

STRATEGIC PLAN 2020



2015 - 2020

NGAIO MARSH HOUSE & HERITAGE TRUST

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Strategic Plan 2020

NGAIO MARSH HOUSE & HERITAGE TRUST

PURPOSE OF THIS PLAN

This document summarises the vision, mission and strategic plan for the Ngaio Marsh House and Heritage Trust. The document includes the short and medium term strategies with a clear set of actions to achieve the Vision.

WHO WE ARE AND WHAT WE DO

The Ngaio Marsh House and Heritage Trust was established in 1992 as an incorporated charitable Trust. The objects of the Trust are to preserve and maintain the Ngaio Marsh House and to present it to the public; and to encourage an appreciation and study of the literary and dramatic achievements of the late Dame Ngaio Marsh.

For the upkeep of the house, the Trust relies on visitor admission fees, grants, donations and fundraising.

HISTORY

On her death in 1982, Ngaio bequeathed Marton Cottage¹, to her cousin John Dacres-Mannings of Sydney who offered it for purchase to the New Zealand Historic Places Trust in 1992. A group which included Colin McLachlan (later to become Chairman of the Ngaio Marsh House Trust) felt strongly that the house should be acquired as a memorial museum. A proposal was put to the Christchurch City Council who declined but advised the group that if they could find a bank loan for half the purchase price they would lend the other half.

The Ngaio Marsh House and Heritage Trust was formed and the house was officially opened to the public in November 1996.

The Trust started paying off both the loans but eventually over a period of years, the City Council wrote off the balance of its loan. The remaining loan has now been repaid.

The Trust remains a community based voluntary organisation committed to the objects of the Trust.

¹ now known as Ngaio Marsh House situated at 37 Valley Road, Cashmere, Christchurch, New Zealand

CURRENT STATUS

Property

Ngaio Marsh house is situated on a property of 2633m² at 37 Valley Road (Lot 2 DP 19885 CT 762/84). The home, which has been enlarged over the years, was built when Ngaio was just ten, and was designed by leading Christchurch architect Samuel Hurst Seager.

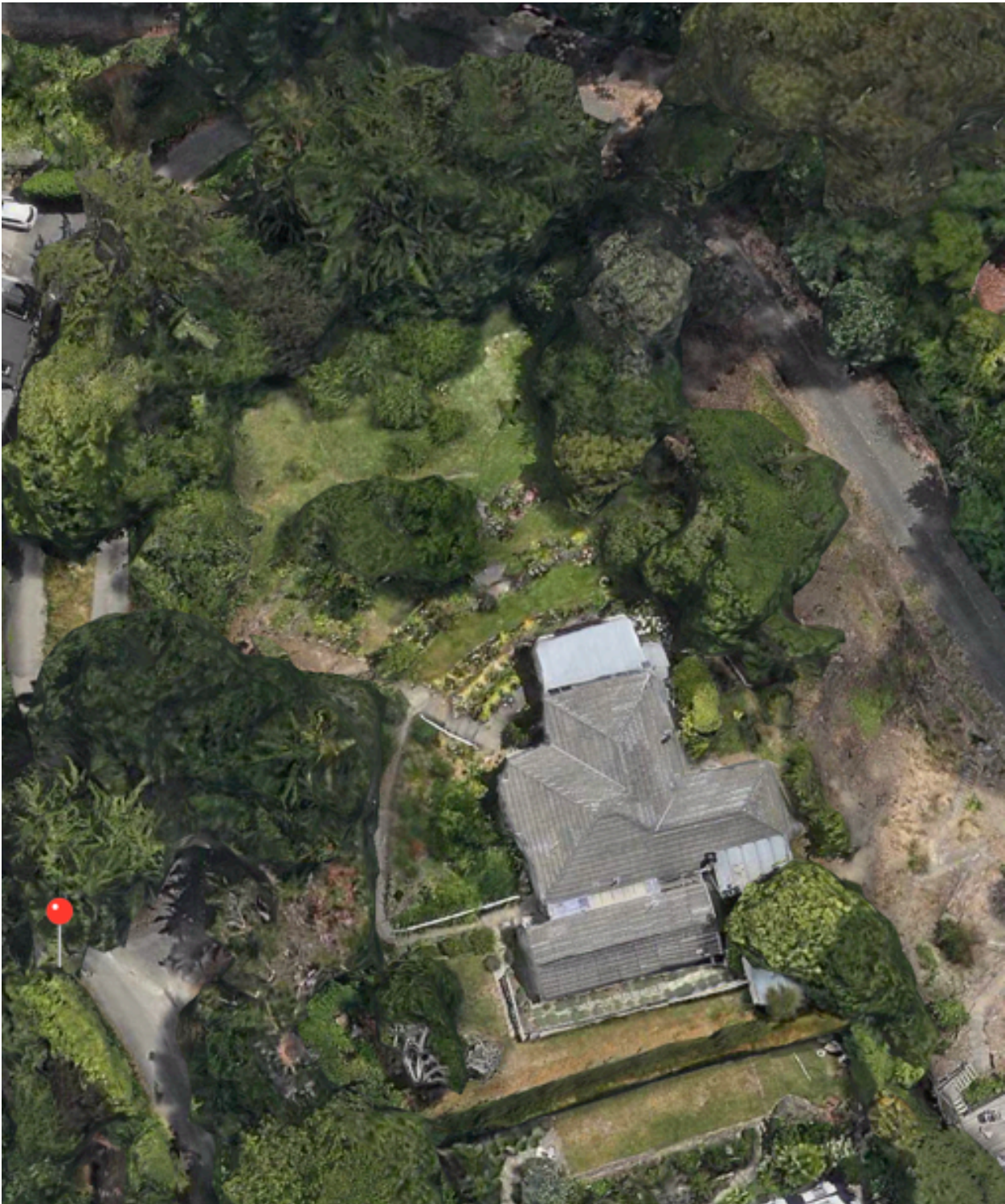


FIGURE 1 - 37 VALLEY ROAD, CASHMERE, CHRISTCHURCH

The Surroundings - Cashmere, Christchurch

The suburb of Cashmere rises above the southern end of the city of Christchurch in New Zealand's South Island. Cashmere is situated on the north side of the Port Hills, immediately above the southern terminus of Christchurch's main street, Colombo Street. Five kilometres south of the city centre. Above Victoria Park is Sugarloaf, a 496 m peak, which is the location of the 119 m transmission tower for local radio and TV stations.

Cashmere takes its name from Sir John Cracroft Wilson's farm, which originally occupied the present suburb. Wilson was born in India and named his farm after Kashmir (Cashmere is an early British spelling of Kashmir). The house Wilson built for his Indian workers is today a function centre known as The Old Stone House (currently under repair after the Canterbury earthquakes).

Cashmere has a reputation as one of the country's more well-to-do and affluent suburbs, and the 2006 census revealed there was generally higher mean income in the suburb compared to other areas in Christchurch.

Some of the notable buildings in Cashmere include Dame Ngaio Marsh's Home and two of Harry Ell's rest houses, the Sign of the Takahe and the Sign of the Kiwi. Both are Category I heritage buildings.

Schools include Cashmere Primary, Thorrington Primary and Cashmere High School. Princess Margaret Hospital, built in 1959, was once thought to become the main hospital of Christchurch, but it was too far from the central city.

The Cashmere Club is home to many local sports groups including rugby, soccer, bowls, badminton, darts, squash and small bore rifle shooting. The Canterbury Ring Laser facility is located in the Cracroft Caverns, an underground bunker complex built during World War II.

John Cracroft Wilson (1808-1881), Member of Parliament and Dame Ngaio Marsh (1895–1982) were both considered to be key notable past residents of Cashmere.

Developing a Strategic Plan

On 20 June 2015, members and friends of the Ngaio Marsh house and Heritage Trust met at Knox Church Lounge to consider a new strategic direction for the Trust.

The aspects considered at this workshop were:

- **Current Situation** - including People, Place, Perception, Projections, Products, Price and “Perhaps”. This was an honest appraisal of how things are right now.
- **Strengths, Weaknesses, Opportunities and Threats** to achieving our vision.
- **Looking Around** – current and merging trends in our community and emerging needs, what are groups similar to ourselves doing so as to ensure we are not duplicating what is already provided by others.
- **Looking back - our underlying values** – what would Ngaio Marsh want from the Trust?
- **Looking back - defining moments in the history** of the Trust – that have shaped and established where we are today
- **Looking in** – how do others see us, what we are good at now
- **A future vision for the future**

The notes from the workshop were circulated to all attendees and a final revised version was issued.

VISION AND MISSION FOR THE NGAIO MARSH HOUSE & HERITAGE TRUST

Following the workshop in May 2015 the following “picture of the future” was agreed as a desirable outcome:

1. A vibrant and successful trust promoting part of Christchurch art history and the arts community, providing the ongoing opportunity to remember and experience Ngaio Marsh, her art and her style.
2. A sustainable business model that ensures that there is adequate funding available to preserve Marton Cottage (or Ngaio Marsh House) in perpetuity.

The key emerging themes that were discussed during the workshop included:

- The need to maintain a business focus and develop a solid business foundation for the Trust that is sustainable for the foreseeable future
- The need for Trustees to be business orientated to ensure business continuity.
- The need to ensure both local and international awareness of the House.
- The need to be using modern communication methods such as social media to market the house and the various events and activities undertaken by the Trust. This “picture of the future” formulated during the workshop was developed into a concise Vision and Mission statement for the Ngaio Marsh House & Heritage Trust and this forms the basis of this Strategic Plan.

Our Vision:

The memory, the works and the home of Ngaio Marsh are known, enjoyed and appreciated by present and future generations.

Our Mission:

To provide and manage a sustainable Trust and supporters’ group to keep the memory and works of Dame Ngaio Marsh alive, fresh, and enjoyed by a wide range of people from across the globe, providing a range of opportunities, events and facilities that highlight her life and work, preserve and enhance her home and offices at Marton Cottage.

ACTION PLAN

The Strategic Action Plan (Action Plan) was initially developed during the strategic planning workshop but was further enhanced in subsequent discussions and with the input of a range of individual trustees and friends.

The Action Plan is a “living document” forming the basis of strategic actions to achieve the Vision and Mission of the Trust and Friends of the Trust. Each action defined in the plan is related the Mission and Vision as defined above.

Each action is assigned a responsible person or persons and has a timeframe for completion. The Action Plan is to be reviewed at least annually. The Action Plan is not a public document.

REVIEW

This document is to be reviewed on a biannual basis.