

For information
on 22 March 2013

Legislative Council Panel on Home Affairs

Measures to Enhance Public Museum Services

Purpose

This paper updates Members on the progress made to enhance the services of public museums under the Leisure and Cultural Services Department (LCSD).

Progress Made on Enhancement of Public Museum Services

2. There are 14 public museums¹ being managed by LCSD. Since 2010, LCSD has set eight new directions for museum development with the aim of delivering museum services with greater transparency, accountability, efficiency and creativity so as to meet the changing aspirations of the community.

3. With the expert advice given by museum advisors and the concerted efforts of museum staff, many of the programmes organised by the museums in the past few years have received overwhelming response, as evident from the record breaking attendance of 5.8 million visitors and 1.17 million people taking part in the education and extension programmes organised by the museums in 2012. The new directions set for the museums and the progress made in the past three years (2010-2012) are summarised in the ensuing paragraphs.

(a) Enhancing Public Accountability and Transparency

(i) Museum Advisory Panels

4. To enhance public accountability and involvement in the management of museums, three Museum Advisory Panels (MAPs) for the Art, History and Science

¹ The 14 museums are Hong Kong Museum of Art, Hong Kong Museum of History, Hong Kong Heritage Museum, Hong Kong Science Museum, Hong Kong Space Museum, Flagstaff House Museum of Tea Ware, Dr Sun Yat-sen Museum, Hong Kong Museum of Coastal Defence, Fireboat Alexander Grantham Exhibition Gallery, Lei Cheng Uk Han Tomb Museum, Law Uk Folk Museum, Sam Tung Uk Museum, Hong Kong Railway Museum and Sheung Yiu Folk Museum.

streams of museums respectively have been set up in October 2010. MAP members include academics, museum experts, artists, art promoters, marketing/public relations experts and community leaders. In their first two-year term, the MAPs reviewed the performance of the respective museums and deliberated on their positioning, strategies for business development, marketing and community involvement, as well as measures to enhance operational efficiency and accountability.

(ii) Corporate Business Plan and Annual Plans

5. LCSD published its first Five-Year Corporate Business Plan for the public museums for 2012-17. The vision, mission, core values, as well as the plans to strive for excellence in eight strategic areas, namely programming, collections, education, audience building, capacity building, community engagement and partnership, enhancement of facilities and visitor services, research and institutional development, are laid down in the Corporate Business Plan. Individual museums and offices also drew up their Annual Plans for 2012-13 for endorsement by the respective MAPs, which have been uploaded onto the LCSD's website for public information.

(iii) Performance Management System

6. To increase public accountability and improve operational efficiency, LCSD has reviewed the existing performance management system for museums and put in place a comprehensive set of quantitative and qualitative performance indicators benchmarking overseas museums practices. The output of LCSD museums is now subject to evaluation in the following aspects: level of access, profile of audience, scale of exhibitions/programmes/collections, degree of community involvement, public feedback, strength of resources, extent of researches, peers and professional assessments.

(b) Positioning, Programming and Audience Building

(i) Positioning of Museums

7. The three MAPs have devoted considerable time to the discussion of the positioning of the flagship museums, in particular the differentiation between the Hong Kong Museum of Art (HKMA) and the Hong Kong Heritage Museum (HKHM) vis-à-vis M+ of the West Kowloon Cultural District. Having regard to the positioning statements endorsed by the MAPs, a balanced and diverse programming strategy gearing towards their positioning have been devised by the flagship museums. The programming strategy of the museums and the Art Promotion Office (APO) are set out in **Annex**.

(ii) Blockbuster Exhibitions

8. The blockbuster exhibitions organised by LCSD in the past few years have enhanced the image of its flagship museums and the attractiveness of exhibitions to non-visitors. Every effort is made to present mega exhibitions with unique curatorship and visitor experience, tailoring to the needs and expectations of Hong Kong people. Moreover, advanced technology is utilized to bring fun and exciting experience to visitors where possible. For example, in curating the First Emperor of China exhibition, the Hong Kong Museum of History (HKMH) made use of advanced multimedia technology to interpret the history of Qin in an innovative and interesting way. As a result, the exhibition has attracted more than 425 000 visitors in four months, breaking the record of thematic exhibitions organised by the museum. On the other hand, two blockbuster exhibitions, namely *Pixar: 25 Years of Animation and PICASSO*, had together attracted over 730 000 visitors to HKHM and helped turn the museum, once less prominent as compared to others, into a flagship museum of Hong Kong.

(iii) Audience Building

9. Apart from setting a new record for museum attendance in 2012 (paragraph 3 above), the mega exhibitions have attracted a large number of visitors to purchase museum passes - over 136 700 passes (see also paragraph 16 below), mostly family passes, were sold in 2012, representing an over 60% increase in the number sold (83 000) in 2011 (and a 134% increase over the 58 000 passes sold in 2010). This is highly encouraging from the perspective of audience building as museum pass holders tend to be repeated visitors. Indeed, on average each museum pass holder visits our museums 3-4 times during the one-year validity period. For those who purchase family passes, they visit our museums with their children who are important targets of audience building.

(c) ***Stepping up Community Involvement***

10. LCSD has strengthened its existing partnership, established closer dialogue with guest curators, collectors and District Councils, and explored new collaborators in different sectors, including the commercial field, non-government organisations and tertiary institutions. With their support, museum exhibitions and programmes have reached out to different sectors of the community.

(i) Fostering a Donation Culture

11. Our museum programmes have successfully attracted donations in cash and in kind, enabling the public to enjoy museum activities at lower cost. Generous donations from artists and the community have enriched the collections of our museums. These include the paintings donated by Wu Guanzhong, Johnson Chow Su-sing, LU Shoukun and Zhang Daqian, signature seals of Ding Yanyong donated

by the artist's family, Cantonese opera items by Lam Kar Sing and *qipaos* (or *cheongsams*) from celebrities, all of which are of extremely high artistic or historical value. The general public is also eager in contributing their valuables and collections to the museums. For instance, in response to two collection campaigns related to Chinese New Year and Children's Life in the 1960s launched in 2012, some 400 items and over 2 000 items have been received respectively. Together with acquired collections, LCSD museums now have 1.3 million items² in their collections, about a 5 % increase as compared with that in 2010.

(ii) Partnership with the Community

12. We have made marked achievements in sharing treasures of art and culture with the community through the following initiatives:

- Bringing Art and Culture to the Community - the *Park Déco* and *ArtAlive@Park* beautified parks with furniture and art works designed by local artists; the *Art@Government Buildings* adorned public space of government buildings with local art works; the *Artists in the Neighbourhood Scheme* provides members of the public easy access to joyful art experience; and the *Transformation of the Qipao* exhibition vividly told the history of *qipao* at a shopping arcade.
- Social Inclusion - the *Adventurous Tour with Fantastic Animals* allowed disabled people to fully enjoy the exhibition; education programmes under the *Social Harmony Project* gave underprivileged groups the opportunity to broaden their vision and integrate into the society; the *Inclusive Life: Museum for All* project provided sign interpretation and audio description special guided tours, model-making and touching workshops for the people with hearing/visual impairments and intellectual disabilities.

(iii) Public Opinion

13. Since 2010-11, LCSD has expanded the scale of its biennial opinion survey from interviewing museum goers in exit surveys only to capturing the views of non-museum goers through household surveys. Liaison meetings with customers and hirers are also conducted regularly to gauge their views and suggestions on museum services and facilities.

(d) ***Marketing and Branding of Museums***

14. LCSD established a dedicated marketing and business development team for museum work in 2011, and has since introduced many creative marketing and publicity initiatives. The key projects launched include:

² Collections include 1 million items from the Hong Kong Film Archive.

(i) New Media

15. Three major projects were launched in 2012: (i) the Hong Kong Public Museums portal - a one-stop multi-media platform covering the programmes of 14 public museums and four cultural venues³; (ii) “My Culture” mobile application provides information on the latest museum and performing art programmes in town; and (iii) participation in the ground-breaking Google Art Project by HKMA and HKHM - being the first museums in Asia to join this powerful platform, they have altogether uploaded 187 of their best artefacts which can be seen by audiences from around the world.

(ii) Museum Pass

16. We have stepped up publicity efforts to promote the museum pass, including cross promotion discount offers in collaboration with the Hong Kong Disneyland and the Hong Kong Ocean Park. Through these efforts, the number of museum pass sold in 2012 was over 136,700, a 134% increase over that in 2010.

(iii) Museum Guide

17. LCSD has produced a museum guide entitled *Enchanting Museums* for promoting its museums to tourists. Apart from giving an overview of all LCSD museums, the guide book also provides recommended routings bundling the museums with other attractions in the vicinity.

(e) *Strengthening Cultural Exchange with the Mainland and the World*

(i) Promoting Local Art outside Hong Kong

18. We strive to seek opportunities in the Mainland and overseas to promote Hong Kong art and artists. For example, LCSD participated in the *2012 Hong Kong and Macao Visual Arts Biennial* in Beijing to display the outstanding works of 17 renowned local artists, and joined hands with the Hong Kong Arts Development Council to organise the exhibition *All Are Guests* to present the works of local artists at the Liverpool Biennial 2012.

19. We also organised outbound exhibitions in collaboration with overseas institutions and participated in international cultural events. For example, *The Art of Dissent in 17th Century China: Chih Lo Lou Collection* showcased at the Metropolitan Museum of Art, New York; the *Modern Chinese Painting and Japan* at the Kyoto National Museum, *The Evergreen Classic—Transformation of the Qipao* in the former residence of Soong Ching Ling in Beijing and *In the Mood for Cheongsam: Modernity & Singapore Women* at the National Museum of Singapore.

³ The four cultural venues are Hong Kong Heritage Discovery Centre, Ping Shan Tang Clan Gallery cum Heritage Trail Visitors Centre, Hong Kong Film Archive and Art Promotion Office.

These travelling exhibitions and cultural events have received overwhelming response, thereby enabling LCSD museums to heighten their profile in the international arena.

(ii) Bringing World Art and Culture to Hong Kong

20. With our long and established relationship with overseas museums, LCSD has been able to present important exhibitions from around the world, such as *Fantastic Creatures from the British Museum (UK)*, *Andy Warhol: 15 Minutes Eternal (USA)*, *PICASSO (France)*, *Albert Einstein (Switzerland)*, *Marvellous Inventions of Leonardo da Vinci (Italy)* and *Fabergé (Russia)*, thereby reinforcing Hong Kong's position as an international cultural hub and bringing in the rich cultures of the world to the local audience.

(iii) Closer Collaboration with the Mainland

21. Following the signing of the Agreement on Enhancing Exchange and Co-operation in the Area of Cultural Exchange between the Home Affairs Bureau and State Administration of Cultural Heritage in December 2011, LCSD signed the Memorandums of Understanding (MOUs) with the Palace Museum and the National Museum of China respectively in 2012, enabling long-term and more extensive exchange and co-operation between the two sides on the conservation and promotion of cultural heritage. With these MOUs, LCSD will be able to bring in more national treasures from the Mainland for appreciation by Hong Kong people.

(f) Supporting the Development of Cultural Software

(i) Grooming Local Talent

22. To groom local artistic talent, LCSD runs docent schemes for young people and internship programmes for university students who are interested in working at the museums. In addition, a two-year Museum Trainee Programme has been launched since 2010, providing university graduates with attachment opportunities to different LCSD museums to learn how to manage museum services, organise educational programmes, curate exhibitions and projects. In view of the favourable response, the trainee programme will be further expanded in 2013-14.

(ii) Enhancing Cultural Software of the Society

23. Cultural software as a whole is enhanced by the provision of stimulating learning experiences for the public, particularly students. Their awareness, understanding and appreciation of art and culture is raised through participation in a wide spectrum of educational programmes, extension activities and workshops offered by museums, as well as public and community projects organised by APO. An example is the *Night at the Museum* series where students and teachers spent a night in the museums taking part in workshops, gallery explorations and hands-on experiments.

(g) Instilling Greater Flexibility in Museum Work

24. We have adopted a more dynamic approach in the management of museums by streamlining some of our internal procedures with a view to enhancing operational efficiency. The contracting out arrangements for museum catering outlets and bookshops have been revamped to encourage and facilitate the private sector in providing quality services, so as to create a win-win situation for the museums, the operators as well as museum users.

(h) Research and Institutional Development

25. Research and publication are an integral part of the museum's pursuit of professional excellence. Our museums have undertaken over 20 major research and study projects since 2010, and issued over 360 publications⁴ including exhibition catalogues, books, research papers and thematic articles. Expertise of museum curators has been manifested through their presentation in seminars, talks and participation in international events.

26. On institutional development, LCSD has set up a Task Force for Staff Professional Development to implement effective sustainable professional development activities for staff.

Future Plans

27. In the coming few years, LCSD will focus on the following areas to further enhance the museums services:

(a) Blockbuster Exhibitions

28. We will continue to organise blockbuster exhibitions to boost museum attendance for audience building. In 2013, the mega exhibitions being/to be organised include: *The Wonders of Ancient Mesopotamia* (HKMH), which showcases over 170 stunning exhibits from the British Museum, *Fabergé: Legacy of Imperial Russia* (HKHM), which features the largest exhibition on Russian art ever staged in Hong Kong, *The Splendours of Imperial Costume: Qing Court Attire* (HKMH) in collaboration with The Palace Museum, the *Bruce Lee* exhibition (HKHM), *Eternal Tao – New Dimensions of Contemporary Chinese Art* (HKMA), and *The Dinosaurs Unveiled* (Hong Kong Science Museum (HKScM)) with over 100 pieces of dinosaur and other palaeontological fossils from various museums around the world.

⁴ Publications include those of the Hong Kong Film Archive at around 70.

(b) Promoting Local Art

29. In 2013, we will establish a new visual arts exhibition and activity centre at the former Royal Yacht Club at Oil Street to nurture young artists and promote community art, provide an Art Square in Salisbury Garden at Tsim Sha Tsui waterfront serving as a leisure and open platform for local visual arts display, and present a signature programme *the Hong Kong Contemporary Art Awards Exhibition* in HKMA. In the longer term, we plan to re-instate the Hong Kong Art Gallery in the HKMA for showcasing the art work of local artists, conduct more research projects on the development of Hong Kong art and design, and acquire more art works from local artists to support their artistic creation.

(c) Renewing Permanent Exhibitions

30. We will take steps to renew the permanent exhibitions of our museums by phases. First in the series is the renewal of the Astronomy and Space Science Halls of the Hong Kong Space Museum (HKSpM) which will be reopened in 2015, while the Biodiversity Gallery and Children Gallery in HKScM will be opened in 2015 and 2016 respectively. We will work out plans to revamp the permanent exhibition in the Hong Kong Museum of Coastal Defence, and set up a Palaeontology Gallery and the Earth Science Hall in HKScM. We are also planning for the HKMA renovation to provide more exhibition space and improve its outlook, visibility, accessibility and environs. In the long run, we plan to build a Central Repository to cater for the growth of our collections.

(d) Building the Brand outside Hong Kong

31. We will capitalize on every opportunity to promote the achievements of our museums and artists, as well as the culture of Hong Kong overseas. For example, we will participate in outbound exhibitions such as the “Hong Kong Week” in Taipei in 2013, and host the International Institute for Conservation of Historic and Artistic Works (IIC) 2014 Hong Kong Congress with the theme of “An Unbroken History – Conserving East Asian Works of Art and Heritage” for the first time in South East Asia.

Conclusion

32. LCSD will continue to enhance the operation and services of public museums and collaborate with various sectors to co-create an environment that encourages active-learning and nurtures talent for the long-term cultural development of Hong Kong. We will strive to attain the new directions set for the museums as outlined in the paper, and adjust our strategies in the light of changing circumstances.

Advice Sought

33. Members are invited to note the content of this paper.

Home Affairs Bureau
Leisure and Cultural Services Department
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Programming Strategy of the Flagship Museums and the Art Promotion Office

Hong Kong Museum of Art (HKMA)

1. HKMA positions itself firmly on the local artistic origin, against a strong traditional foundation, with a regional and international perspective. On one hand, HKMA gives the limelight to local art and establish itself as a Centre which collects, exhibits and researches on Hong Kong art systematically. On the other hand, with its strong collections on Chinese antiquities and Chinese paintings, HKMA dedicates itself to new interpretations of the Chinese / regional cultural traditions, in particular, the Greater Pearl River Delta artistic heritage with its Fine Arts (mainly Guangdong paintings), and Historical Pictures. By means of novel curatorial approach and presentations as well as its professional reputation built up over the years, it establishes itself as the Ideal Home for Local Collectors. Building on HKMA's long-term relationship with overseas museums, HKMA will continue to serve as a "Glocal" (global and local) window with a balanced mix of blockbuster exhibitions, including exhibitions on Western and Chinese artistic legacy like selected collection of the British Museum on fantastic creatures, Chinese imperial treasures and classical paintings and calligraphies of Song, Yuan, Ming Dynasties, etc.; as well as on Western and Chinese masters like Andy Warhol, Feng Zikai and Wu Guanzhong, etc., to ensure exposure of Hong Kong audience to international artistic trends and traditions. In addition, HKMA will continue to promote Hong Kong art to an international audience and to contribute to global artistic dialogues by showcasing Hong Kong art abroad and by participating in overseas exhibitions like the Liverpool Biennial, etc.

Hong Kong Museum of History (HKMH)

2. HKMH has re-positioned as an open platform for promoting history in general and fostering interest in Hong Kong history in particular. A wide range of exhibitions, publications, educational programmes on history and culture were organised to tie in with the positioning of the museum. Among the programmes organised, *The Majesty of All Under Heaven: The Eternal Realm of China's First Emperor* was most impressive in helping the sharpening of the identity of the museum. It was curated from the perspective of Hong Kong and was the first attempt to blend history, culture, heritage, art and technology. Advanced technology and presentations through its multimedia programmes were used to interpret the history of Qin in an innovative way. The exhibition successfully attracted more than 425,000 visitors in

2012, breaking the record of the thematic exhibitions of HKMH. Besides, the inspiring educational and art programmes of the exhibition were also successful in nurturing creativity amongst youngsters and fostering their interest in history and heritage. Special guided tours and a wide range of social media means were employed to reach out to different sectors of the society. The exhibition helped brand the HKMH as an open platform for fostering the public's interest in history.

3. Besides, to establish a closer partnership with the community, HKMH has organised a few collection campaigns to appeal for donation of old items, e.g. *qipaos* (or *cheongsams*) and items related to children's life in Hong Kong. The responses of the collection campaigns were very encouraging. The items donated not only further enhance the collections of the museum, but also help to sharpen its identity.

Hong Kong Heritage Museum (HKHM)

4. HKHM is a multi-disciplined museum that presents the living heritage and creative culture of Hong Kong, with special focus on design, photography, popular culture, Cantonese opera, and intangible cultural heritage. The Museum also bridges the many cultures of the world with the people of Hong Kong.

5. To sharpen the cultural image of the museum, HKHM organises each year special exhibitions and programmes of various themes and disciplines to explore the vibrant cultures of Hong Kong, such as two exhibitions on *Hong Kong Photography* in 2010 and 2012 respectively, and *Applauding Hong Kong Pop Legend: Roman Tam* in 2012. In addition, a long-term exhibition on Bruce Lee will be opened in mid-2013 featuring his life and impact from the cultural perspective. The Museum also introduces from time to time the rich cultures and outstanding artistic creativity of the world to the Hong Kong audience through blockbusters and loaned exhibitions, such as *Pixar: 25 Years of Animation* in 2011 and *PICASSO* exhibition in 2012. The Museum will further consolidate its collection and research on Cantonese opera, popular culture, Hong Kong design, photography and other media of applied arts as well as objects of important cultural values. In addition to tangible culture, HKHM is also committed to the documentation, studies, promotion and safeguarding of local intangible heritage. HKHM will endeavor to curate exhibitions and organise public programmes with new ideas and in a cross-over approach to reinforce its unique strength and image.

Hong Kong Science Museum (HKScM)

6. HKScM strives to be a local leader in informal science learning for students and the general public. It sparks curiosity and inspires science learning through permanent and special exhibitions that carry diverse themes of science and technology, and education programmes that are conducive to life-long learning. The Museum organised a number of blockbuster exhibitions including *River of Wisdom – Animated Version of the Riverside Scene at Qingming Festival* in 2010, *Albert Einstein* in 2011 and *Creatures of the Abyss* in 2012, which employed state-of-art technology in the presentation. A number of exhibitions such as the *Science News Corner* and *Brain and Cognition* were produced in collaboration with local universities and academic organisations to showcase their latest scientific researches. New exhibition galleries were also opened to display self-developed interactive exhibits that were designed for different age groups. At the same time, the Museum worked with academic institutions, professional bodies and government departments on many different education programmes including competitions, projects, lectures and campaigns. Interesting and innovative programmes were specially designed, such as *A Night at the Science Museum* in which students and teachers participated in workshops, gallery explorations and teleconference with overseas experts, and *Science Alive* which included science communication contest, debates, demonstrations and lectures.

Hong Kong Space Museum (HKSpM)

7. HKSpM's vision is to be a regional centre and an important global player in promoting space science. Apart from holding the annual *Young Astronaut Training Camp* with the space science institutions in the Mainland, HKSpM has successfully achieved its first collaboration with the Chabot Space and Science Centre in U.S. in launching the *Digital Skies Student Partnership*, in which nine local secondary school and tertiary institution students were selected in 2012 to work with nine U.S. students till 2013 to develop their own planetarium productions. The project will culminate in an exchange visit of the Hong Kong and U.S. students. These are active attempts of the Museum to become a global player in promoting astronomy and space science.

8. HKSpM continues to provide state-of-art facilities, exhibits and programmes. After opening Astropark, a stargazing park equipped with both modern telescopes and replicas of ancient Chinese astronomical instruments, to the public in 2010, the Museum has stepped up the planning of renovation of its

permanent exhibition halls and upgrading of the solar telescope. It has been using new technology actively in different innovative projects to bring exciting experience to the public - two new exhibits on *Photoelectric Effect* and *The World of Gravity* were successfully developed in 2011 employing multi touch technology; and a stargazing mobile application which can show events of the Museum as well in a calendar is being incubated. HKSpM also acts as a regional science and technology education centre connecting the Greater Pearl River Delta through various activities, such as organisation of the *Xiuyan Crater* exhibition together with Guangzhou Institute of Geochemistry, Chinese Academy of Sciences and Beijing-Hong Kong Academic Exchange Centre in 2011.

Art Promotion Office (APO)

9. The APO was restructured in 2010 when it took the opportunity to reposition and redefine its mission, which is to provide one-stop service for art talent from art training and creation to presentation through the projects such as *Art Specialist Course*, *School Programme Series@VAC* and *Thematic Art Exploration Series*; and to encourage partnerships among different art, community groups, as well as private organisations through *Artists in the Neighbourhood Scheme*, *Together We Stride – A Community Art Promotion Project* and *Beautiful World – Art Summer Camps*. We also nurture young artists and new ideas through the projects *12 Oil Street: Casting*, *Artist in Residence / New Media Art / VAC*, *Hong Kong Graphic Art Fiesta 2011: Xin Yi Dai – An International University Students Exchange Exhibition*; and enrich the living environment and enhance quality of life by launching innovative art projects such as *ArtAlive@Park*, *Park Déco*, *Art@Government Buildings* and other public art projects in Tamar, Sai Kung and Tseung Kwan O. In 2013, the major focus will be on the opening of Oil Street Art Space to nurture young artists.

Major Exhibitions and Programmes/Projects

10. A list of major exhibitions/programmes/projects of museums and Art Promotion Office organised from 2010 to 2012 is set out at **Appendix**.

**Major Exhibitions of Museums and Major Programmes / Projects of
Art Promotion Office Managed by LCSD from 2010 to 2012**

Hong Kong Museum of Art

Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Lofty Integrity: Donation of Works by Wu Guanzhong	26.3.2010 - 10.10.2010	---	---	---
Hong Kong Contemporary Art Biennial Awards 2009 Exhibition	21.5.2010 - 1.8.2010	---	---	The Friends of the Hong Kong Museum of Art, Take A Step Back Collection and The Ink Society
Legacy and Creations – Ink Art vs Ink Art	16.7.2010 - 9.8.2010	Shanghai Art Museum	Shanghai Art Museum	Sino Group
The Grandeur of Chinese Art Treasures: Min Chiu Society Golden Jubilee Exhibition	25.9.2010 - 2.1.2011	---	Min Chiu Society	Min Chiu Society
Legacy and Creations – Art vs Art	15.10.2010 - 12.11.2010	Museum of Contemporary Art, Shanghai	Museum of Contemporary Art, Shanghai	Sino Group
Touching Art: Louvre's Sculptures in Movement	10.12.2010 - 20.2.2011	---	Louvre Museum	Henderson Land Group
Nobility and Virtue: A Selection of Late Ming and Early Qing Paintings and Calligraphies from the Chih Lo Lou Collection	24.12.2010 - 1.5.2011	---	Chih Lo Lou Art Promotion (Non-profit Making) Ltd.	Chih Lo Lou Art Promotion (Non-profit Making) Ltd.
From Common to Uncommon – the Legend of Ha Bik-chuen	15.4.2011 - 17.7.2011	---	---	---
A Passion for Tradition: The Art of Li Yanshan	10.6.2011 - 16.10.2011	---	---	---
Johnson Chow Su-sing: A Tranquil Heart in Art	15.10.2011 - 4.12.2011	---	---	Mr Stewart Wong

Appendix to Annex

Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Revitalising the Glorious Tradition: The Retrospective Exhibition of Pan Tianshou's Art	25.11.2011 - 5.2.2012	---	The Cultural Communication Department of the Pan Tianshou Foundation and Pan Tianshou Memorial Museum	---
Fantastic Creatures from the British Museum	20.1.2012 - 11.4.2012	---	The Trustees of the British Museum	The Friends of the Hong Kong Museum of Art
Imperishable Affection: The Art of Feng Zikai	25.5.2012 - 7.10.2012	---	Zhejiang Provincial Museum	---
Maritime Porcelain Road: Relics from Guangdong, Hong Kong and Macao Museums	25.5.2012 - 7.10.2012	Macao Museum	Macao Museum, Guangdong Museum	---
A Lofty Retreat from the Red Dust: The Secret Garden of Emperor Qianlong	22.6.2012 - 14.10.2012	---	Palace Museum	The Hong Kong Jockey Club Charities Trust
All Are Guests — Hong Kong at the Liverpool Biennial 2012	15.9.2012 - 25.11.2012	LJMU Copperas Hill Building, Liverpool, UK	Hong Kong Arts Development Council	---
Maritime Porcelain Road: Relics from Guangdong, Hong Kong and Macao Museums	13.11.2012 – 19.5.2013	Guangdong Museum	Macao Museum, Guangdong Museum	---
Chinese Painting and Calligraphy of Song, Yuan and Ming Dynasties from the Osaka City Museum of Fine Arts	30.11.2012 - 9.1.2013	---	Osaka City Museum of Fine Arts	The Friends of the Hong Kong Museum of Art
Andy Warhol: 15 Minutes Eternal	16.12.2012 - 31.3.2013	---	---	BNY Mellon, Christie's, The Economist, Bloomberg, The Friends of the Hong Kong Museum of Art and The Hong Kong Jockey Club Charities Trust.

Hong Kong Museum of History

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Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Memories We Share: Hong Kong in the 1960s and 1970s	31.3.2010 – 30.6. 2010	---	---	---
Under The Trees: People and Stories from Village Schools	21.7.2010 – 27.9.2010	---	The Hong Kong Institute of Education	---
Witness of Time: Photos of Central and Western District in the 1970s	6.10.2010 – 10.1.2011	---	The Royal Asiatic Society (Hong Kong Branch)	---
Hong Kong, Benevolent City: Tung Wah and the Growth of Chinese Communities	27.10.2010 – 17.1.2011	---	The Tung Wah Group of Hospitals	---
Chen Kung-che: Hong Kong's Archaeologist and Polymath	19.1.2011 – 28.3.2011	---	---	---
Centenary of China's 1911 Revolution	2.3.2011 – 16.5.2011	---	Hubei Provincial Museum	---
The Evergreen Classic – Transformation of the Qipao	1.4.2011 – 4.5.2011	Former Residence of Soong Ching Ling, Beijing	Soong Ching Ling Residence Administration Center	---
A Partnership with the People: KAAA and Post-war Agricultural Hong Kong	13.4.2011 – 20.6.2011	---	The Hong Kong Heritage Project	---
The Flavours of Everyday Life in China – Memories from the Past Half Century	6.7.2011 – 26.9.2011	---	Chaoyang District Culture Center, Beijing	---
Dockyards of Hong Kong – Pictorial Exhibition on Hong Kong's Shipbuilding and Repair Industry	13.7.2011 – 21.11.2011	---	---	---
Knowledge • Power : The Imperial Examination System of the Qing Dynasty	9.11.2011 – 6.2.2012	---	Shanghai Jiading Museum	---

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Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Hong Kong Prehistoric Waters	12.12.2011 – 27.2.2012	---	Agriculture, Fisheries and Conservation Department	---
Hong Kong Currency	14.3.2012 – 4.6.2012	---	Hong Kong Monetary Authority	The Hongkong and Shanghai Banking Corporation Limited, Standard Chartered Bank (Hong Kong) Limited, Bank of China (Hong Kong) Limited
Chaozhou Food Culture in Hong Kong	21.3.2012 – 1.5.2012	---	---	---
In the Mood for Cheongsam: Modernity & Singapore Women	28.3.2012 – 27.6.2012	National Museum of Singapore	National Museum of Singapore	---
Transformation of the Qipao	27.4.2012 – 10.6.2012	Olympian City	Olympian City and Sino Art	---
The Majesty of All Under Heaven: The Eternal Realm of China's First Emperor	25.7.2012 – 26.11.2012	---	Shaanxi Provincial Cultural Relics Bureau	The Hong Kong Jockey Club Charities Trust
History in Miniature: The 150th Anniversary of Stamp Issuance in Hong Kong	19.12.2012- 16.1.2013	---	Hongkong Post	---

Dr Sun Yat-sen Museum

Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Kom Tong Hall • the Artefacts	16.4.2010 – 7.7.2010	---	---	---
Revolution Once More: Dr Sun Yat-sen from Xing Zhong Hui to the Governments in Guangzhou	17.9.2010 – 16.3.2011	---	Guangzhou Museum	---
Revolution Once More – Dr Sun Yat-sen from Xing Zhong Hui to the Governments in Guangzhou	25.3.2011 – 12.6.2011	Guangzhou Museum	Guangzhou Museum	---

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Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
People Who Made History – A Philatelic Commemoration of Xinhai Revolutionaries	29.4.2011 – 21.9.2011	---	---	---
1911 Revolution in China: Francis Stafford's Photo Exhibition	15.7.2011 – 20.9.2011	Ottawa City Hall, Chinese Cultural Palace of Montreal, Chinese Cultural Center of Calgary, Chinese Cultural Center of Edmonton, Chinese Cultural Center of Vancouver, Canada	The Chinese Freemasons of Ottawa	---
In Search of the Ideal Nation – Dr Sun Yat-sen and Guangzhou after the 1911 Revolution	30.9.2011 – 28.3.2012	---	The Memorial Museum of Generalissimo Sun Yat-sen's Mansion	---
1911 Revolution in China: Francis Stafford's Photo Exhibition	5.10.2011 – 14.10.2011	Hong Kong Cultural Centre	---	---
The Second Revolution and Nanyang	8.10.2011 – 8.1.2012	Sun Yat Sen Nanyang Memorial Hall, Singapore	Sun Yat Sen Nanyang Memorial Hall and Guangzhou Museum	---
Revolution Once More – Dr Sun Yat-sen from Xing Zhong Hui to the Governments in Guangzhou	9.10.2011 – 31.10.2011	Jinan City Museum	Jinan City Museum and Guangzhou Museum	---
1911 Revolution in China: Francis Stafford's Photo Exhibition and Dr Sun Yat-sen and Family	23.10.2011 – 30.11.2011	Chinese Cultural Centre of Greater Toronto, Scott Library of the York University and Richard Charles Lee Canada-Hong Kong Library of the University of Toronto, Canada	Chinese Cultural Centre of Greater Toronto in association with the York University and Richard Charles Lee Canada-Hong Kong Library of the University of Toronto and Hong Kong Economic & Trade Office in Canada	---

Appendix to Annex

Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Collection Highlights - Artefacts of Dr Sun Yat-sen's First Wife, Lu Muzhen	20.4.2012 – 10.10.2012	---	---	---
Unsung Heroes - Dr Sun Yat-sen's Singapore Comrades	26.10.2012 – 17.4.2013	---	Sun Yat Sen Nanyang Memorial Hall	---

Hong Kong Museum of Coastal Defence

Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
British Army Aid Group Drawings	10.9.2010 – 16.3.2011	---	---	---
Cultural Relics of the Taiping Heavenly Kingdom	20.5.2011 – 16.11.2011	---	Historical Museum of the Taiping Heavenly Kingdom, Nanjing	---
To the Last Man: Canadian Troops in the Battle of Hong Kong	23.12.2011 – 20.6.2012	---	---	---
Paper Weapons: Wartime Japanese Propaganda Publications	20.7.2012 – 27.3.2013	---	---	---

Hong Kong Heritage Museum

Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
City Flâneur: Social Documentary Photography	20.6.2010 – 3.1.2011	---	Guest curators: Joseph Fung, Blues Wong, Wong Suk-ki	Canon Hong Kong Company Limited
Brush Beyond Space: Works of Tong Yang-tze	18.9.2010 – 3.1.2011	---	---	---
Act • Live – Hong Kong International Poster Triennial 2010	28.11.2010 – 23.5.2011	---	Hong Kong Designers Association	---
Hong Kong: Creative Ecologies — Business, Living, Creativity	5.2.2011 – 16.5.2011	---	A partnership project with the Hong Kong Design Center	---
Pixar: 25 Years of Animation	28.3.2011 – 11.7.2011	---	Pixar Animation Studios	Samsung

Appendix to Annex

Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Made in Britain: Contemporary Art from the British Council Collection 1980–2010	30.6.2011 – 9.10.2011	---	The British Council	---
Virtuosity and Innovation - The Masterful Legacy of Lam Kar Sing	20.7.2011 – 14.5.2012	---	---	---
Genesis and Spirit: Intangible Cultural Heritage of China Exhibition	9.10.2011 – 27.10.2011	Gallery of Hong Kong Central Library	Ministry of Culture and China National Center for the Safeguarding of the Intangible Cultural Heritage	---
Imprint of the Heart: Artistic Journey of Huang Xinbo	3.11.2011 – 26.3.2012	---	---	---
Fashion Visionaries	5.11.2011 – 12.3.2012	---	Hong Kong Fashion Designers Association	---
Applauding Hong Kong Pop Legend: Roman Tam	21.12.2011 – 30.7.2012	---	---	---
PICASSO – Masterpieces from Musée National Picasso, Paris	19.5.2012 – 22.7.2012	---	Consulate General of France in Hong Kong and Macau and Musée National Picasso, Paris	The Hong Kong Jockey Club Charities Trust, Mr Cheung Chung Kiu, BNP Paribas, LVMH and Louis Vuitton
Genesis and Spirit: A Showcase of Intangible Cultural Heritage of Sichuan	15.6.2012- 21.6.2012	Gallery of Hong Kong Central Library	Ministry of Culture and Cultural Bureau of Sichuan	---
Hong Kong Photography Series 3: Beyond the Portrait	14.7.2012 26.11.2012	---	Guest curators: Tam Wai-ping, Yvonne Lo and Wong Wo-bik	---
Free and Unfettered: Chinese Paintings and Calligraphy by Au Ho-nien	15.9.2012 – 17.6.2013	---	---	---
Creative Ecologies+	2.11.2012 – 2.1.2013	---	A partnership project with the Hong Kong Design Center	---

Hong Kong Science Museum

Exhibition Title	Date 日期	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Jockey Club Environmental Conservation Gallery	27.8.2010 – Present	---	---	The Hong Kong Jockey Club Charities Trust
Marvellous Inventions of Leonardo da Vinci	8.10.2010 – 9.2.2011	---	The Museum of Leonardo Da Vinci, Florence, Italy	---
River of Wisdom – Animated Version of the Riverside Scene at Qingming Festival	9.11.2010 – 29.11.2010	Asia World-Expo	Bureau of Shanghai World Expo Coordination	The Hong Kong Jockey Club Charities Trust
Albert Einstein (1879 – 1955)	18.4.2011 – 31.8.2011	---	Consulate General of Switzerland in Hong Kong, Presence Switzerland, Historical Museum Bern of Switzerland and swissnex China	---
It's Tasty World- Food Science Now!	14.10.2011 – 1.2.2012	---	---	---
Creatures of the Abyss	29.6.2012 – 17.10.2012	---	---	---
Exhibition on China's First Manned Space Docking Mission	12.8.2012 – 26.8.2012	---	China Manned Space Engineering Office	Chen Ningning Culture Fund Company Limited
Julius Caesar – Military Genius and Mighty Machines	7.12.2012 – 10.4.2013	---	---	---

Art Promotion Office

Programme Title	Date	Venue Outside Office*	Co-organiser / Guest Curator	Name of Sponsor
“Park Déco” Scheme (Cornwall Street Park)	12.2010 – 9. 2012#	Cornwall Street Park	Hong Kong Design Centre	---
Artists in the Neighbourhood Scheme IV The Late Version of Shan Hai Jing – Works by Lam Yuk-lin	27.2.2010 – 7.3.2010 & 13.3.2010 – 31.3.2010	Citywalk, Sha Tin Town Hall	SINO Group, Art in Hong Kong	---

Appendix to Annex

Programme Title	Date	Venue Outside Office*	Co-organiser / Guest Curator	Name of Sponsor
Public Art Project – Tamar	4.2010 – 3.2013#	Hong Kong Tamar Park	The Administration Wing, Chief Secretary for Administration’s office	---
“Park Déco” Scheme (Quarry Bay Park)	10.2010 – 5.2012#	Quarry Bay Park	Hong Kong Arts Centre, Public Art Hong Kong	---
ArtAlive@Park	21.12.2010 – 28.2.2011	Hong Kong Park, Sha Tin Park, Kowloon Park, Tuen Mun Park	Community Art Network	---
Artists in the Neighbourhood Scheme V 1) Launching Exhibition 2) Still Lifes and Waves – Works by Ivy Ma 3) Sea of Hope – Works by Foon Sham 4) The Drawing Observatory – Works by Lam Tung-pang 5) Superb Meaningless Invention Exhibition 6) Men and Women • This and That – Works by Rosanna Li	1) 29.1.2011– 15.2.2011 2) 4.6.2011– 21.6.2011 & 24.6.2011– 3.7.2011 3) 31.8.2011– 14.9.2011 & 17.9.2011– 10.10.2011 4) 23.2.2012– 4.3.2012 & 7.3.2012 – 15.3.2012 5) 14.7.2012– 25.7.2012 & 28.7.2012– 7.8.2012 6) 16.11.2012– 26.11.2012 & 1.12.2012– 16.12.2012	Hong Kong City Hall Low Block, Hong Kong Film Archive, Tsimshatsui Book Centre, Commercial Press (HK) Ltd, Tsuen Wan Town Hall, Queen Elizabeth Hospital, Hong Kong Central Library, Tin Chak Shopping Centre, Hong Kong Cultural Centre, JCCAC, Hong Kong Visual Arts Centre, Olympian City 2	The Commercial Press, Queen Elizabeth Hospital, Art in Hospital, The Link Management Ltd. JCCAC, Sino Art	---

Appendix to Annex

Programme Title	Date	Venue Outside Office*	Co-organiser / Guest Curator	Name of Sponsor
Art@Government Buildings	9.6.2011 – 30.11.2013	Revenue Tower (9.6.2011 – 30.11.2011) Tsuen Wan Government Offices, Cheung Sha Wan Government Offices (9.6.2011 – 30.11.2013)	Hong Kong Arts Centre and Public Art Hong Kong	---
Public Art Programme for The First Emperor of China Exhibition	Early 2012 – 11.2012	Hong Kong Museum of History and various public areas	Hong Kong Design Centre	The Hong Kong Jockey Club Charities Trust
Public Art Scheme of the Town Park, Indoor Velodrome-cum-Sports Centre in Area 45, Tseung Kwan O	1.2012 – 11.2013#	Tseung Kwan O Sports Ground	Architectural Services Department	---
ArtAlive@Park2012	23.3.2012 – 26.1.2013	Tsim Sha Tsui East Waterfront Podium Garden, Tai Po Waterfront Park, Stanley Promenade	HULU Culture	---
2012 Hong Kong and Macao Visual Arts Biennial “Sculpting Space – Hong Kong Public Art Design”	11.9.2012– 19.9.2012	World Art Museum, the China Millennium Monument, Beijing	Hong Kong Sculpture Society	---

Others

Exhibition Title	Date	Venue Outside Museum*	Co-organiser / Guest Curator	Name of Sponsor
Glimpses of Hong Kong Exhibition Series	1.2.2011 onwards	Hong Kong International Airport	Hong Kong Airport Authority	---

* If unspecified, exhibitions / programmes were organised in the respective museum / office.
#Very long-term artwork displays after the completion of the Scheme/Project.