger partnerships will reinforce the role of LCSD museums/offices as facilitators for cultural exchange. Thanks to the well-established and reputable cultural landmarks, LCSD museums have attracted donations of private collections to make them ideal homes for local collections. Moreover, their long-standing relationships with donors and collectors will greatly enrich the collections of museums/offices and their capacity in preserving valuable cultural artefacts for public access.

策略方向

STRATEGIC DIRECTIONS

我们会因应最新文化的发展形势，发挥相应的优势，继续提供丰富的多元文化体验，并循以下策略方向体现香港独特的文化身分。

We shall embrace changes in the new cultural landscape and leverage our matched qualities, with an aim to continually create vibrant and diverse cultural offers that express our distinctive cultural identity with the following strategic directions.

文化枢纽 促进交流 Facilitating Cultural Exchange

为配合《十四五规划纲要》支持香港发展成为中外文化艺术交流中心，我们会推出多元化的节目，广结合作夥伴，致力加强香港在文化交流及合作的枢纽角色，并提升康文署博物馆／办事处作为文化促成者及联系人的职能。

In response to Hong Kong's position under the 14th Five-Year Plan as an East-meets-West centre for international cultural exchange, we endeavour to strengthen Hong Kong's role as a hub for cultural exchanges and cooperation, and enhance the role of LCSD museums/offices as cultural facilitators and connectors through our diversified programmes and collaborations.





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说好故事 再谱新章 Telling Our Unique Hong Kong Stories

香港将担当向世界展现中国文化历史的角色，并提升年轻人对国民身分的认同。为此，我们会利用丰富多元的藏品，加深观众对香港艺术、历史及科学的认识，特别是与内地以至世界相关的部分。我们亦会尝试采用新手法策划展览及节目，并加以善用科技，为观众带来既有趣又富教育意义的体验，加深对相关范畴的认识。

To answer the call for Hong Kong to promote Chinese culture and history to the world, as well as to better nurture the appreciation and sense of national identity among young people, we shall enhance their understanding of Hong Kong art, history, and science, especially in relation to the Mainland and the world by utilising our rich and diverse collections. New ways of curating exhibitions and programmes will be further explored, and technology will be better utilised to create interesting educational experiences for visitors to deepen their understanding.

打造品牌 形象一新 Building Strong Museum Brands

我们积极持续提升现有设施、筹划新设施、推出线上活动，锐意重塑品牌，将康文署旗下的博物馆／办事处发展为饶具特色的文博单位。除了为香港海防博物馆、香港电影资料馆、香港科学馆及香港历史博物馆等成立已久的博物馆重塑品牌，我们亦为科学推广组、文物修复资源中心及中国历史文化推广活动中心打造新文化品牌，以展现丰富的文化维度及专业精神。

With persistent effort in upgrading facilities, planning new facilities, and introducing new online initiatives, we endeavour to differentiate ourselves distinctively from other cultural counterparts by rebranding our long-established museums/offices such as the Hong Kong Museum of Coastal Defence, the Hong Kong Film Archive, the Hong Kong Science Museum, and the Hong Kong Museum of History. More new cultural brands like the Science Promotion Unit, the Heritage Conservation and Resource Centre, and the Activity Centre for the Promotion of Chinese History and Culture will be developed to manifest our rich cultural dimensions and professionalism.

跨越界限 拓展观众 Crossing over Fields

康文署工作范围广涉康乐与文化的服务，我们会发挥独特优势，除举办各博物馆的馆内节目外，构思更多跨博物馆／办事处的节目，更会在图书馆、表演艺术及康乐等其他服务领域，发展合作项目。此外，为拓展观众群，扩大影响力，我们计划与广播及科技公司等公私营机构建立夥伴关系，务求发挥协同效应，丰富市民的文娱生活，加深大众对文化的认识。

Fully driven by the strengths and breadth of work of LCSD covering both leisure and cultural services, more cross-museum/office programmes apart from traditional museum-based ones will be developed. We shall even go beyond museums/offices to create collaboration opportunities with other LCSD domains like libraries, performance arts, and leisure services. To expand our scope of reach and impact, we target to develop new partnership with different public and private entities including broadcasting and technological firms to build synergies for enriching cultural enjoyment and deepening the audience's understanding of cultural subjects.

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善用科技 顺应潮流 Creative Use of Technology

康文署会继续研究如何运用最新科技和虚拟平台，包括线上广播，以提供创新的康乐及文娱活动，并善用科技发展浪潮带来的优势，为市民带来耳目一新的观展体验，在不受时空限制的情况下拓展新观众群。我们亦会研究利用新技术，改善馆藏的保存管理及资讯共享，以提升访客服务的质素。此外，我们会尝试与香港科技园公司及电讯公司等科技机构结为夥伴，借助相关资源及技术，把握最新科技趋势带来的机遇。

To go beyond the provision of leisure and entertainment activities and to leverage the surge of technological wave, we shall continue to explore the application of new technologies and virtual platforms, including broadcasting opportunities to inspire people with new visiting experiences and to expand audienceship beyond physical reach. We shall also explore the use of new technologies in collection preservation, management, and information sharing to enhance visitor services. Besides, we shall seek new partnership with technological institutions and firms like the Hong Kong Science and Technology Parks Corporation, telecommunications companies, and so on to tap their resources and expertise in order to ride on the latest trends.

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培育青年 薪火相传 Nurturing the Youth

鉴于早前社会动荡不安，疫情对日常生活带来沉重打击，提高年轻人对社会的归属感和公民意识更形重要。为此，我们将革新节目的模式，例如制作网上节目和推出全新形式的学校／社区外展活动，包括流动博物馆，以争取年轻观众的支持和参与，透过艺术与文化跟年轻人加强联系，并提高其欣赏能力。我们会开拓资源，培育本地艺术人才，除委约香港艺术家创作作品、开展项目外，我们还会增进年轻人对文物修复工作的了解，培养新一代投身博物馆行业，为博物馆人才培养发展作出长远贡献。

Appreciating the need for enhancing young people's sense of belonging and citizenship, especially after the social turmoil and hard hit of the pandemic, we shall strive to appeal to young audience and engage them in our activities. By initiating new modes of programmes like online activities and new forms of school/community outreach activities such as mobile museum bus, we can better connect them with arts and culture and enhance their appreciation ability. We shall look for additional resources to groom local talent as well. Other than commissioning Hong Kong artists for new works and projects, we shall also cultivate young people's better understanding of conservation work and nurture them in pursuit of the museum profession for the long-term benefit of museum talent acquisition and development.

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策略与计划

STRATEGIES AND PLANS

我们将朝着以上的策略方向迈进，以精益求精为目标，订定八大策略工作范畴的框架，以规划远景，调度资源。

With reference to the above strategic directions, we have set out the following framework for planning and managing our resources in accordance with the eight strategic work areas.





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节目策划 Programming

为新颖及更新的文化活动注入源源趣味和创意，诚然是康文署不可或缺的发展策略。《行政长官2022年施政报告》中提出推广香港流行文化，提升流行文化作为香港文化产业的重要性。由2023年开始，康文署将每年与业界及不同持份者合作举办「流行文化节」，涵盖节目包括演出、电影及专题展览等，亦会安排一连串延伸和教育活动包括讲座、工作坊、演后艺人谈等。节目将重点介绍1960至1990年代，别具香港特色的歌影视流行文化「殿堂级」人物，突出香港流行文化黄金时期领导亚太潮流，融合中西、南北和新旧文化的创造性，反映香港多元融合的文化性格魅力，以巨星的创建历程见证香港的发展和香港精神，并激发年青一代同样追求梦想、不断创新的活力，启迪新一代具创造性、生生不息的文化传承。

我们会继续分阶段更新香港科学馆的常设展览和香港历史博物馆的「香港故事」常设展，从科学和历史的角，说好香港故事。我们并会发挥康文署博物馆枝繁叶茂的优势，加强博物馆／办事处各单位之间在节目策划方面的合作，推出富新意而启迪思维的展览和活动。艺术推广办事处和科学推广组将合力推出大型节目「艺术@维港」，在维港海滨展示结合艺术和科学的作品。此外，藉香港电影资料馆成立20周年之际，我们朝着全新方向迈进，举办博物馆展览／节目，同步推广香港电影，向大众介绍这项重要的香港文化遗产。我们亦善用「油街实现」第二期发展计划新增的艺术空间，结合艺术科技，推出一系列社区艺术活动。至于翻新后重开的香港海防博物馆，亦会以全新角度讲述香港历史。

Brand-new and renewed cultural programmes instilled with fun and creativity constitute an integral part of our strategic development. The Chief Executive's 2022 Policy Address has proposed promoting Hong Kong's pop culture to enhance its importance as our cultural asset. Starting in 2023, LCSD will organise an annual *Pop Culture Festival* in collaboration with the industry and various stakeholders covering programmes such as performances, films, and thematic exhibitions. The programmes will focus on Hong Kong's pop culture iconic characters of music, film, and television dramas from the 1960s to the 1990s to highlight our leading role in pop culture in the Asia Pacific region in our golden age and our creativity in embracing cultures of East and West, North and South, as well as old and new, and showcasing the attraction of our cultural diversity and inclusiveness. The hard-earned success of pop superstars not only marks the development of Hong Kong and reflects Hong Kong's spirit, but also inspires the younger generation to pursue their dreams, stimulate their vitality for continuous innovation, and motivate the new generation to apply their creativity and participate in the preservation of cultural heritage.

We shall continue to implement the phased renewal of permanent exhibitions of the Hong Kong Science Museum and the Hong Kong Museum of History's *The Hong Kong Story* exhibition to tell better Hong Kong stories in science and history, and enhance cross-museum/office collaborations in programming to curate inspiring exhibitions and activities to maximise the advantage of the LCSD family of museums/offices. The Art Promotion Office and the Science Promotion Unit will collaborate for the newly initiated large-scale collaborative event *Art@Harbour* to showcase art and science crossover displays at the Victoria Harbour promenade. Besides, we embarked on new directions for the Hong Kong Film Archive upon its 20th anniversary to promote Hong Kong films alongside museum exhibitions/programmes as an important part of our cultural heritage. The opening of the new art space at Oil Street with arts tech and a series of community art programmes as well as the re-opening of the Hong Kong Museum of Coastal Defence with a renewed angle of introducing the history of Hong Kong will be launched.

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另一方面，康文署与乌菲兹美术馆、大英博物馆等举世知名的博物馆和南京、上海、湖北、河南等省市的博物馆签署谅解备忘录，举办高素质大型展览，促进文化交流和了解；亦会与大湾区、其他内地城市乃至世界各地的文博单位加强合作，举办精彩的国际盛事，例如第三届「博物馆高峰论坛」及下一届「香港国际海报三年展」的各项活动。我们亦借助「粤港澳文化合作会议」、「香港周」等平台，推广如电影等香港以至中国的文化，促进跨领域交流。新成立的科学推广组将会举办富启发性的科学展览和节目，激发观众的好奇心和创意，透过增强其科学思维以提高市民的科学素养。

康文署将会在不同博物馆／办事处举办的展览和节目中，加强非物质文化遗产和文物修复的元素，大力宣传这些重要的香港文化遗产；并安排不同博物馆／办事处合力举办引人入胜的展览／节目，重点应用艺术科技，为观众带来别具新意的博物馆体验。为盛事活动打造优秀品牌，例如「艺术@维港」、「香港博物馆节」等，发挥艺术、科学、电影、历史及文物等不同主题之间的协同效应，将文化与艺术联系到日常生活。这些活动将会定期举行，以吸引更多游客。我们亦会继续举办各式各样的展览及公众节目，包括大型展览、专题展览、外展活动，以及外借香港电影在海外活动中放映，并与驻内地及海外的香港经济贸易办事处、外国领事馆和办事处以至本地机构合作，吸引本地和海内外不同的观众群。

There will also be high quality blockbuster exhibitions facilitating cultural exchange with the Memorandums of Understanding signed with major museums around the world like the Uffizi Galleries and the British Museum, as well as museums in different Mainland cities and provinces including Nanjing, Shanghai, Hubei, and Henan. In a bid to strengthen collaborations with other museums and cultural organisations in the Greater Bay Area, other Mainland cities, and the rest of the world, we shall present international signature events like the third *Museum Summit* and the next rounds of *Hong Kong International Poster Triennial*. Platforms like the *Greater Pearl River Delta Cultural Cooperation Meeting* and *Hong Kong Week* will be better utilised to promote the Hong Kong and Chinese culture, including film culture, to foster exchange in different dimensions. Enlightening science exhibitions and programmes under the new Science Promotion Unit will be presented to spark audience's curiosity and creativity, and enhance their scientific thinking so as to elevate local science literacy.

On the other hand, LCSD shall enrich the elements of ICH and conservation in exhibitions and programmes of different museums/offices for better promotion since they are precious Hong Kong legacies, and continue to stage compelling cross-museum/office collaborative exhibitions/programmes with emphasis on the use of arts tech for creative museum experiences. Signature events with strong brands like *Art@Harbour* and *Muse Fest HK* will be further developed with enhanced synergies across art, science, film, history and heritage subjects, relating art and culture to everyday lives and making such events regular highlights for visitors. A dynamic mix of exhibitions and public programmes, including mega exhibitions, special exhibitions, outreach programmes, and loan of Hong Kong films for screening in overseas events will be offered as usual to appeal to a broad range of audiences both within and outside Hong Kong in collaboration with the Hong Kong Economic and Trade Offices (HKETOs) in the Mainland and overseas, foreign consulates and offices, as well as local sectors.



藏品 Collections



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康文署致力呈献珍贵馆藏，让普罗大众得以欣赏文化瑰宝。透过设立中国历史文化推广活动中心，配合香港历史博物馆的藏品，让公众透过亲身学习体验，认识中国历史、传统工艺及文物修复工作。我们亦会策划展览，通过丰富多元的馆藏，述说香港艺术与文化的独特故事。例如香港艺术馆的四大馆藏从传统书画到装置艺术，应有尽有，展现时代不同、类型各异的艺术品。此外，亦会举办活动加深公众对藏品修复工作的认识，推广文物保育的重要性。我们会继续策划以馆藏为主题的展览，并在与海外博物馆的互惠安排下，外借更多藏品以供展出，藉此向外地观众介绍康文署博物馆馆藏。

康文署会继续向本港大型电影公司募捐，并透过馆藏电影数码化计划，保存宝贵的电影资源，以及安排在各博物馆／办事处的展览中放映电影作为配套节目，藉着推展合办节目，加强宣传电影藏品。我们会以刚推出的「博物馆统一藏品管理系统」配合现有博物馆网站，方便公众使用单一平台搜寻多个博物馆的藏品资料，鼓励跨馆馆藏的研究工作。此外，我们会向更多著名收藏家募捐珍贵文物，以及继续使用特别拨款添置藏品，丰富馆藏；同时规划位于天水围的文物修复资源中心，以存放不断增加的藏品，并应用崭新的保存方法及储存系统提高博物馆文物的修复及保存标准，长远而言促进以跨馆方式展示及研究藏品。

Museum collections are put to good use for public appreciation of their significances. We shall establish the Activity Centre for the Promotion of Chinese History and Culture to provide the public with hands-on learning experience to appreciate Chinese history, craftsmanship, and conservation with the collections of the Hong Kong Museum of History. Exhibitions displaying LCSD's diverse collections which tell a unique Hong Kong story about arts and culture will also be curated. For example, the Hong Kong Museum of Art uses its four core collections ranging from traditional paintings to installation arts to facilitate art appreciation across different ages and genres. To deepen public understanding of collection conservation, we shall organise activities to highlight the importance of heritage preservation. We will continue to promote our museum collections by curating collection exhibitions and bringing more collections to audience beyond Hong Kong as a reciprocal arrangement in collaboration with overseas counterparts.

LCSD shall continue the efforts in soliciting donations from major Hong Kong film companies, preserving treasured film heritage under the digitalisation project, and promoting our film collections by featuring film screenings as fringe programmes for exhibitions of different museums/offices and by developing collaborative programmes. The recently launched Museums Collection Management System will be used to complement our museum websites, enabling our collections of different museums to be more accessible to the public on a single platform, and encouraging cross-museum collection studies or researches. In addition, we shall enrich our collections by soliciting more notable donations from reputable collectors and make further acquisitions by using the special acquisition fund allocated, and continue the planning of the Heritage Conservation and Resource Centre in Tin Shui Wai to house our growing collections and elevate our conservation and preservation standards for museum artefacts with the application of new preservation means and storage systems, hence cross-use of museum collections for display and research will be facilitated in the long-run.

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教育推广 Education

康文署积极推行各式各样的教育活动，向青少年传递艺术与文化的知识。我们与教育专家及团体合作设计外展计划，例如「移动·非遗」流动教育车、「非遗进校园」及「太空探索任务」等学校外展计划，以非物质文化遗产为重点，讲解科学、历史及文化知识。

此外，我们为学童及青少年提供课外活动，继续举行「少年太空人体验营」及「中学生天文训练计划」等恒常活动，以加强体验式学习，例如在规划中的中国历史文化推广活动中心及文物修复资源中心采用实物导向的学习模式，让学生透过认识实体文物进行学习。

康文署亦通过跨学科学习增进文化知识，如结合香港文化博物馆的流行文化展及香港电影资料馆的电影放映以达至协同效应，或在博物馆展览中加入配套活动，推广康文署图书馆馆藏作延伸阅读。此外，我们会透过科学推广组崭新形式的教育活动推动科普教育，引发公众好奇心，藉此培养探究科学的精神，促进持续学习。所有博物馆／办事处均会以现场和线上同步的混合模式提供实体及虚拟学习活动，包括讲座、工作坊、导赏团、电影放映及映后谈等。

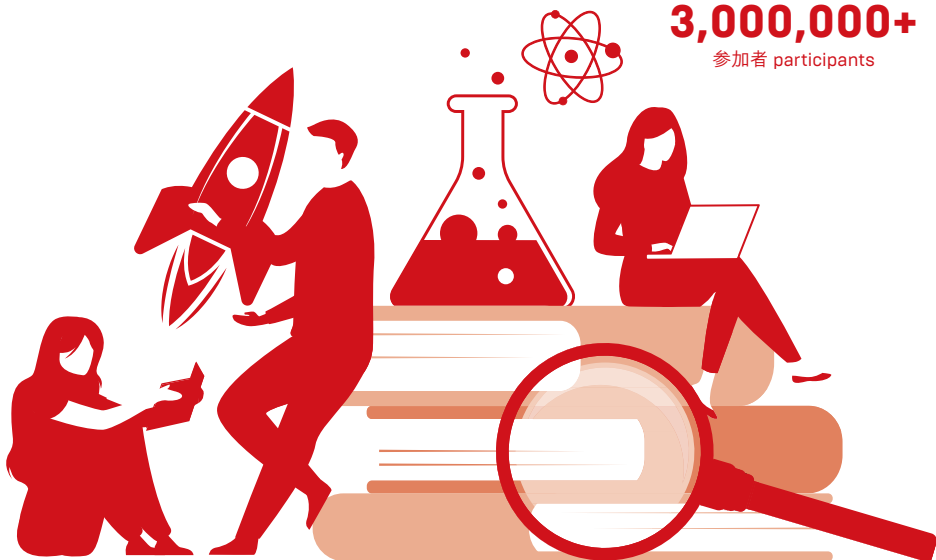
过去五年
in the past 5 years

69,103

教育及推广活动
education and
extension programmes

3,000,000+

参加者 participants



LCSD takes a proactive approach to creating a variety of educational campaigns to disseminate knowledge of art and culture to youngsters. In collaboration with educational experts and groups, we shall design programmes including outreach school programmes like the mobile classrooms *Mobile ICH*, *ICH@Schools*, and *Space Exploration Mission* for education of science, history, and cultural subjects, with an emphasis on ICH.

We shall also provide extracurricular activities for students and youths, and run regular programmes like *Young Astronaut Training Camp* and *Astronomical Training Programme for Secondary Students* to enhance experiential learning. Furthermore, experiential ways of learning, such as adopting object-based learning in the Activity Centre for the Promotion of Chinese History and Culture and the Heritage Conservation and Resource Centre, will be strengthened to facilitate

learning through appreciation of tangible cultural objects.

Besides, LCSD shall facilitate cross-disciplinary learning of cultural subjects such as creating synergies between the Hong Kong Heritage Museum's exhibition on pop culture and the Hong Kong Film Archive's film screenings, promoting extended reading from the LCSD library collections as fringe activities for museum exhibitions and so on. To popularise science and arouse public curiosity, we shall launch new forms of educational programmes under the Science Promotion Unit to cultivate an inquisitive mind and foster continuous learning. On top of the above, we shall also adopt a hybrid mode by delivering programmes in-person and online, providing both physical and virtual learning activities for all museums/offices, including talks, workshops, guided tours, and film screenings with post-screening sharing, among others.

观众拓展

Audience Building

康文署会继续加强各博物馆之间的合作，扩大博物馆忠实观众群，改变访客参观习惯。例如中国历史文化推广活动中心设立后，香港历史博物馆及文物修复办事处会携手合作，推动对中国文化和历史的保存及认识。我们亦致力建立品牌，推出线上及线下宣传活动，并与香港经济贸易办事处、香港电台及香港旅游发展局等政府部门／办事处／相关机构合作，在香港、内地和海外加强宣传。我们也会善用如三年一度的「越后妻有大地艺术祭」等现有及新兴的大型国际平台，向海外观众推广香港艺术。

康文署继续透过艺术推广办事处举办各类馆外、本地及外访的展览，并推出创新的公众及社区外展计划，以艺术与文化连结大众，融入日常生活。我们亦会继续推展网上计划，包括「寓乐频道」及「101入门教室」，让普罗大众能学习有关艺术、科学及文化的知识，并为博物馆设计全新的网上及实体宣传品，让大众深入认识及欣赏藏品／展览。

我们会于博物馆以外的场地举行大型年度盛事，如「香港博物馆节」，让公众增加对艺术、历史、科学、电影及非物质文化遗产的认识，乐在其中，并从中获得启发。此外，我们会定期进行访客调查，检讨服务质素和策略，确保能透过适当的途径及平台，向特定的观众群传达合适的内容。



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LCSD shall further cross-museum collaborations to expand loyal audience profiles and change visiting habits, such as the collaboration of the Hong Kong Museum of History and the Conservation Office on the promotion of preservation and appreciation of Chinese culture and history under the new Activity Centre for the Promotion of Chinese History and Culture initiative. Through the implementation of online and offline marketing initiatives, we endeavour to build our corporate brand, and collaborate with other government agencies such as HKETOs, the Radio Television Hong Kong, and the Hong Kong Tourism Board to strengthen our promotional efforts in Hong Kong, the Mainland, and overseas. To enhance the global presence of local art, we shall strive to make the best use of existing and new major international platforms like the *Echigo-Tsumari Art Triennale*.

To connect people with arts and culture and make them part of their daily lives, LCSD shall continue to present a wide range of off-site, inbound and outbound exhibitions, and innovative public and community outreach programmes under the Art Promotion Office. The online initiatives such as the Edutainment Channel and *101 Academy* for popularising arts, science, and culture will be sustained, and online and offline promotional materials for deepening learning and appreciation of our museum collections/exhibitions will be developed continually.

We shall step out of the museum premises to organise major annual events like *Muse Fest HK* to promote art, history, science, film, and ICH, bringing inspiring experiences to event goers. Our service quality and strategies are reviewed regularly by conducting visitor surveys at regular intervals so as to ensure the right contents reach the right target groups through the most appropriate channels and platforms.

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能力提升 Capacity Building

为了建立和扩展来自不同领域的人才网络，康文署会继续举办恒常活动，例如「陶瓷茶具创作」比赛、「少年太空人体验营」及「香港国际海报三年展」，以培育本地人才。我们继续善用特别拨款购藏和委约创作艺术品，尤其是本地艺术家的作品，为他们提供更多展露才华的机会，特别是在艺术科技方面，提升其创作能力。我们亦会举办全新面貌的「香港当代艺术奖」，为本地艺术家提供互相切磋的重要平台。

另一方面，康文署会安排科学推广组举办全新公众节目，邀请本地科学家参与，让

科学走进社区，形成支持科研工作的良好氛围；亦会继续物色更多国际平台，例如海外的艺术节或双年展，以介绍本地艺术家，为扶助其艺术事业发展而创造机会。

康文署亦为有志投身博物馆工作，尤其是文物修复的人士提供更多实习和培训机会，并广泛宣传香港电影资料馆在电影保存、修复和数码化方面的工作，培养更多年轻人对相关范畴的兴趣，日后投身相关工作。此外，我们会透过「小小博物馆KOL」、「博物馆小先锋」及「文化新人类」等特别计划，培养儿童及青少年对博物馆工作的兴趣。

In the hope of building and expanding our network of talent from a rich array of disciplines, LCSD shall continue to organise regular events to nurture local talent, such as the *Tea Ware by Hong Kong Potters Competition*, *Young Astronaut Training Camp*, and *Hong Kong International Poster Triennial*. Moreover, the acquisition and commission of art displays with the special acquisition fund, in particular works by local artists, will be continued to showcase their talent and enhance their capacity for new creative endeavours especially in arts tech. We shall also launch the revamped version of *Hong Kong Contemporary Art Awards*, and make it a significant playing field for local artists.

New public programmes under the Science Promotion Unit involving local scientists will be launched to make science more approachable, creating a milieu conducive to scientific research. We shall continue to identify more international platforms like art festivals or biennials featuring local talent to provide stepping stones for career advancement.

For those who aspire to build a career in the museum profession, especially in conservation work, more opportunities for internship and training will be provided. In the hope of attracting more young people to develop their interests and careers in film art and culture, we shall promote the work of the Hong Kong Film Archive in film preservation, restoration, and digitisation. To stimulate and cultivate interests in museum work among children and youths, we shall launch more special schemes tailored to them, such as the *Little Museum KOL*, *MuseKids*, and *MuseTeens*.

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社区参与及夥伴合作 Community Engagement and Partnerships



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康文署致力促进社区参与及夥伴合作，透过博物馆咨询委员会、非物质文化遗产咨询委员会、博物馆专家顾问等平台，就博物馆服务及非物质文化遗产保护与推广的重要策略及发展事宜收集公众的意见。我们继续与香港及地区内的博物馆及相关机构维持现有夥伴关系，探索新机遇或签订谅解备忘录，在展览、公众节目、购置藏品、研究及推广方面进行合作。

康文署继续与本地大专院校研究合办训练课程，培养艺术家、历史工作者、科研人员及电影修复人员。我们会邀请各领域的专家协助提供节目内容，借助外部的资源及网络举办节目，尤其是涉及网上平台及大型的活动，例如「香港科学节」。

我们会扩大与其他决策局／部门、创意产业、外国领事馆、非政府机构、发展商、

教育机构、传媒等合作的范围，举办大型活动，发挥更大影响力。透过「策听」系列等活动，促进与社区的联系及合作。我们亦会物色有才华的夥伴合作策划公众／社区活动及项目，让博物馆／办事处的平台成为展露才华的舞台。

为引入更多先进科技，让观众获享崭新的博物馆参观／学习的体验，我们将与私人机构如本地科技企业及个人人士合作，并继续透过「文博义工计划」邀请义工参加各项节目及活动，定期招募博物馆之友及导赏员。除了推出各类型实体活动外，我们亦会让更多公众能透过「寓乐频道」、博物馆网站及社交媒体平台上的康文署博物馆粉丝專頁参与博物馆的事务，加强与公众互动，即时回应市民对博物馆服务的意见。

LCSD is dedicated to fostering community engagement and partnerships by gauging public views via platforms like the Museum Advisory Committee, the Intangible Cultural Heritage Advisory Committee, and the Museum Expert Advisers on major strategic and development matters relating to museum services, and the safeguarding and promotion of ICH. To foster more collaborations in exhibitions, public programmes, collection acquisition, and research and promotion, we shall maintain existing partnerships, explore new opportunities, and seek to enter into the Memorandums of Understanding with museums and related institutes in Hong Kong and in the region.

More new collaboration opportunities with local tertiary institutions will be explored for training potential artists, historians, scientists, and film conservators. We would also engage experts of various

fields as content providers especially for online platforms and major events like *HK SciFest* to tap outside resources and networks for the delivery of programmes.

In addition, we shall continue to expand our partnership with other bureaux/ departments, creative sectors, foreign consulates, non-governmental organisations, developers, educational institutions, media, and so on to organise large-scale events and create greater impact. We shall foster ties and collaborations with the community through programmes like the *Listening* series. Talented partners will also be identified to curate public and community programmes and projects, making our museums/offices a showcase for talent.

To introduce new technologies and novel museum visiting/learning experiences to the audience, we shall continue to

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collaborate with the private sector and individuals such as local technological enterprises. We also welcome people who are keen on getting involved in museum activities by becoming our volunteers in various programmes and activities through the *Museum Volunteer Scheme*. Museum friends and docents are also recruited on a regular basis. Apart from implementing various physical campaigns and events, we shall also enhance public engagement through the Edutainment Channel, the museum portal, and the LCSD museum fan page on various social media platforms for stronger interactions with the public and instant feedback on services.

优化设施及访客服务 Enhancement of Facilities and Visitor Services

康文署秉承着为参观者缔造深刻难忘的博物馆体验之信念，致力提供优质设施，确保访客享有最佳服务。我们会继续规划位于天水围的文物修复资源中心，这个全港首个集文物保育、保存、教育及展览于一身的设施，将会提升本港在专业文物保育交流方面的重要地位。此外，我们亦筹划中国历史文化推广活动中心及试验计划，推行以实物导向为模式，学习中国历史和文化课题。

康文署亦继续规划香港科学馆及香港历史博物馆的大型扩建工程，更新两馆现时的常设展览，藉此重塑品牌、加入新功能，迈向新里程；亦开始着手规划香港文化博物馆及香港太空馆等其他大型博物馆的翻新工程。我们将会提升「博物馆统一藏品管理系统」，并策划专题节目，让更多市民能浏览馆藏，特别是透过馆藏电影数码化计划而得以重现的电影。

为简化购票程序，博物馆亦开始将服务数码化，例如落实网上售票、电子门票及电子博物馆通行证。我们亦将借助科技，采用既环保又有效的方法发放博物馆资讯，包括利用电子平台发布电子刊物、宣传展览及节目。

LCSD is committed to providing and sustaining high quality facilities and visitor services, aiming to render visitors an exceptionally memorable museum experience. We shall continue the planning of the Heritage Conservation and Resource Centre in Tin Shui Wai, a new facility integrating conservation, preservation, education, and exhibition, which is the first of its kind in Hong Kong with a view to enhancing Hong Kong's position as a hub for professional conservation exchange. In addition, the new Activity Centre for the Promotion of Chinese History and Culture and pilot schemes will be launched for object-based learning of Chinese history and cultural subjects.

With respect to museum infrastructure, there will be a major expansion of the Hong Kong Science Museum and the Hong Kong Museum of History, and the revamp of the existing permanent exhibitions in the two museums with a view to

rebranding the museums and renewing their functions for the next phase of development. The initial planning will commence for the renovation of other major museums including the Hong Kong Heritage Museum and the Hong Kong Space Museum. The Museums Collection Management System will be further enhanced and more thematic programmes will be curated to allow a higher degree of public access to the museum collections, in particular the film-related materials for sharing fruits of film digitisation under the digitalisation project.

To streamline ticketing services, we shall foster digitalisation of museum services such as online ticketing, e-admission, and e-Museum Pass. We will also adopt green and effective ways for disseminating museum information with the help of technology, for instance, issuing e-publications, and promoting exhibitions and programmes via e-platforms.



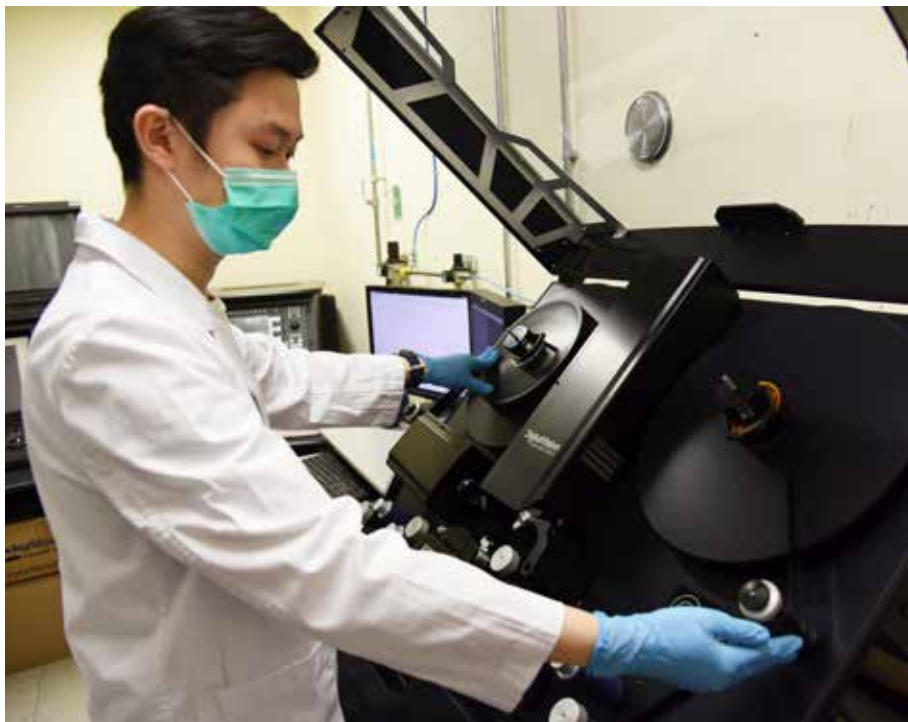
学术研究及机构发展

Research and Institutional Development

除了优化博物馆设施，为参观者提供独特的博物馆参观体验，康文署亦会加强与内地及海外的学者和文博专业人员的联系，特别是根据谅解备忘录所订定的安排，让双方人员到访对方的博物馆进行实习及交流。另外，我们将会加强编纂刊物，并继续出版《香港博物馆期刊》、《香港博物馆志》及《展影》，与合作夥伴、教育机构、博物馆之友等持份者分享有关文化及电影的深度文章及研究工作。

在培育人才方面，康文署将会安排博物馆馆长及职员参加讲座、专业会议、国际活动及刊物编辑工作，以彰显他们的专业能力；亦会安排资深馆长向后辈传授知识及专业技能，为博物馆人员寻找合适的训练和专业发展的机会，以及培训内部专才担任策展、文物修复及保存数码电影的工作。我们继续向博物馆人员提供本地及海外的专业培训，开发资源以设计训练课程，特别是文物修复方面的培训；并投放更多资源以提供见习员培训课程，培养年轻人对博物馆工作的兴趣，为持续发展、传承知识培育人才。

就学术研究方面，我们会继续鼓励具不同目的和范畴的各项研究，包括藏品、展览、文物保育、口述历史计划，并不断丰富「香港非物质文化遗产资料库」等，以配合文物保存及研究的工作。



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Apart from upgrading the museum infrastructure and offering a unique museum experience to visitors, LCSD shall strengthen the liaison with academic and museum professionals in the Mainland and abroad, including museum internship and exchange programmes based on the Memorandums of Understanding signed. Besides, we shall encourage publications and continue to publish the *Hong Kong Museum Journal*, *Hong Kong Museum Bulletin*, and *ProFolio* to share in-depth cultural and film-related articles and researches with our stakeholders, including partners, educational institutions, and friends of the museums.

Concerning talent nurturance, LCSD shall highlight the expertise of our museum curators and staff through participation in talks, professional conferences, international events, and publications. We shall also facilitate

knowledge and expertise transfer from experienced curators to young curators, explore suitable training and professional development opportunities for museum staff, and develop in-house expertise in curation, conservation, and digital film preservation. Professional training programmes will be offered to staff locally and overseas, while new resources will be further explored for developing training programmes, especially in conservation. To nurture interests in youths for museum development and knowledge transfer, we shall also tap into new resources to provide museum trainee programmes.

On the research front, we shall continue to encourage more researches for different purposes and in different fields, including collections, exhibitions, conservation, and oral history projects, as well as build the Hong Kong Intangible Cultural Heritage Database for preservation and research purposes.

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