

業務計劃
CORPORATE
BUSINESS PLAN
2022-2027



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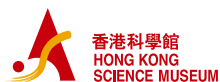
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署長序言 Director's Foreword

時光荏苒，康樂及文化事務署（康文署）自開展2017-2022年度業務計劃以來，已經踏入第五載了。我很高興發表2022-2027年度全新的五年業務計劃，總結康文署轄下博物館發展的長遠理想、使命和核心價值，闡述我們未來五年的策略方向及計劃，以及迎合香港乃至世界各地瞬息萬變的康樂及文化環境之各項舉措。我們會籌劃更多種類的博物館活動，以加強與本地和海內外觀眾的聯繫，提升大眾對欣賞藝術與文化的興趣。

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.



回顧五年的豐碩成果 Remarkable Accomplishments in the Past Five Years

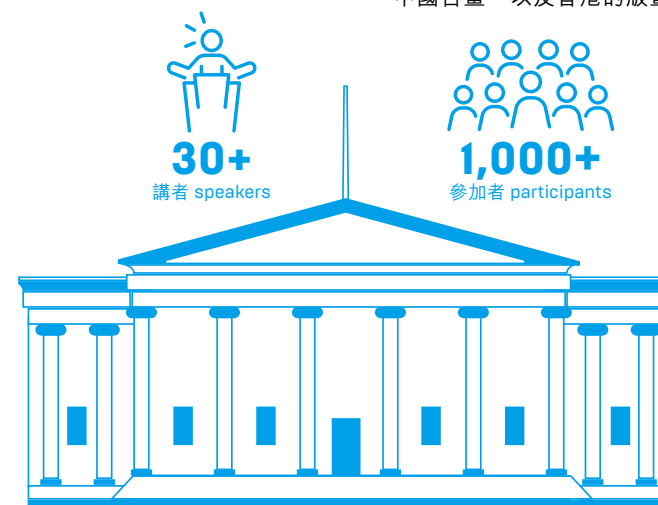
過去五年來，2019冠狀病毒病肆虐本港，我們不斷克服直面而來的種種打擊。隨着城市陷入停擺，有不少無法預期的問題陸續湧現，驅使我們必須適應新常態，利用創意及新穎的方法進行策劃、推行及宣傳文化項目。我們很高興已達成多個目標，成績斐然。

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.

拓展本地及海內外協作的機遇 Extensive Collaborations with Local and Global Partners

康文署一直與本地、內地及海外各大博物館密切合作，進行文化交流及分享博物館發展的洞見，獲益匪淺。我們於2017年與北京故宮博物院合作，舉辦第一屆「博物館高峰論壇」，20名講者應邀發言，約900名參加者出席。其後於2019年與大英博物館攜手舉辦第二屆論壇，超過30名講者出席，參加者逾1,000人，讓本地及海內外文博專家的聯繫更為緊密。康文署作為主辦單位，就本地與國際藝術界之間的業界交流發揮了關鍵作用。

為加強香港與海內外博物館的聯繫，我們積極尋求更多與本地以至全球各大組織的合作機會。2020年，香港藝術館與領賢慈善基金攜手宣傳烏菲茲美術館珍藏的展覽，次年香港科學館亦與波士頓科學博物館合辦「彼思動畫的科學秘密」展覽。此外，我們與香港電台合力製作《呼吸美學》等電視節目系列，向觀眾介紹館藏的中國古畫，以及香港的版畫和攝影作品。





④

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*.

免費資訊學習平台

Freely Accessible Edutainment Channel

康文署自2020年12月推出嶄新的網上文康資訊學習平台「寓樂頻道」後，製作一系列網上節目，讓公眾可免受時空限制，隨時隨地參與多元文化活動。市民可透過「寓樂頻道」的「101入門教室」，加深對藝術、運動及其他康樂文化課題的認識，亦可瀏覽新增的「互動+01」節目，參加互動講座及網上導賞團。單就博物館而言，我們製作短片逾200段，瀏覽次數逾500萬，推出的互動活動亦超過200項。截至2021年年底，「寓樂頻道」的總瀏覽次數已高達2,000萬，遠遠高於實體參觀人數。

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+

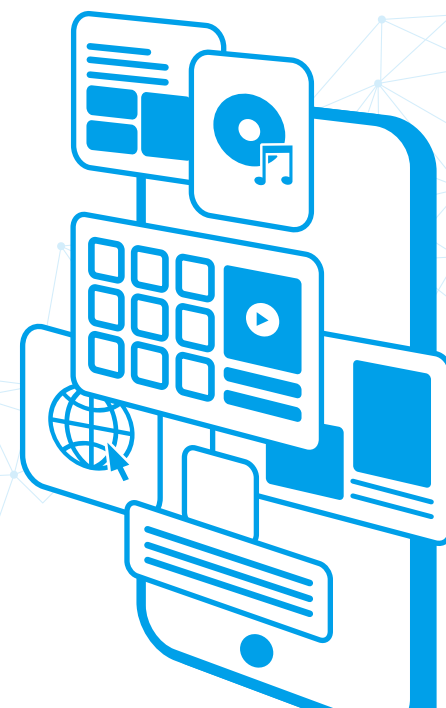
瀏覽次數 viewership

200+

短片 videos

200+

互動活動 interactive activities



全新博物館 形象煥然一新 Museum Revamp for a Fresh Outlook

為確保市民享受最佳的博物館體驗，我們不斷優化及更新公共博物館，呈現朝氣洋溢的全新面貌，為參觀者提供更優質的服務。當中已完成的大型項目包括：翻新及擴建後的香港藝術館於2019年重開；於2021年開放屬香港科學館展廳的地球科學廳、香港文化博物館以李小龍為主題的新展覽及全新的常設展覽「瞧潮香港60+」，以及香港太空館的天象廳及三棟屋博物館的香港非物質文化遺產中心。

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.



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

康文署力求持續提供優質的文博服務，引入了先進科技，以全新模式展示各項展品，大大提升公共博物館的知名度。香港文化博物館借助互動裝置和技術，呈獻地區性以至國際性的大型展覽，如以敦煌為主題的展覽，為參觀人士帶來充滿樂趣和刺激的創新沉浸式體驗。香港藝術館推出全新的網上博物館平台「雲遊藝術館」，連同其新穎的社交媒體平台，為其在閉館期間保持知名度，並加強與觀眾的互動。

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.

全新文化節目 走出博物館框架 New Programmes beyond Museums

現今展覽及文化活動不再局限於博物館內舉行，我們走出博物館，在實體或虛擬空間以多元形式推出全新節目。例如香港藝術館在閉館翻新期間推出「藝術館出動！」，以流動藝術車把藝術教育活動帶進校園。香港科學館亦新設科學推廣組籌辦外展活動，包括「淺焙科學」、「法國科學節」和網上資訊站「QK Post」，致力普及科學。

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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珍貴捐贈 豐富館藏 Significant Donations of Precious Collections

康文署的公共博物館素以擁有豐富的珍貴藝術品及文物見稱，多間博物館包括香港藝術館、香港電影資料館及香港科學館不斷獲捐贈者托付無價之寶，例如吳冠中的畫作、至樂樓藏中國書畫、太平戲院、礦物和化石等，讓我們深感榮幸。這些彌足珍貴的藏品鞏固了康文署博物館在研究和推廣各類型藝術的重要地位。

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.

迎接發展機遇 Embracing Exciting Opportunities

隨着香港文化面貌不斷變化，以及世界各地推出的全新計劃、全新創設及全新文化渠道，我們致力迎接全新發展機遇。以下為一些重要趨勢：

- 《中華人民共和國國民經濟和社會發展第十四個五年規劃和2035年遠景目標綱要》（《十四五規劃綱要》）支持香港發展成中外文化藝術交流中心。
- 大館、M+及香港故宮文化博物館等新的博物館及文化設施落成啟用，可與康文署博物館／場地協作互補。
- 博物館數碼化及科技應用已成為全球博物館新興趨勢，科技廣泛用於保存藏品、拓展觀眾、豐富博物館體驗、提升訪客服務質素，以及拓展年輕觀眾。
- 新型冠狀病毒病爆發以來改變了各地居民的生活方式，我們身處後疫情時代，必須革新運作模式，籌劃全新類型的節目，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.

康文署將充分利用全新發展及趨勢的潛在機遇，檢討及制定更多合時的計劃及文化活動，以迎合廣大市民及社會的不同需要。

LCSD 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.

未來五年全新願景 New Visions in the Next Five Years

鑑於創新媒體及文化創設的蓬勃發展，康文署以八大策略工作範疇，包括：節目策劃、藏品、教育推廣、觀眾拓展、能力提升、社區參與及夥伴合作、優化設施及訪客服務，以及學術研究及機構發展，制定了能有效規劃及充分利用現有資源的框架。

為配合《十四五規劃綱要》支持香港發展為中外文化藝術交流中心，我們會推出多元化的節目，廣結合作夥伴，繼續鞏固香港作為文化交流及合作樞紐的角色，並加強康文署博物館／辦事處作為文化促成者及聯繫人的職能。我們致力向世界推廣中國文化和歷史，並會充分運用我們豐富多元的館藏，提升公眾對香港藝術、歷史和科學的了解。我們亦會透過新的渠道向年輕一代提供涵蓋廣大範疇的新節目，培養他們的歸屬感和公民意識。



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 LCSD 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 務求為展覽參觀人士提供先進設施和更優質的服務質素，康文署致力籌劃新項目及建設，同時為主要博物館進行修繕工程，例如增設文物修復資源中心和中國歷史文化推廣活動中心，擴建香港科學館和香港歷史博物館，以及提升它們現有的場地。我們亦會陸續更新現時的常設展覽，藉此重塑品牌、加入新功能，邁向新里程。

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.

謹致謝忱 Acknowledgements

我謹代表康文署，衷心感謝博物館諮詢委員會、非物質文化遺產諮詢委員會及博物館專家顧問，就博物館的未來發展及拓展觀眾群方面分享真知灼見。有賴博物館同仁恪盡職守、勤懇熱忱，方能順利舉辦形形色色的展覽及文化活動，深受廣大市民歡迎，獲得空前成功。最後，承蒙各界的支持與襄助，當中包括眾多博物館參觀人士及活動參與者，深為銘感。我們會繼續竭力求進，於未來五年將博物館發展提升至更高層次。



康樂及文化事務署署長

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

我們回顧往績，展望將來，制定此業務計劃以勾劃未來五年博物館／辦事處的理想、使命、信念、策略方向及策略與計劃。在提供服務方面，我們會沿用以往業務計劃，把博物館服務的重點，歸納為八大策略工作範疇：節目策劃、藏品、教育推廣、觀眾拓展、能力提升、社區參與及夥伴合作、優化設施及訪客服務，以及學術研究及機構發展。

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

我們致力為公眾提供香港獨有的藝術、歷史及科學方面的體驗。

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

信念 Values

專業精神、積極創新、多元發展、秉誠持正、通力合作及開放透明為我們的信念。

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

使命 Mission

我們的使命為保存及推廣香港的文化遺產；促進文化交流，了解不同文化；為大眾提供終身學習的平台；促使大眾享用香港的博物館資源；培育藝術、歷史及科學各範疇的本地人才；以及孕育創意想像，鼓勵共同創作。

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

香港佔有地利，薈萃多元文化，有利發揮文化交流及合作中心的角色，吸引國際藝術及文化機構進駐，同時將中國文化弘揚海外。康文署博物館／辦事處運用本身獨有的優勢，精益求精，成為別具特色的文博單位，亦擔當文化促成者的角色，致力提供優質的節目／服務，作用至為關鍵。

另一方面，康文署博物館／辦事處為文化寶庫，涵蓋藝術、歷史及科學三大範疇，電影及非物質文化遺產都包羅其中，館藏豐富，主題廣泛，少有文博單位能與之媲美。康文署博物館／辦事處由公帑營運，即使經濟不景，財政仍能保持穩健。正因如此，我們是可靠的合作夥伴，並能確保業務可持續發展。

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.

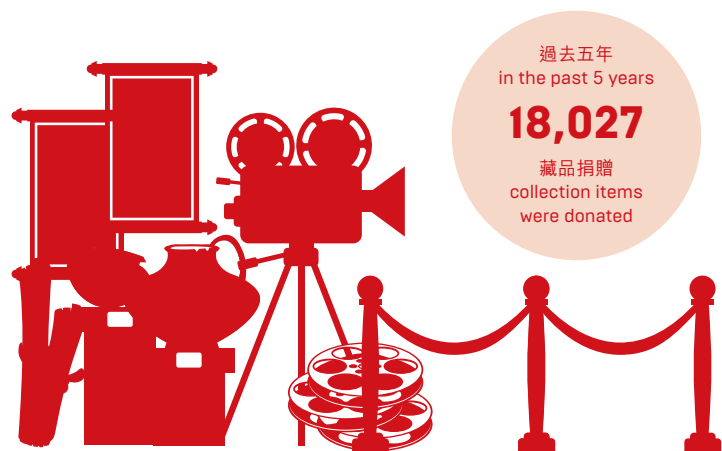
Furthermore, LCSD museums/offices form a rich cultural legacy in art, history, and science with a wide range of subject areas, including film and intangible cultural heritage (ICH). The diversity of collections and subjects is rarely matched by our counterparts. LCSD museums/offices are supported by 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 康文署正籌劃新項目及設施，包括增設文物修復資源中心和中國歷史文化推廣活動中心，以及擴建並提升香港科學館和香港歷史博物館等現有的場地，藉此擴大康文署博物館／辦事處的職能，並拓展觀眾層面。

康文署與內地及世界各地的文博單位關係一向密切，有利結成夥伴，增進交流，攜手合作。新增的合作項目及更緊密的夥伴關係，能進一步突顯康文署博物館／辦事處作為文化交流促成者的角色。康文署博物館歷史悠久，享負盛名，捐贈者眾，是本地私人收藏品的理想歸宿。博物館／辦事處與捐贈者及收藏家情誼深厚，因屢獲惠贈而得以豐富館藏，保存更多珍品，化私為公。



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

我們會因應最新文化的發展形勢，發揮相應的優勢，繼續提供豐富的多元文化體驗，並循以下策略方向體現香港獨特的文化身分。

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.

文化樞紐 促進交流 Facilitating Cultural Exchange

為配合《十四五規劃綱要》支持香港發展成為中外文化藝術交流中心，我們會推出多元化的節目，廣結合作夥伴，致力加強香港在文化交流及合作的樞紐角色，並提升康文署博物館／辦事處作為文化促成者及聯繫人的職能。

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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說好故事 再譜新章 Telling Our Unique Hong Kong Stories

香港將擔當向世界展現中國文化歷史的角色，並提升年輕人對國民身分的認同。為此，我們會利用豐富多元的藏品，加深觀眾對香港藝術、歷史及科學的認識，特別是與內地以至世界相關的部分。我們亦會嘗試採用新手法策劃展覽及節目，並加以善用科技，為觀眾帶來既有趣又富教育意義的體驗，加深對相關範疇的認識。

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

我們積極持續提升現有設施、籌劃新設施、推出線上活動，銳意重塑品牌，將康文署旗下的博物館／辦事處發展為饒具特色的文博單位。除了為香港海防博物館、香港電影資料館、香港科學館及香港歷史博物館等成立已久的博物館重塑品牌，我們亦為科學推廣組、文物修復資源中心及中國歷史文化推廣活動中心打造新文化品牌，以展現豐富的文化維度及專業精神。

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 拓展觀眾 Crossing over Fields

康文署工作範圍廣涉康樂與文化的服務，我們會發揮獨特優勢，除舉辦各博物館的館內節目外，構思更多跨博物館／辦事處的節目，更會在圖書館、表演藝術及康樂等其他服務領域，發展合作項目。此外，為拓展觀眾群，擴大影響力，我們計劃與廣播及科技公司等公私營機構建立夥伴關係，務求發揮協同效應，豐富市民的文娛生活，加深大眾對文化的認識。

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 順應潮流 Creative Use of Technology

康文署會繼續研究如何運用最新科技和虛擬平台，包括線上廣播，以提供創新的康樂及文娛活動，並善用科技發展浪潮帶來的優勢，為市民帶來耳目一新的觀展體驗，在不受時空限制的情況下拓展新觀眾群。我們亦會研究利用新技術，改善館藏的保存管理及資訊共享，以提升訪客服務的質素。此外，我們會嘗試與香港科技園公司及電訊公司等科技機構結為夥伴，借助相關資源及技術，把握最新科技趨勢帶來的機遇。

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 薪火相傳 Nurturing the Youth

鑑於早前社會動盪不安，疫情對日常生活帶來沉重打擊，提高年輕人對社會的歸屬感和公民意識更形重要。為此，我們將革新節目的模式，例如製作網上節目和推出全新形式的學校／社區外展活動，包括流動博物館，以爭取年輕觀眾的支持和參與，透過藝術與文化跟年輕人加強聯繫，並提高其欣賞能力。我們會開拓資源，培育本地藝術人才，除委約香港藝術家創作作品、開展項目外，我們還會增進年輕人對文物修復工作的了解，培養新一代投身博物館行業，為博物館人才培訓發展作出長遠貢獻。

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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策略與計劃

STRATEGIES AND PLANS

我們將朝着以上的策略方向邁進，以精益求精為目標，訂定八大策略工作範疇的框架，以規劃遠景，調度資源。

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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節目策劃 Programming

為新穎及更新的文化活動注入源源趣味和創意，誠然是康文署不可或缺的發展策略。《行政長官2022年施政報告》中提出推廣香港流行文化，提升流行文化作為香港文化產業的重要性。由2023年開始，康文署將每年與業界及不同持份者合作舉辦「流行文化節」，涵蓋節目包括演出、電影及專題展覽等，亦會安排一連串延伸和教育活動包括講座、工作坊、演後藝人談等。節目將重點介紹1960至1990年代，別具香港特色的歌影視流行文化「殿堂級」人物，突出香港流行文化黃金時期領導亞太潮流，融合中西、南北和新舊文化的創造性，反映香港多元融合的文化性格魅力，以巨星的創建歷程見證香港的發展和香港精神，並激發年青一代同樣追求夢想、不斷創新的活力，啟迪新一代具創造性、生生不息的文化傳承。

我們會繼續分階段更新香港科學館的常設展覽和香港歷史博物館的「香港故事」常設展，從科學和歷史的角度，說好香港故事。我們並會發揮康文署博物館枝繁葉茂的優勢，加強博物館／辦事處各單位之間在節目策劃方面的合作，推出富新意而啟迪思維的展覽和活動。藝術推廣辦事處和科學推廣組將合力推出大型節目「藝術@維港」，在維港海濱展示結合藝術和科學的作品。此外，藉香港電影資料館成立20周年之際，我們朝着全新方向邁進，舉辦博物館展覽／節目，同步推廣香港電影，向大眾介紹這項重要的香港文化遺產。我們亦善用「油街實現」第二期發展計劃新增的藝術空間，結合藝術科技，推出一系列社區藝術活動。至於翻新後重開的香港海防博物館，亦會以全新角度講述香港歷史。

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，康文署與烏菲茲美術館、大英博物館等舉世知名的博物館和南京、上海、湖北、河南等省市的博物館簽署諒解備忘錄，舉辦高質素大型展覽，促進文化交流和了解；亦會與大灣區、其他內地城市乃至世界各地的文博單位加強合作，舉辦精彩的國際盛事，例如第三屆「博物館高峰论坛」及下一屆「香港國際海報三年展」的各項活動。我們亦借助「粵港澳文化合作會議」、「香港周」等平台，推廣如電影等香港以至中國的文化，促進跨領域交流。新成立的科學推廣組將會舉辦富啟發性的科學展覽和節目，激發觀眾的好奇心和創意，透過增強其科學思維以提高市民的科學素養。

康文署將會在不同博物館／辦事處舉辦的展覽和節目中，加強非物質文化遺產和文物修復的元素，大力宣傳這些重要的香港文化遺產；並安排不同博物館／辦事處合力舉辦引人入勝的展覽／節目，重點應用藝術科技，為觀眾帶來別具新意的博物館體驗。為盛事活動打造優秀品牌，例如「藝術@維港」、「香港博物館節」等，發揮藝術、科學、電影、歷史及文物等不同主題之間的協同效應，將文化與藝術聯繫到日常生活。這些活動將會定期舉行，以吸引更多遊客。我們亦會繼續舉辦各式各樣的展覽及公眾節目，包括大型展覽、專題展覽、外展活動，以及外借香港電影在海外活動中放映，並與駐內地及海外的香港經濟貿易辦事處、外國領事館和辦事處以至本地機構合作，吸引本地和海內外不同的觀眾群。

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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康文署致力呈獻珍貴館藏，讓普羅大眾得以欣賞文化瑰寶。透過設立中國歷史文化推廣活動中心，配合香港歷史博物館的藏品，讓公眾透過親身學習體驗，認識中國歷史、傳統工藝及文物修復工作。我們亦會策劃展覽，通過豐富多元的館藏，述說香港藝術與文化的獨特故事。例如香港藝術館的四大館藏從傳統書畫到裝置藝術，應有盡有，展現時代不同、類型各異的藝術品。此外，亦會舉辦活動加深公眾對藏品修復工作的認識，推廣文物保育的重要性。我們會繼續策劃以館藏為主題的展覽，並在與海外博物館的互惠安排下，外借更多藏品以供展出，藉此向外地觀眾介紹康文署博物館館藏。

康文署會繼續向本港大型電影公司募捐，並透過館藏電影數碼化計劃，保存寶貴的電影資源，以及安排在各博物館／辦事處的展覽中放映電影作為配套節目，藉着推展合辦節目，加強宣傳電影藏品。我們會以剛推出的「博物館統一藏品管理系統」配合現有博物館網站，方便公眾使用單一平台搜尋多個博物館的藏品資料，鼓勵跨館館藏的研究工作。此外，我們會向更多著名收藏家募捐珍貴文物，以及繼續使用特別撥款添置藏品，豐富館藏；同時規劃位於天水圍的文物修復資源中心，以存放不斷增加的藏品，並應用嶄新的保存方法及儲存系統提高博物館文物的修復及保存標準，長遠而言促進以跨館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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教育推廣 Education

康文署積極推行各式各樣的教育活動，向青少年傳遞藝術與文化的知識。我們與教育專家及團體合作設計外展計劃，例如「移動·非遺」流動教育車、「非遺進校園」及「太空探索任務」等學校外展計劃，以非物質文化遺產為重點，講解科學、歷史及文化知識。

此外，我們為學童及青少年提供課外活動，繼續舉行「少年太空人體驗營」及「中學生天文訓練計劃」等恆常活動，以加強體驗式學習，例如在規劃中的中國歷史文化推廣活動中心及文物修復資源中心採用實物導向的學習模式，讓學生透過認識實體文物進行學習。

康文署亦通過跨學科學習增進文化知識，如結合香港文化博物館的流行文化展及香港電影資料館的電影放映以達至協同效應，或在博物館展覽中加入配套活動，推廣康文署圖書館館藏作延伸閱讀。此外，我們會透過科學推廣組嶄新形式的教育活動推動科普教育，引發公眾好奇心，藉此培養探究科學的精神，促進持續學習。所有博物館／辦事處均會以現場和線上同步的混合模式提供實體及虛擬學習活動，包括講座、工作坊、導賞團、電影放映及映後談等。

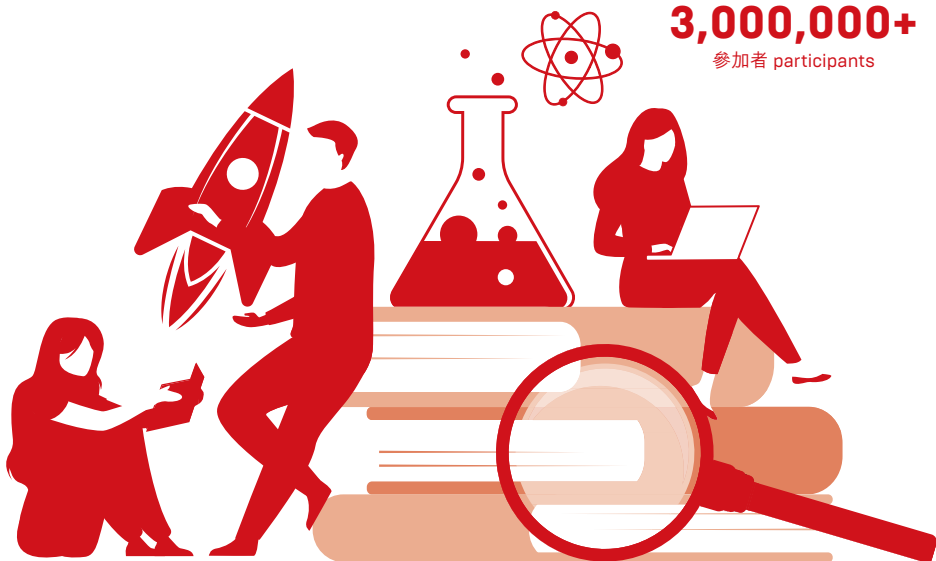
過去五年
in the past 5 years

69,103

教育及推廣活動
education and
extension programmes

3,000,000+

參加者 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.

觀眾拓展

Audience Building

康文署會繼續加強各博物館之間的合作，擴大博物館忠實觀眾群，改變訪客參觀習慣。例如中國歷史文化推廣活動中心設立後，香港歷史博物館及文物修復辦事處會攜手合作，推動對中國文化和歷史的保存及認識。我們亦致力建立品牌，推出線上及線下宣傳活動，並與香港經濟貿易辦事處、香港電台及香港旅遊發展局等政府部門／辦事處／相關機構合作，在香港、內地和海外加強宣傳。我們也會善用如三年一度的「越後妻有大地藝術祭」等現有及新興的大型國際平台，向海外觀眾推廣香港藝術。

康文署繼續透過藝術推廣辦事處舉辦各類館外、本地及外訪的展覽，並推出創新的公眾及社區外展計劃，以藝術與文化連結大眾，融入日常生活。我們亦會繼續推展網上計劃，包括「寓樂頻道」及「101入門教室」，讓普羅大眾能學習有關藝術、科學及文化的知識，並為博物館設計全新的網上及實體宣傳品，讓大眾深入認識及欣賞藏品／展覽。

我們會於博物館以外的場地舉行大型年度盛事，如「香港博物館節」，讓公眾增加對藝術、歷史、科學、電影及非物質文化遺產的認識，樂在其中，並從中獲得啟發。此外，我們會定期進行訪客調查，檢討服務質素和策略，確保能透過適當的途徑及平台，向特定的觀眾群傳達合適的內容。



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

為了建立和擴展來自不同領域的人才網絡，康文署會繼續舉辦恆常活動，例如「陶瓷茶具創作」比賽、「少年太空人體驗營」及「香港國際海報三年展」，以培育本地人才。我們繼續善用特別撥款購藏和委約創作藝術品，尤其是本地藝術家的作品，為他們提供更多展露才華的機會，特別是在藝術科技方面，提升其創作能力。我們亦會舉辦全新面貌的「香港當代藝術獎」，為本地藝術家提供互相切磋的重要平台。

另一方面，康文署會安排科學推廣組舉辦全新公眾節目，邀請本地科學家參與，讓

科學走進社區，形成支持科研工作的好氛圍；亦會繼續物色更多國際平台，例如海外的藝術節或雙年展，以介紹本地藝術家，為扶助其藝術事業發展而創造機會。

康文署亦為有志投身博物館工作，尤其是文物修復的人士提供更多實習和培訓機會，並廣泛宣傳香港電影資料館在電影保存、修復和數碼化方面的工作，培養更多年輕人對相關範疇的興趣，日後投身相關工作。此外，我們會透過「小小博物館KOL」、「博物館小先鋒」及「文化新人類」等特別計劃，培養兒童及青少年對博物館工作的興趣。

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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社區參與及夥伴合作 Community Engagement and Partnerships



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康文署致力促進社區參與及夥伴合作，透過博物館諮詢委員會、非物質文化遺產諮詢委員會、博物館專家顧問等平台，就博物館服務及非物質文化遺產保護與推廣的重要策略及發展事宜收集公眾的意見。我們繼續與香港及地區內的博物館及相關機構維持現有夥伴關係，探索新機遇或簽訂諒解備忘錄，在展覽、公眾節目、購置藏品、研究及推廣方面進行合作。

康文署繼續與本地大專院校研究合辦訓練課程，培養藝術家、歷史工作者、科研人員和電影修復人員。我們會邀請各領域的專家協助提供節目內容，借助外部的資源及網絡舉辦節目，尤其是涉及網上平台及大型的活動，例如「香港科學節」。

我們會擴大與其他決策局／部門、創意產業、外國領事館、非政府機構、發展商、

教育機構、傳媒等合作的範圍，舉辦大型活動，發揮更大影響力。透過「策聽」系列等活動，促進與社區的聯繫及合作。我們亦會物色有才華的夥伴合作策劃公眾／社區活動及項目，讓博物館／辦事處的平台成為展露才華的舞台。

為引入更多先進科技，讓觀眾獲享嶄新的博物館參觀／學習的體驗，我們將與私人機構如本地科技企業及個別人士合作，並繼續透過「文博義工計劃」邀請義工參加各項節目及活動，定期招募博物館之友及導賞員。除了推出各類型實體活動外，我們亦會讓更多公眾能透過「寓樂頻道」、博物館網站及社交媒體平台上的康文署博物館粉絲專頁參與博物館的事務，加強與公眾互動，即時回應市民對博物館服務的意見。

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.

優化設施及訪客服務 Enhancement of Facilities and Visitor Services

康文署秉承着為參觀者締造深刻難忘的博物館體驗之信念，致力提供優質設施，確保訪客享有最佳服務。我們會繼續規劃位於天水圍的文物修復資源中心，這個全港首個集文物保育、保存、教育及展覽於一身的設施，將會提升本港在專業文物保育交流方面的重要地位。此外，我們亦籌劃中國歷史文化推廣活動中心及試驗計劃，推行以實物導向為模式，學習中國歷史和文化課題。

康文署亦繼續規劃香港科學館及香港歷史博物館的大型擴建工程，更新兩館現時的常設展覽，藉此重塑品牌、加入新功能，邁向新里程；亦開始着手規劃香港文化博物館及香港太空館等其他大型博物館的翻新工程。我們將會提升「博物館統一藏品管理系統」，並策劃專題節目，讓更多市民能瀏覽館藏，特別是透過館藏電影數碼化計劃而得以重現的電影。

為簡化購票程序，博物館亦開始將服務數碼化，例如落實網上售票、電子門票及電子博物館通行證。我們亦將借助科技，採用既環保又有效的方法發放博物館資訊，包括利用電子平台發布電子刊物、宣傳展覽及節目。

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.



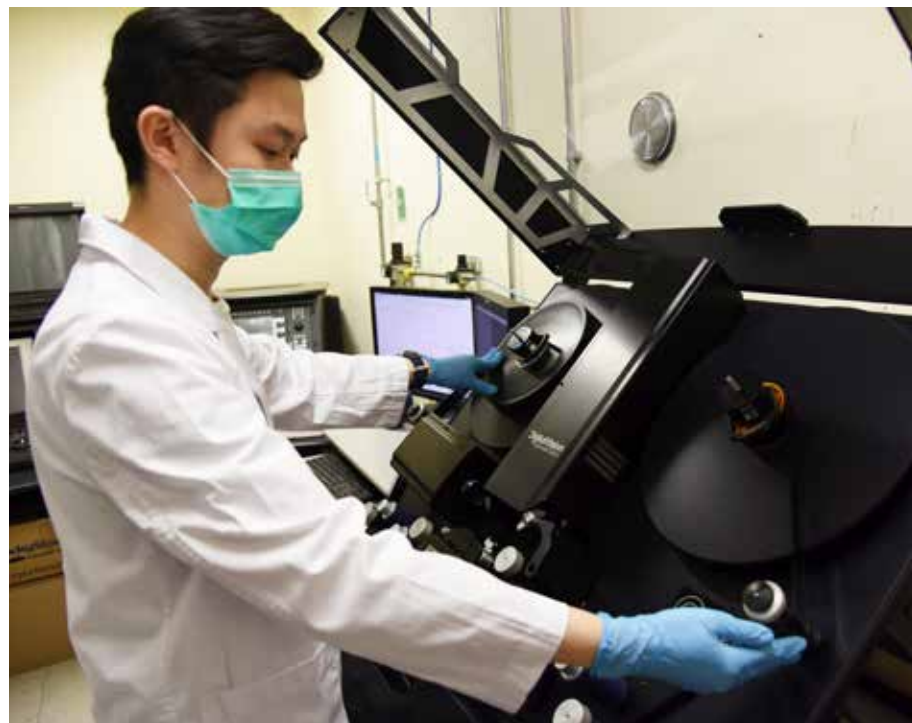
學術研究及機構發展

Research and Institutional Development

除了優化博物館設施，為參觀者提供獨特的博物館參觀體驗，康文署亦會加強與內地及海外的學者和文博專業人員的聯繫，特別是根據諒解備忘錄所訂定的安排，讓雙方人員到訪對方的博物館進行實習及交流。另外，我們將會加強編纂刊物，並繼續出版《香港博物館期刊》、《香港博物館誌》及《展影》，與合作夥伴、教育機構、博物館之友等持份者分享有關文化及電影的深度文章及研究工作。

在培育人才方面，康文署將會安排博物館館長及職員參加講座、專業會議、國際活動及刊物編輯工作，以彰顯他們的專業才能；亦會安排資深館長向後輩傳授知識及專業技能，為博物館人員尋找合適的訓練和專業發展的機會，以及培訓內部專才擔任策展、文物修復及保存數碼電影的工作。我們繼續向博物館人員提供本地及海外的專業培訓，開發資源以設計訓練課程，特別是文物修復方面的培訓；並投放更多資源以提供見習員培訓課程，培養年輕人對博物館工作的興趣，為持續發展、傳承知識培育人才。

就學術研究方面，我們會繼續鼓勵具不同目的和範疇的各項研究，包括藏品、展覽、文物保育、口述歷史計劃，並不斷豐富「香港非物質文化遺產資料庫」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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