

AMPLEFORTH ABBEY TRUST
PROCURATOR'S DEPARTMENT
SUMMARY DEVELOPMENT PLAN
2010 - 2015

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SECTION	PAGE NUMBER
Procurator's Department Mission Statement	03
The Benedictine Character of the Procurator's Department	04
Ampleforth Abbey & Ampleforth Abbey Mission Statement	04
The Rule of St Benedict	05
Core Values: An Articulation	06
Departmental Mission Statements	08
Human Resources Department	08
Finance Department	09
General Services Department	10
Estate Department	12
Development Office	13
Commercial Operations	15

Procurator's Department Mission Statement

The mission of the Procurator's Department is to support the monastic community of Ampleforth Abbey in all of its various works, namely:

- Ampleforth College¹
- St Martin's Ampleforth²
- St Benet's Hall³
- Hospitality⁴
- Parochial ministry⁵
- Ampleforth Abbey Trading Ltd⁶

The Procurator's Department enables strategic planning and policy development, seeks to support staff in their duties and professional development, is responsible for the proper use of financial resources, facilitates the efficient and effective delivery of services, cares for the physical environment in all its aspects, fosters the wider Ampleforth community and enables major projects through development work and various commercial operations.

¹ An independent boarding school for boys and girls aged 13-18.

² An independent preparatory school, with pre-prep and nursery, for boys and girls aged 3-13.

³ A Permanent Private Hall in the University of Oxford, which matriculates both lay and monastic students for University degrees.

⁴ Guests are welcomed for advertised retreats and private stays, offering an opportunity for prayer and reflection.

⁵ Three dependent monasteries and thirteen parishes.

⁶ Ampleforth Abbey Trading Ltd, which is in the process of development and expansion, encompasses among other things the farm, lettings of residential property, summer lettings, the St Alban's Sports Centre, the Tea Room, the Book Shop, the School Shop, the Orchard (including cider and cider brandy production), and The Windmill. The revenues generated through these activities are used to support the charitable works of the Abbey listed above.

The Benedictine Character of the Procurator's Department

Sharing closely in the work of the monastery, the Procurator's Department shares also in the values of the Benedictine community of Ampleforth Abbey. A brief explanation of how the monastery influences the work of the Procurator's Department is given below.

Ampleforth Abbey

The Abbey of St Laurence at Ampleforth is the largest Benedictine community in Britain. Observing the vows of the monastic life, eighty men live according to the Gospel as interpreted in the *Rule of St Benedict*, sharing a common life of prayer and work. The Community has adopted the following as its mission statement.

Ampleforth Abbey Mission Statement

- We are a community of monks who seek God according to the Gospel and the *Rule of St Benedict*.
- At the heart of our life together are our common celebration of the Liturgy of the Hours and the Eucharist, our private prayer, and our reflection on the Word of God in Scripture.
- We are committed to support and serve each other, as we strive daily for personal and communal holiness, in fidelity to monastic living.
- We seek to establish and maintain a joyful, simple and balanced life in prayer, work and time for each other.
- We aim to serve the Church and the world in all our works, including our traditional commitment to education, pastoral ministry and hospitality, trying to recognise Christ in all whom we meet.
- In all this, we aspire to offer to the secular world a witness to the lasting values of the Gospel.

As their duties allow, all staff are welcome to share in the prayer of the monastic community, whether at Mass or at one of the occasions of prayer in the Abbey Church. A timetable is published on the notice board near the entrance to the Church.

The Rule of St Benedict

St Benedict wrote his *Rule* for monks in sixth-century Italy, but its adaptability and humanity, along with its spiritual vitality, ensured not only its spread throughout Western Europe, but its continued longevity and reach into North America, Africa and the Orient. Moreover, for more than 1500 years the *Rule of St Benedict* has inspired both monastic and lay people to live lives of faith and virtue in pursuit of all that is good and true. Although written in the first instance for monks, the *Rule* provides a vision of life and a set of values which, in principle, are open to all people: if the values of the *Rule* are truly 'values', truly good for people, then they do not apply simply to monks or to Christians, but express ways of behaving that enhance human life for everyone.

In the *Rule*, St Benedict envisaged that under the abbot, who was the superior of the Community, there should be a monk, who would be responsible for the Community's works. This monk was known as the 'Cellarer' – at Ampleforth, the 'Procurator' – and it is this responsibility which the Procurator's Department discharges.

The duties and responsibilities of the Cellarer are set out by St Benedict in Chapter 31 of his *Rule*. It is important to note, however, that St Benedict explains not only what the Cellarer should do, but the manner in which he should do it. The issue of human relationships is one of central significance for St Benedict in his description of community life, and this is reflected in what he says about how the Cellarer should conduct his affairs.

Chapters 31 and 32 of the *Rule*, which deal with the Cellarer and the responsibility of all monks to care for the monastery's goods, are given below.

Chapter 31: Qualifications of the Monastery Cellarer

As cellarer of the monastery, there should be chosen from the community someone who is wise, mature in conduct, temperate, not an excessive eater, not proud, excitable, offensive, dilatory or wasteful, but God-fearing, and like a father to the whole community. He will take care of everything, but will do nothing without an order from the abbot. Let him keep to his orders.

He should not annoy the brothers. If any brother happens to make an unreasonable demand of him, he should not reject him with disdain and cause him distress, but reasonably and humbly deny the improper request. Let him keep watch over his own soul, ever mindful of that saying of the Apostle: *He who serves well secures a good standing for himself* (1 Tim 3:13). He must show every care and concern for the sick, children, guests and the poor, knowing for certain that he will be held accountable for them on the day of judgement. He will regard all utensils and goods of the monastery as sacred vessels of the altar, aware that nothing is to be neglected. He should not be prone to greed, not be wasteful and extravagant with the goods of the monastery, but should do everything with moderation and according to the abbot's orders.

Above all, let him be humble. If goods are not available to meet a request, he will offer a kind word in reply, for it is written: *A kind word is better than the best gift* (Sir 18:17). He should take care of all that the abbot entrusts to him, and not presume to do what the abbot has forbidden. He will provide the brothers their allotted amount of food without any pride or delay, lest they be led astray. For he must remember what the Scripture says that person deserves *who leads one of the little ones astray* (Matt 18:6).

If the community is rather large, he should be given helpers that with their assistance he may calmly perform the duties of his office. Necessary items are to be requested and given at the proper times, so that no one may be disquieted or distressed in the house of God.

Chapter 32: The Tools and Goods of the Monastery

The goods of the monastery, that is, its tools, clothing or anything else, should be entrusted to brothers whom the abbot appoints and in whose manner of life he has confidence. He will, as he sees fit, issue to them the various articles to be cared for and collected after use. The abbot will maintain a list of these, so that when the brothers succeed one another in their assigned tasks, he may be aware of what he hands out and what he receives back.

Whoever fails to keep the things belonging to the monastery clean or treats them carelessly should be reproved. If he does not amend, let him be subjected to the discipline of the rule.

Core Values: an Articulation

At Ampleforth, it is our belief that St Benedict's wisdom does and should influence all of us in our work and dealings with each other. In particular, St Benedict stressed the importance of the person and the quality of the relationships of people living and working together. He respected the individual's freedom, but at the same time noted that there might need to be a little strictness to 'amend faults and safeguard love'. In his humane approach, he directed that the Abbot should 'arrange everything that the strong have something to yearn for and the weak nothing to run from', and that 'in all things God should be glorified'.

So, how should these values make a difference to us who live and work at Ampleforth?

Attentiveness

'Listen carefully, my child, to the Master's instructions, and attend to them with the ear of your heart. This is advice from a father who loves you; welcome it, and faithfully put it into practice.' (RSB Prologue 1)

The first word of the *Rule* is 'Listen' and what St Benedict asks of his readers is a careful listening to other people and their needs: it means taking them seriously. Religious believers understand this as an expression of their faith, the counterpart to their careful listening to God in prayer.

Hospitality

'All guests who present themselves are to be welcomed as Christ.' (RSB 53:1)

We should be noted for our warmth, acceptance and joy in welcoming others.

Respect

'They should each try to be the first to show respect to the other, supporting with the greatest patience one another's weaknesses of body or behaviour.' (RSB 72:4-5)

If we really listen to other people, then we are treating them with respect. The consequence of this is that we should be patient with them and seek to understand their situation and what they are saying, regardless of background, intelligence or professional skill.

Integrity

'If he teaches his disciples that something is not to be done, then neither must he do it.' (RSB 2:13)

We should speak the truth and act accordingly.

Stewardship

'He will regard all utensils and goods as the sacred vessels of the altar, aware that nothing is to be neglected.' (RSB 31:10)

At Ampleforth, as well as valuing the beauty of our environment, we should appreciate and care properly for all the things that we need and use to do our jobs.

Equilibrium

'All things are to be done in moderation.' (RSB 48: 9)

The monastic life is meant to be a balanced one and is sometimes characterised by the expression, 'Prayer and Work'. But more than this, the Benedictine notion of balance also involves using our resources wisely and avoiding over-indulgence in all areas of life, as we seek to establish a proper work-life balance.

For the sake of ease, these Benedictine Core Values can be referred to by the acronym **AHRISE**, comprising the first letter of each value.

AMPLEFORTH ABBEY TRUST PROCURATOR'S DEPARTMENT SUMMARY DEVELOPMENT PLAN 2010-2015

DEPARTMENTAL MISSION STATEMENTS AND STRATEGIC AIMS

With the *Rule of St Benedict* as their guide, the Procurator and his team are committed to recognising our staff, whether full-time or part-time, monastic, lay or volunteer, as valued individuals and team members, ensuring that they feel respected, motivated and supported in their roles. This basic consideration underpins departmental planning and staffing needs, and is borne in mind even when difficult decisions have to be taken. For this reason Health and Safety is given the highest priority.

HUMAN RESOURCES DEPARTMENT

<p><i>HAZEL RAW, HUMAN RESOURCES MANAGER</i></p>	<p>The Human Resources Department seeks to support staff in their duties and professional development</p> <p>Its mission is to set the highest standards of people management structures, procedures and practices in support of the various works of Ampleforth Abbey.</p>
<p>STRATEGIC AIMS</p>	
<ol style="list-style-type: none"> 1. To strengthen the effectiveness of the Abbey's works and enhance Ampleforth's reputation as an employer through performance management and staff development 2. To build human resource capacity and develop the accessibility of policy and guidance materials, so as to ensure legislative compliance and to provide the essential HR support to all staff 3. To develop an organisational culture that is recognisably Benedictine in the character of its leadership, management and workforce, and in which all staff feel included, involved and valued in their work 4. To establish a framework of fair and transparent staff remuneration and benefits 5. To build and manage high-performance through quality induction, training and development 6. To align HR measurement with the priorities of the Abbey's works to improve performance through monitoring and benchmarking systems 	

FINANCE DEPARTMENT

<p><i>KATHRYN ROSE, DIRECTOR OF FINANCE</i></p>	<p>The Finance Department is responsible for the proper use of the Abbey's financial resources.</p> <p>Its mission is to help the Abbey achieve its goals by providing high quality, timely financial information and advice, so as to support the management and control of its resources, and to ensure compliance with relevant legislation.</p>
<p>STRATEGIC AIMS</p>	
<ol style="list-style-type: none"> 1. To develop clear financial strategies 2. To ensure that people have the necessary financial information, guidance and support in order to be able to make informed decisions and meet the Trusts' and Trading Company's financial strategies 3. To ensure compliance with relevant legislation (e.g., HMRC, Charity Commission) 4. To develop and maintain effective systems for internal controls 5. To ensure cash flow and investments are properly managed 	

GENERAL SERVICES DEPARTMENT

<p><i>BRIAN MENNIE, GENERAL SERVICES MANAGER</i></p>	<p>The General Services Department is responsible for catering, housekeeping, logistics, security and transport and information technology.</p> <p>Its mission is to enhance all aspects of the works of the Abbey by delivering services through an efficient and appropriate infrastructure of departments, and providing the very highest quality products and services possible within the budget and funds allocated.</p>
<p>STRATEGIC AIMS</p>	
<p>Catering</p> <ol style="list-style-type: none"> 1. To manage proactively catering infrastructure and equipment, so as to maintain compliance with legislation and ensure capability to meet changing demands relating to increasing commercial activity in conjunction with Ampleforth Abbey Trading Ltd 2. To develop a programme for the routine replacement of fabric and furnishings, so as to maintain the quality of provision 3. To introduce a quality audit system 4. To reduce waste across all departmental activities 5. To reduce energy usage 6. To investigate the potential of becoming self-sufficient in a line, or lines, of produce 7. To increase support for local businesses 	
<p>Housekeeping</p> <ol style="list-style-type: none"> 1. To develop the housekeeping operation, so as to maintain compliance with legislation and ensure capability to meet changing demands relating to increasing commercial activity 2. To introduce a quality audit system 3. To investigate the potential of developing the laundry into a commercial operation 4. To standardise housekeeping activities campus-wide 5. To centralise the purchasing of cleaning chemicals under the housekeeping deptment 6. To review the system for payroll submissions 	

Logs & Security

1. To co-locate logistics, security and transport, as so to create a support 'hub'.
2. To ensure accurate billing of services with appropriate inter-departmental recharges
3. To introduce a quality audit system
4. To improve 24 hr security and fire alarm cover
5. To improve transport support across all the Trusts' and Trading Company's activities

IT

1. To implement and consolidate an IT strategy following the recent IT audit in support of the Abbey's works
2. To introduce a quality audit
3. To centralise the purchasing of equipment and replacement schedule guidelines and policy
4. To introduction a common, campus-wide, chit system for all departments
5. To audit and control printing
6. To establish a system for long-term document storage/archiving

ESTATE DEPARTMENT

<p><i>DAVID READ, ESTATE MANAGER</i></p>	<p>The Estate Department is responsible for the physical assets of Ampleforth Abbey.</p> <p>Its mission is to develop, conserve and sustain the Abbey's physical asset base and infrastructure in order to provide appropriate resources for its various works.</p>
<p>STRATEGIC AIMS</p>	
<ol style="list-style-type: none"> 1. To review and develop both 5 and 20 year plans that are robust, appropriate and affordable 2. To provide effective access and circulation throughout the estate with modern safety systems and appropriate sustainable services 3. To provide accommodation across all functions of the Abbey's works in the most cost-effective manner, considering statutory responsibilities, thermal efficiency and sustainable energy supplies 4. To develop and enhance best practice maintenance systems to maximise asset capability 5. To maximise rental income from agricultural land 6. To secure a sustainable energy resource from the Abbey freehold/leasehold land 	

DEVELOPMENT OFFICE

<p><i>JOZEF MYCIELSKI, DIRECTOR OF DEVELOPMENT</i></p>	<p>The Development Office is responsible for fundraising and fostering relationships with the wider Ampleforth community.</p> <p>Its mission is twofold first to plan and implement a fundraising strategy that supports the various works of Ampleforth Abbey and second, to establish a coherent and vibrant relationship management that engages with and enlarges our constituent support groups.</p>
<p>STRATEGIC AIMS</p>	
<p>FUNDRAISING</p>	
<p>1. To establish a fundraising strategy that supports the various works of Ampleforth Abbey</p> <p>2. To establish fundraising as a major, enduring work of Ampleforth Abbey and its various works. Priority projects for the forthcoming 5 years are:</p> <ul style="list-style-type: none"> • The Monastery • The Abbey, including the refurbishment of the organ • Bolton House • The Bursary Fund • Supporting St Benet's Hall, Oxford as appropriate <p>An important by-product of the above fundraising is to move away from the historical cycle of appeals. This will be achieved by ensuring that we increase our legacy and annual giving income, over time, to approximately £1,000,000 per annum.</p>	
<p>RELATIONSHIP MANAGEMENT</p>	
<p>3. To establish a coherent and vibrant relationship management strategy that engages with and enlarges our constituent support groups. This includes consistently quality delivery in the following areas:</p> <ul style="list-style-type: none"> • Publications, including The Ampleforth Journal, The Ampleforth Diary, Development Updates and e-newsletters • Websites, including the Address Book Online and mentoring • Database management 	

- Ampleforth Society works, including associated events and those relating to OA retreats, club, year and House reunions
- Former Parents' Association management
- Compass for Life reception management (working with Fr Gabriel and the Director of Admissions)
- Lourdes Carol Concert management
- 1802 Society management

COMMERCIAL OPERATIONS

<p><i>SEAN MCFETRICH, DIRECTOR OF COMMERCIAL OPERATIONS</i></p>	<p>The Commercial Operations Department is responsible for generating non-school fee income.</p> <p>Its mission is to develop commercial business opportunities to ensure the maximum utilisation of the Abbey's assets and facilities in order to generate substantial additional income streams to support the charitable works of the Abbey.</p>
<p>STRATEGIC AIMS</p>	
<ol style="list-style-type: none"> 1. To continue the development of lettings, conference, training and commercial business opportunities throughout the year. (Target £1m turnover by 31 August 2012) 2. To develop and increase revenue of existing commercial operations through improved marketing, PR and sales 3. To develop a business plan for working in partnership with Nero Training on setting up and running a Management Training/Activity Centre at Redcar Farm by April 2011 4. To implement the project plan for opening the Visitor Centre in Alban Roe House by 15 July 2011 and initiate entries for tourism awards to raise the profile of the facility 5. To consider the further development of Alban Rose House 6. To initiate market research into further brewing options, either on site or sub-contracted 7. To undertake a feasibility study with regard to lodges in the Redcar area of the estate 8. To investigate options for expanding the Abbey Shop, reviewing Book/School/Sports products and developing e-commerce opportunities 9. To continue investigations and feasibility study into Bolton House's potential future use as an asset for commercial opportunities 10. To initiate feasibility studies and business plans for longer-term potential commercial projects such as a commercial travel cell with appropriate operator's licence, an on-site commercial laundry and Ampleforth Nursery/Child Care 	