

Excerpt from *Investing in Auckland's cultural infrastructure, A strategic framework*. Report by Tim Walker Associates, 2015, pp.53-54.

Governance & funding

To unlock current and future value, it is imperative that Auckland considers a more integrated approach to governance and funding. Auckland has a plethora of cultural infrastructure but the way they are governed and funded results in a fragmented outcome which delivers:

- Less-than-the-sum-of-the-parts outcomes
- A failure to leverage ecosystem outcomes
- A less than optimally developed workforce
- A less than optimum ability to leverage partnerships and additional value

Options could range from all 'like' organisations (eg museums or collection based institutions) being under one Governance mechanism to all publicly owned and funded cultural infrastructure being thus arranged. In line with this report, Governance approaches should be explored that will result in greater outcomes in terms of:

- Expressing an Auckland point-of-difference
- Strengthening social cohesion
- Stimulating participation and learning
- Generating sustainable value
- Adding up to more than the sum of the parts

A change in the governance of Auckland's cultural infrastructure would involve legislation change, to the Auckland War Memorial Museum Act and the Museum of Transport & Technology Act. The Government has indicated a readiness to undertake this if 'Auckland' is agreed about this course of action¹. Noting this, any reconsideration of governance and funding should be based on a set of principles:

- Carrying over the core objectives of the current Acts or deeds
- Maintaining total aggregated funding at no less than the current levels
- A presumption that greater value is delivered against agreed performance measures
- A presumption that operational funding is equitably allocated
- Ensuring the objectives ensure the correct balance between the back-of-house and front-of-house responsibilities and roles of the collective organisations

Models of integrated governance

There are a range of New Zealand and international examples, including:

- **Western Australian Museum**

The Western Australian Museum is a statutory authority within the Culture and the Arts Portfolio, established under the Museum Act 1969. Under section 36 of the Museum Act, the Trustees have established the following branches of the Western Australian Museum:

- [Western Australian Museum - Albany](#)
- [Western Australian Museum - Geraldton](#)
- [Western Australian Museum - Kalgoorlie / Boulder](#)

¹ There is a case to be made to the Government by Auckland that the city's cultural infrastructure warrants a level of national funding for key aspects of its work. This would be outside of the provision of the current Act and may be seen as a positive basis for progressing the idea of legislative change

- [Western Australian Museum - Maritime](#)
- [Western Australian Museum - Perth](#)
- [Western Australian Museum - Shipwreck Galleries](#)

- **The Carnegie Museums of Pittsburgh**

Founded by Andrew Carnegie in 1895, Carnegie Museums of Pittsburgh is a collection of four distinctive museums dedicated to exploration through art and science: Carnegie Museum of Art, Carnegie Museum of Natural History, Carnegie Science Center, and The Warhol.

- **Tyne & Weir Archives & Museums**

Tyne & Wear Archives & Museums (TWAM) is a joint service of the four local authorities on Tyneside: Newcastle (which acts as the lead authority and legal body), South Tyneside, North Tyneside and Gateshead, with additional support and contributions from the Arts Council England (ACE). TWAM has separate agreements with Sunderland City Council to manage its archives and with Newcastle University to manage the Great North Museum: Hancock.

The relationship between, and commitment of, the partners is enshrined in the Tyne & Wear Archives & Museums Joint Agreement. The Joint Agreement lays out the terms and conditions of the relationship and the involvement of central government.

- Arbeia Roman Fort & Museum
- Discovery Museum
- Great North Museum: Hancock
- Hatton Gallery
- Laing Art Gallery
- Segedunum Roman Fort
- Shipley Art Gallery
- South Shields Museum & Art Gallery
- Stephenson Railway Museum
- Tyne & Wear Archives
- Tyne & Wear Schools
- Culture Bridge

- **National Museums of Liverpool**

There seven public museums within the NML family:

- World Museum (formerly Liverpool Museum) – William Brown Street, Liverpool;
- Walker Art Gallery - William Brown Street, Liverpool;
- Merseyside Maritime Museum – Albert Dock, Liverpool;
- International Slavery Museum – Albert Dock, Liverpool;
- Lady Lever Art Gallery – Port Sunlight Village, Bebington, Wirral;
- Sudley House – Mossley Hill Road, Liverpool
- Museum of Liverpool – Albert Dock, Liverpool opened in 2011.

- **Wellington Museums Trust**

The Trust operates and manages:

- City Gallery Wellington
- Capital E
- Museums Wellington:
 - Wellington Museum (including the Plimmer’s Ark Gallery)
 - Cable Car Museum
 - Nairn Street Cottage
 - Space Place at Carter Observatory
- New Zealand Cricket Museum (jointly with the New Zealand Cricket Museum Trust)