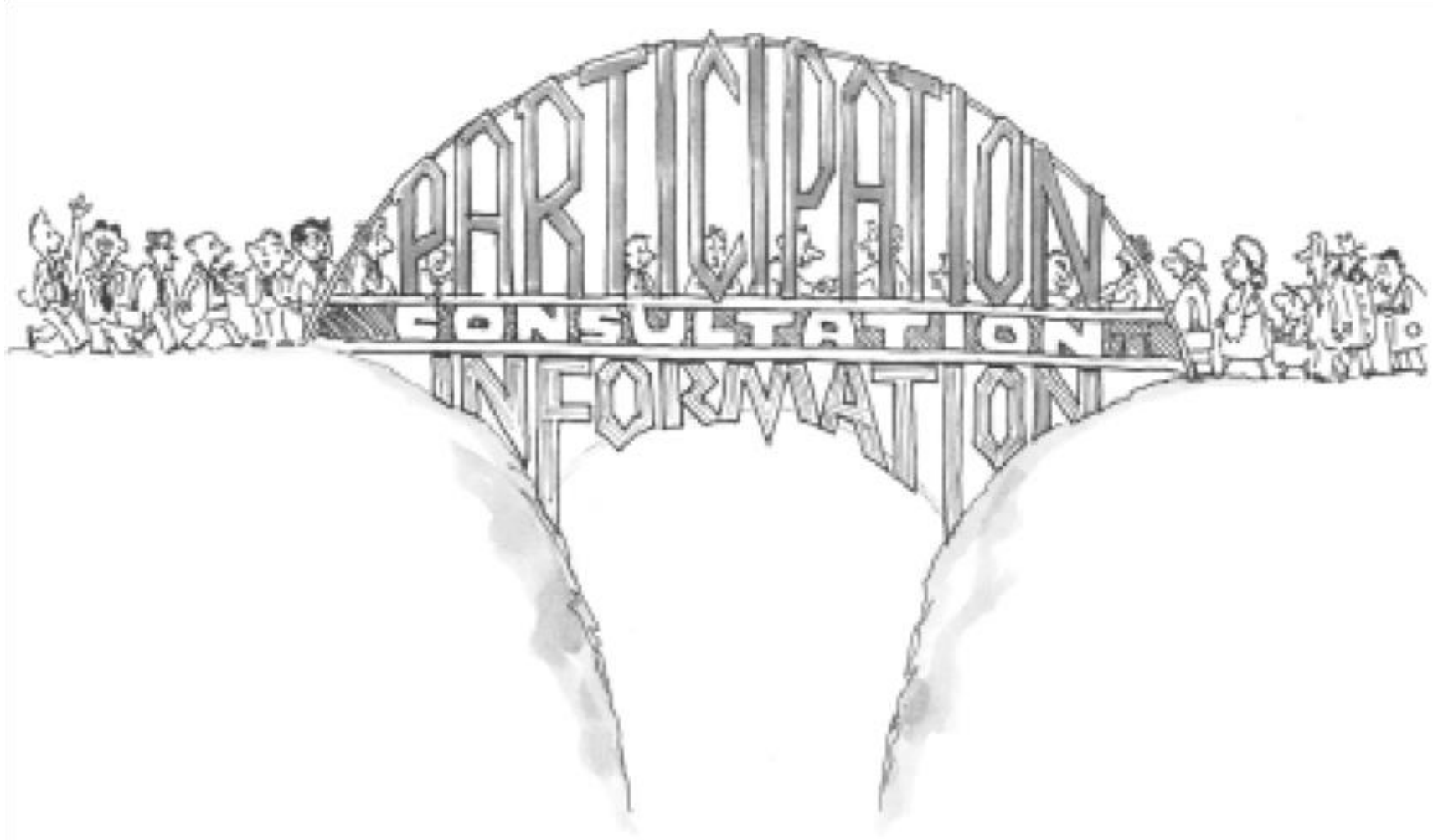
Public Engagement in Policy Decision Making

Sharing by : WK Lam
30 November 2013

How the Public Can Relate to Government

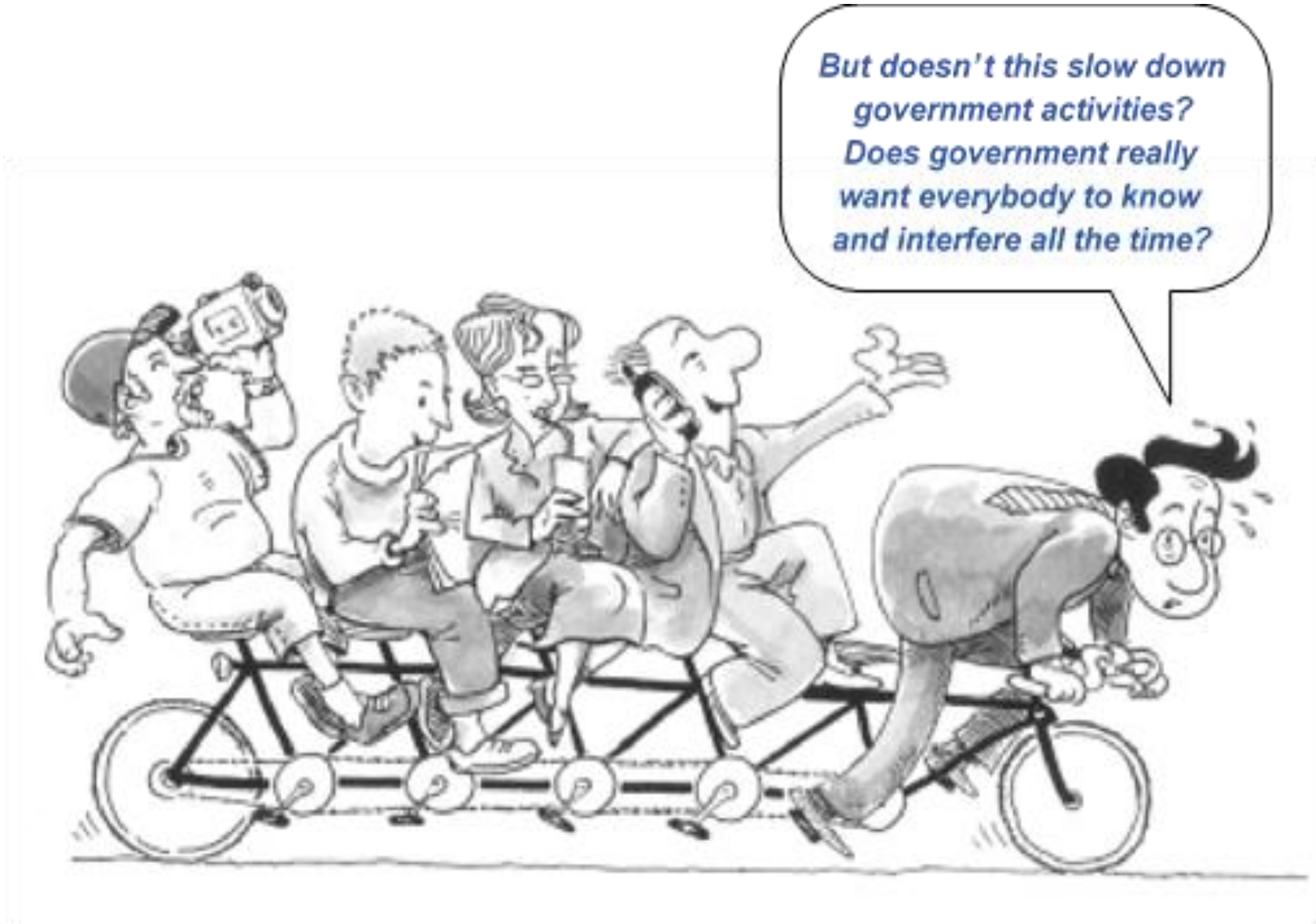


Active Public Participation

Brings :

1. **Feasible public policy**
2. **Greater trust in government**
3. **Stronger and more sustainable institutions**

Participation Overload?

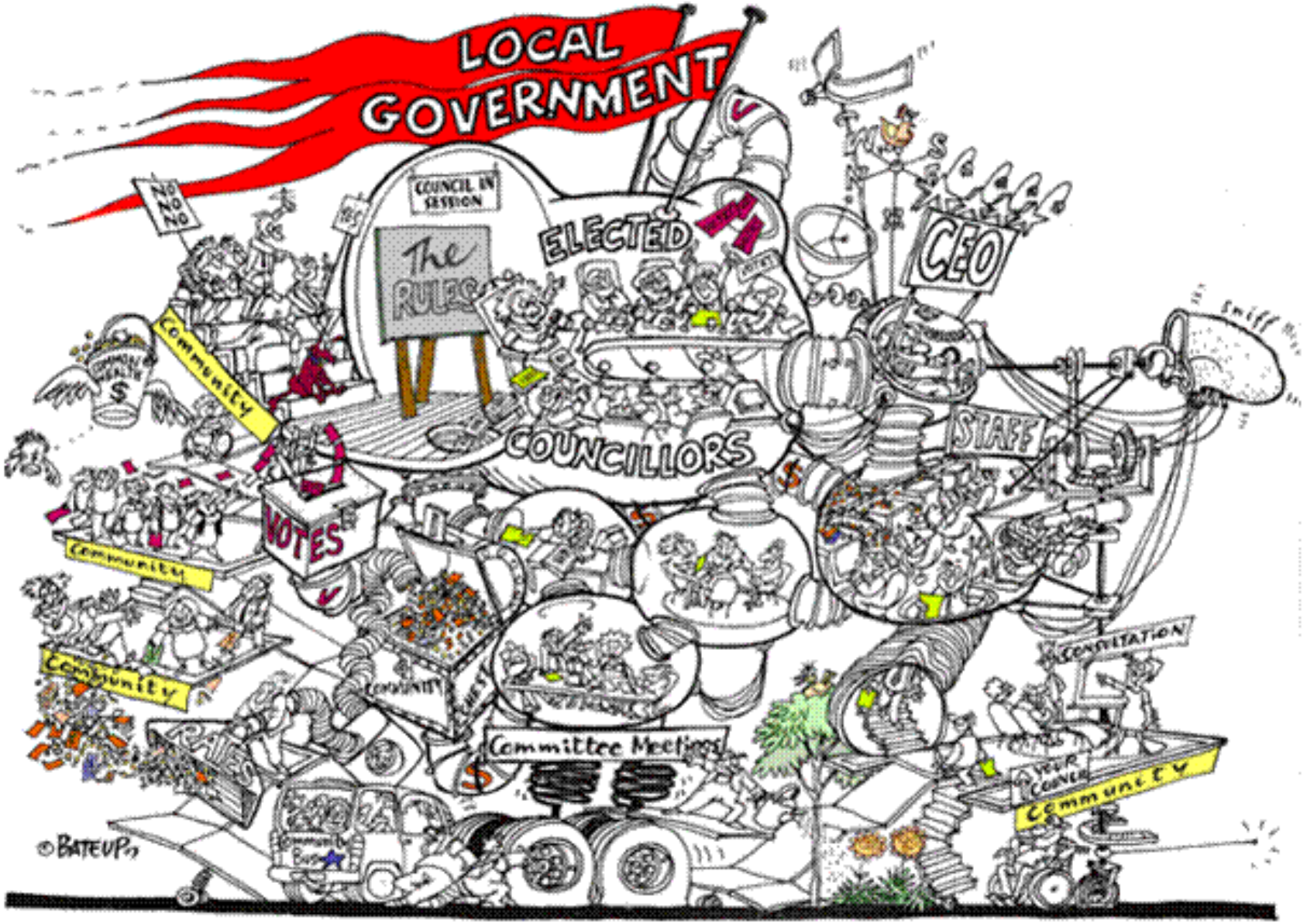


Answer is not “Whether” but “How”

Tools for public participation:

1. Inclusion of stakeholders’ representatives in consultative bodies
2. Tripartite commissions
3. Focus groups
4. Theme workshops, seminars, and conferences
5. Multiple citizen surveys
6. Expert panel hearings
7. Secretaries’ open hours
8. Consensus conferences
9. Citizens’ Juries
10. Referendum, binding and non-binding

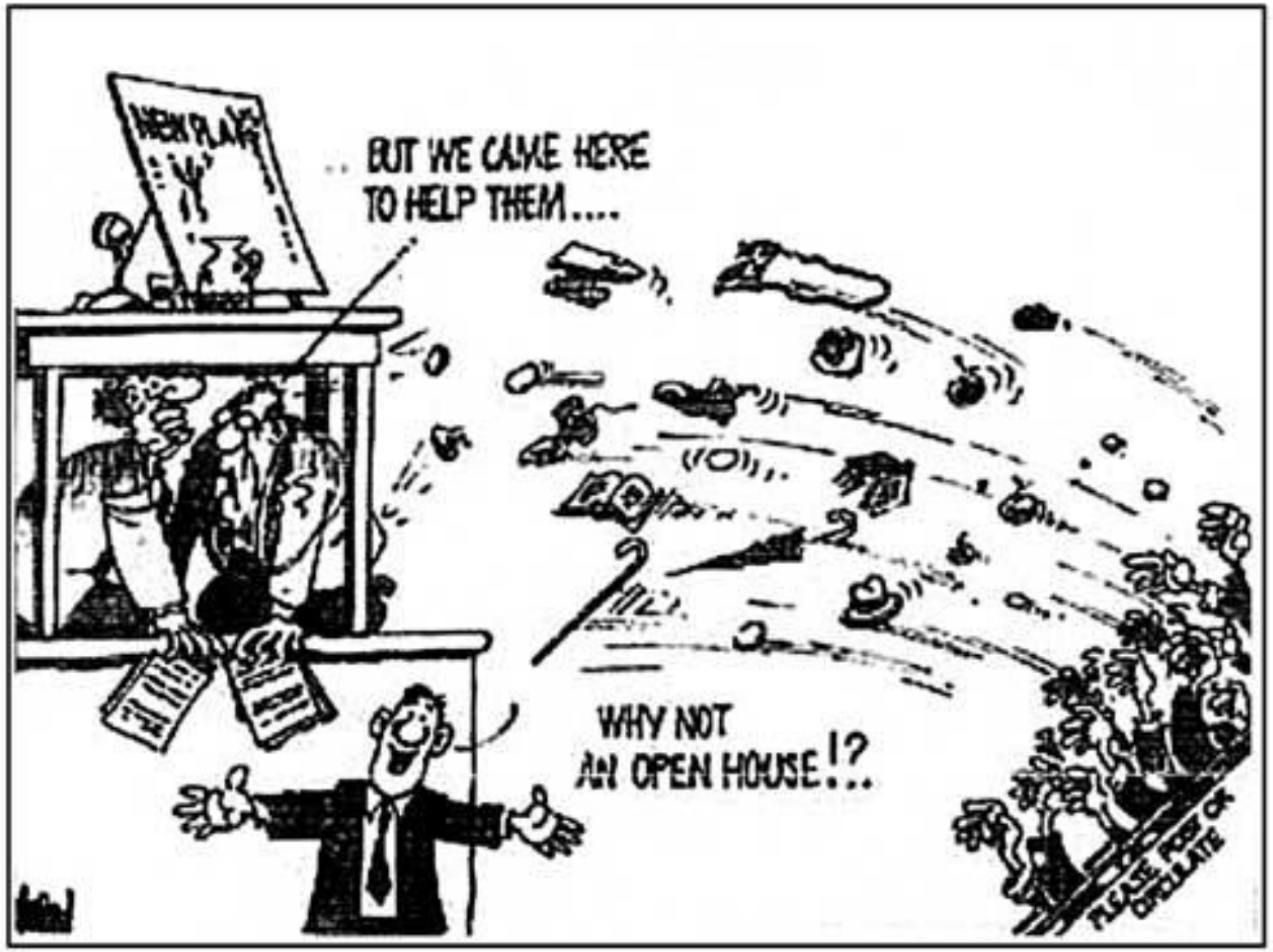
Policy Making - the Reality



Common Hazards : See the Public as Problems



Common Hazards : Reluctance to Face Public Reactions



PUBLIC MEETINGS .....THE LAST OF THE BLOOD SPORTS

THE CORNER COLLECTION(NO 3

Common Hazards :
Over Control of Process



Common Hazards : Selective Consultation

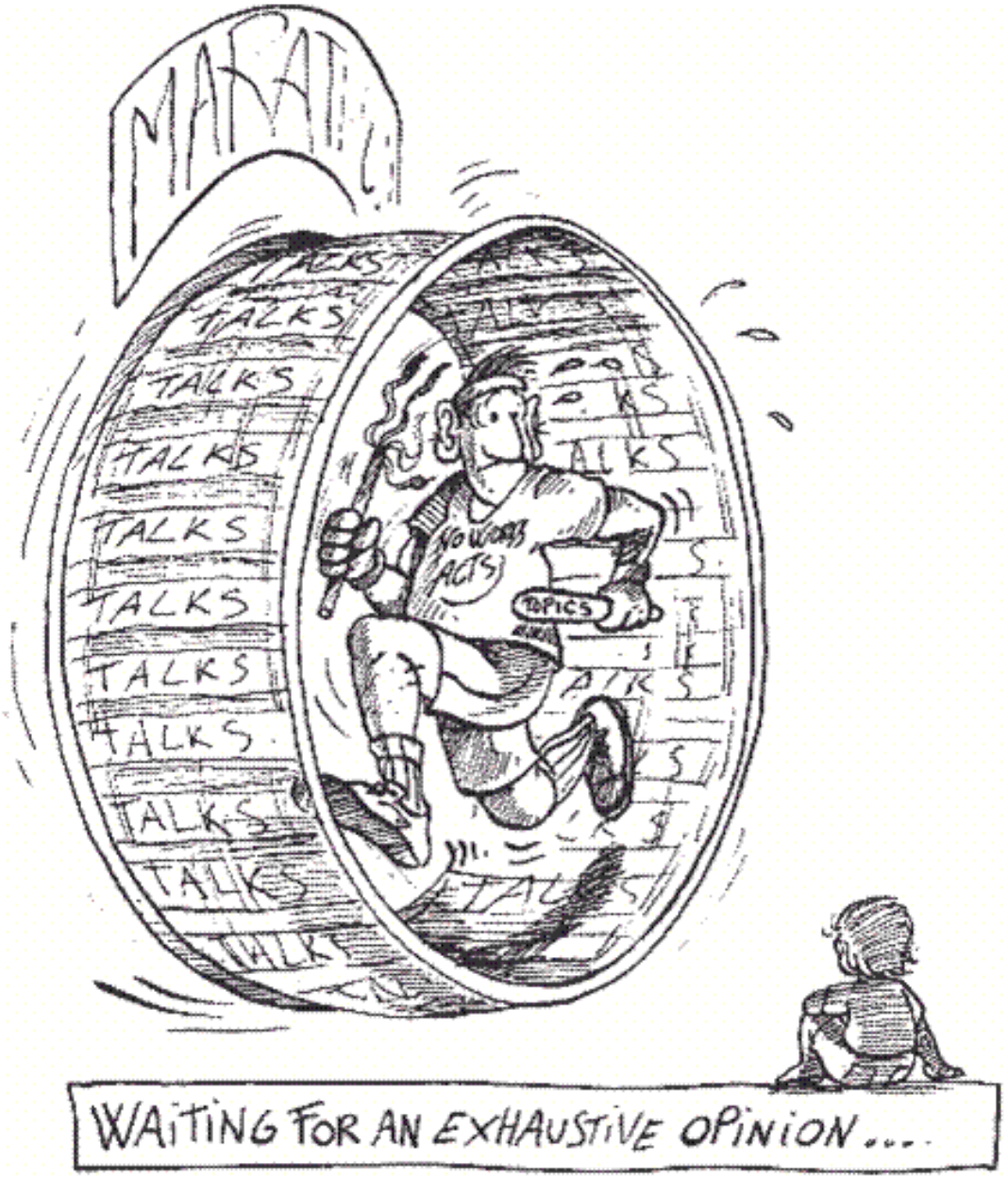


Common Hazards: Preconceived Answers



"Excellent! So that's all agreed,then! All we need do now is draft the consultation document."

Common Hazards: Indecision



Can the Job be Done?



10 Tips for Action

1. Start from the public's perspective
2. Involve as many core stakeholders as possible
3. Be flexible with the engagement process
4. Be creative with suggestions
5. Be open-minded with criticisms
6. Be fair-minded in balancing and bridging strategic interests
7. Be visionary with solutions
8. Build up a coherent policy/plan with room for adjustments
9. Watch timing
10. Deliver in time what has been agreed

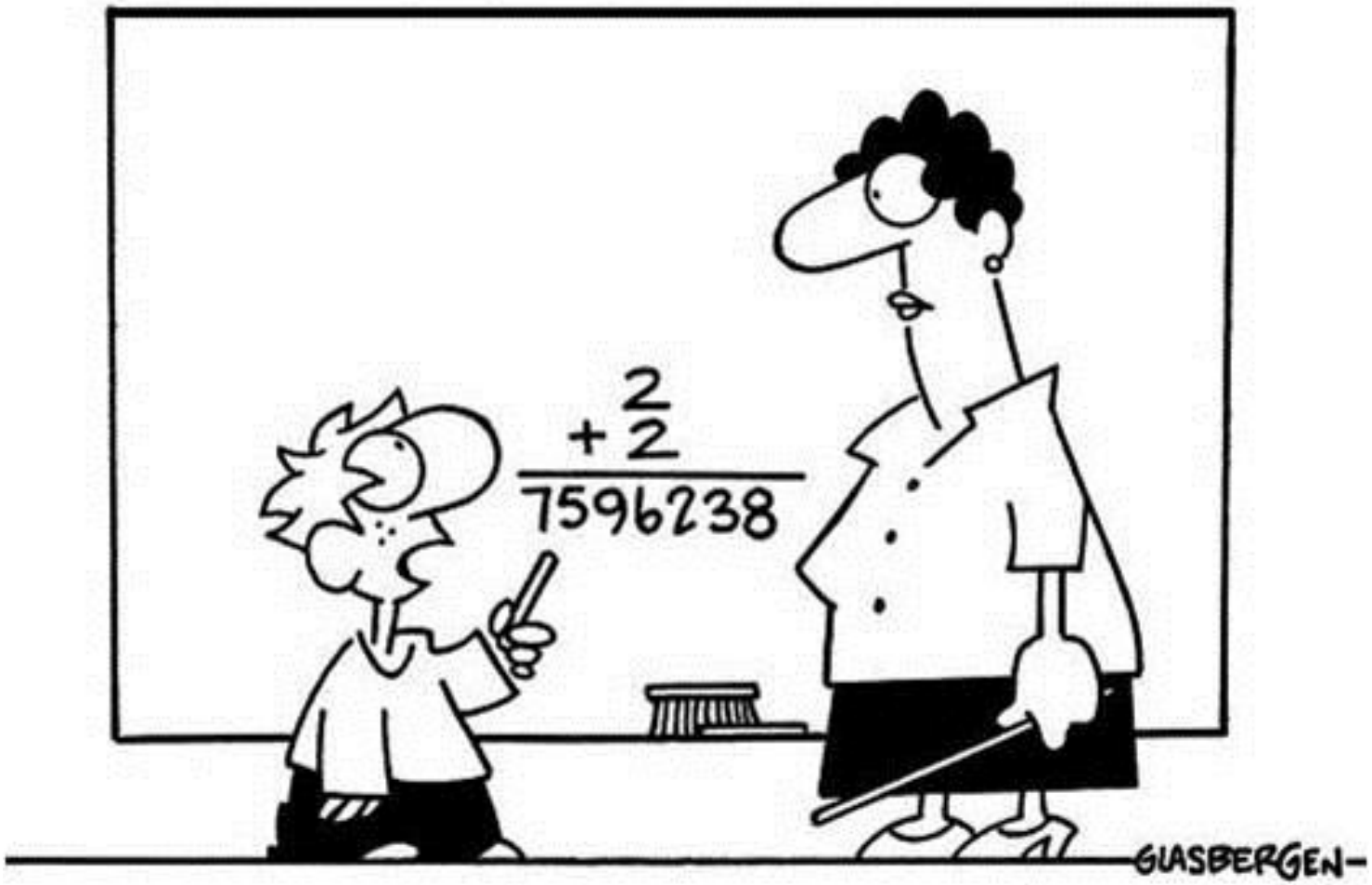
Take It Seriously



CSO as Intermediary



Do We Need to Reinvent the Wheel?



"In an increasingly complex world, sometimes old questions require new answers."

“From Consultation to Civic Engagement: The Road to Better Policy Making and Governance in Hong Kong”

從諮詢到公民參與 — 優化香港政府決策及管治之道

Commissioned by : Bauhinia Foundation Research Centre

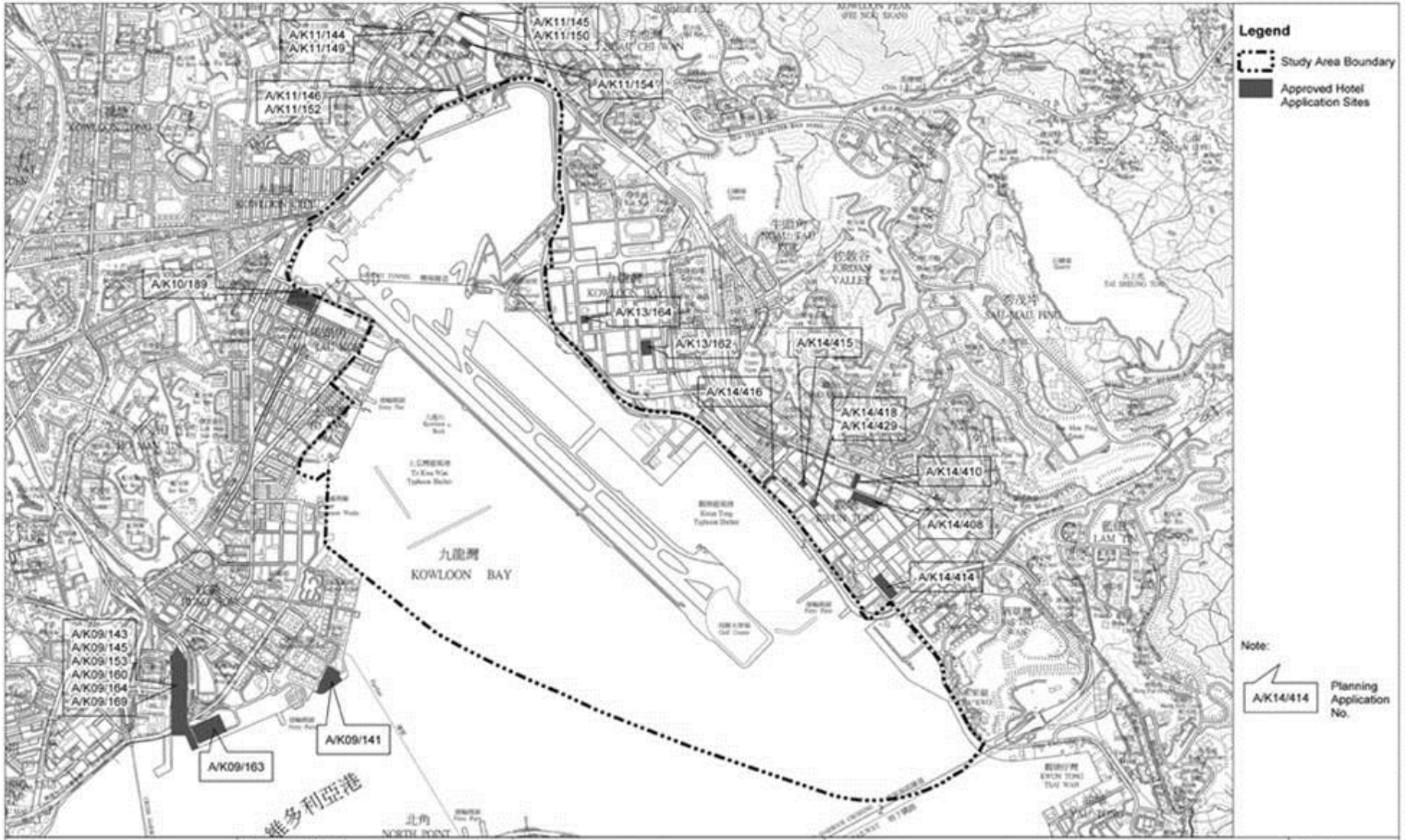
Prepared by : Centre for Civil Society and Governance, HKU
(led by Professor Joseph CW Chan)

Released : July 2007

1991: Kai Tak Planning Study



1998 OZP


A/K11/144
A/K11/149
A/K11/145
A/K11/150
A/K11/154
A/K11/146
A/K11/152
A/K10/189
A/K13/164
A/K13/162
A/K14/415
A/K14/416
A/K14/418
A/K14/429
A/K14/410
A/K14/408
A/K14/414
九龍灣
KOWLOON BAY
A/K09/143
A/K09/145
A/K09/153
A/K09/160
A/K09/164
A/K09/169
A/K09/141
A/K09/163
維多利亞港
北角
NORTH POINT
Legend
Study Area Boundary
Approved Hotel Application Sites
Note:
A/K14/414
Planning Application No.
The Joint Venture of
都市規劃顧問有限公司
CITY PLANNING CONSULTANTS LTD
Maunsell
An AECOM Company
in association with ED&W U+D, ADI, Atkins
Planning Department
Project title
Agreement No. CE 4/2004(TP)
South East Kowloon Development
Comprehensive Planning & Engineering Review
Stage 1: Planning Review - Feasibility Study
Figure title
Planning Approvals for Hotel Development in the Vicinity of the Study Area (1998 - August 2004)
Figure no.
2.3.2
Date:
Mar. 2005
Scale:
1:20,000

Public Opinion: Not Another Concrete Jungle



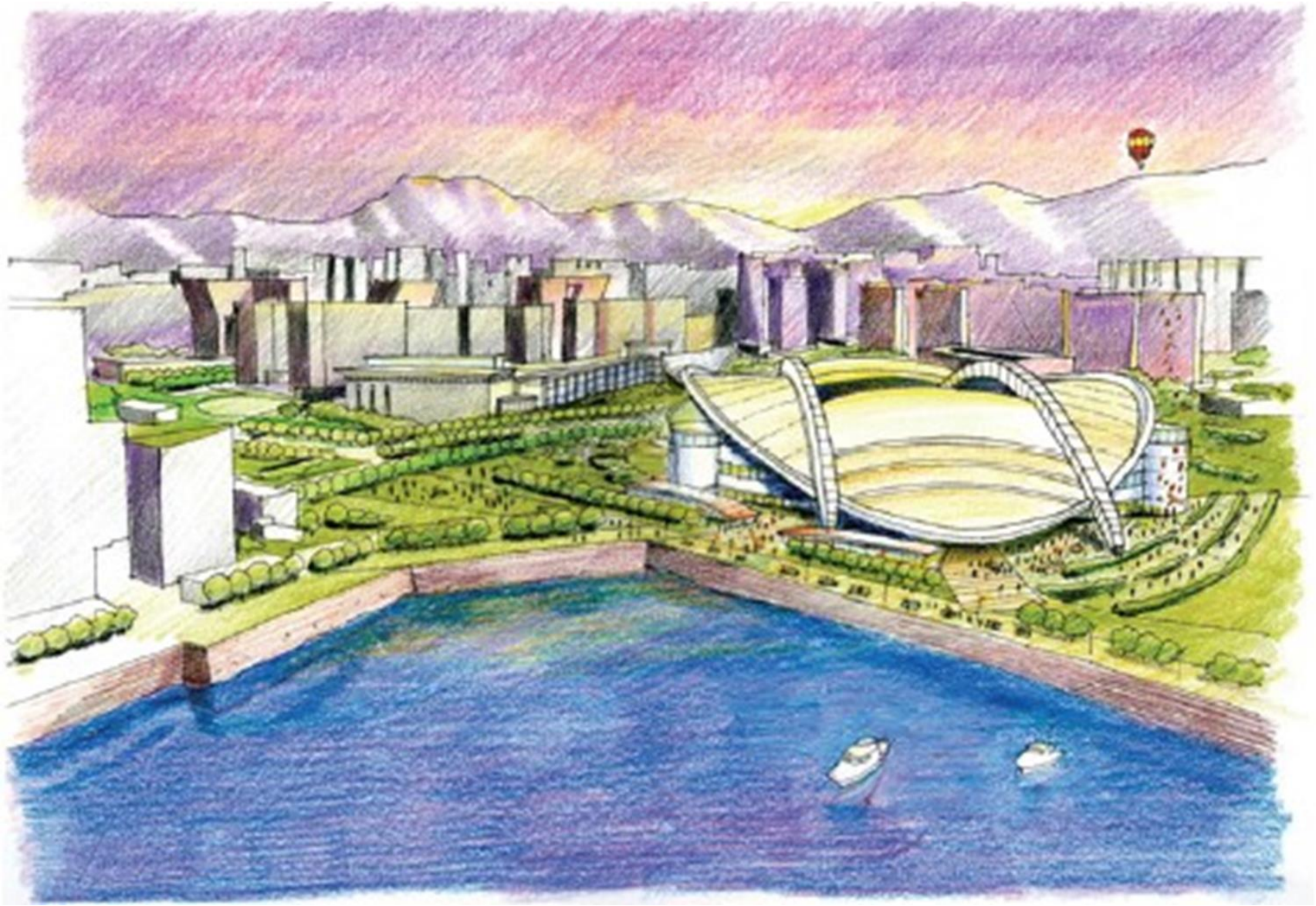
Planners' Opinion: No More "Spider Webs"



Historians: Respect Local History



Sports Sector: We Need a Mega-Venue



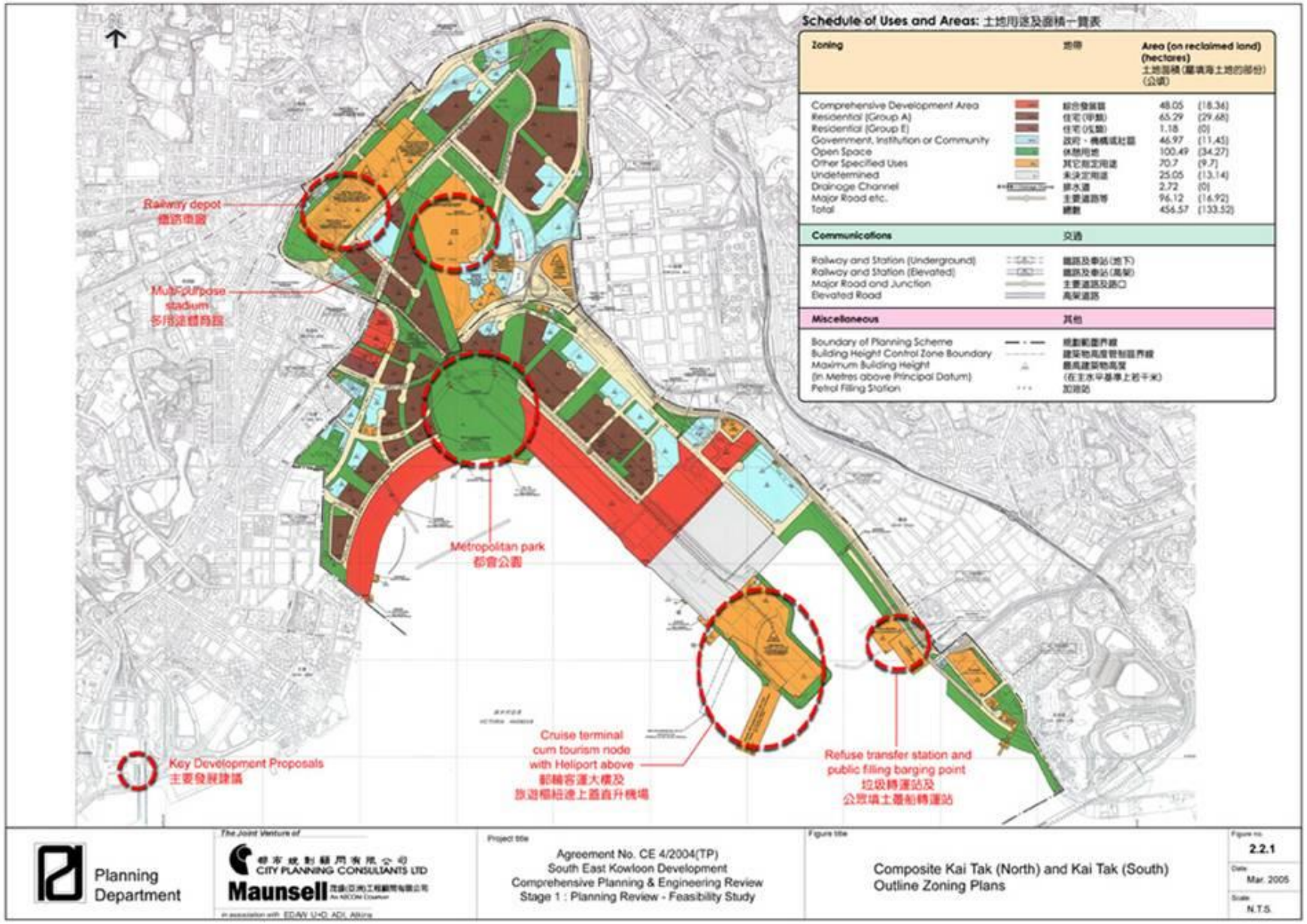
Tourism Industry: Shall We Cruise?



Back to the Drawing Board



2002 OZP


Schedule of Uses and Areas: 土地用途及面積一覽表
Zoning
Area (on reclaimed land) (hectares)
Comprehensive Development Area 48.05 (18.34)
Residential (Group A) 65.29 (29.68)
Residential (Group E) 1.18 (0)
Government, Institution or Community 46.97 (11.45)
Open Space 100.49 (34.27)
Other Specified Uses 70.7 (9.7)
Undetermined 25.05 (13.14)
Drainage Channel 2.72 (0)
Major Road etc. 96.12 (16.92)
Total 456.57 (133.52)
Communications
Railway and Station (Underground)
Railway and Station (Elevated)
Major Road and Junction
Elevated Road
Miscellaneous
Boundary of Planning Scheme
Building Height Control Zone Boundary
Maximum Building Height
(In Metres above Principal Datum)
Petrol Filling Station
Railway depot
Multi-purpose stadium
Metropolitan park
Cruise terminal cum tourism node with Heliport above
Refuse transfer station and public filling barging point
Key Development Proposals
Planning Department
CITY PLANNING CONSULTANTS LTD
Maunsell
Agreement No. CE 4/2004(TP)
South East Kowloon Development
Comprehensive Planning & Engineering Review
Stage 1 : Planning Review - Feasibility Study
Composite Kai Tak (North) and Kai Tak (South) Outline Zoning Plans
2.2.1
Mar. 2005
N.T.S.

2002 Kai Tak Development Plan

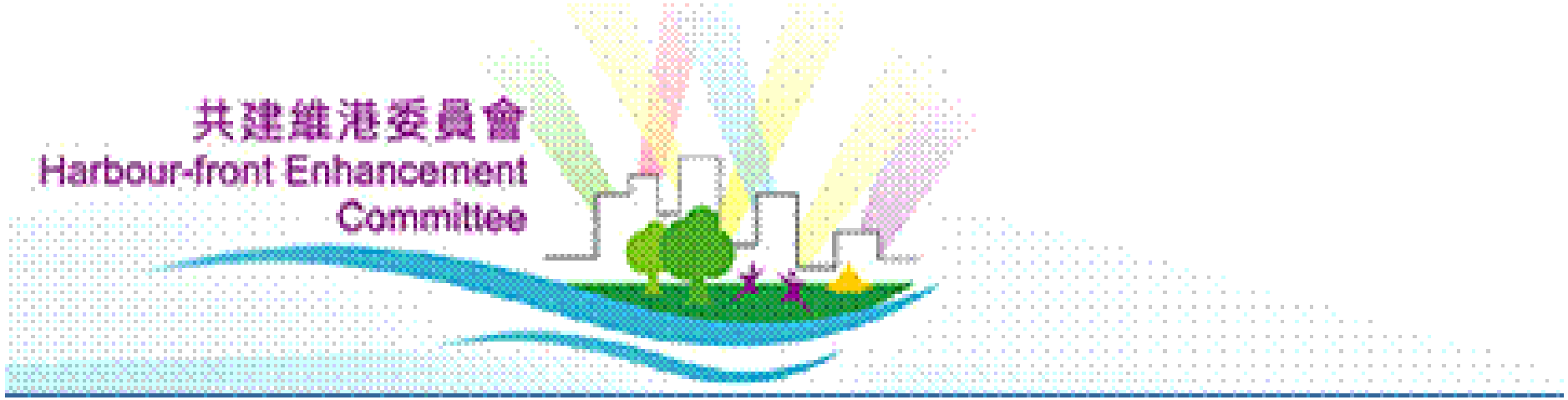


2004 Court Rulings on Harbor Protection

No more reclamation in the harbor area unless:

- Compelling and overriding present need
- No viable alternatives
- Minimum impairment

2004: Back to the Drawing Board, Again



Inclusive Representation





保護海港協會

Society For Protection Of The Harbour Ltd.



BUSINESS
ENVIRONMENT
COUNCIL
商界環保協會



想創維港

Citizen Envisioning @ Harbour


THE CONSERVANCY ASSOCIATION
長春社
1968年成立


地球之友
friends
of the earth


THE REAL ESTATE DEVELOPERS ASSOCIATION OF HONG KONG
香港地產建設商會



HONG KONG TOURISM BOARD

香港旅遊發展局

The Hong Kong Chartered Institute of Logistics and Transport

香港建築師學會

The Hong Kong Institute of Architects


HKILA
THE HONG KONG INSTITUTE
OF LANDSCAPE ARCHITECTS
香港園境師學會

HK Institute of Planners

THE HONG KONG INSTITUTE OF
SURVEYORS
香港測量師學會



THE
香港 HONG KONG INSTITUTION
工程師學會 OF ENGINEERS

Sectoral Interests Self-balanced



Civic Capacity Tapped



Procedural Autonomy and Transparency

Engage private consultants for civic engagement

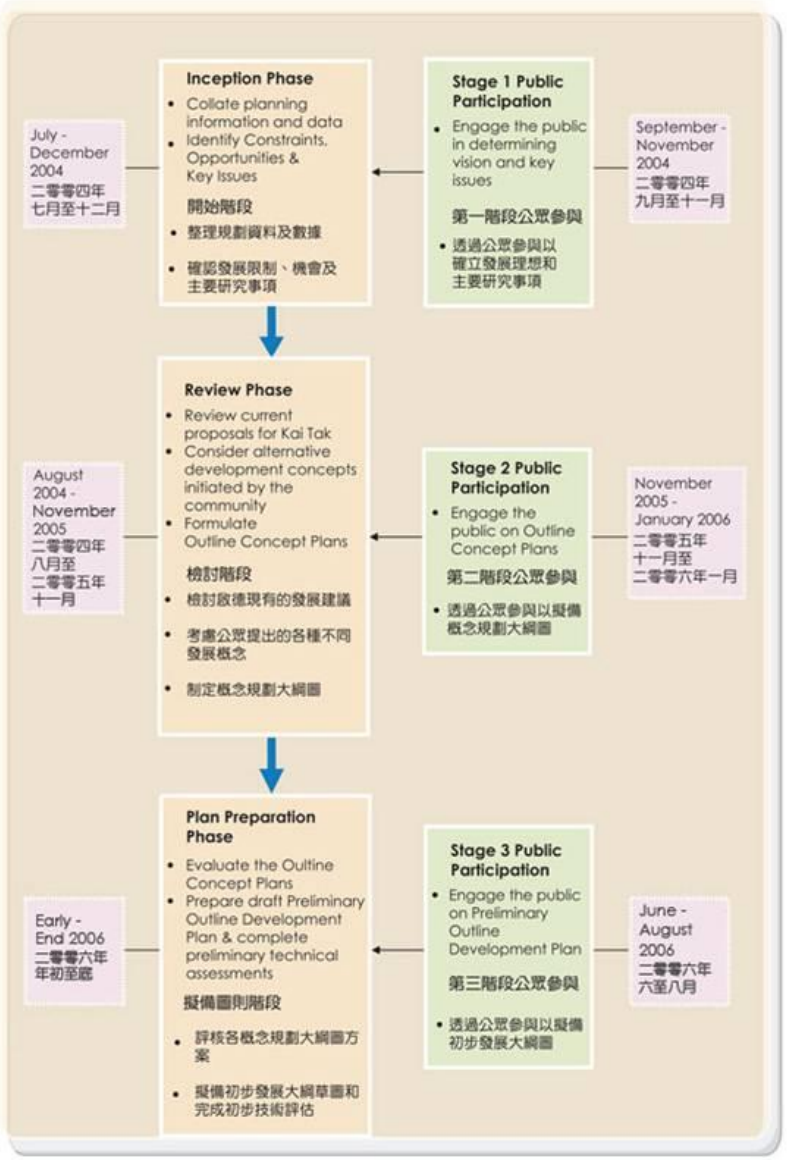
All HEC meetings are open

All papers and related documents accessible on internet

Positive and Trusted Player



Allow for Time and Resources





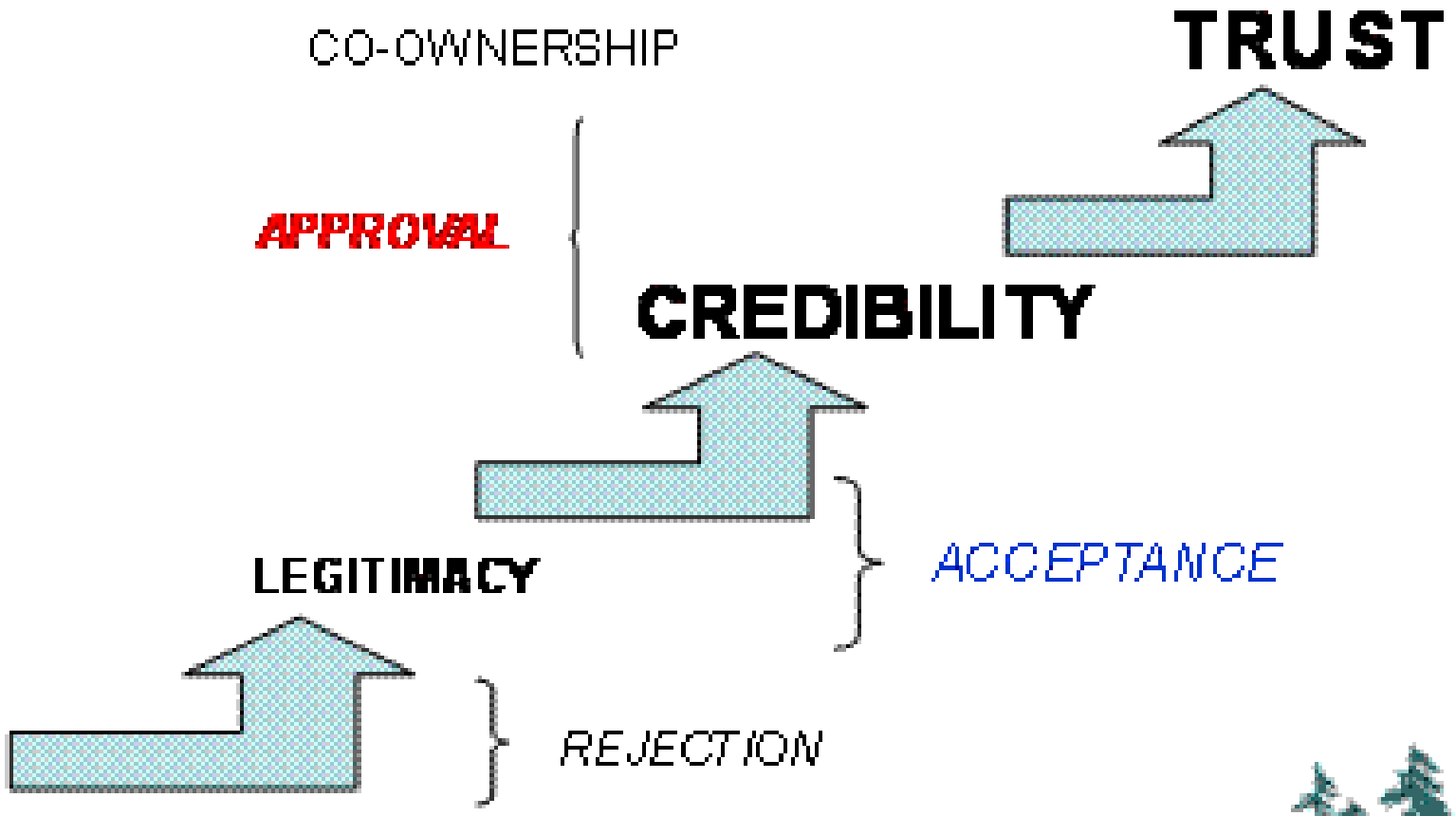




No Preconceived Agenda

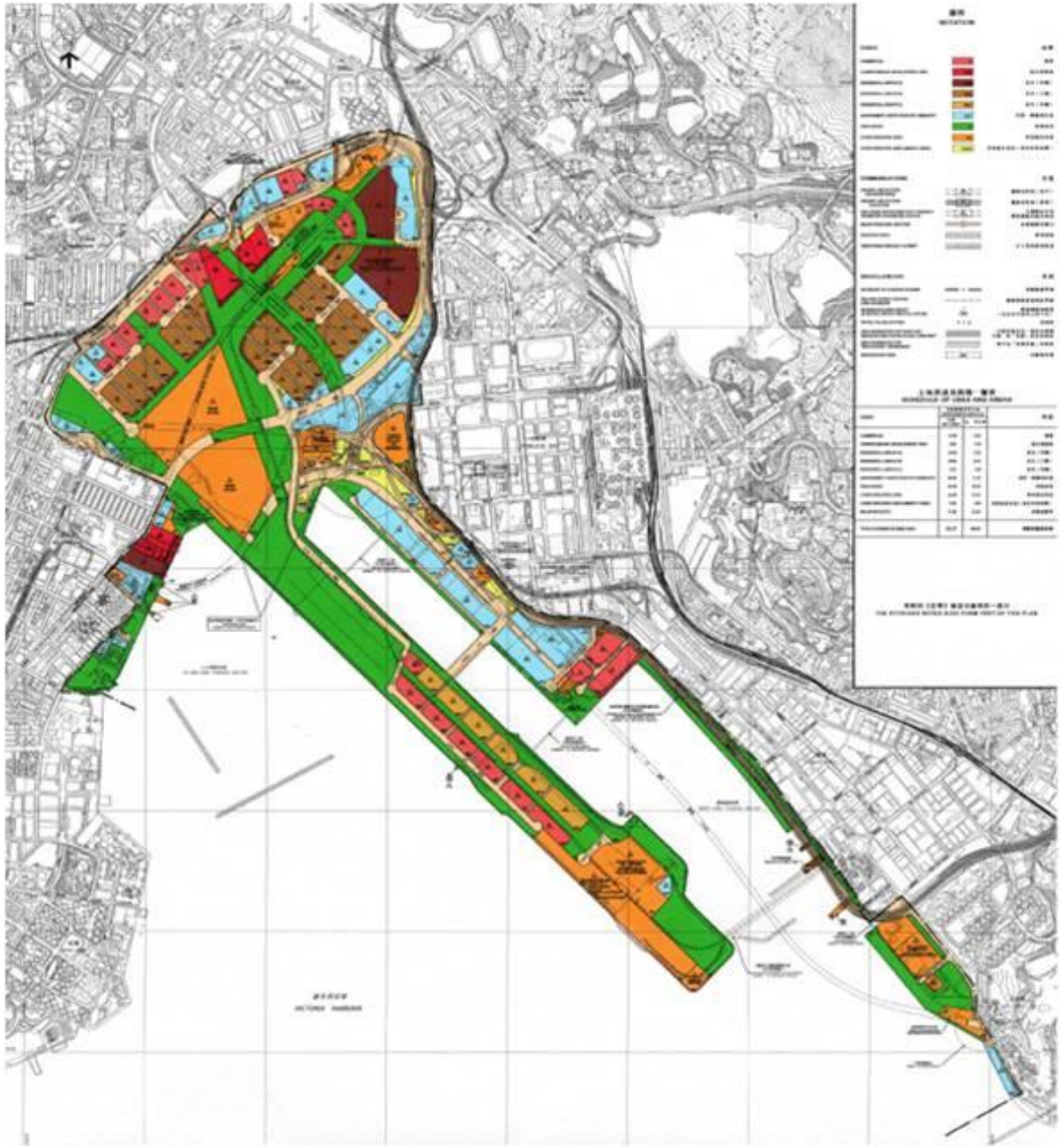


Gaining the Social License



© Common Ground Consultants Inc, 2008

2006 OZP



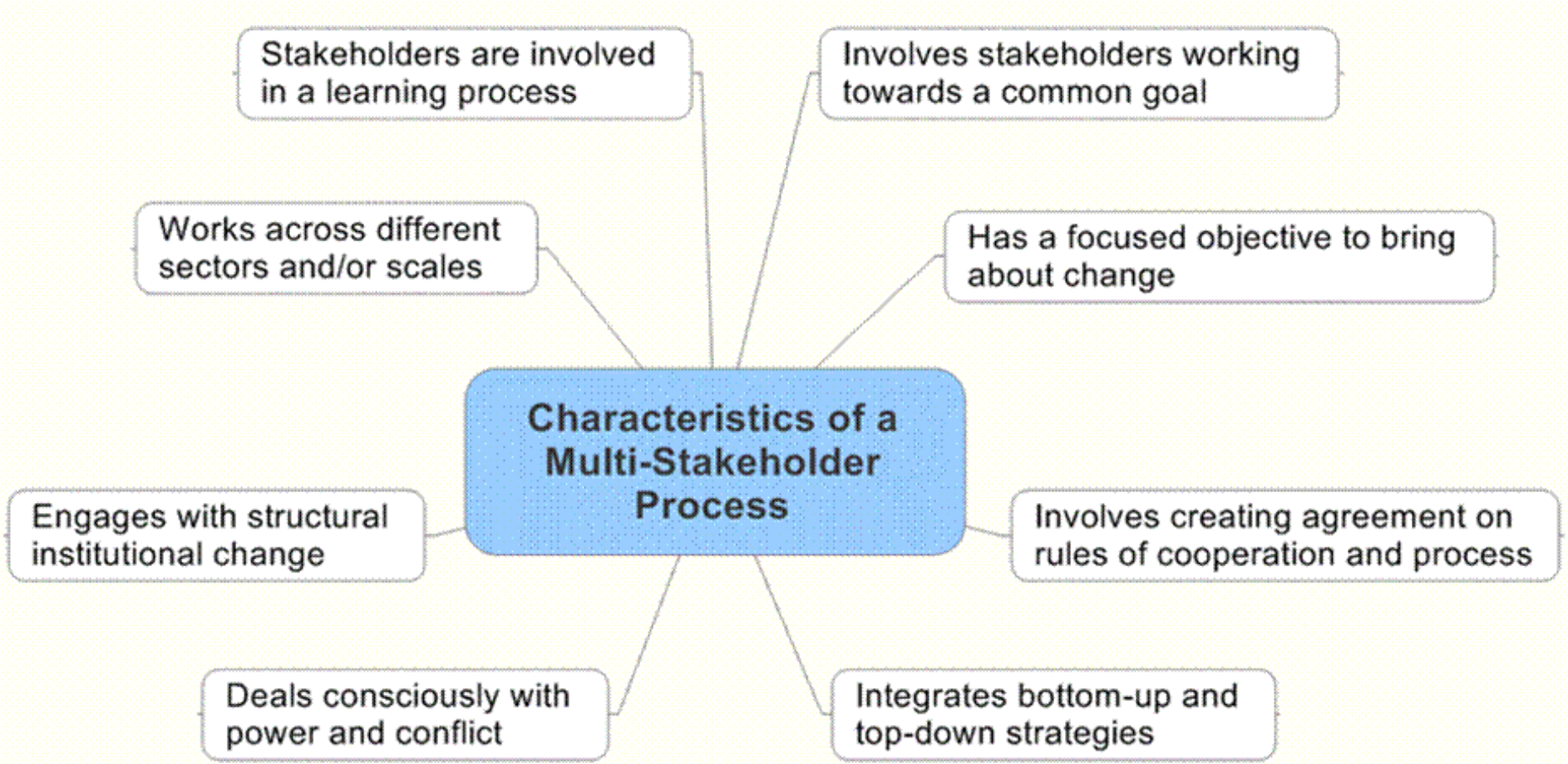
2006 Kai Tak Development Plan



Kai Tak Development Plan : Final



A Civic Engagement Model that Works



What it Takes to Work

Commitment from the TOP to:

1. **Genuine openness**
2. **Extensive engagement**
3. **Broad inclusiveness**
4. **Honest process**

What It Takes to Work (2)

1. Trusted leader at the helm

2. Participants share common understanding of the issues under consideration and the goals to pursue

3. Participants with the right mindset i.e. openness, civility, and willingness to listen to different views

4. Skillful “policy brokers” to bridge different perspectives and find common ground

It Can be Done



Thank You