

Legislative Council
Panel on Home Affairs and Panel on Development
Joint Subcommittee to Monitor the Implementation of the
West Kowloon Cultural District Project

Follow-up to meeting on 17 July 2015

Capacity building and stakeholder engagement for the West Kowloon Cultural District

West Kowloon Cultural District Authority (“WKCD”) was requested to provide a follow-up paper outlining the difficulties it had encountered in building capacity and engaging stakeholders for the West Kowloon Cultural District (“WKCD”) (including difficulties encountered in promoting arts education and enhancing the training of artistic, technical, and administrative talents; attracting young people to pursue a career in the arts and cultural industries and retaining talents in the industries; addressing possible inherent tension between mainstream and minority art forms, etc.).

Capacity building and stakeholder engagement are two key areas of WKCD’s work to ensure that the District is being built to meet the long term needs of Hong Kong’s arts and cultural development. In the past several years, WKCD has launched a number of capacity building programmes and initiatives, some of which are run on a recurring or ongoing basis. At the same time, WKCD strives to maintain regular communications with the arts community as well as other stakeholders to keep them abreast of the WKCD development. Details were reported to the Joint Subcommittee to Monitor the Implementation of the WKCD in the meeting on 17 July 2015 (vide LC Paper No. CB(2)1902/14-15(01)). Some key challenges encountered by WKCD are:

- 1) The ongoing process of building capacity and rapport with a broad range of stakeholders requires long term devotion of time and resources. As the impact can only be seen gradually and the results difficult to quantify, the efforts made are not easily recognised by stakeholders and the general public;
- 2) All of WKCD’s purpose-built venues are under construction. In the run-up to the opening of these venues, the temporary lack of

physical facilities in WKCD may present an additional constraint to WKCDA's initial efforts in building capacity and promoting arts education in terms of resources, space, clarity of its identity in the minds of the public, as well as coherence of artistic image. This is however only a difficulty in the interim. The construction of the M+ building and the Xiqu Centre as well as the detailed design of the Lyric Theatre Complex are moving full steam ahead. The completion of the planned venues will provide specialised space and facilities for learning, interpretation and practice.

- 3) Recruiting artistic talent is a constant challenge given that WKCD is one of the most ambitious cultural projects in the world in terms of scale and complexity. WKCDA has been able to recruit respected professionals and artists both from and outside Hong Kong. In turn, the highly experienced staff members in the more senior positions of WKCDA are responsible for mentoring and training junior staff, almost all of whom have been recruited in Hong Kong. Retaining and grooming young talent is crucial to the long term success of the WKCD. For this purpose, WKCDA will continue to pursue strategic manpower planning to ensure internal cultivation, promotion, and retention.

West Kowloon Cultural District Authority
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