

For information on
27 November 2017

Legislative Council Panel on Home Affairs

Training of Arts Administrators

Purpose

This paper briefs Members on the programmes implemented for the training of arts administrators by various government and non-government agencies and the further developments as announced in the Chief Executive's 2017 Policy Address.

Background

2. Arts administrators are an integral part of the arts and culture ecology and they play an indispensable role in supporting the work of arts groups. Recognising the importance of grooming arts administrators to support the further development of arts and culture in Hong Kong, the Government allocated time-limited funding of \$150 million from 2013-14 to 2017-18 to enhance the internship and scholarship programmes for the training of arts administrators through the Leisure and Cultural Services Department (LCSD) and the Hong Kong Arts Development Council (HKADC). A list of training programmes offered by LCSD and HKADC is set out at **Annex**.

Training Needs of Arts Administrators

3. Arts administrators who are in their different stages of career have different training needs. Junior arts administrators may require more training in basic knowledge on general administration and practical skills, as well as gaining hands-on experience through on-the-job training (e.g. filing of returns to the Companies Registry, budgeting, handling donations, event management, knowledge on local arts scene and technical arts production, etc). For mid-career to senior arts administrators, exposure to the best management practices, building up connection with counterparts elsewhere, and keeping abreast of the latest arts and cultural development would be more relevant. At present, there are multiple training opportunities available in Hong Kong catering to the

different needs of arts administrators.

Internships for Grooming Junior Arts Administrators

4. Internship in the form of full-time employment by different arts groups and organisations are important to the arts and cultural sector. It provides entry-level trainee positions to aspiring arts administrators and offers on-the-job training and exposure to the work nature of arts administration. In addition, it injects new blood to the sector and strengthens manpower support for the arts groups and organisations.

5. The major providers of internship places for junior arts administrators are LCSD and its Venue Partners (VPs)¹, HKADC and Hong Kong Arts Festival Society (HKAFS). The Arts Administrator Trainee Programme (AATP) under LCSD offers two-year internship placements at the Department's performance venues, programming offices, museums, art promotion office, conservation office, etc. In addition, LCSD also provides financial resources to its VPs and HKAFS under the AATP for engagement of trainees subject to a maximum of two one-year contracts per trainee. Interns recruited are placed at different departments of the organisations for all-rounded training. The AATP also covers trainees of stage management, arts marketing and public relations.

6. The HKADC launched the Arts Administration Internship Scheme in 2014 to provide financial support to local arts organisations for offering internship opportunities for aspiring arts administrators. In addition, the HKADC launched the Arts Production Internship Scheme in 2015 in response to the industry demand for talents in technical production and operation matters.

7. By the end of 2017-18, around 440 internship opportunities will have been provided by LCSD, HKADC and over 70 arts groups/organisations (including LCSD's VPs, HKAFS, etc). The duration of the internship varies from one to two years. To enrich the internship experience, LCSD and HKADC organise workshops, talks as well as

¹ The Venue Partnership Scheme implemented by LCSD at its performing arts venues aims to foster a partnership between the venues and performing arts groups/ organisations with the objectives of enhancing the artistic image and character of the venue and its partner, enlarging the audience base, optimising usage of facilities, developing venue-based marketing strategies, facilitating arts sponsorship, encouraging community involvement in the development of the arts and promoting the arts in the community.

sharing sessions for trainees employed by them or other arts groups/ organisations. Surveys have been conducted on the trainees and their employers and they view the internship programmes favourably. Among the respondents of the surveys, over 80% of the trainees pursued a career or further academic study in the relevant fields upon completion of their internship.

Training Opportunities for Middle and Senior Arts Administrators

8. Training schemes targeted at middle and senior arts administrators can be broadly classified into the following categories –

- (a) internship/attachment opportunities outside Hong Kong for experienced arts administrators and curators;
- (b) scholarships for further studies; and
- (c) executive training for senior arts administrators.

Attachment and Thematic Study Visits outside Hong Kong

9. The aim of attachment and thematic study visits outside Hong Kong is to broaden the horizons of our arts administrators and keep them abreast of the international development. To this end, HKADC has been supporting local arts and cultural practitioners to take on internships/ attachments at renowned museums as well as arts and cultural organisations outside Hong Kong with the funding provided by the Government, including, for example, Mori Art Museum in Japan, OzAsia Festival in Australia, ImPulsTanz - Vienna International Dance Festival in Austria, Sage Gateshead and Tate Modern in the United Kingdom. Participants are given the opportunity to take part in major international arts festivals or projects organised by the host organisations and work with experienced counterparts. HKADC also supports arts administrators in conducting thematic study visits to conduct analysis on a theme set by themselves in response to their concerns and development needs.

10. Up till now, 35 arts administrators and curators have benefitted from the attachment outside Hong Kong supported by HKADC and almost all remain in the sector after the completion of the attachment. In addition, 23 arts administrators have taken part in overseas studies with support from HKADC and a variety of subjects have been studied, such as arts marketing, audience building, organisation of arts festivals in different places as well as some art form-specific studies.

Scholarships for Further Studies

11. HKADC offers both local and overseas scholarships to support arts administrators and curators in pursuing arts administration-related master degree programmes and other professional study programmes at local and overseas institutions, which provide practical knowledge in key areas of arts administration and nurturing leadership skills. Since 2013-14, 42 arts administrators have benefitted from different scholarships provided by HKADC that enable the recipients to undertake their studies. An example of the professional study programmes is the “Hong Kong Scholarship on International Leadership Program in Visual Arts Management” launched in 2016. Co-organised by two universities in Spain and the United States and the Guggenheim Museum in Bilbao, Spain, this programme provides learning in advanced business theory and global trends in visual arts management.

Executive Training

12. HKADC explores opportunities to collaborate with non-local institutions in delivering arts administration training programmes in Hong Kong from time to time. HKADC has supported “Leadership Training Programme for Senior Arts and Culture Executives” co-organised by the Hong Kong Arts Administrators Association (HKAAA) and the National Arts Strategies of the United States in 2014 and “Curating Art After New Media HK Professional Development Course” co-organised by the local Videotage, the University of Sunderland and the Curatorial Resource for Upstart Media Bliss from the United Kingdom in 2016.

Training for LCSD Staff

13. Being a key agency in Hong Kong which manages the Government’s performance venues and museums, and presents different exhibitions and programmes to the public, LCSD recognises the importance of updating its staff with professional and market knowledge so as to better serve and support the arts and cultural sector. The Department has been providing training opportunities (such as visits, internship and courses) to its curators, cultural services managers and stage managers on museum studies, arts/ cultural management and stage management at leading museums, major performing arts venues and arts organisations to enable them to engage in extensive interaction and exchange with practitioners from Hong Kong and around the world.

Other Industry Events

14. Besides training opportunities supported by the Government, the arts sector often organises arts administration-related events (such as seminars and experience sharing sessions) that enable cross-fertilisation of ideas and hence is beneficial to the participants. For example, the annual Cultural Leadership Summit organised by the HKAAA in collaboration with the West Kowloon Cultural District Authority (WKCDA) and the Hong Kong Academy for Performing Arts (HKAPA) in recent years is one of the key events that brings together local arts professionals, cultural entrepreneurs and policy makers with renowned international and local speakers to exchange views on the latest development of the arts sector. Another example is the Producer's Network Meeting and Forum launched by WKCDA in 2015 that brings together producers, mainly from the Chinese speaking region, with a view to promoting the role of producers and curators as facilitators between artists and key stakeholders in the arts ecosystem. Such events are all important to the continuous professional development of the local arts administrators, in particular the more experienced ones.

15. Higher education institutions in Hong Kong also offer academic programmes relevant to arts administration. For example, HKAPA offers a Master of Fine Arts in Theatre and Entertainment Arts which arts and event management is part of its study areas. The Chinese University of Hong Kong also offers a master programme in cultural management.

Further Developments

16. The Government has reviewed the aforementioned training initiatives for arts administrators in consultation with the Advisory Committee on Arts Development (ACAD). ACAD considered that the training initiatives under the current training framework have met the needs of the sector and recommended the Government to allocate further resources to sustain the training initiatives beyond 2017-18. To further enhance the training programmes, ACAD also recommended that we should invite more local arts associations/organisations to provide training in Hong Kong, step up efforts in identifying more partners outside Hong Kong for offering attachment/internship opportunities to arts administrators from Hong Kong, and invite past participants of overseas training programmes to share their experience upon their return.

We will work with LCSD and HKADC to further enhance the training programmes.

17. In view of the positive feedback received from the arts and cultural sector, the Chief Executive announced in her 2017 Policy Address that the Government will provide additional funding of \$216 million in the coming six years (i.e. \$36 million per year) to continue the support for training of arts administrators. With the additional funding, internships, scholarships and other training schemes that are currently funded by the \$150 million from 2013-14 to 2017-18 could continue in the coming six years. LCSD and HKADC will step up liaison with renowned institutions outside Hong Kong to provide more training and attachment opportunities for our arts administrators.

18. It is also announced in the Chief Executive's 2017 Policy Address, inter alia, that the Government would support the HKADC in fostering further collaboration between arts groups and schools. In this regard, the HKADC has launched the Arts Ambassadors-in-School Scheme since 2008 under which primary and secondary students are provided the opportunity to serve as arts ambassadors for their schools. The Scheme aims to take the students' artistic passion beyond campuses for the benefit of the larger community and, at the same time, demonstrates to the public the benefits of arts education. By enhancing support for HKADC in this aspect, we hope that we could nurture future audience and a community that would appreciate culture and the arts, which will be conducive to the attraction of talents to work in the arts and cultural sector.

Advice Sought

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

**Home Affairs Bureau
November 2017**

Training of Arts Administrators

Supported by \$150 million from 2013-14

Details of the arts administrators training schemes implemented by Leisure and Cultural Services Department (LCSD) and the Hong Kong Arts Development Council (HKADC) are summarised as follows –

Training Scheme	Details
1. LCSD's 2-year Arts Administrator Trainee Programme	LCSD has implemented the Arts Administrator Trainee Programme (AATP) since 2010, which offers two-year internship placements at different performance venues, programming offices, museums, art promotion office, conservation office etc. Trainees are assigned duties relating to various aspects of arts management including outreach and arts education, venue booking, programme budgeting, hospitality arrangement for visiting artists, production logistics, front-of-house operation, publicity, ticketing and customer services.
2. Interns trained by LCSD's Venue Partners and Hong Kong Arts Festival Society	<p>Apart from providing internship opportunities direct, LCSD also provides financial resources to its Venue Partners under the AATP for engagement of trainees subject to a maximum of two one-year contracts per trainee. Interns recruited are placed at different departments of the partner organisation for all-rounded training.</p> <p>With the additional funding, the AATP was further expanded in both the number of placements and scope to include trainees for stage management, arts marketing and public relations. The programme has also been expanded to cover the Hong Kong Arts Festival Society in addition to LCSD's Venue Partners.</p>

Training Scheme	Details
<p>3. Local interns trained by arts organisations under HKADC’s training schemes</p>	<p>The Arts Administration Internship Scheme (AAIS) was launched by HKADC in 2014 to provide financial support to local arts organisations in providing internship opportunities for aspiring arts administrators.</p> <p>HKADC has established the HKADC Arts Administration Internship Scheme to provide internships at international or large-scaled events presented or co-presented by HKADC, to provide interns with hands-on experience in major events (e.g. Venice Art Biennale) and broaden their horizon.</p> <p>In response to the demand for technical production and (in-house) operation talents among local arts organisations, the Arts Production Internship Scheme (APIS) was established in 2015 to offer financial support to arts organisations for providing internship opportunities in the field of arts production.</p>
<p>4. Attachments to/ internships at museums/ cultural organizations/ large arts festivals or exhibitions outside Hong Kong</p>	<p><u>Overseas Internships Scheme</u></p> <p>HKADC has been supporting local arts and cultural practitioners to take on internships/ attachments at renowned museums and arts and cultural organisations outside Hong Kong since 2009 under the Cultural Internship Scheme. With the additional funding, HKADC continues to establish new/ longer internships/ attachments opportunities with more renowned museums and arts and cultural organisations outside Hong Kong, including Mori Art Museum, OzAsia Festival, Sage Gateshead, Tate Modern, etc.</p> <p>HKADC has introduced the Absentee Payroll Subsidy Scheme in 2014, under which the awardees’ employers could recruit temporary staff to ease the workload incurred during the absence of the awardees.</p>

Training Scheme	Details
	<p><u>Personal Development Grant and Thematic Study Visits</u></p> <p>To provide arts administrators with opportunities of overseas exposures, HKADC introduced three overseas training schemes, namely Personal Development Grant (PDG), Thematic Study Visits (TSV) and Overseas Training for Arts Administrators (OTAA) since 2013-14¹.</p> <p>The schemes aim to support local arts administrators/ managers at different level of experiences to go on study visits and conduct analysis on a theme set by themselves.</p>
5. Scholarships for overseas arts or arts administration master degree or professional training programme	<p>To support arts administrators and curators in pursuing arts administration-related master degree programmes and professional training programmes, HKADC launched the Overseas Arts Administration Scholarships (OAAS) and the HKADC University of the Arts, London (UAL) Scholarship in 2014², as well as the Hong Kong Scholarship on the International Leadership Program in Visual Arts Management in 2016. The scholarships enabled middle and senior arts administrators and curators in pursuing arts administration-related master degree programmes at overseas higher education institutions.</p>
6. Scholarships for local arts or arts administration master degree or professional training programmes	<p>The Local Arts Administration Scholarships aim to support local arts administrators in pursuing local arts administration-related master degree or professional programmes offered by local higher education institutions.</p>

¹ The PDG and TSV have been integrated under OTAA since 2015-16.

² Since UAL has been in collaboration with School of Professional and Continuing Education of The University of Hong Kong to operate the same master degree programme in Hong Kong from January 2016, HKADC and UAL agreed to discontinue the scholarship after the 2015 academic year.

Training Scheme	Details
7. Intensive executive in-service training programmes	<p>HKADC supported the Leadership Training Programme for Senior Arts and Culture Executives co-organised by the Hong Kong Arts Administrators Association and the National Arts Strategies of the United States in 2013-14, and supported Videotage’s collaboration with the University of Sunderland and the Curatorial Resource for Upstart Media Bliss (CRUMB) in organising “Curating Art After New Media HK Professional Development Course” for new media curators in Hong Kong in 2016.</p>
8. Training for LCSD staff	<p>LCSD provides in-service trainings to LCSD curators, cultural services managers and stage managers on museum studies, arts/ cultural management and stage management at leading museums, major performing arts venues and arts organisations to provide them with extensive interaction and exchange with practitioners around the world. These programmes include –</p> <ul style="list-style-type: none"> • visits to prestigious arts institutes or renowned international festivals; • internship at reputable overseas arts institutes; and • local/ overseas cultural leadership and professional courses.