

**For discussion on
12 July 2021**

Legislative Council Panel on Home Affairs

Grooming of Talent and Administrators in the Arts and Culture Sector

Purpose

This paper briefs Members on the Government's work on grooming talent and administrators in the arts and culture sector and its latest progress.

Background

2. The Government has been supporting the development of arts and culture through a multi-pronged approach which includes development of arts programmes, provision of arts education and internship/training for nurturing outstanding arts talent and arts administrators through the Leisure and Cultural Services Department (LCSD) and other partners (such as the Hong Kong Academy for Performing Arts (HKAPA), the Hong Kong Arts Development Council (HKADC), major performing arts groups (MPAGs) and the West Kowloon Cultural District Authority (WKCDA)).

Nurturing arts and cultural talent

3. As the only higher education institution in Hong Kong that provides education and training in performing arts and related technical arts, HKAPA plays a pivotal role in nurturing local arts and culture talent. In the QS World University Rankings for Performing Arts released in March 2021, HKAPA ranked first in Asia for the third consecutive year and remained among the top 10 globally.

4. Since its establishment in 1984, HKAPA has been committed to providing students with solid training on fundamental skills and knowledge for specialisations including Chinese opera, dance, drama, film and television, music, and theatre and entertainment arts. Apart from participation in in-class lessons, rehearsals, creative works and experimental productions, students have the opportunity to join various exchange programmes, international projects and performances, as well as partnerships, collaborations and internships offered by

arts organisations, to broaden their horizon and enrich their learning experience. In response to the sustainable development in teaching and learning, particularly the increasingly wide application of advanced technology in artistic performances and creative works, the Government has, in addition to the recurrent subvention, provided extra resources for HKAPA to upgrade its software and hardware for teaching, thereby facilitating further enhancement of the programmes and keeping abreast of global development trends. HKAPA has established a regular and effective communication platform for close co-operation with various fields of the performing arts sector and for exchange of views on programme design, expectations and development prospects with the sector to ensure a successful curriculum-market match and nurturing of high-quality performing arts practitioners to meet the sector's needs. The number of full-time equivalent students receiving training at HKAPA will be around 1 000 in the 2021/22 academic year, while around 250 students will graduate from HKAPA each year. According to the graduate employment survey conducted by HKAPA in 2019, around 67% of the respondents were working in the performing arts sector, which form the mainstay of Hong Kong's performing arts sector.

5. Apart from studying in related disciplines, young people aspiring to pursue a career in the arts and culture sector can actively participate in internships and exchanges to gain experience and broaden their horizons. The Government, HKADC, WKCD and various arts groups have encouraged them and provided many opportunities with a view to nurturing them into new blood in the sector.

6. Currently, LCSD actively provides a variety of platforms for creative works and performances coupled with opportunities for continuous development, in order to enable emerging local arts practitioners and small and medium-sized arts groups to showcase their talents and present high quality stage productions to audience. LCSD is aware of the importance of work-in-progress creation and actively supports arts practitioners / arts groups in implementing work-in-progress projects to enhance their performances. Apart from supporting performances through commissioning or presentation, LCSD also collaborates with more full-fledged arts groups with certain experience and capability in administration and operation by sponsorship through the provision of production and publicity costs. These local arts groups/organisations may enjoy more flexibility in organising their programmes and formulating marketing strategies with a view to building up their own image and seeking sponsorship. In addition, LCSD engages and supports arts practitioners / arts groups in curating and producing online programmes for uploading to its Edutainment Channel and other social media platforms. These programmes include performances, basics of arts appreciation, interactive programmes and virtual docent tours, etc.

7. To consolidate Hong Kong's status as a hub for arts and cultural exchanges between China and the rest of the world, LCSD has regularly presented quality arts and cultural visiting programmes for public enjoyment and offered opportunities for local artists to study and exchange experiences through masterclasses, workshops and talks to broaden their horizons. Moreover, LCSD provides cultural exchange opportunities for local arts practitioners / arts groups to collaborate with overseas artists. Besides local performances, LCSD has been actively creating opportunities and spaces for performances outside Hong Kong, and commissioned local arts practitioners / arts groups to stage productions in the Guangdong-Hong Kong-Macao Greater Bay Area (GBA). It has actively liaised with venue operators in the Mainland to forge new brands so that more performance space and possibilities can be provided to arts practitioners / arts groups to sustain their development in the GBA. LCSD has also organised forums and sessions for experience and expertise sharing among industry players, to nurture arts administrators and producers, and assist arts practitioners / arts groups to embark on performance tours in the GBA, etc. Furthermore, LCSD's New Vision Arts Festival has collaborated with the Shanghai International Arts Festival through nomination of young artists / arts groups to participate in performances in each another's annual arts festivals. The above measures aim at facilitating exchanges among local arts practitioners / arts groups and enabling them to gain field experience and mature.

8. To enhance the capability of local arts practitioners / arts groups in the application of arts technology (arts tech), the East Kowloon Cultural Centre (EKCC) scheduled for opening in 2023 will involve artists, schools of creative media and creative technology talent in collaborative works. The EKCC will provide a testbed studio fitted with comprehensive computerised stage facilities, execution system and surround sound system to allow novel expressions of stage productions and integration of augmented reality into stage performances. Arts practitioners may utilise an online live streaming system for their live performances to reach out to more external viewers in real time. This will be conducive to achieving a wider audience and a higher degree of instant interaction between artists and spectators on the online platforms.

9. For the past 40 years, the Music Office has enhanced the youth's musical knowledge and ability through the provision of elementary Chinese and Western instrumental music training, ensemble training, and a variety of music and exchange activities with more than 8 000 participants each year. Such training offered by the Music Office has become a feeding source of numerous professional music artists and a cradle of locally trained music talent.

10. HKADC is another important organisation cultivating local arts talent. Since 2009-2010, the Artistic Internship Scheme organised by HKADC has provided internship opportunities to recent graduates of performing arts

programmes (including music, dance, drama and Chinese opera) or those aspiring to be performing arts professionals. The Scheme allows young graduates and practitioners to hone their skills, and accumulate formal stage experience with a view to reaching professional maturity and facilitating their long-term professional development. In the Chinese opera sector, new actors may deepen their learning through mentoring by veteran instructors in the field under the “Training” portion of the Scheme. So far, the Scheme has admitted 115 emerging artists in music, dance, Chinese opera and drama.

11. Subvented by the Government, the nine MPAGs¹ are committed to training local arts talent and working actively with other partners and educational/training institutions to provide local artists and creative practitioners with opportunities for professional development through employment, training, internship, mentoring and commissioning creative works. For example, Chung Ying Theatre Company provides comprehensive training to actors through its Young Talent Incubator Scheme; the Hong Kong Sinfonietta and Zuni Icosahedron provide artist associate and artist-in-residence schemes which allow local arts talent to take part in creative works and performances; the Open Platform Scheme implemented by the Hong Kong Repertory Theatre enables young playwrights, directors, actors and producers with potential to involve in performances; the partnership and scholarship schemes provided by the Hong Kong Dance Company and City Contemporary Dance Company respectively develop school networks and introduce the art of dance to students; respective training/internship programmes organised by the Hong Kong Philharmonic Orchestra, Hong Kong Chinese Orchestra and Hong Kong Ballet together with HKAPA provide HKAPA students with professional training thereby paving the way for them to join professional arts groups in the future.

12. WKCD is committed to identifying and nurturing local arts talent, supporting the development of local arts groups and enhancing community interest in different art forms in multiple aspects.

13. WKCD has organised talks, workshops and training programmes from time to time to facilitate the exchange of expertise among artists, arts groups and arts practitioners, so as to enhance their artistic and professional competence and expand their professional network. With regard to performing arts, WKCD has invited outstanding local musicians to perform regularly at Freespace to share their newly arranged or composed music. Through collaboration with tertiary institutions and various arts groups and organisations, WKCD has also organised a wide variety of activities to facilitate exchange among artists,

¹ The nine major performing arts groups include the Hong Kong Philharmonic Orchestra, the Hong Kong Chinese Orchestra, the Hong Kong Sinfonietta, the Hong Kong Repertory Theatre, Chung Ying Theatre Company, Zuni Icosahedron, the Hong Kong Dance Company, Hong Kong Ballet and City Contemporary Dance Company.

teachers and students while encouraging arts innovation. In addition, the M+ Museum has provided support to creative works by artists and talent in different fields through such means as acquiring collection, participating in international arts events such as the Venice Biennale and hosting the Sigg Prize.

14. In 2019, WKCDA launched the West Kowloon Young Fellows Scheme (Performing Arts) to encourage young artists, arts administrators, scholars, researchers and postgraduate students to develop arts learning, public participation, community engagement and audience building projects to enrich the arts ecology in Hong Kong. Projects showing potential may be adopted by WKCDA for integration into its future learning and participation programmes. WKCDA is also committed to providing support and training opportunities for local young performers, such as presenting the Tea House Theatre Experience at the Xiqu Centre's Tea House Theatre through which young artists and musicians of the Tea House Rising Stars Troupe could showcase their talent and skills.

15. WKCDA will report on their work in nurturing arts talent in detail to the Joint Subcommittee to Monitor the Implementation of the West Kowloon Cultural District Project under the Legislative Council separately in September 2021.

16. In addition, the Hong Kong Arts School (HKAS) under the Hong Kong Arts Centre runs award-bearing curriculum mainly on the area of fine arts (ceramics, painting, photography and sculpture) with academic levels covering higher diploma, professional diploma, bachelor degree and master degree to cultivate talent in the arts and culture sector. HKAS also organises short courses and outreach projects to nurture arts talent. Graduates have the opportunity to participate in local and international arts events including Fine Art Asia and Art Basel. Since 2000, about 4 000 graduates have completed the award-bearing curriculum who are mainly engaged in the fields of arts and culture, design and creative industry and arts education.

Training of Arts Administrators

17. Arts administrators are an integral part of the arts and culture sector, playing an indispensable role in supporting the work of arts groups. In this connection, the Government allocated a time-limited funding of \$150 million in total from 2013-14 to 2017-18 for LCSD and HKADC to provide a total of 693 internship, scholarship and on-the-job training places as an effort to enhance various programmes for training the arts administrators. Subsequently, the Government injected an additional amount of \$216 million for the period from 2018-19 to 2023-24 to further its support for the training of arts administrators. LCSD and HKADC estimated that a total of around 700 training places (around

265 to be provided by the former and 446 the latter) could be provided with the additional financial provision. On top of that, LCSD and HKADC will also provide its employees with 515 and 24 training quotas respectively.

18. 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, and 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, the focus would be about having exposure to the best management practices of corporate governance, building up connection with counterparts elsewhere, and keeping abreast of the latest arts and cultural development. Upon consultation with the Advisory Committee on Arts Development, the Government has taken a three-pronged approach since 2018-19 to enhance the training scheme, including enriching the training programmes provided to arts administration interns, providing more resident internship positions at renowned overseas performing venues (opera houses and music halls included), museums and cultural organisations, and inviting local arts organisations to collaborate with overseas training institutes in providing training programmes relevant to the latest development of the arts sector in Hong Kong.

19. At present, LCSD and HKADC provide diverse training opportunities catering for the different needs of arts administrators. LCSD implements the Arts Administrator Trainee Programme with a scope covering venue management, programming, stage management, cultural exchange, museum management and conservation. It aims at nurturing more talent in arts administration to match Hong Kong's arts and cultural development in the future. LCSD also continues to support trainee programmes offered by its venue partners and the Hong Kong Arts Festival Society while providing training opportunities for its own arts administration staff.

20. HKADC provides opportunities for arts administrators and related personnel with different qualifications to pursue internships, further studies and overseas exchanges with a view to enhancing their expertise and broadening their artistic horizons. The initiatives include providing financial support to local arts organisations under the Arts Administration Internship Scheme and the Arts Production Internship Scheme so as to offer internship opportunities for those aspiring to pursue a career in arts administration and arts production. HKADC has also put in place the HKADC Arts Administration Internship Scheme to provide internship opportunities at international/large-scale events it organises or co-organises. Regarding middle-level arts administrators and curators, HKADC sends them on attachment/internship and thematic study visits outside Hong Kong while providing employers with financial subsidies for hiring temporary replacements to

take over the duties of employees selected for internship outside Hong Kong. In addition, HKADC subsidises arts administrators to conduct thematic study visits according to their concerns and development needs, so they may conduct in-depth research and analysis on their selected themes. HKADC also offers local, Mainland and overseas arts administration scholarships to support arts administrators/curators in pursuing master's degrees and other professional study programmes in arts administration-related disciplines. Furthermore, HKADC arranges biennial intensive in-service training programmes for executives targeting at future leaders of local arts organisations. Details of the above training programmes provided by LCSD and HKADC are set out in the **Annex**.

21. The Nation's 14th Five-Year Plan supports Hong Kong's development into an exchange centre for arts and culture between China and the rest of the world. The Culture and Tourism Development Plan for the Guangdong-Hong Kong-Macao GBA promulgated by the Ministry of Culture and Tourism also sets out the directions for the overall cultural development of GBA. The training programmes provided above will help young arts administrators grasp the huge opportunities of the development of arts and culture in GBA (including Hong Kong) brought by the two documents.

22. LCSD and HKADC have kept collecting feedback from trainees and partner institutions in relation to various training programmes while conducting surveys on the career development of trainees. According to the surveys conducted by LCSD in 2021 and HKADC in 2019, over 80% of the 359 respondents responded that they would go on to pursue a career in the arts and cultural profession or further their study in relevant fields after completing the internship/training.

23. In addition to LCSD and HKADC, WKCDA nurtures talent for arts administration through a range of internship and professional development opportunities in arts administration. The Performing Arts Internship Programme organised by WKCDA provides young interns with theoretical and practical training on programming, operations and technical production, coupled with mentoring by line managers from WKCDA. WKCDA also works with overseas arts groups to foster and deepen cultural exchange between arts practitioners and arts managers in the Asia-Pacific region. Moreover, WKCDA's one-year M+ Internship Programme provides professional training specifically for young people interested in developing a career in the museum field, benefiting a total of 60 interns in the past decade. Other WKCDA internships like the Summer Internship Programme and various Graduate Internship Programmes are also available, with over 60 young people in total having received internship opportunities under these programmes in 2020.

Future Development

24. The Nation's 14th Five-Year Plan supports Hong Kong's development into an exchange centre for arts and culture between China and the rest of the world. In her Policy Address given in October 2020, the Chief Executive also announced the Government's plan to actively promote and support the development of arts tech. Moreover, our several major cultural facilities including the Hong Kong Palace Museum, the M+ Museum and the EKCC are due for completion in the coming few years. These new developments will bring significant development opportunities to the arts and culture sector in Hong Kong and the demand for arts talent and arts administrators will remain strong. The Government will continue to review the effectiveness of the above training programmes for arts talent and arts administrators to ensure that the measures can meet the different needs of the sector and complement the long-term arts and cultural development in Hong Kong.

Advice Sought

25. Members are invited to note the content of this Paper.

Home Affairs Bureau
July 2021

**Training of Arts Administrators
Supported by \$216 million from 2018-19**

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

Training Scheme	Details
1. LCSD's 2-year / 1.5-year ¹ Internship	<p>The Arts Administrator Trainee Programme (AATP) aims to nurture young arts administrators that would support the development of Hong Kong's cultural software. It offers two-year internship placements at different programming offices, performance venues, ticketing offices, etc. for the trainees to learn about duties relating to organisation of performing arts programmes, carnivals and arts festivals, as well as venue operations, facility management, event promotion, ticketing service, etc.</p> <p>The Stage Management Trainee Programme lasts for one and a half years. Under the guidance of stage professional technicians, the trainees practice at the backstage of LCSD's performing arts venues and receive on-the-job training in stage operations, execution of statutory regulations and safety measures, and provision of professional advice to venue hirers.</p> <p>The Museum Trainee Scheme aims to nurture future museum professionals. The trainees are attached to the Hong</p>

¹ LCSD re-launched the 1.5-year Stage Management Trainee Programme from 2019-20

Training Scheme	Details
	<p>Kong Museum of Art, the Hong Kong Museum of History, the Hong Kong Heritage Museum, the Hong Kong Science Museum, the Hong Kong Space Museum, the Hong Kong Film Archive, the Art Promotion Office, the Intangible Cultural Heritage Office and the Conservation Office to receive two years of on-the-job training in museum management or conservation work, and gain hands-on experience in organising exhibitions and education programmes.</p>
<p>2. Interns trained by LCSD Venue Partners and Hong Kong Arts Festival Society (HKAFS)</p>	<p>The AATP for LCSD Venue Partners and HKAFS aims to nurture young arts administrators. The interns are engaged by LCSD's Venue Partners and HKAFS. During the two-year internship, the trainees mainly assist in the operation of the arts groups and HKAFS, complete daily administrative work including clerical duties and liaison, event and programme planning, publicity and promotion, public relations, ticketing, assistance in managing performance materials and data, sponsorship strategies, etc.</p>
<p>3. Attachment/internship opportunities in local arts organisations through HKADC's scheme</p>	<p>HKADC launches the Arts Administration Internship Scheme annually and the Arts Production Internship Scheme biennially to provide financial support to local arts organisations in providing internship opportunities for those aspiring to pursue a career in arts administration and arts production.</p>

Training Scheme	Details
4. Attachment/internship opportunities at large-scale arts festivals or exhibitions	HKADC launches the HKADC Arts Administration Internship Scheme annually to provide internship opportunities at international / large-scale events it organises or co-organises. Interns are able to learn from practical experience and broaden their horizons through participating in large-scale events (e.g. Venice Biennale).
5. Attachment/internship opportunities at overseas museums or cultural organisations	<p>Each year, HKADC cooperates with renowned arts and cultural institutions around the world to provide experienced arts administrators and arts leaders in Hong Kong with overseas internships, exchanges and training opportunities. It aims to enhance the professional skills and expand the international networks of the interns to support the development of arts and culture in Hong Kong in the long run. The arts and cultural institutions in collaboration with HKADC in recent years include OzAsia Art Festival, Mori Art Museum, Clore Leadership Programme and Tate Modern.</p> <p>In addition, HKADC launches the Absentee Payroll Subsidy Scheme under which the employers of the interns will be provided financial subsidies for hiring temporary replacements to ease the workload during the absence of the interns.</p>
6. Overseas personalised training for local arts administrators	HKADC launches the Overseas Training for Arts Administrators biennially to support experienced local personnel in arts administration

Training Scheme	Details
	and management to conduct thematic study visits overseas on topics set by themselves with a view to inspiring discussions and reflections on the topics in the sector and promoting long-term and professional development.
7. Scholarships for arts administrators/curators to pursue an overseas Master degree or professional training programmes on arts administration related disciplines	HKADC launches the Overseas & Mainland Arts Administration Scholarships annually to support local arts administrators and curators in pursuing master's degrees and joining professional training programmes in arts-related disciplines at higher education institutions abroad and in the Mainland.
8. Scholarships for arts administrators/curators to pursue a local Master degree or professional training programmes on arts administration related disciplines	HKADC awards the Local Arts Administration Scholarships annually to support local arts administrators in pursuing master's degrees or joining professional programmes in arts administration-related disciplines at local higher education institutions.
9. New intensive executive in-service training programmes at local institutions for future arts leaders in collaboration with local and overseas training institutes	Through commissioning local arts organisations to collaborate with overseas training or arts and cultural institutions, HKADC provides intensive executive in-service training programmes in Hong Kong for personnel in arts management with a view to bringing overseas professional knowledge, experience and international networks in arts management to Hong Kong and enhancing the professional level of local arts administrators.

Training Scheme	Details
10. Training for HKADC staff	HKADC has provided its middle- and senior-level employees with overseas training, studies and administrative training opportunities through its Arts Administrative Internship Scheme. In parallel, HKADC provides training and arts administration internships opportunities to employees with potential through their participation in international / large-scale arts events organised or co-organised by HKADC. The training and internships enable the employees to experience and broaden international horizons.
11. Training for LCSD staff responsible for arts administration	LCSD arranges cultural services managers and museum staff of different levels to attend local training programmes and/or participate in study visits and exchanges at overseas performance venues, museums/cultural institutes, arts organisations, arts festivals, and education institutions. The training is in the interest of the trainees' professional development and brings benefits to the department.