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PALMERSTON NORTH CITY COUNCIL

AGENDA

ARTS, CULTURE & HERITAGE COMMITTEE

9:00 AM, WEDNESDAY 15 APRIL 2026

COUNCIL CHAMBER, FIRST FLOOR,
CIVIC ADMINISTRATION BUILDING,
32 THE SQUARE, PALMERSTON NORTH

MEMBERS

Rachel Bowen (Chairperson)

Kaydee Zabelin (Deputy Chairperson)

Grant Smith (The Mayor)

Mark Arnott

Lorna Johnson

Brent Barrett

Bonnie Kuru

Lew Findlay (QSM)

Debi Marshall-Lobb

Leonie Hapeta

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

pncc.govt.nz | Civic Administration Building, 32 The Square
City Library | Ashhurst Community Library | Linton Library

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

Te Marae o Hine | 32 The Square
Private Bag 11034 | Palmerston North 4442 | New Zealand
pncc.govt.nz

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ARTS, CULTURE & HERITAGE COMMITTEE MEETING

15 April 2026

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. Notification of Additional Items

Pursuant to Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

4. Declarations of Interest (if any)

Members are reminded of their duty to give a general notice of any interest of items to be considered on this agenda and the need to declare these interests.

5. Public Comment

To receive comments from members of the public on matters specified on this Agenda or, if time permits, on other Committee matters.

6. Presentation - All Saints Palmerston North Page 7

7. Confirmation of Minutes Page 9

That the minutes of the Arts, Culture & Heritage Committee meeting of 18 March 2026 Part I Public be confirmed as a true and correct record.

8. Caccia Birch Masterplan Page 13

Memorandum, presented by John Lynch, Manager Venues + Events and Kris Herman / James Marsh, Local Collective Architects.

9. Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts) Page 101

Memorandum, presented by Gillian Tasker, Community Development Advisor.

10. Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach) Page 129

Memorandum, presented by Gillian Tasker, Community Development Advisor.

11. Committee Work Schedule Page 155

12. Karakia Whakamutunga

13. Exclusion of Public

That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

PRESENTATION

TO: Arts, Culture & Heritage Committee

MEETING DATE: 15 April 2026

TITLE: Presentation - All Saints Palmerston North

RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

- 1. That the Arts, Culture & Heritage Committee receive the presentation for information.**
-

SUMMARY

Julia Budd, Interim Priest in Charge and Vince Neall, Building Advisory Group Chair will update the committee on the All Saints Church restoration project.

ATTACHMENTS

Nil

PALMERSTON NORTH CITY COUNCIL

Minutes of the Arts, Culture & Heritage Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 18 March 2026, commencing at 9.02am

- Members Present:** Councillor Rachel Bowen (in the Chair), The Mayor (Grant Smith) and Councillors Kaydee Zabelin, Mark Arnott, Brent Barrett, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru and Debi Marshall-Lobb.
- Non Members:** Councillor Billy Meehan,
- Apologies:** The Mayor (early departure, on Council Business).

Karakia Timatanga

Councillor Kaydee Zabelin opened the meeting with karakia.

1-26 Apologies

Moved Rachel Bowen, seconded Kaydee Zabelin.

The COMMITTEE RESOLVED

1. That the Committee receive the apologies.

Clause 1-26 above was carried 11 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Kaydee Zabelin, Mark Arnott, Brent Barrett, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb and Billy Meehan.

2-26 Presentation - Untold Stories Project

Presentation, by Tania Kopytko, Untold Stories Team Leader.

Tania updated the Committee regarding the upcoming 'Celebrating our Stories' event in October regarding displaced persons who settled in New Zealand after World War II, as appended to these Minutes.

Moved Rachel Bowen, seconded Kaydee Zabelin.

The COMMITTEE RESOLVED

1. That the Arts, Culture & Heritage Committee receive the presentation for

information.

Clause 2-26 above was carried 11 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Kaydee Zabelin, Mark Arnott, Brent Barrett, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb and Billy Meehan.

3-26

The Regent Theatre Trust: Draft Statement of Intent 2026-29

Presented by David Walsh, General Manager, Regent on Broadway and Neil Ulrich, Deputy Chair, Regent Theatre Trust Board.

Moved Rachel Bowen, seconded Kaydee Zabelin.

The **COMMITTEE RESOLVED**

1. That the Committee agree the Statement of Intent 2026-29 (Attachment 1) submitted by the Regent Theatre Trust.

Clause 3-26 above was carried 11 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Rachel Bowen, Kaydee Zabelin, Mark Arnott, Brent Barrett, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb and Billy Meehan.

The Mayor (Grant Smith) left the meeting at 9.46am.

4-26

The Globe Theatre Trust: Draft Statement of Intent 2026-29

Presented by John Adams, Chair, Globe Theatre Trust Board.

Moved Rachel Bowen, seconded Kaydee Zabelin.

The **COMMITTEE RESOLVED**

1. That the Committee receive the draft Statement of Intent 2026-29 (Attachment 1) submitted by the Globe Theatre Trust.
2. That the Committee agree that the recommended comments on the draft Statement of Intent 2026-29 outlined in Table 1 be advised to the Globe Theatre Trust Board.

Clause 4-26 above was carried 10 votes to 0, the voting being as follows:

For:

Councillors Rachel Bowen, Kaydee Zabelin, Mark Arnott, Brent Barrett, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb and Billy Meehan.

5-26

Te Manawa Museums Trust: Six-Month Report 1 July - 31 December 2025 and Draft Statement of Intent 2026-29

Presented by Susanna Shadbolt, Chief Executive, Te Manawa, Geoffrey Jameson, Chair, Te Manawa Museums Trust Board and Sara Allen, Assets &

Finance Partner, Te Manawa.

Te Manawa staff noted the following corrections to the report:

4.1 should read ... 'have been successful in **two** grant applications for the Science Centre redevelopment totalling \$1.25M in pledges', noting the appointment of a dedicated staff member to assist with funding applications is a recent one.

The second sentence of 5.2 should read 'The Science Centre is contingent upon receiving funding through grants and sponsorship'.

Moved Rachel Bowen, seconded Kaydee Zabelin.

The **COMMITTEE RESOLVED**

1. That Council receive the Six-Month Performance Report 1 July - 31 December 2025 (Attachment 1) submitted by Te Manawa Museums Trust.
2. That Council receive the draft Statement of Intent 2026-29 (Attachment 2) submitted by Te Manawa Museums Trust.
3. That Council agree that the recommended comments on the draft Statement of Intent 2026–29 outlined in Table 4 be advised to Te Manawa Museums Trust.

Clause 5-26 above was carried 10 votes to 0, the voting being as follows:

For:

Councillors Rachel Bowen, Kaydee Zabelin, Mark Arnott, Brent Barrett, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Debi Marshall-Lobb and Billy Meehan.

Councillor Billy Meehan left the meeting at 10.41am.

6-26 Committee Work Schedule

Moved Rachel Bowen, seconded Kaydee Zabelin.

The **COMMITTEE RESOLVED**

1. That the Arts, Culture & Heritage Committee receive its Work Schedule dated 18 March 2026.

Clause 6-26 above was carried 9 votes to 0, the voting being as follows:

For:

Councillors Rachel Bowen, Kaydee Zabelin, Mark Arnott, Brent Barrett, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru and Debi Marshall-Lobb.

Karakia Whakamutunga

Councillor Kaydee Zabelin closed the meeting with karakia.

The meeting finished at 10.43am.

Confirmed 15 April 2026

Chairperson

MEMORANDUM

TO: Arts, Culture & Heritage Committee

MEETING DATE: 15 April 2026

TITLE: Caccia Birch Masterplan

PRESENTED BY: John Lynch, Manager Venues + Events and Kris Herman / James Marsh, Local Collective Architects

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COUNCIL

1. That Council adopt the Caccia Birch Masterplan to guide future development of the grounds and inform future Long-term Plan processes.
-

1. ISSUE

There is no current Masterplan for Caccia Birch House to guide the future development of the grounds.

2. BACKGROUND

The development of the Caccia Birch House Masterplan reflects a comprehensive and collaborative process that honours the site's heritage, enhances its usability, and safeguards its unique landscape for future generations. The process was grounded in community engagement and interdepartmental collaboration, ensuring the vision for the grounds aligns with both operational needs and community aspirations.

The masterplan is intended to complement the Caccia Birch Conservation and Maintenance Plans, which provide a structured framework for the care and preservation of the historic homestead itself. Together, these documents form an integrated approach to safeguarding and activating the entire Caccia Birch precinct.

The engagement process was led by Local Landscape Architecture Collective on behalf of Palmerston North City Council (PNCC), with guidance from the Venues + Events team, and input from key internal and external stakeholders. It consisted of six primary stages:

1. Project Start-Up and Research
2. Site Visit and Stakeholder Walkabout
3. Workshop 1 – Visioning and Information Gathering

4. Workshop 2 – Review of Draft Masterplan
5. Final Online Presentation to Caccia Birch Trust Board
6. Workshop 3 – Presentation to Stakeholder Group

On 28 January 2025, a stakeholder-led walkabout was conducted to observe site functionality and gain insights from operational and historical perspectives. Key representatives from PNCC Venues + Events, Parks and Reserves, Property, and the Caccia Birch Advisory Group participated, highlighting opportunities for enhanced use of the grounds, including improved infrastructure, garden restoration, visitor connectivity, and event potential.

Held on 27 March 2025, an engagement workshop introduced a participatory mapping process and the MoSCoW prioritisation method (Must Have, Should Have, Could Have, Won't Have) to extract stakeholder aspirations. Attendees included representatives from PNCC, the Caccia Birch Advisory Group, Rangitāne o Manawatū, Massey University, and the Caccia Birch Trust Board.

Key themes included:

- Enhanced pedestrian connectivity and wayfinding
- Historical and cultural storytelling across the site
- Restoration of heritage planting styles (Victorian/Edwardian)
- Infrastructure improvements to support events and visitor use
- Dedicated gardener's quarters
- Appropriate toilet facilities and site amenities

The second workshop on 22 May 2025 presented the draft masterplan and gathered targeted feedback on specific design elements. Stakeholders provided direction on site functionality, heritage integration, ecological considerations, and operational logistics.

Notable refinements included:

- Confirmation of location for gardener's quarters
- Refinement of picnic and play areas near the Coach House
- Strong support for lagoon steps, boardwalks, and ramp connections
- Preference for maintaining flexible event lawns and mobility-friendly access
- Expanded storytelling elements incorporating Rangitāne and military history

To ensure inclusive participation, an online session on 29 May 2025 allowed Trust Board members and other stakeholders to view and respond to the draft. Additional input was gathered around:

- External signage and visibility improvements

- Security (CCTV) considerations
- Future project prioritisation and implementation timelines

The third workshop on 13 August 2025 presented the latest revision of the Masterplan and discussed key enhancements/ projects listed, any missing areas identified, and presented an opportunity for all attendees to voice and discuss their priorities in relation to masterplan projects. It was also discussed to group upgrades in specific areas of the site whilst retaining individual identities so as time and resources allow, components of areas can be undertaken. Another discussion centred on identifying where projects are either operational and can be done as part of business as usual (garden areas as an example), or whether they need to be identified for Long-Term Plan or external funding considerations.

While the masterplan guides the future use and development of the grounds and gardens, it is purposefully aligned with the Caccia Birch House Conservation Plan and Maintenance Plan, which ensure the integrity of the heritage building is preserved. These plans:

- Govern the care of built heritage elements and fabric
- Outline maintenance routines and conservation principles
- Provide heritage context to support the design of outdoor interventions

The masterplan builds upon these foundations by protecting sightlines, respecting heritage garden styles, and ensuring proposed features like paths, storytelling elements, and new facilities are sympathetic to the house’s character. Included is a section outlining strategic and planning context in relation to integration of heritage conservation requirements, alignment with key Council strategies and plans, and District Plan context. As individual projects are developed in future, alignment in these areas will be paramount in detailed design and planning.

The Caccia Birch Masterplan is the result of a collaborative and iterative process, grounded in both heritage conservation and contemporary community use. Engagement has been broad, inclusive, and respectful of the diverse histories represented at the site. As implementation proceeds, the masterplan provides a roadmap for activating the grounds in a manner that enhances both the visitor experience and the cultural significance of Caccia Birch House.

The Caccia Birch Masterplan, Engagement report, and Project Delivery Scenario’s documents have also been circulated to Elected Members on two occasions for feedback in recent weeks.

3. NEXT STEPS

With Council support of the Caccia Birch Masterplan, we will look to include business as usual operational projects into our planned work schedule, and work closely with stakeholders to properly scope and agree the design and inclusions of such areas.

Larger scale projects will be further prioritised with the wider stakeholder group and be presented to Council for consideration as part of the next LTP deliberations. We will also identify opportunities for either partial or full external funding for projects and if available, present and inform to Council for approval.

All key enhancements/ projects identified within the Caccia Birch Masterplan are conceptual only and no design or detailed scope of requirements has been undertaken. This work will be developed through engagement with the larger stakeholder group, estimated, and be brought to Council for consideration and approval on a project by project basis.




The intention is that the masterplan be reviewed approximately every 5 years.

4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	No
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
<p>The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city</p> <p>Whāinga 2: He tāone whakaihiihi, tapatapahi ana Goal 2: A creative and exciting city</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumarua Goal 3: A connected and safe community</p> <p>Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city</p>	
<p>The recommendations contribute to this plan:</p> <p>4. Mahere taonga tuku iho</p> <p>4. Heritage Plan</p> <p>The objective is:</p> <p>Promote, protect, celebrate, and share knowledge of local history.</p>	
Contribution to strategic direction and to social,	These objectives will contribute to our Goal 2 outcomes for our communities to have:

<p>economic, environmental and cultural well-being</p>	<ul style="list-style-type: none"> • our unique heritage preserved and promoted
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ATTACHMENTS

1. Caccia Birch House Masterplan Engagement Report [↓](#) 
2. Caccia Birch Delivery Scenarios [↓](#) 
3. Caccia Birch Masterplan [↓](#) 

Caccia Birch House Masterplan

ENGAGEMENT REPORT

SEPTEMBER 2025
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Prepared for Palmerston North City Council by
Local Landscape Architecture Collective

INTRODUCTION

Background

The aim of the design process is to protect and amplify the unique features of the settlement, utilising in-depth knowledge of the stakeholders, spatial analysis and other information provided in various documents (e.g. the Conservation and Maintenance Plans).

The masterplan will honour the site's rich heritage, foster a sense of belonging, and create a unique and inclusive experience for all users. The design should not only relate to the physical, material fabric but also recognise and honour the people and families who shaped it over the years.

Our design will respectfully consider engagement inputs to inform design principles.

Engagement

Site visit & stakeholder guided walkabout

Local team completed a site visit to get a better understanding of the site and its everyday use through the eyes of some crucial stakeholders. This site visit incorporated a 'stakeholder guided walkabout' method. This gave an opportunity to develop early relationship with key stakeholders prior to Workshop 1.

Stakeholder Workshop 1: information gathering

This workshop provided a chance for a discussion on the key issues and challenges associated with the site, and developing a vision

for the masterplan.

A list of key stakeholders has been prepared by Palmerston North City Council (PNCC) and lines of communication were established to ensure an opportunity for all stakeholders to provide further comments and input.

Stakeholders Workshop 2: Draft masterplan discussion

The second workshop allowed for feedback on the work in progress, draft masterplan drawings. At this stage we looked at spatial diagrams and design iterations. This included assessment and evaluation by stakeholders, who identified key issues and solutions that may require further detailed work.

Online workshop with Caccia Birch House Trust Board

An additional online meeting with the Caccia Birch House Trust Board, was held to present the draft masterplan. Discussion covered familiar points from earlier sessions as well as new topics (signage, CCTV, timelines etc.)

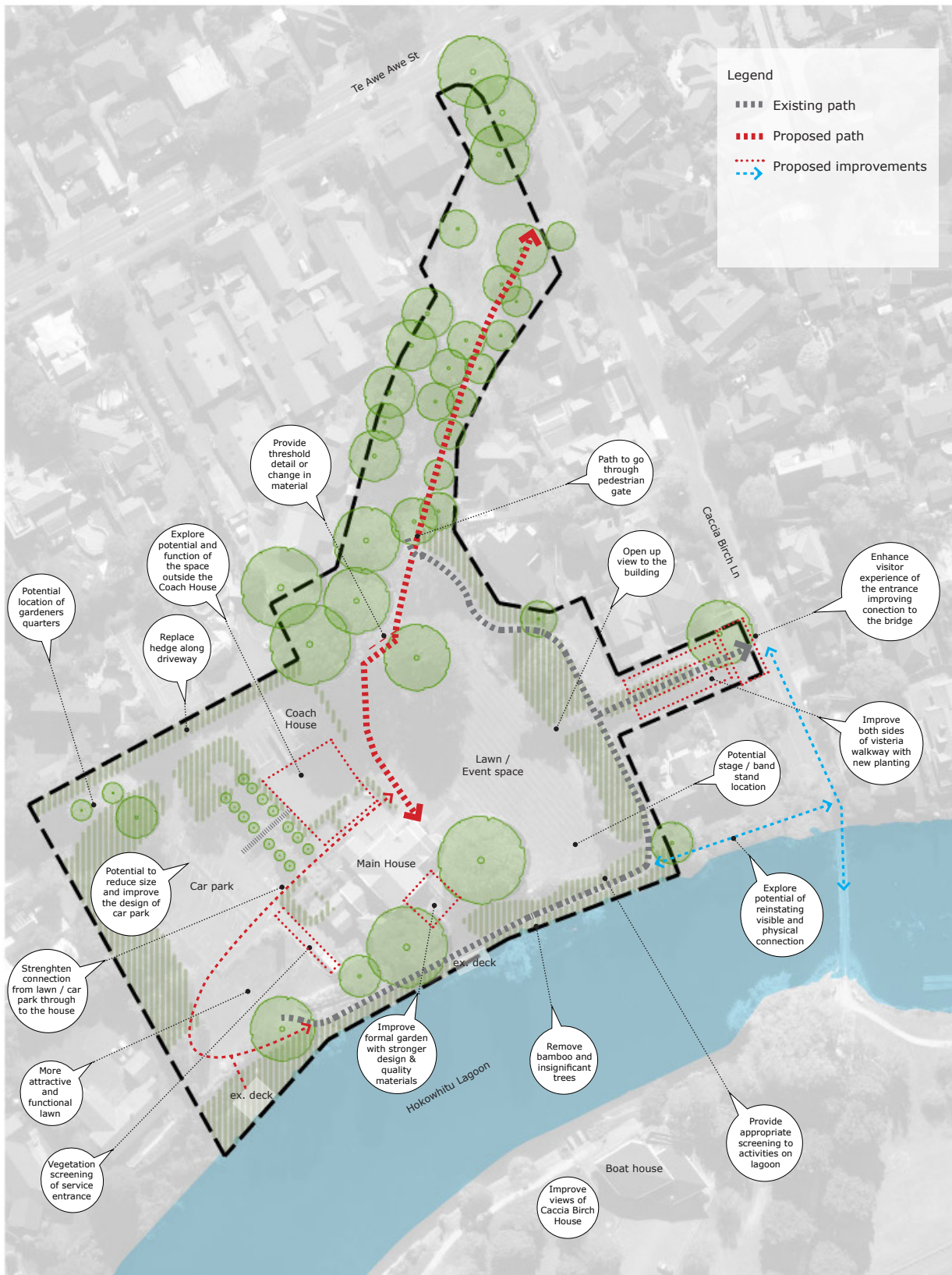
Stakeholders Workshop 3: Pre-final masterplan presentation and discussion

The third workshop's agenda was to present the pre-final masterplan and confirm alignment on the overall strategy. Its goal was to identify priorities and gather stakeholder and partner perspectives on signage, pūrākau / storytelling, and site enhancements before the plan proceeds to PNCC Councillors.

Caccia Birch masterplan project will be comprised of 5 work stages:

- 1 **Project Start Up**
Delivery programme, research, engagement plan
- 2 **Engagement**
Visioning with Stakeholders
- 3 **Masterplan Development**
Draft ideas and discussions
- 4 **Masterplan Review & Submission**
Submission of draft masterplan
- 5 **Report to Council**
Production of Final Report





ENGAGEMENT

SITE VISIT

Stakeholder walkabout

Date: 28th January 2025

Items discussed:

1. Overall improvement / activation of the site to be better suited for varied events
 - High level electrical connection strategy is needed for activation of lawns and the area outside of the Coach House
 - High level lighting strategy to ensure extended evening use
 - Potential pergola / band stand / stage location
 - Additional toilets. Two toilets are located in the Coach House, to avoid portable toilets during events, additional toilets will be necessary.
 - Nominate space for food trucks
2. Overall improvement to the garden
 - Garden planting and materials to reflect the garden styles of early 1900s (late Victorian / Edwardian era). Overall planting strategy needed
 - Improvement in materials used especially in the formal / rose garden overlooking the lagoon and the space outside the Coach House
 - Potager / kitchen / herb garden / picking garden /orchard to be improved or added
 - Find location for rose / rhododendron / camellia gardens and explore potential cooperation with Camellia / Rhododendron Societies etc.
 - Improve spaces on both sides of Wisteria walkway with new planting
3. Improvements to connectivity and views, including connections beyond the site
 - Seek improvement for connectivity and visibility outside of the borders of the site including better experience for both entrances.
 - Pedestrian path leading along main driveway towards the House to be added
 - Open up views to the buildings from Lagoon and the Wisteria walkway
4. Lagoon bank vegetation improvement
 - Removal of some vegetation (bamboo) and exotic trees (poplar)
 - Strategy for lagoon edge planting
5. Location for gardeners quarters
 - Gardening operations require new gardeners quarters with space to store mulch, compost etc.
6. Road and parking
 - Potential to reduce size and improve parking area. Explore the idea of overflow car park if hardscaped park size reduced.
 - Provide clear separation and better solution for distinguishing between the road to parking and the driveway leading to the House
7. Wayfinding and storytelling
 - Explore potentials for better story / history telling around the garden (rather than just in the Coach House)
 - Explore potentials for improved wayfinding

WALKABOUT PARTICIPANTS:

John Lynch - PNCC Manager Venues + Events
 Ashleigh Hughes - PNCC Manager Venues + Events
 Kathy Dever-Tod- PNCC Manager Parks & Reserves
 Charles Foulds - PNCC Parks & Reserves
 Ryan Buckler - PNCC, Gardener
 David Jebanayagam - PNCC, Property
 Jan Lynds - PNCC Support Officer
 Val Burr - Caccia Birch Advisory Group, Historian

ENGAGEMENT

WORKSHOP 1

John Lynch - PNCC Manager Venues + Events
 Ashleigh Hughes - PNCC Manager Venues + Events
 Kathy Dever-Tod- PNCC Manager Parks & Reserves
 Charles Foulds - PNCC Parks & Reserves
 Ryan Buckler - PNCC, Gardener
 David Jebanayagam - PNCC, Property
 Jan Lynds - PNCC Support Officer

Date: 27th March 2025

WORKSHOP 1 PARTICIPANTS:

John Lynch - PNCC Manager Venues + Events
 Ashleigh Hughes - PNCC Manager Venues + Events
 Charles Foulds - PNCC Parks & Reserves
 David Jebanayagam - PNCC, Property
 Jan Lynds - PNCC Support Officer
 Tian - PNCC Caccia Birch House
 Cat Kelly - PNCC Events Team Officer
 Orphée Mickalad - PNCC Councilor
 Margaret Tennant - Caccia Birch Advisory Group
 PNCC Heritage Reference Group
 Tania Kopytko - Caccia Birch Advisory Group
 PNCC Heritage Reference Group
 Trish Keiller - Caccia Birch Advisory Group
 Warren Warbrick - Rangitāne o Manawatu
 PNCC Heritage Reference Group
 Geoff Watson - Massey University
 PNCC Heritage Reference Group
 Leah Crisp - Chair of the Caccia Birch Trust Board
 Kris Herman & James Marsh - Local Landscape
 Architecture Collective

Our inclusive, stakeholder focused approach to design and site planning integrates stakeholder contributions at several stages, to ensure a well-rounded and holistic process with no surprises. During the two engagement workshops ideas will be explored, tested and evaluated.

Workshop 1 has been completed, and was aimed at information gathering. Through 'Participatory Mapping' we used large scale plans, aerial images of the site, post-it notes, notes and sketching to make visible the association between opportunities, stakeholder expectations and visions and spatial realities and constraints of the site. This workshop allowed for an open conversation where all present stakeholders (both on-site and on-line) had an opportunity to talk and share on what was important to them when it comes to the future of the Caccia Birch House grounds.

Methods:

- MoSCoW prioritisation method**

To ensure that the stakeholder engagement is effective, structured and focused on developing a clear vision, we will introduce the MoSCoW (Must Have, Should Have, Could Have, Won't Have this time) prioritisation method during the workshops.

Based on its simplicity and clarity, MoSCoW makes it easy for all stakeholders to understand the project priorities. It is helpful in managing stakeholder expectations and communication between larger number of external team members. By clearly defining the project's needs and wants. It provides a shared understanding of what's crucial for the project's success and what can be set aside if needed.

- Spatial Diagramming**

During the engagement workshops we freely discussed a variety of notions and ideas. To provide clarity, these have been summarised on the following pages and presented on several layers of diagrammatic representation of the space. Diagrams and text descriptions touch on connectivity improvements, planting strategy, structures, spaces, infrastructure and storytelling.



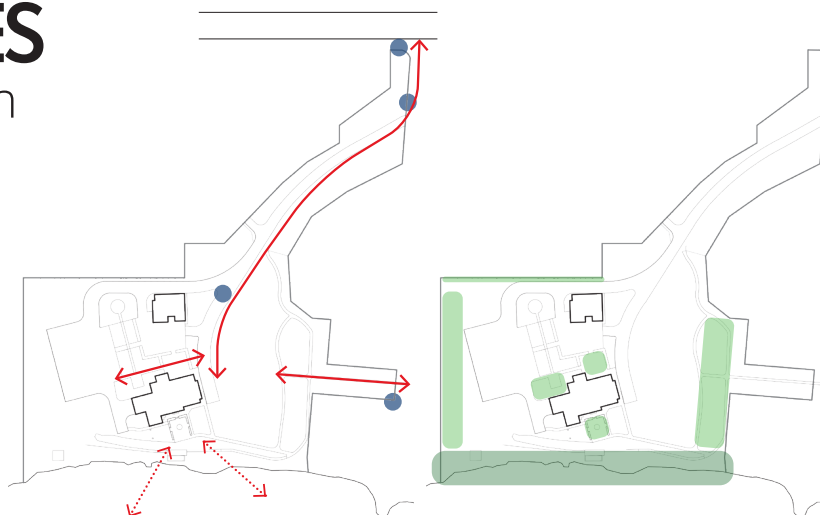


3D printed models of Caccia Birch House and the Coach House as well as site aerial photograph displayed during Workshop 1

PRIORITIES

for masterplan development

Conversations and notes from the first workshop were synthesised into 5 groups of priorities (both “must haves” and “should haves” from the MoSCoW method). These will be translated into key design moves during masterplan development.



Improved connectivity

Pedestrian connectivity

Improved connection for pedestrian visitors include a new footpath through the main drive and towards the main house. Better pedestrian experience entering through the side entrance and Wisteria walk, as well as a more attractive and clear pedestrian connection through the parking lot towards the main Caccia Birch House entrance.

Entrance and visitor signage

Most of the workshop participants identified connectivity and visitor signage as the most urgent aspect of the site that needs improvement. This should include better visitors experience entering the site and entrance visibility from the adjacent streets.

Planting

Lagoon edge

Lagoon planting should include bamboo removal and weed clearing as well as planting native plants. Suggestions for plant species included harakeke, raupō and nīkau.

Fruit trees

Fruit trees were mentioned as a garden element that can bring the site closer to the original use of the site, both by Rangitāne, and the families that lived in Caccia Birch House. Rangitāne used sites around Hokowhitu lagoon to grow fruits, including peach. During the subsequent (colonial) domestic use, the garden would have most likely also included fruit trees.

Kitchen / herb garden

Several workshop participants mentioned kitchen and herb gardens as another way of providing a stronger link to the original domestic functions of the gardens. This provides an opportunity to connect with the community through both existing gardening societies as well as new community gardening initiatives.

Alpine garden

Photos provided during the workshop showed past use of the current formal rose garden. The area between the house and the lagoon edge was previously an alpine garden. Workshop participants recognised this as a favourable future use scenario, appropriate for the site’s exposure, and appreciating the ease of maintenance and climate change adaptation.



Structures & spaces

Gardeners’ Quarters

Workshop participants agreed with the need of locating gardeners’ quarters within the site. The North-West corner of the site seems to be a good place for this allowing a good access and being away from main areas and hidden from visitors’ views.

Band stand / rotunda

Location of a band stand, rotunda or deck for performers should be included in the masterplan. This is to be further developed and consider functionality, vistas/views and future power sources, lighting.

Paved area outside of the Coach House

The masterplan needs to address functionality and activation strategies for the paved area outside of the Coach House. Prior to the 1980s redevelopment of the site this was a location of a small outdoor pool. Some workshop participants raised concern over the stability / subgrade quality in this paved area.

Lawns

The masterplan should include a proposal to address added functionality and activation of the main lawn and the back lawn behind the house (between parking and lagoon edge).

Paving at the house entrance

Options should be considered for the shape, materiality and future additional functions of the paved area outside the main entrance to Caccia Birch House.

Infrastructure

Power sources

Power sources should be planned to assist with future events. Location should be carefully considered to promote variety of potential use scenarios and to be future proof.

Lighting

Lighting in the garden was briefly noted during the workshop, but recognised as important to these participants who mentioned it. Adding lighting to the garden should extend evening use, enhance visibility throughout the site and add to the overall aesthetic value.

Parking

Parking infrastructure was noted as key for the use of the site. The participants agreed that the number of parking spaces should not be reduced (see “won’t have” paragraph on page 10) but potential improvements to the layout should be considered.

Storytelling

Rangitane site history

Storytelling strategy should include information on iwi history of the site. Stories about Caccia Birch House site include Rangitane growing peach trees on this side of the lagoon. Presented narratives could go beyond the site and include a broader look at the history of Hokowhitu Native Reserve (1864 to 1890s), and its division into seven sections among Rangitane hapū, which is still resonating with the members of the Iwi.

History of Caccia Birch House

Storytelling was recognised as a key item by the workshop participants. Although the exhibition at the Coach House is generally appreciated for its merits and broad spectrum of information, stakeholders recognise that the garden needs an outdoor storytelling strategy with various options noted (family photographs and stories, QR codes). The stories of the site and the people, should recognise the need for proportional representation (see page 11), with domestic use being the main focus.

OTHER ITEMS

nice to have & won't have

A few items during the workshop were recognised as 'nice to have' and 'won't have'. Some ideas discussed were also outside of the scope of landscape masterplan works. These are also recognised as useful suggestions for the development of the masterplan.

Nice to have

Additional toilets

A need for additional toilet facilities was also expressed during the workshops. This is especially apparent when larger events are hosted. Caccia Birch House would prefer to avoid the use of portable toilets, but it's unclear at this stage if this should be an extension of current facilities or potentially a new building.

Water activities

Ideas for water activities on Hokowhitu lagoon were mentioned. Workshop participants imagined the potential for Caccia Birch House visitors to use row boats, paddle boats or punting boats on the water. This could also create a new connection through to the Boat House on the other side of the lagoon.

Sculptures

The landscape architects mentioned sculpture and other art work that could be placed in the garden to enhance its visual appeal and to accentuate garden structure and main axes.

Won't have

Parking reduction

Workshop participants agreed that the parking should not be reduced as the current capacity is necessary for current and future events. Layout changes can be considered but without major changes to the size of the paved area.

Outside of the scope

Digital engagement

Several workshop participants noted the need of improved social media and digital communications to engage and invite visitors. Stakeholders mentioned drone images, quality photographs and other visual elements that can be used for the digital engagement.

Garden Societies

Caccia Birch House should recognise local and national garden societies and work them to improve thematic and heritage gardens. Camellia, Rose and Herb Societies were mentioned.

Pedestrian enhancements and signage outside of the site boundary

Some enhancement to the pedestrian connectivity, such as new road crossing on Caccia Birch Lane were mentioned. New signage or upgrade to the existing, outside of the site boundaries might need to be considered. This can be noted on the masterplan as items outside of the scope.

Engagement on military history

Meeting with Joe Hollander was held on March 18th and provided an opportunity to gather information on the Military history of Caccia Birch House.

Items discussed:

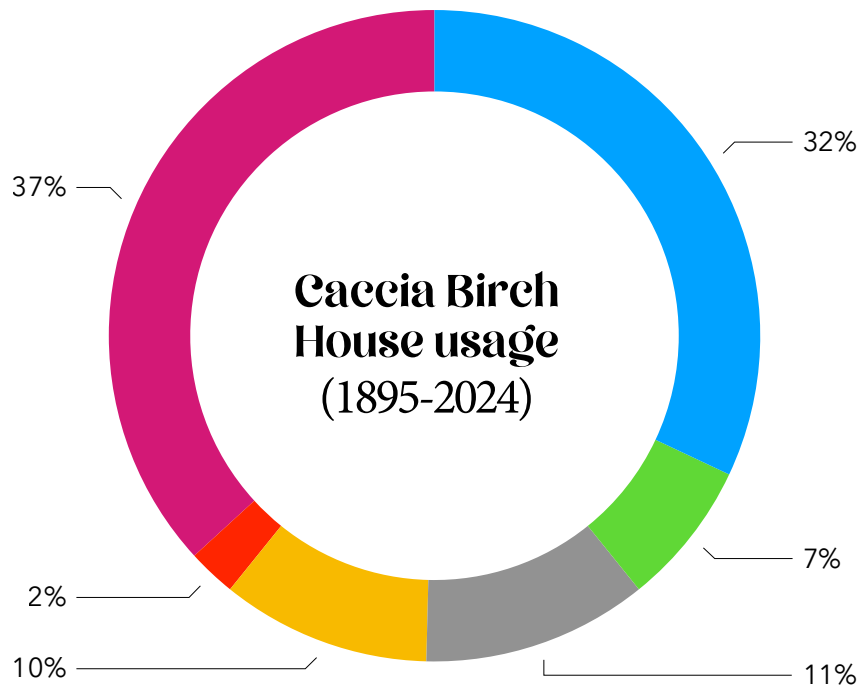
Military presence at Caccia Birch (1941-1944)

Alterations and additions were made to the Caccia Birch House property to make offices and lecture rooms available for Army instructional staff, and provide living quarters (in huts), ablutions, mess-rooms, cooking facilities etc. Work was completed in March 1942 and the property was vacated by the army by March 1944 (converted into convalescent and rest home). Caccia Birch House was one of several venues used by military during the wartime, including Massey University Campus.

Storytelling and inspiration for future structures

Storytelling and signage in the Caccia Birch House garden should include reference to the period of military use. This can include recognising views across the lagoon towards important military related sites (Hokowhitu NZIC Campus), Te Motu o Poutoa (later known as ANZAC park). Architectural design of some new features in the park could consider drawing inspiration from military huts that were possibly located on the lawn of Caccia Birch House from 1942 to 1944.

● PNCC Ownership ● Derelict ● Education ● Nurses ● Military ● Domestic Use



Caccia Birch House usage breakdown graph (1895-2024)
 Graphs supplied by Leah Crisp (Caccia Birch Trust Board)

ENGAGEMENT

WORKSHOP 2

Date: 22nd May 2025

WORKSHOP 2 PARTICIPANTS:

John Lynch - PNCC Manager Venues + Events
Ashleigh Hughes - PNCC Manager Venues + Events
David Jebanayagam - PNCC Capital Projects Officer
Steve Easthope - PNCC Manager Venues & Events
Jan Lynds - PNCC Support Officer
Cat Kelly - PNCC Events Team Officer
Kathy Dever-Tod- PNCC Manager Parks & Reserves
Tania Kopytko - Caccia Birch Advisory Group (online)
PNCC Heritage Reference Group
Warren Warbrick - Rangitāne o Manawatū
PNCC Heritage Reference Group
Geoff Watson - Massey University
PNCC Heritage Reference Group
Leah Crisp - Caccia Birch Trust Board (online)
Stuart Robbie - Caccia Birch Trust Board
Kris Herman & James Marsh - Local Landscape
Architecture Collective

Stakeholders workshop 2 was focused on the draft masterplan discussion, which allowed for the consideration and feedback on the work in progress, refinement and adjusted direction for plan development. At this stage we will look at spatial diagrams and design iterations. This will include assessment and evaluation by stakeholders, identifying key issues and solutions that may require further detailed work

Meeting Agenda

1. Introductions and apologies

2. Engagement report from Workshop 1

Comments, reviews, missed information & opportunities.

3. Presentation of draft Caccia Birch House masterplan diagrams and plan

Local (Kris & James) presenting slides with work in progress diagrams and the draft masterplan. Print outs will be available.

4. Discussion on the draft masterplan

- a. Comments on the general direction and key decisions
- b. Missed opportunities and potential misinterpretations
- c. Design options

5. Individual mark-ups

An opportunity for individual mark-ups and written comments on the masterplan printouts.

6. Next steps

Short discussion on next steps and program for masterplan works

7. Closing

MEMORANDUM

TO: Arts, Culture & Heritage Committee

MEETING DATE: 15 April 2026

TITLE: Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts)

PRESENTED BY: Gillian Tasker, Community Development Advisor

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts)' presented on 15 April 2026.
-

1. ISSUE

- 1.1 Community Arts Palmerston North Incorporated (trading as Square Edge Community Arts ('SECA')) is delivering its fourth annual report (January – December 2025) as a Sector Lead organisation, which is appended to this memorandum as Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of SECA against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage SECA as a Sector Lead organisation.
- 2.2 The Sector Lead Partnership model was trialled from 1 July 2022 – 30 June 2023, and was approved to continue, as per Council's resolution of 18 December 2023:

'That Council approve the continuation of the Sector Leads Partnership model in principle, as per the Support and Funding Policy 2022, and note that appropriate budget will be established for Sector Lead partners within the draft 2024-2034 Long-Term Plan.'

- 2.3 A three-year Partnership Agreement commenced between SECA and the Council in July 2022 for the period 1 July 2022 to 30 June 2025.
- 2.4 In September 2024, staff completed an evaluation to determine continued partnership with SECA as a Sector Lead organisation. It was confirmed that SECA continue to demonstrate the six criteria of sector leadership and as such, would continue as a Sector Lead.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. REPORT ANALYSIS

- 3.1 SECA is an independent charitable trust and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Manawatū and Rangitikei District Council’s Creative Communities Schemes, and the New Zealand Lottery Grants Board. SECA works towards meeting several different investment outcomes through its activities and, therefore, their report includes activities that are not solely funded by Council.
- 3.2 SECA was incorporated as Palmerston North Community Arts Council in 1972. In 2004, the Palmerston North Community Arts Council took over management of the Square Edge Creative Centre from the Manawatū Community Arts Centre Trust. Council has supported SECA through a management agreement that allows SECA to retain the surplus revenue from the management of the Square Edge building, and with an operational grant. Over time the grant has increased as services were added including implementation of a new strategic plan and development of new arts events and programmes.
- 3.3 While the Sector Lead agreement specifically covers initiatives that focus on the city of Palmerston North, staff acknowledge that work completed by SECA has far broader impacts on the wider Manawatū region. SECA provides sector leadership in both a citywide and regional capacity.
- 3.4 A new three-year Partnership Agreement commenced between SECA and the Council in July 2025, for the period 1 July 2025 to 30 June 2028. The Agreement stipulates that activities funded contribute to the achievement outcomes within the Council’s Whāinga 2: He tāone whakaihiihi, tapatapahi ana, Goal 2: A creative and exciting city.
- 3.5 The activities funded through this Partnership Agreement align with the following outcomes:
 - a vibrant city that connects people, and where creativity is built into our cityscape
 - an arts community and cultural facilities that are well supported and invested in

- our unique heritage preserved and promoted
- opportunities to celebrate our many cultures
- access to exciting, well-managed events and activities throughout the city and its neighbourhoods.

3.6 The amount of funding SECA receives through this Sector Lead Partnership Agreement is \$110,000 per annum (plus GST). Funding has been adjusted for inflation in years two and three.

3.7 Note the Partnership Agreement does not include funding for Art Trail Manawatū, as this is a large event which is funded separately via the Major Events Fund.

3.8 **Table: Assessment of agreed activities**

Activity	Comment	Assessment (Not met; developing; or met)
Manage the Square Edge Arts Centre building	Square Edge effectively manages a highly utilised, multi-purpose facility that supports a diverse range of tenants, programmes, and community activities. The building is well-regarded as an accessible and welcoming hub, reflecting strong operational management. However, limited staffing capacity presents a risk to maintaining service levels as demand grows.	Met
Develop, run and promote arts programmes, workshops, exhibitions, performances and support local artists	Square Edge delivers a high volume and diverse range of programmes and events, demonstrating strong capability in programme development and community engagement. The organisation plays a key role in supporting local artists through exhibition opportunities and sector connections, with effective promotion driving strong participation. Resourcing and funding constraints may limit future growth and sustainability of delivery.	Met
Collaborate with other Arts Sector leaders to develop new initiatives and opportunities	Square Edge demonstrates strong collaboration across the arts sector, working with education providers such as Manawatū Art Teachers Association, cultural organisations such as Ngā Toi Harakeke, and regional partners including Feilding & Districts Art Society to deliver	Met

Activity	Comment	Assessment (Not met; developing; or met)
	initiatives such as Art Trail Manawatū and joint exhibitions. These partnerships contribute to new opportunities for artists and increased sector connectivity. While collaboration is a clear strength, capacity and resourcing constraints may limit the organisation’s ability to initiate and scale new collaborative projects over time.	
Sector Leadership Activities		
Provide capacity-building and support for other community organisations to develop and connect	Square Edge demonstrates strong performance as a sector lead through active facilitation of partnerships, co-delivery of programmes, and provision of accessible space and resources. Evidence includes collaborations with organisations such as the Multiple Sclerosis Society, UCOL, and Toioho ki Āpiti, as well as initiatives supporting migrant and refugee artists with HOW2. The organisation enables skill development, confidence-building, and sector connectivity through exhibitions, workshops, and events. This reflects a well-embedded approach to empowering community groups and fostering sustainable participation in the arts sector.	Met
Deliver the highest level of expertise and highest quality service	The organisation provides a high standard of service delivery, supported by skilled staff with expertise across arts management, curation, and operations. Feedback from stakeholders highlights professionalism, strong technical support, and high-quality gallery and venue provision. Subsidised access to facilities ensures inclusivity while maintaining quality. Overall, Square Edge is recognised as a trusted and capable provider, consistently delivering positive user experiences and sector value.	Met
Think, work, and advocate strategically	Square Edge demonstrates a clear strategic focus, particularly in fostering partnerships, enhancing community engagement, and advocating for the value of the arts. Initiatives	Met

Activity	Comment	Assessment (Not met; developing; or met)
	such as Art Trail Manawatū and the introduction of TUITUI Gallery reflect forward-thinking and alignment with broader cultural and community outcomes. However, ongoing operational pressures and limited staffing capacity constrain the organisation’s ability to fully realise strategic opportunities and expand its advocacy role.	
Have robust strategic and business plans in place	Governance and planning structures are in place, with an active board and recent strategic plan refresh identifying key priorities such as revenue diversification and operational efficiency. This indicates a sound framework for future sustainability. However, reliance on contestable funding and limited resourcing present risks to long-term financial stability and implementation of strategic goals. Continued focus on strengthening financial resilience and capacity will be important to support ongoing delivery.	Met

- 3.9 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.10 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is ‘better off’ because of the activities or services, as well as ‘how much’ of the activity or service was delivered and ‘how well’ it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2025 to 31 December 2025 is appended to this memorandum as Attachment 2.
- 3.11 SECA demonstrated strong reach and consistent delivery of activities across 2025, with a notable increase in community engagement in the second half of the year. Walk-in participation rose significantly from 73,314 in January–June to 100,953 in July–December, while delivery remained high with 48 exhibitions, 47 workshops and eight programmes across the year. Artist engagement remained strong overall (315 then 241), although membership levels were relatively stable rather than growing.

- 3.12 Quality of delivery was a clear strength, with all programmes achieving 100% completion and Net Promoter Score improving from 63.4 to 68.3 over the year. Newly introduced satisfaction measures also indicate a high-quality participant experience, with 93% of workshop participants and 100% of programme participants reporting satisfaction. These results suggest SECA is delivering well-managed, valued experiences that meet or exceed participant expectations.
- 3.13 Outcomes relating to community connection and artist development were particularly positive. A high proportion of members reported feeling more connected to the arts community (increasing to 85%), while 74% of participants reported gaining new networks and 77% of programme participants reported increased connections.
- 3.14 Artist confidence improved markedly to 95% in the second half of the year, alongside strong skills development outcomes (95% for workshops and 82% for programmes), indicating SECA is effectively contributing to both social connectedness and the capability of local artists. Evidence shows SECA is delivering well against core community development outcomes: strong participation, high satisfaction, improved connectedness, and meaningful artist capability-building.
- 3.15 Overall, SECA appears to have delivered funded outcomes effectively in 2025, with strongest performance in engagement scale, participant experience and community/artist development outcomes. The organisation’s results support a view that it is making a positive contribution to Palmerston North’s arts ecology and to community connection through accessible arts participation.
- 3.16 The performance measure data provides an evidence base to support the information in the annual report.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of Community Arts Palmerston North Incorporated (trading as Square Edge Community Arts, or SECA) for 2025.
- 4.2 Staff assess SECA is performing well overall against its agreed activities.
- 4.3 SECA’s performance is strong, with clear evidence of impact and strategic direction, though continued attention to organisational capacity and financial resilience will be critical to maintaining and enhancing delivery at a sector leadership level.

5. NEXT STEPS



- 5.1 Staff will continue to support SECA to deliver the wide-ranging activities and initiatives covered by the Sector Lead Partnership Agreement.

5.2 SECA will present its next Annual Report, covering year two of the agreement in the first quarter of 2027. Further staff commentary on progress will also be provided at that time.

6. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 2: He tāone whakaihiihi, tapatapahi ana Goal 2: A creative and exciting city	
The recommendations contribute to this plan: 5. Mahere toi 5. Arts Plan The objective is: Support community arts initiatives and organisations	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead Organisations contribute to the achievement of Council’s strategic direction, particularly Goals 2, 3 and 4, which seek to enhance the social, economic, environmental and cultural wellbeing of the community.

ATTACHMENTS

1. Square Edge Community Arts (SECA) Annual Sector Lead Report January to December 2025 [↓](#) 
2. Community Arts Palmerston North (SECA) Performance measure data for 1 January 2025 to 31 December 2025 [↓](#) 

MEMORANDUM

TO: Arts, Culture & Heritage Committee

MEETING DATE: 15 April 2026

TITLE: Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach)

PRESENTED BY: Gillian Tasker, Community Development Advisor

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach)' presented on 15 April 2026.
-

1. ISSUE

- 1.1 Creative Sounds Society Incorporated (CSSI) (known as The Stomach) is delivering its fourth annual report (January – December 2025) as a Sector Lead organisation, which is appended to this memorandum as Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Creative Sounds against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage Creative Sounds as a Sector Lead organisation.
- 2.2 The Sector Lead Partnership model was trialled from 1 July 2022 – 30 June 2023, and was approved to continue, as per Council's resolution of 18 December 2023:

'That Council approve the continuation of the Sector Leads Partnership model in principle, as per the Support and Funding Policy 2022, and note that appropriate budget will be established for Sector Lead partners within the draft 2024-2034 Long-Term Plan.'

- 2.3 A three-year Partnership Agreement commenced between Creative Sounds and the Council in July 2022 for the period 1 July 2022 to 30 June 2025.

- 2.4 In September 2024, staff completed an evaluation to determine continued partnership with Creative Sounds as a Sector Lead organisation. It was confirmed that Creative Sounds continue to demonstrate the six criteria of sector leadership and as such, would continue as a Sector Lead.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. REPORT ANALYSIS

- 3.1 Creative Sounds Society Incorporated is an independent charitable trust and receives multiple and diverse sources of funding, including from Palmerston North City Council, New Zealand Music Commission, Department of Internal Affairs Lottery Grants, Eastern and Central Community Trust and other funders. The Stomach works towards meeting several different investment outcomes through its activities and, therefore, their report includes activities that are not solely funded by Council.
- 3.2 Creative Sounds Society has supported the local music community with an all-ages music venue, recording and rehearsal facilities since its incorporation in 1988. Over the past thirty-six years Council has supported Creative Sounds with a lease agreement for the Council-owned music studio space, and with an operational grant. Additionally, Creative Sounds has raised significant funding to expand and upgrade the building in partnership with Council.
- 3.3 A new three-year Partnership Agreement commenced between Creative Sounds and the Council in July 2025, for the period 1 July 2025 to 30 June 2028. The Agreement stipulates that activities funded contribute to the achievement outcomes within the Council's Whāinga 2: He tāone whakaihiihi, tapatapahi ana, Goal 2: A creative and exciting city and from Whāinga 3: He hāpori haumarū, Goal 3: A connected and safe community.
- 3.4 The activities funded through this Partnership Agreement align with the following outcomes:
- a vibrant city that connects people, and where creativity is built into our cityscape
 - an arts community and cultural facilities that are well supported and invested in
 - opportunities to celebrate our many cultures
 - access to exciting, well-managed events and activities throughout the city and its neighbourhoods
 - access to services and facilities that are inclusive and appropriate for their needs
 - access to safe and accessible community places

3.5 The amount of funding Creative Sounds receives through this Sector Lead Partnership Agreement is \$140,000 per annum (plus GST). Funding has been adjusted for inflation in years two and three.

3.6 **Table: Assessment of agreed activities**

Activity	Comment	Assessment (Not met; developing; or met)
Deliver regular gigs for people of all ages and diverse interests featuring local, national, and international artists who might not otherwise be booked in commercial spaces or tour to this city	The organisation delivers a consistent live music programme, with 53% of shows featuring touring artists and policies ensuring local artist inclusion. Events such as <i>Swamp Fest</i> and <i>Palmy Punk Fest</i> demonstrate diversity, intergenerational engagement, and strong attendance. This supports a vibrant, non-commercial live music ecosystem accessible to a broad audience.	Met
Provide an industry standard, professional style, recording studio of considerable size and flexibility for local musicians of all ages and abilities with a low cost, affordable pricing model	The recording studio is a clear strength, enabling high-quality outputs while reducing financial barriers through funding support. Increased usage and demand, alongside nationally recognised outcomes, confirm industry-standard delivery. The proposed expansion of a second studio reflects both demand and strategic growth potential while maintaining affordability for local users.	Met
Provide publicly accessible and affordable, high quality rehearsal spaces and equipment for local musicians	The organisation provides well-utilised rehearsal spaces with strong uptake, particularly among community groups and people with disabilities (notably 266 daytime bookings). Investment in equipment and facilities reduces barriers to participation and supports equitable access. The space is positioned as inclusive, safe, and highly accessible for diverse users.	Met

Activity	Comment	Assessment (Not met; developing; or met)
Provide equipment hire, such as vocal PA and backline to support local musicians	Equipment hire services are actively delivered (20+ hires), supporting events and musicians across the city. Recent investment in backline upgrades has increased capacity and flexibility, enabling broader community benefit. This service contributes to the wider music ecosystem by supporting external venues and initiatives.	Met
Create and maintain a network of connections to the broader New Zealand music community and industry	The organisation demonstrates strong national connectivity through partnerships (Radio Control, IMNZ, NZ Music Commission) and hosting industry events. Representation at national forums and awards enhances visibility and strengthens Palmerston North's position within the music ecosystem. These networks provide direct benefits to local artists through access to industry knowledge and opportunities.	Met
Provide education and mentoring opportunities for local musicians	Mentoring and development are embedded through studio production, youth opportunities, and structured programmes (e.g. <i>The All In Band</i> , industry panels). Evidence of artist progression (e.g. youth artist success stories) indicates meaningful impact. Informal and formal learning environments contribute to skill development across a range of experience levels.	Met
Be accessible for people who experience challenges to participation in music, because of age, gender, identity, ethnicity, socio economic	Accessibility is a core strength, with targeted engagement of people with disabilities and inclusive programme design. The organisation actively removes financial, social, and physical barriers through affordable services, partnerships, and inclusive kaupapa. Programmes such as <i>The All In Band</i> demonstrate tangible outcomes in confidence, participation, and wellbeing.	Met

Activity	Comment	Assessment (Not met; developing; or met)
situation, disability or neurodiversity		
Positively promote Palmerston North via the organisation's highly regarded reputation among the New Zealand music community as well as through regular engagement with touring artists, and promotion of Palmerston North gigs and local music scene via The Stomach newsletter and other outlets such as local and national media	The organisation plays a significant role in promoting Palmerston North nationally through touring artist engagement, national campaigns, and industry participation. Its reputation as a high-quality, all-ages venue contributes positively to the city's identity. Events and communications (including national media exposure) reinforce Palmerston North as a creative and supportive music hub.	Met
Sector Leadership Activities		
Provide capacity-building and support for other community organisations to develop and connect.	The organisation demonstrates strong capacity-building through partnerships with disability providers (e.g. MASH Trust, Creative Journeys, Tōtāko Options) and delivery of collaborative programmes. These initiatives build skills, confidence, and social connection for participants while strengthening cross-sector relationships. Additionally, industry networking events (e.g. 'Going Local') provide pathways for community organisations and artists to connect with national bodies.	Met
Deliver the highest level of expertise and highest quality	Evidence indicates delivery of high-quality, professional services, particularly within the recording studio, which produced nationally	Met

Activity	Comment	Assessment (Not met; developing; or met)
service	recognised outputs (e.g. charting singles and media placements). Stakeholder feedback (e.g. Russell Street School) highlights professionalism, technical expertise, and effective communication. Investment in upgraded backline and infrastructure further supports service quality and user experience.	
Think, work, and advocate strategically	The organisation demonstrates strategic advocacy through national representation (Independent Music Venues Aotearoa board) and engagement in sector-wide initiatives. Programming decisions (e.g. co-headlining policy ensuring local artist inclusion) show deliberate ecosystem development. Exploration of a secondary commercial studio model indicates forward planning toward financial sustainability and sector leadership.	Met
Have robust strategic and business plans in place	While a formal plan is not explicitly outlined, evidence of long-term thinking is present through sustainability planning (secondary studio, expansion concepts, diversified revenue streams). The organisation shows awareness of funding pressures and is proactively identifying business model adaptations.	Met

- 3.7 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.8 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is ‘better off’ because of the activities or services, as well as ‘how much’ of the activity or service was delivered and ‘how well’ it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance

measure data for the period 1 January 2025 to 31 December 2025 is appended to this memorandum as Attachment 2.

- 3.9 Membership has remained stable across 2025, increasing slightly from 338 to 339, indicating sustained engagement. Accessibility outcomes remain consistent, and increased newsletter activity in the second half (2 to 5) suggests improved communication with members.
- 3.10 Recording facility use declined significantly, with client numbers reducing from 34 to 15 and recorded hours decreasing from 384 to 203 in the second half of 2025. This reduction reflects a combination of factors, including staff prioritising more complex, higher-quality recording projects, as well as inconsistencies in how usage hours were captured; the latter has since been addressed with staff to improve data accuracy. In contrast, rehearsal facility use remained stable (827 to 886 hours), indicating sustained demand for core rehearsal services.
- 3.11 Education activity delivery decreased from 9 to 5 sessions across 2025, although attendance increased from 60 to 75, indicating fewer but potentially better-attended sessions towards the close of the year. Engagement with groups remained relatively steady (17 to 15), suggesting maintained community relationships despite reduced programme output.
- 3.12 The Net Promoter Score for the second half of 2025 is not valid due to incorrect methodology, limiting trend analysis of client advocacy. Service quality and community outcomes remain strong overall, with 100% client satisfaction reported and high levels of positive outcomes, including approximately 95% of participants reporting improved connection and achievement of goals.
- 3.13 Overall Creative Sounds Society demonstrates stable membership, strong satisfaction, and consistently positive community outcomes. The performance measure data provides an evidence base to support the information in the annual report.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of Creative Sounds Society Incorporated (The Stomach) for 2025.
- 4.2 Staff assess Creative Sounds are performing well overall against its agreed activities.
- 4.3 The organisation demonstrates strong performance across community development, service delivery, and sector leadership outcomes. It operates as a critical piece of creative infrastructure within Palmerston North, providing accessible, high-quality services that support musicians at all stages. Its strengths lie in inclusivity, partnerships, and the delivery of tangible outcomes for priority groups, particularly young people and those facing barriers to participation. The organisation also

contributes meaningfully to the local and national music ecosystem through events, industry engagement, and artist development.

4.4 Strategically, the organisation shows a clear understanding of its role and future challenges, particularly in relation to financial sustainability and growing demand for services. Current initiatives (e.g. studio expansion, national advocacy, infrastructure investment) indicate a proactive and forward-looking approach. Overall, the organisation is performing at a high level and continues to deliver strong value against funded outcomes, with clear potential for continued growth and sector impact.

5. NEXT STEPS

5.1 Staff will continue to support Creative Sounds to deliver the wide-ranging activities and initiatives covered by the Sector Lead Partnership Agreement.



5.2 Creative Sounds will present its next Annual Report, covering year two of the agreement in the first quarter of 2027. Further staff commentary on progress will also be provided at that time.

6. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
<p>The recommendations contribute to:</p> <p>Whāinga 2: He tāone whakaihiihi, tapatapahi ana Goal 2: A creative and exciting city</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumaruru Goal 3: A connected and safe community</p>	
<p>The recommendations contribute to this plan:</p> <p>5. Mahere toi</p> <p>5. Arts Plan</p> <p>7. Mahere tautāwhi hapori</p>	

<p>7. Community Support Plan</p> <p>The objective is:</p> <p>Support community arts initiatives and organisations</p> <p>Support for-purpose organisations and communities of interest, and deliver programmes to promote community wellbeing</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>Sector Lead Organisations contribute to the achievement of Council’s strategic direction, particularly Goals 2, 3 and 4, which seek to enhance the social, economic, environmental and cultural wellbeing of the community.</p>

ATTACHMENTS

1. Creative Sounds Society Inc Annual Sector Lead Report January to December 2025 [↓](#) 
2. Creative Sounds Society Inc Performance Measure Data for 1 January 2025 to 31 December 2025 [↓](#) 

COMMITTEE WORK SCHEDULE

TO: Arts, Culture & Heritage Committee

MEETING DATE: 15 April 2026

TITLE: Committee Work Schedule

RECOMMENDATION(S) TO ARTS, CULTURE & HERITAGE COMMITTEE

1. That the Arts, Culture & Heritage Committee receive its Work Schedule dated 15 April 2026.

COMMITTEE WORK SCHEDULE – APRIL 2026					
No.	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction/ Clause number
1.	15 April 2026	Caccia Birch – Draft Masterplan	General Manager Customer & Community		
2.	15 April 2026	Annual Sector Lead Report: Community Arts Palmerston North Incorporated (Square Edge Community Arts)	General Manager Customer & Community		22 November 2023 Clause 43-23
3.	15 April 2026	Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach)	General Manager Customer & Community		22 November 2023 Clause 43-23
4.	17 June 2026	Summer Shakespeare annual presentation			Terms of Reference
5.	17 June 2026	Final Statement of Intent 2026-2029 – Te Manawa, The Globe	General Manager Customer & Community		Terms of Reference

6.	23 September 2026	Annual Report 2025-2026 – The Regent, Te Manawa, The Globe	General Manager Corporate Services		Terms of Reference
7.	23 September 2026	Annual Report from PN Public Sculpture Trust	General Manager Customer & Community		Council 29 April 2019 Clause 36.4
8.	23 September 2026	Annual report on Maintenance and Renewal Plans and Budgets for Cultural Facilities	General Manager Infrastructure		
9.	23 September 2026	Annual progress report on the development of heritage themes, including military heritage, across Council programmes	General Manager Strategic Planning		10 August 2022 Clause 17.2
10.	23 September 2026	Caccia Birch – Annual Report 2026	General Manager Customer & Community		Council 3 December 2025 Clause 197-25
11.	23 September 2026	Heritage Reference Group	General Manager Strategic Planning		
12.	TBC 2026	Annual Report – Community Funding Allocation 2025/2026 - arts, culture and heritage groups	General Manager Customer & Community		Rec 1c of the Community Grants & Events Funding Review – May 2020
13.	TBC	Legal set up of Joint CCO – Te Motu o Poutoa	General Manager Corporate Services	On hold until funding has been secured	4 June 2025 Clause 91-25
14.	TBC	Update on Te Motu o Poutoa Development Plan	General Manager Infrastructure	Awaiting decision on the Rangitāne application to the	26 April 2023 Clause 4-23

				Māori Economic Development fund, project remains on hold	
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