

Response to Hon Tony TSE's letter dated 23 April 2013

1. M+'s Employment Policy

One of M+'s main objectives is to cultivate and nurture local talent in all museum related areas. When recruiting new staff, the aim is to always try to recruit locally. M+ currently has Hong Kong staff in positions of various areas such as curatorial, education, registrar and administration etc., and it has just closed applications for two senior and one junior curatorial posts, which are most likely to be filled by professionals from Hong Kong. As it is not easy to find the right expertise for certain positions, M+ needs to look further afield. Bringing in overseas expertise not only fills the gaps in the skills required for the success of the M+ project, but also provides the opportunity to transfer knowledge to local staff, helping build up local expertise. For the local talents who are part of the team, they will also have the opportunity to learn through placements in some of the world's leading institutions.

Apart from job recruitment, M+, through other capacity building initiatives, is developing a professional team to support the M+ project. For example, the first M+ "Ten Week Learning Programme", which was successfully concluded in March 2012, and the internship programme for the 55th Venice Biennale, have recruited a total of 14 interns whom are provided with the opportunity to gain project-based learning experience. The docent programme launched in early 2013 has selected the first group of 50 museum docents to provide public and school tours during M+'s exhibition periods. These docents will be provided with a variety of training and workshops from 2013 to 2014, and a number of these docents are currently engaged in the Mobile M+: INFLATION! exhibition. This docent programme will be a long-term programme with annual reviews and M+ will continue to develop further internship programmes in the coming years.

2. Engagement with the local art community

M+ strives to promote Hong Kong art and Hong Kong artists both locally and internationally, and to achieve this objective through different means. In an effort to support Hong Kong artists, enhance public appreciation of the Hong Kong art, and introduce Hong Kong artists to both local as well as international markets, M+ has been actively looking for and acquiring great works by Hong Kong artists. For the past eleven months since the establishment of the Interim Acquisition Committee, over 80 percent of the approved acquisitions are Hong Kong art. At

the same time, M+ has been showcasing different Hong Kong artists and their works in its various programmes and events. For example, in the West Kowloon Bamboo Theatre and Mobile M+: Yau Ma Tei exhibition held in 2012, M+ invited 13 Hong Kong-based artists to participate in these exhibitions and the public response to these exhibitions is encouraging. The Mobile M+: INFLATION! exhibition, which is currently being held at the West Kowloon Cultural District (WKCD) site, has also commissioned a local artist to create works especially for the exhibition. In the coming 55th Venice Biennale, M+ and the Hong Kong Arts Development Council will jointly present a Hong Kong artist in this international platform. In addition, M+ will organise an annual event which features Hong Kong visual culture from different generations in the coming years to promote and nurture local talents, and enhance the communication and cooperation with the local arts community. Depending on the nature of the event, M+ will continue to ensure Hong Kong artists' participation in its programmes and events, and provide opportunities for the local artists to showcase their talents.

3. Matters concerned by Members

Regarding the issues/suggestions raised by Members in Appendix II of the Legislative Council (LegCo) paper CB(2)1008/12-13(03), our latest response is as follows –

Issues/suggestions raised by LegCo Members	Previous response (as at 7 September 2009)	Latest response (as at 15 May 2013)
(1) Separate design and construction contracts for iconic facilities such as the M+	The major consideration for the architectural design of the museum should be the functions of the museum and the activities to be held there. The curator of the museum, once on board, would draw up well-conceived plans for M+ and consider the most appropriate option.	The West Kowloon Cultural District Authority (the Authority) launched the design competition for M+ in September 2012. The design competition aims to select the best conceptual design as well as the design team, and six shortlisted design teams were announced in December 2012. The results of the competition will be announced later in

		2013. The construction works contract would be procured separately after the completion of the detailed design.
(2) Downsizing M+	An on-going consultancy study on market analysis of the museum commissioned by the Authority would ascertain through market researches the existing and potential audienceship/clientele of the museum. Based on the findings of the study, the Authority would critically examine the appropriate phasing of development of the museum.	Following the three-stage public engagement exercise and discussions with stakeholders, the Authority has mapped out the scale of M+. The museum will provide space for artists to exhibit, meet and experiment, and will house a world-class permanent collection comprising Hong Kong, Chinese, Asian and global visual culture. Subject to the detailed design, M+ will provide exhibition space, education and other ancillary facilities, as well as outdoor green spaces.
(3) Use of the Interim M+ in North Point as a training ground for future staff of M+ and a temporary exhibition centre for public viewing and for testing out the M+ concept in a smaller scale	Representatives of the Government and the Authority briefed the Members of the Joint Subcommittee on the feasibility of using a site at Oil Street in North Point for setting up the Interim M+ at the Subcommittee meeting held on 27 February 2009. The Authority considered the site not suitable for	To promote Hong Kong visual culture, increase the awareness of M+ both locally and internationally, and introduce the future museum site to a wider public, M+ has started organising different exhibitions and events since early 2012 in different parts of Hong Kong as well as at the

	<p>setting up the Interim M+ because the size of the original building at the site was too small. And if a new building was to be built for setting up the Interim M+, it would be necessary to demolish an existing building next to it and to deal with the land contamination issue so arising.</p> <p>The team of experts to be recruited by the Authority would come on board by the end of 2009 or early 2010. They would be responsible for organising activities in different areas of Hong Kong to familiarise the public with the concept of M+.</p>	<p>WKCD site as part of its pre-opening programmes.</p>
<p>(4) Building up collections for M+</p>	<p>It took a long time to build up the museum's collection, which should be expanded step by step in accordance with the goal and the direction set out for the museum. The upfront endowment provided by the Government had already included a sum of \$1 billion for building up M+'s initial collections upon its commissioning and an annual collection</p>	<p>The structure of M+, the major museum of the WKCD, is being developed. To seize acquisition opportunities as early as possible, the Authority approved the Acquisition Policy which lays the ground for M+'s future acquisitions in June 2012, and the Interim Acquisition Committee was established in the same month to consider and approve acquisitions</p>

	<p>budget of \$20 million thereafter as well. In addition, museum's collection could be obtained from donation and subscription. M+ could cooperate with individual art galleries, collectors and artists to borrow collections for short-term exhibition use.</p>	<p>of M+ before the governance structure of M+ was in place.</p> <p>On 12 June 2012, the Board approved the Authority's acquisition of a group of 47 works of Chinese contemporary art from Dr Uli Sigg, a leading collector of Chinese contemporary art, and the acceptance of a donation of 1 463 works from a Swiss Foundation established by Dr Sigg. In addition, the Interim Acquisition Committee has held seven meetings, and, as at the first quarter of 2013, approved a total of 867 works (excluding the M+ Sigg Collection) of visual culture for acquisition so far. The list of the M+ Sigg Collection as well as other acquisitions and donations has been uploaded on the official website of the Authority. M+ has also attracted interest from major artists and collectors, and successively secured various important donations with discussions for more being in progress.</p>
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<p>(5) Collaboration between M+ and museums in the Mainland as well as those in the Asian region</p>	<p>M+ would work closely with museums as well as arts and cultural circles from different regions by organising exhibitions, exchanges and seminars. These activities would not only provide a platform for the artists to showcase their works but also presented an opportunity for the citizens to appreciate the arts and cultures of other regions.</p>	<p>M+ has been focusing on the establishment of its collection, its programmes, its team as well as the museum building, and is planning to explore collaboration with museums in the Mainland and in the region at an appropriate juncture.</p>
<p>(6) Arrangement for ownership of collection of M+</p>	<p>The upfront endowment given to the Authority included the provision for the initial collection and the annual collection budget thereafter for the M+. Since the construction of M+ and collection purchase were paid out of public money, it would be necessary that the Authority should handle the ownership matter with care so as to ensure proper use of public resources and protected public interest. The Authority would consider the findings of the consultancy study on the mode of governance of the museum and make reference to the practices of similar overseas</p>	<p>Following the model recommended by the international consultant commissioned to propose a mode of governance for M+, it is proposed that the M+ collection should be held by a Collections Trust to be established by the Authority. The setting up of the Collections Trust is now in progress.</p>

	museums in dealing with the ownership issue of M+'s collections.	
(7) Co-operation and integration between M+ and the existing museums under the management of Leisure and Cultural Services Department (LCSD)	Museums managed by LCSD would collaborate with M+ and explore different levels of collaboration.	The M+ team and the management of the museums under LCSD have been in discussions on possible collaboration and loaning of collection between museums.
(8) Long-term plan for the development of curatorial professionals in parallel with the development of M+	HAB had started the preparation for the Manpower Mapping Study on the Arts and Cultural Sector. It planned to commission the manpower mapping study in the second half of 2009 for completion in 2010. The findings of the study would shed light on the needs of the arts and cultural sector for all sorts of talents. The Authority would also draw up appropriate plans for the manpower needs in different areas for the WKCD facilities to tie in with the manpower requirement when the construction of WKCD facilities were completed.	M+ has developed a detailed manpower plan for the next three financial years. With the ongoing acquisitions, M+ would require more manpower to perform collection-related tasks. Currently, the recruitment focus is on the curatorial and collection management areas, but it will slowly shift towards the areas of audience development and building management. When M+ opens at the end of 2017, the number of staff would be increased considerably with most of these staff being front-of-house staff. As stated by the Chief Executive in his Policy Address 2013, with strong support by the Government, local arts

		<p>groups and organisations have flourished in recent years, leading to a growing demand for arts administrators. The phased development of cultural facilities of the WKCD will add to the demand. Additional funding of \$150 million will be allocated to strengthen the training of arts administrators with different levels of experience in the next five years, including internships, further studies and diversified professional training. This scheme would cover curatorial professionals.</p>
<p>(9) Public education on M+ and consultation with the museum community before proceeding to establish the management board of M+ and recruiting the M+ staff</p>	<p>The Authority conducted public education campaigns and consultation exercises at different stages of development in order to gauge the views of the public and stakeholders through different channels. This was to ensure that their needs were taken care of and considered at different stages of development and planning.</p>	<p>With the objective both to listen to stakeholders' views as well as to explain the vision for M+, M+ has organised, and will continue to organise, different public forums and talks in the coming years.</p>

**Home Affairs Bureau
West Kowloon Cultural District Authority
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