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**Joint Subcommittee to Monitor the Implementation of
the West Kowloon Cultural District Project**

Meeting on 14 January 2019

**Updated background brief on the development of cultural software for
the West Kowloon Cultural District project**

Purpose

This paper summarizes the major views and concerns expressed by members at meetings of the Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project ("the Joint Subcommittee") on the development of cultural software for the West Kowloon Cultural District ("WKCD") project.

Background

2. Under section 4(2) of the West Kowloon Cultural District Authority Ordinance (Cap. 601), the West Kowloon Cultural District Authority ("WKCDA") is required to perform its functions in ways which aim to achieve various objectives. Such objectives include, among others, cultivating and nurturing local talents in the arts (including local artists), local arts groups and arts-related personnel; encouraging wider participation by the local community in arts and culture; and promoting and providing arts education to the local community.

3. According to WKCDA, its work in promoting the development of cultural software focuses on three major areas, viz. audience development, artistic and professional development, and governance and organizational development. Prior to the opening of the arts and cultural venues in WKCD, WKCDA has been organizing a series of pre-opening programmes to enhance public awareness, enhance capacity, groom arts talents, build audiences and

engage young people. A list of the major capacity building initiatives and public programmes undertaken by WKCD from July 2017 to early 2018 is given in **Appendix I**.

4. According to the Administration, to tie in with the development of WKCD, the Administration and its collaborators (such as the Hong Kong Arts Development Council ("HKADC") and the Hong Kong Academy for Performing Arts ("HKAPA")) adopt a multi-pronged approach in promoting cultural software development in Hong Kong through arts programme development, audience building, arts education and grooming of talents.

Major views and concerns expressed by members

5. The major views and concerns expressed by members on the subject at meetings of the Joint Subcommittee are summarized in the ensuing paragraphs.

Roles of the Administration and the West Kowloon Cultural District Authority

6. Some members were concerned about the delineation of responsibilities among WKCD, the Administration (in particular the Home Affairs Bureau ("HAB")) and its collaborators in the development of cultural software. While some members considered that Administration should play a leading role in the planning and promotion of cultural software development for the WKCD project and allocate more resources for promoting cultural software development in Hong Kong, some members called for closer collaboration between HAB and WKCD to re-align the existing public arts and cultural facilities to complement the WKCD project.

7. The Administration advised that the planning and development of performing arts ("PA") and exhibition programmes in WKCD would be based essentially on the recommendations of the Performing Arts Committee and the Museum Committee of WKCD. WKCD would continue its efforts in developing cultural software for the WKCD project and the local cultural sector as a whole. The Administration would also strive to ensure effective co-ordination between HAB and WKCD, and was committed to building up a solid audience base to complement the WKCD development. In fact, the relevant funding allocation under HAB had increased in recent years for implementing a range of initiatives for enhancing cultural software development in Hong Kong.

Arts education and audience building

8. Members called on the Administration to enhance collaboration among various government bureaux/departments in promoting arts education in schools and in the community. Members also urged WKCDA to collaborate with schools and universities to promote students' interest in arts and enhance their ability to appreciate different arts performances; and collaborate with local artists and arts groups to bring arts to the community, including providing opportunities to children from different districts and financial backgrounds to take part in WKCDA's arts and cultural activities.

9. The Administration advised that arts education was one of the eight Key Learning Areas of the school curriculum for primary and secondary levels; and under the new senior secondary curriculum implemented since 2009, students had been provided with more opportunities to learn and sustain contacts with arts and culture. The Education Bureau had been supporting schools to implement arts education through the provision of learning and teaching materials, teacher training programmes, financial resources and student activities. The Audience Building Office of the Leisure and Cultural Services Department ("LCSD") also helped promote knowledge and appreciation of PA at community and school levels through a wide range of audience building schemes and arts educational activities. In addition, District Councils had been provided with additional resources under the Community Involvement Programme since 2013-2014 for promoting arts and cultural activities in 18 districts.

10. WKCDA advised that arts education, including the important elements of training the trainers, audience building and community engagement, was among the key on-going initiatives of WKCDA. For example, M+ had organized a school and community outreach programme "M+ Rover" each year since 2016. Other initiatives included the monthly "Freespace Happening" programme held in the Nursery Park, the "101 Lecture/Workshop Series" offering free learning and participatory courses in major performing arts forms, and exhibitions at M+ Pavilion, etc. Furthermore, M+ had held the "M+ Summer Camp" in the past three summers, attracting over 300 students from different schools and backgrounds.

Nurturing of local arts talents and arts-related personnel

11. Some members were concerned if there would be sufficient arts professionals/administrators in Hong Kong to meet the manpower demand in tandem with the phased delivery of WKCD facilities. They urged the

Administration and WKCDA to enhance the nurturing of local arts talents, and strengthen the training of arts administrators and facility management professionals. Some members considered that more opportunities should be given to local arts talents to take part in the WKCD project and benefit from the knowledge and expertise of the foreign talents engaged in the project.

12. The Administration advised that various arts administration programmes had been offered by local tertiary institutions. To support the grooming of arts administrators, the Administration had increased its annual subvention to HKAPA to nearly \$300 million in 2013-2014 to support its migration from a three-year to a four-year undergraduate degree structure, and commissioned HKADC to provide internship/training opportunities for local arts practitioners. It had also provided an additional funding of \$150 million to offer more than 600 new training opportunities to arts administrators for five years from 2013-2014. The training programmes included local/overseas internships/attachments, scholarships for overseas/local arts or cultural Master's degree or professional training programmes, and in-service training for arts leaders and LCSO staff in charge of relevant duties. WKCDA had also signed memoranda of understanding with institutions in the Mainland, Australia, the United Kingdom, Finland, etc. The Authority would bring overseas artists to present their works in Hong Kong, thereby providing a platform for artistic inspiration and exchanges for local arts professionals.

13. Some members considered that the six-month M+ internship programme was too short for the interns to gain experience in museum practice. WKCDA advised that the duration of the internship programme had been extended from three months to six months. The objective of the programme was to give fresh graduates or students during the summer vacation the opportunities to explore, participate and be stimulated. To provide opportunities for the younger generation who were interested in developing a career in the museum field and to nurture talents for the future operation of M+, the M+ team had been offering employment to young people and long-term training for its junior staff.

14. WKCDA further advised that the Authority had always tried to recruit locally and would bring in talents from other places only when the required expertise could not be found in Hong Kong. 90% of WKCDA's staff members were from Hong Kong. In WKCDA's view, bringing in overseas expertise would help fill the gaps in the skills required for the WKCD project, and facilitate the transfer of knowledge to local talents.

Support for arts groups

15. Some members urged the Administration to increase the subvention to HKADC to strengthen its support for budding artists and small- and medium-sized arts groups. Expressing concerns that many local arts groups and arts practitioners were no longer able to operate in industrial buildings due to rental increases in recent years, members urged the Administration to make available more arts space in various districts.

16. The Administration advised that the Arts Capacity Development Funding Scheme had been introduced in 2011 with an annual provision of around \$30 million to support larger-scale and cross-year arts and cultural initiatives/activities proposed by promising arts groups and arts practitioners. LCSD had also increased its funding support for young artists and small- and medium-sized arts groups to stage performances in LCSD's arts and cultural programmes and activities. Additional funding was provided for HKADC to renovate and make available arts space in an industrial building in Wong Chuk Hang for leasing to new and budding artists at a concessionary rate.

17. Some members urged WKCDA to support small- and medium-sized arts groups by introducing a concessionary charging rate for hiring WKCD venues. WKCDA advised that a two-tier venue charging approach comprising a base hiring fee and a percentage share of box office income would be adopted for ticketed events. Under this approach, small- and medium-sized performing companies might be able to stage productions of longer duration through financial risk-sharing with WKCDA. WKCDA would also consider pegging the actual hire charges of some facilities in WKCD to a certain proportion of the gross ticket proceeds such that new troupes might not be required to bear the maximum venue charges if they had not attracted a full-house audience.

18. In supporting small-sized and minority arts groups, WKCDA had also been positively in encouraging street entertainment to take place within the district, and had established a Street Performance Scheme, under which more than 300 Street Performance Permits had been issued as at end-2017.

Blueprint and targets for cultural software development

19. Some members requested the Administration and WKCDA to jointly map out a blueprint for the development of cultural software of Hong Kong to complement the WKCD project. They considered that the blueprint should

provide details on, among others, the mode of governance of the arts and cultural institutions in Hong Kong; the respective roles of and the coordination between LCSD and WKCDA in cultural software development; the implementation of arts education in/outside schools and the targets to be achieved; strategies and targets for audience building; measures for strengthening the capacity of local arts groups; ways for promoting exchange with the arts and cultural communities in Mainland China, Asia and beyond.

20. Some members considered that the Administration and WKCDA should set and incorporate in the blueprint objectives and specific targets for the development of cultural software, including quantifiable targets on the number of visits made to public museums by primary/secondary school students, the number of arts talents trained by HKAPA, and the number of arts critics nurtured in a certain period of time, etc.

21. The Administration advised that while it might not be suitable to set specific and quantitative targets for cultural software development, it had kept information on the arts and cultural programmes organized by the Administration and its collaborators, such as the respective target and actual numbers of participants. Besides, key performance targets and indicators in respect of relevant planned programmes were set out in the Controlling Officer's Report incorporated in the Government's Estimates for each financial year. The Administration and relevant collaborating organizations had kept reviewing the effectiveness of their initiatives and enhanced their work as necessary and appropriate.

Latest development

22. At the Joint Subcommittee meeting to be held on 14 January 2019, the Administration and WKCDA will brief members on the latest state of play of the cultural software development of the WKCD project.

Relevant papers

23. A list of the relevant papers on the Legislative Council website is in **Appendix II**.

Appendix I

Major capacity building initiatives and public programmes undertaken by WKCDA from July 2017 to early 2018

Programme/Initiative	Date/ Period	No. of Participants/ Beneficiaries
<i>Capacity building</i>		
4th edition of Rising Stars of Cantonese Opera	28 Jul to 1 Aug 2017	Around 2 370 audience
Creation for Freespace		
<ul style="list-style-type: none"> • What Is Stage: Dynamics of Seeing • One of Two Stories, or Both Sharing Session (Hong Kong) • International Co-Lab • Freespace Tech Lab <li style="padding-left: 20px;">- 2017 programme • The Foundations of Performance 	<ul style="list-style-type: none"> Jun to Sep 2017 5 Oct 2017 2017 to 2019 2017 to 2020 12 to 26 Nov 2017 16 Jan to 3 Feb 2018 	<ul style="list-style-type: none"> Around 655 participants Over 50 participants 9 participants, 3 of them from Hong Kong Around 650 participants N/A
Seminar on Theatertreffen 2017	21 to 22 Jul 2017	Over 80 participants
Dance Exchange and Collaboration with Studio Wayne McGregor	2017 to 2020	2 dance artists

Programme/Initiative	Date/ Period	No. of Participants/ Beneficiaries
Creative Meeting Point on Screendance – Hong Kong x Singapore	2017 to 2021	8 dance artists and filmmakers from Hong Kong and Singapore
M+ / Design Trust Research Fellowship programme • 2017-2018	Ongoing	2 fellows
<i>Internship and volunteer programmes</i>		
WKCDA Summer Internship Programme • 2017 summer	Ongoing	25 interns
Performing Arts Internship Programme • 2017	Ongoing	23 interns
M+ Internship Programme • 2017 autumn intakes	Ongoing	5 interns
M+ Docent Volunteer Programme	Ongoing	108 docents
<i>Audience building</i>		
Experimental Chinese Opera Series	6 to 13 Sep 2017	Around 720 audience
Participation in the Xiqu Opera Black Box Festival in Beijing	3 to 5 Nov 2017	Around 720 audience
Canton Express	23 Jun to 10 Sep 2017	Around 7 000 visitors

Programme/Initiative	Date/ Period	No. of Participants/ Beneficiaries
The Weight of Lightness: Ink Art at M+	13 Oct 2017 to 14 Jan 2018	Around 7 700 visitors (as at 10 Dec 2017)
<p>Samson Young: Songs for Disaster Relief at the 57th Venice Biennale</p> <ul style="list-style-type: none"> • Hong Kong Talk series <ul style="list-style-type: none"> - An Album Unfolding in Space: Conversation with the Curator - Please Lend Me Your Cochlea and Brain • Screening & Conversations programme "<i>We are One?</i>" 	<p>13 May to 26 Nov 2017</p> <p>13 Jun 2017</p> <p>3 Aug 2017</p> <p>16 Oct to 23 Oct 2017</p>	<p>Around 134 000 visitors</p> <p>Around 150 participants</p> <p>Around 190 participants</p>
M+ Screenings: City Limits	4 to 6 Aug 2017	Around 480 audience
M+ Screenings: Stillness in Motion	24 to 26 Nov 2017	Around 440 audience
M+ Matters: Between Past and Future: Art of the Pearl River Delta	7 Sep 2017	Around 80 participants in person and 770 participants via livestreaming on Facebook and YouTube
M+ Matters: REORIENT: Conversations on South and Southeast Asia	30 Nov to 2 Dec 2017	Around 330 participants

Programme/Initiative	Date/ Period	No. of Participants/ Beneficiaries
M+ Matters Keynote: Miracle of the Benesse Art Site Naoshima	8 Dec 2017	Around 290 participants
Open Up: Museum Learning in the 21st Century Talk Series	Nov 2017 to Jun 2018	N/A
Rethinking Pei: A Centenary Symposium <ul style="list-style-type: none"> <li data-bbox="181 779 742 860">• At Harvard Graduate School of Design <li data-bbox="181 922 742 1003">• At the University of Hong Kong 	12 to 13 Oct 2017 14 to 15 Dec 2017	Around 300 participants N/A
Freespace Happening <ul style="list-style-type: none"> <li data-bbox="181 1193 485 1227">• 9 to 10 Sep 2017 <li data-bbox="181 1335 395 1368">• 8 Oct 2017 <li data-bbox="181 1476 512 1509">• 11 to 12 Nov 2017 <li data-bbox="181 1617 421 1650">• 10 Dec 2017 	Sep 2017 to Mar 2018	Around 10 000 participants Around 10 000 participants Around 5 100 participants Around 4 000 participants
Freespace at Taikoo Place	26 Oct to 5 Nov 2017	Around 5 300 participants

Programme/Initiative	Date/ Period	No. of Participants/ Beneficiaries
Nursery Park Tree Tours and Workshops	Ongoing	Around 800 participants since its launch in July 2015
<i>Public, Community and Youth Engagement</i>		
Crossover Lab Initiative 2017-2018	Ongoing	N/A
WE Dance	Sep 2017 to Feb 2018	N/A
101 Lecture / Workshop Series	Ongoing	Over 1 000 enrolments (since Feb 2017)
'Cultural Hong Kong' at the Hong Kong ∞ Impression exhibition	20 Jun to 30 Nov 2017	Around 50 000 visitors
M+ Rover • Feb to Jun 2018	Ongoing	N/A
M+ Summer camp 2017: Nerve	13 to 16 Aug 2017	100 secondary school students

Source: Annex 1 to LC Paper No. [CB\(1\)354/17-18\(01\)](#)

**Development of cultural software for
the West Kowloon Cultural District project**

List of relevant papers

Committee	Date of meeting	Paper
Former Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project (in operation in the Fifth Legislative Council)	16.4.2010 Item II(b)	Agenda CB(2)1283/09-10(03) Minutes
	14.1.2011 Item III(c)	Agenda CB(2)795/10-11(04) Minutes
	27.6.2012 Item I	Agenda CB(2)2369/11-12(01) Minutes
	10.6.2013 Item III	Agenda CB(2)1247-12-13(02) Minutes Supplementary information provided by the Administration in November 2013 CB(2)390/13-14(01)
	29.11.2013 (Item III)	Agenda Minutes
	28.3.2014 (Items III and IV)	Agenda Minutes
	9.6.2014 (Item II)	Agenda Minutes

Committee	Date of meeting	Paper
	23.7.2014 (Item I)	Agenda Minutes The Administration's response to members' concerns raised at the meeting CB(2)316/14-15(01)
	24.11.2014 (Item II)	Agenda Minutes
	19.5.2015 (Items I and II)	Agenda Minutes The Administration's response to members' concerns raised at the meeting CB(2)1857/14-15(01)
	17.7.2015 (Item I)	Agenda Minutes
	14.12.2015 (Item II)	Agenda Minutes The Administration's response to members' concerns raised at the meeting CB(2)1585/15-16(02)
Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project	20.12.2016 (Item III)	Agenda Minutes Response from the West Kowloon Cultural District Authority to members' concerns raised at the meeting CB(1)550/16-17(01)

Committee	Date of meeting	Paper
Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project	21.2.2017 (Item III)	Agenda Minutes
Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project	13.6.2017 (Item II)	Agenda Minutes Response from the West Kowloon Cultural District Authority to members' concerns raised at the meeting CB(1)1400/16-17(01)
Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project	20.12.2017 (Item I)	Agenda Minutes
Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project	11.5.2018 (Item III)	Agenda Minutes