

# Strategic Plan

2023 - 2028



# Ngaio Marsh and Marton Cottage

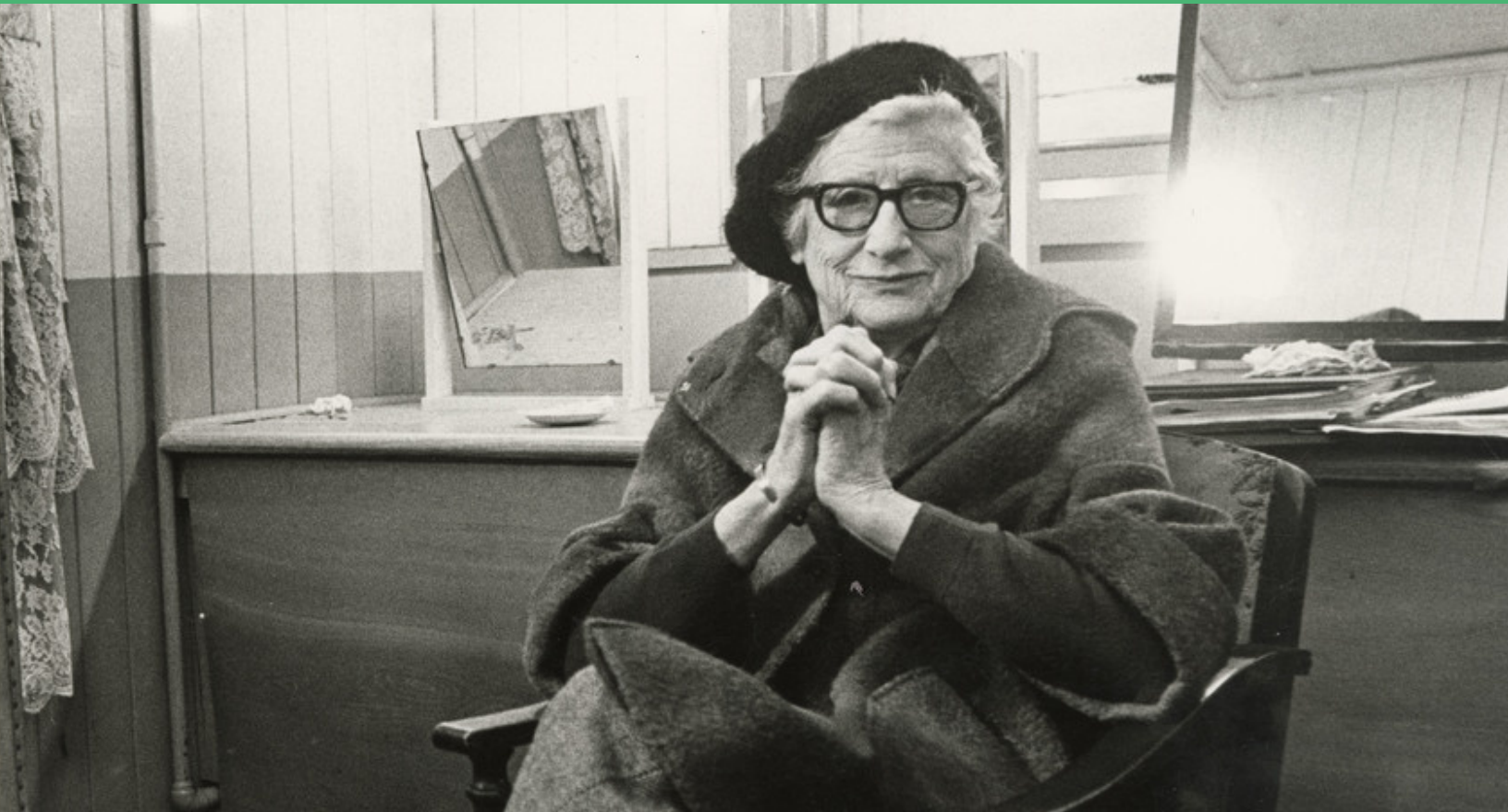


Hugely talented, charming and enigmatic, Ngaio Marsh is one of New Zealand's best-known literary figures. She was for a time our most famous export around the globe.

She was a true pioneer – overcoming the barriers of her time to rise to the peak of society as an internationally-successful, independent female artist. She was a creative powerhouse whose influences are still felt today.

Originally known as Marton Cottage, Ngaio Marsh House was built for Dame Ngaio's parents in 1906 by noted Christchurch architect Samuel Hurst Seager, a cousin of Dame Ngaio's mother Rose.

The house is listed by Heritage New Zealand Pouhere Taonga as a Category 1 Historic Place of special or outstanding historical or cultural significance or value.





# About the Trust



Ngaio Marsh House and Heritage Trust is a small voluntary-run charitable trust dedicated to:

- Restoring and preserving Ngaio Marsh House and Garden, opening it to the public and enriching the national cultural heritage of New Zealand.
- Encouraging an appreciation and study of the literary and dramatic achievements of Dame Ngaio Marsh.



## OUR PURPOSE

After Dame Ngaio's death in 1982, Ngaio Marsh House was inherited by a cousin and rented out, until dedicated local people raised funds to buy it.

With community funding and a partial loan from Christchurch City Council, the house was purchased by the newly-formed Ngaio Marsh House and Heritage Trust, and opened to the public in 1996.

This incredible tradition of kaitiakitanga (stewardship) from the community and from her whanau (family) is part of what makes Ngaio Marsh House so special.



# Our Vision



As Kaitiaki (Trustees) of Ngaio Marsh House and Heritage Trust, it is our responsibility to identify and realise a clear vision for the future of Ngaio Marsh's legacy.

Our Kaupapa (vision) is that the home, works and memory of Ngaio Marsh are known, enjoyed and appreciated by present and future generations.





# Our Plan



The purpose of strategic planning is to set overall goals for the Ngaio Marsh House and Heritage Trust and to develop a plan to achieve them. Having a Strategic Plan will move the Trust closer to achieving our vision by tracking progress.

The Trust has identified 16 specific goals, which have been broken down into unique projects and activities to complete over the next five years, 2023 to 2028.



## MONITORING PROGRESS

This Strategic Plan is supported by more detailed business plans to allow the Trust, Friends, and Volunteers to manage, monitor and measure progress and success. The business plans provide a timeframe and set parameters in which projects and activities can be monitored and achieved.

We will know we have achieved goals in the Strategic Plan when there is a clear understanding by the Trust, Friends, Volunteers, Funders, and the public about how the Trust will move towards their vision within the next five years.



# Strategic Themes and Goals



## Theme

## Goals

Preserve, restore and maintain the house, garden and collection in line with heritage best practice to ensure it is protected for current and future generations

- Develop a maintenance plan
- Identify priorities and plan capital maintenance projects
- Update the garden conservation plan and implement, honouring the original design and intent of Ngaio Marsh
- Finalise the ownership status of all items in the house
- Conservation plan for the care and conservation of items
- Continue to catalogue the collection.

Continue to tell the story of Dame Ngaio Marsh, her achievements, and her home as a significant part of our local, national and international cultural heritage

- Continue to improve the visitor experience
- Increase the number of visitors in line with our consent.

Partner, support and engage with our community to promote appreciation of Ngaio Marsh's life, work, home and legacy

- Increase community engagement with Ngaio Marsh's life work, her home and legacy.

Ensure effective governance of the Trust

- Develop an aspirational organisational structure
- Review the relationship with the Friends of Ngaio Marsh
- Business Improvement
- Implement a Document Management System
- Health and Safety plan.

Develop sustainable sources of funding for the house, garden and collection

- Maintain operational funding for the house
- Align fundraising to our priority capital projects.



# Projects 2023-2028



Strategic theme	Goal	Project	Year 0 2023	Year 1 2024	Year 2 2025	Year 3 2026	Year 4 2027	Year 5 2028
Preservation, Restoration & Maintenance	Develop a maintenance plan for the property	Develop an annual maintenance plan						
		Establishment of boundaries						
	Identify prioritise & plan capital maintenance projects	Weathertightness project (Phase 2)						
		Driveway bank stability						
		Health & Safety upgrade of exterior infrastructure						
		Driveway & parking area upgrade						
		Develop a "Future Use" plan for the property						
		Review & update the conservation plan for the garden, honouring the original design & intent of Ngaio Marsh	Review & update Conservation Plan					
	Implement the Conservation Plan							
	Finalise ownership status of all items in the house	Agreements drafted & signed with all owners						
	Conservation plan for the care & conservation of items	Develop a conservation plan						
	Continue to catalogue the collection	Digitally catalogue & classify the contents of the house						



# Projects 2023-2028 (continued)



Strategic theme	Goal	Project	Year 0 2023	Year 1 2024	Year 2 2025	Year 3 2026	Year 4 2027	Year 5 2028
Telling the story	Continue to improve the visitor experience	Develop a Visitor Experience Strategy						
	Increase the no. of visitors in line with our consent	Develop a Marketing & Communications Plan						
Partnership & Promotion	Increase community engagement	Stakeholder analysis & engagement strategy						
Good governance	Develop an aspirational organisational structure	Identify key skill requirements for trustees, volunteers						
	Review relationship with the Friends of Ngaio Marsh	Work with the Friends to define and agree their role with the Trust						
	Business Improvement	Develop & implement processes, policies, procedures						
	Implement a document management system (DMS)	Digitisation of paper						
		Transfer archive						
		DMS fully implemented						
Health and Safety	Develop a Health and Safety manual							
Sustainable Funding	Maintain operational funding	Create an annual budget, fundraise to cover expenses						
		Identify opportunities to secure a long-term fixed annual grant						
		Proactively seek more opportunities to increase income sources						
	Align fundraising to priority capital projects	Determine priority projects post feasibility study						



**NGAIO  
MARSH  
HOUSE**

AND HERITAGE TRUST

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