

# Mount St. Anne's

Retreat & Conference Centre



**Development Strategy 2011 – 2016**

**Mount St. Anne's**  
Retreat & Conference Centre

**DEVELOPMENT STRATEGY 2011 – 2016**



## Nano Nagle

Nano Nagle was born in Ballygriffin, Mallow, Co. Cork in 1718 and died in 1784 in Cork city having defied the Penal Laws to bring education and the love of God to the oppressed people of her time. She founded the Presentation Congregation in 1775.

Today lay people and Sisters work to realise Nano's vision in Ireland, England, Slovakia, Canada, the United States of America, Australia, New Zealand, India, Pakistan, the Philippines, Thailand, Zimbabwe, Zambia, Papua New Guinea, Mexico, Bolivia, Nicaragua, Guatemala, Chile, Peru and Ecuador. In all these places, with their rich and varied cultures, the name of Nano Nagle is associated with vigorous enterprises, all tending towards the nurture of human and Christian growth, the education of the poor and the development of faith.

Her impact has far surpassed her modest beginnings. She recognised in the degraded condition of her people the effects of political oppression and economic change, and experienced a call from God to make some move against injustice. She felt compelled to help those deprived of hope and meaning to take hold of their unpromising present and to create a future for themselves and others.

The lantern she carried through the darkness in the streets and lanes of Cork became a symbol for the poor of God's love, which touched and transformed the harshness of their lives and offered hope. Today that lantern has become the symbol of the mission of the Presentation Sisters and their lay colleagues around the world.





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## Foreword

### Sr Elizabeth Maxwell, Provincial Leader, Presentation Sisters, Northern Province, Ireland

Mount St. Anne's has gone through many changes in the last 188 years.

Originally the home of the landlord Colonel Randal Skeffington Smyth, Mount Henry, as it was known in 1823, remained the property of his family until 1922 when it was bought by a Mr Burke. By the 1930s it had been purchased by Dr Cullen, the Catholic Bishop of Kildare and Leighlin, and sold again to the Presentation Sisters. They established a central novitiate here for the eleven communities of the diocese on the feast of St. Anne in July 1935. Thenceforward the house was known as Mount St. Anne's. The bell which called the workers on the landlord's estate from the fields at the end of the day would, in the twentieth century, call the religious to prayer at various points from dawn to dusk.

For forty years or so, the house was used to form young women in the spirituality and practices of the vowed religious life of the Presentation Sisters. In time each would depart to bring the Good News of the Gospel into communities and schools of the diocese or further afield to places like England or Zambia.

The renewal call of Vatican II had an effect on many aspects of the life of the Church including the structural life of religious communities. The novitiate moved to Castleconnell and Mount St. Anne's opened its doors and rooms and chapel to the

National Centre for Liturgy for four years. When it moved to Carlow College in 1978, the Presentation Sisters, after much prayer, consultation and discernment, decided to develop it as a Retreat and Conference Centre. Some structural additions were made to the original Georgian house over the years to facilitate retreatants and training groups.

Now, once again, in the twenty-first century, we are at the point of reviewing the mission of Mount St. Anne's. The structural adaptations and additions that are planned will enhance the experience of those who come through the doors in search of a spirituality that speaks to their life experiences and draws them into closer communion with the Creator of all that is.

As we journey in faith into the future, we are blessed by the support and encouragement of many people. Our staff, former clients both young and older, Friends of Nano, colleagues in other Presentation ministries, the religious community of Mount St. Anne's itself, members of other congregations, clergy, consultants and relations of all of the above, and our neighbours – all have been encouraging. Our indebtedness to all of the people who joined us in the Appreciative Inquiry process of 2010 is acknowledged. The commitment of the members of the current Interim Board of Management to this development plan and its production is, likewise, appreciated.

We thank also the Presentation Sisters, the chaplains, the deacons and the members of other religious congregations who formed the Retreat Team and the community in Mount St. Anne's down through the years. In addition to their work of faith development, they have been, and continue to be, the welcoming presence, the listening ear and the guardians and developers of the house itself and its surroundings. At any season of the year a visitor cannot but admire the trees, the flowers, the shrubs, the lawns, which draw the heart and mind to acknowledge that, in the words of Gerard Manley Hopkins, 'The world is charged with the grandeur of God.'

I pray the blessing of our creating, healing and transforming God on all who enter Mount St. Anne's to seek to grow in understanding and relationship with the transcendent. I pray also for those women and men who work in the Retreat Centre that they may be a reflection of the God of Love to all they encounter just as our foundress, Nano Nagle, was to the people of eighteenth-century Cork.

*Elizabeth Maxwell, pbvm*  
Presentation Provincialate  
Garden Vale, Athlone

September 2011



## About Presentation Sisters

Mount St. Anne's Retreat & Conference Centre is owned and managed by the Presentation Sisters, a worldwide religious congregation, founded in 1775 by Nano Nagle in the city of Cork.

The congregation has members in fourteen countries across all five continents. It offers a range of services which are inspired by the Gospel of Jesus Christ and the life of Nano Nagle. In Ireland the congregation has been traditionally known for its work in the field of education and faith development and its commitment to the poorest in society.

Presentation Sisters periodically reflect on how best to respond to the call of the Gospel in today's multicultural society with its extremes of wealth and poverty. They respond to the call to sustainable living and understand the danger of ecological destruction. They are committed to a spirituality of being in communion with all of God's creation.

Their commitment to the development of faith has engaged the congregation in reflection, with friends and colleagues, on a spirituality which promotes active engagement with the issues of our time and place. What has emerged is a growing awareness that:

- In the wake of globalisation and economic turmoil, the social, cultural and religious landscape of Ireland has changed dramatically
- At this critical time in our country and our world we need, in collaboration with people of all faiths, a new sense of spirituality as a quest for shared values, meaning and purpose
- Faith communities, and more specifically a renewed Catholic Church, can contribute to this spirituality. Despite dangerous excesses, especially serious institutional abuse of power, the life, death and resurrection of Jesus have sustained countless numbers of people in their everyday lives. The teachings of Jesus, such as the need for compassion, are at the heart of all the world religions
- While many today do not share our belief, many people are searching for meaning and purpose in life. There is a need for dialogue and collaboration with people of all faiths and none, so as to support one another in the search for truth
- Society is moving towards greater awareness of the interconnectedness of all creation and the need to live accordingly.



## About Mount St. Anne's

Since 1978 Mount St. Anne's has been a Presentation Retreat & Conference Centre offering a range of opportunities for individuals and groups to explore their faith and how they can live life more fully.

Approximately ten thousand people pass through its doors each year. Many have come to Mount St. Anne's and gone home, refreshed and renewed, with energy to make a fresh start. Many too have experienced a new depth of consolation and challenge arising from their faith in Jesus Christ.

A Community of Presentation Sisters resides at the Centre and has contributed its own gifts and faith to

the life and energy that has been Mount St. Anne's. The Sisters have been joined in this task by a lay staff who bring their expertise to the areas of hospitality, administration and programme delivery.

Mount St. Anne's wishes to continue to be a source of nourishment for people, to deepen their spirituality and to nurture in them a desire to create a more compassionate, just and sustainable world, informed by the life and teachings of Jesus Christ.





# Renewing Our Mission

In the light of the challenge – coming from the reflections of our members and those who journey with us – to explore forms of spirituality which are more relevant to the need of our time, we decided to review and renew our mission as a Centre for spiritual development.

## **We wished to:**

- identify and respond to a real need in society
- create a Centre where people could engage with what matters most in life
- be a source of nourishment for all people – irrespective of their faith – who desire to deepen their awareness of the Spirit in their lives
- nurture in people a search for truth and a longing to create a more compassionate, sustainable world.

## The Consultation – An Appreciative Inquiry

Accordingly, we organised a consultation process to help identify the changes needed. Staff, management, Sisters, volunteers, guests, clients, friends and supporters were invited to engage in two days of conversation. The number and range of participants and their deep commitment to the process and to Mount St. Anne's energised us, broadened our understanding of what was possible and drove us to set challenging goals for development. The process of Appreciative Inquiry over two days involved eighty people. Through this dialogue the components of our plan began to emerge.

This document represents the outcome of those conversations, the further work done by the Steering Group, the engagement with the community and staff of Mount St. Anne's and the Provincial Leadership Team. It summarises what happened when we met, what we learned from the process and the direction and goals we have set as a result.

We deeply appreciate the sharing of wisdom, insight and faith by friends and supporters. This document, the development strategy for Mount St. Anne's for the period 2011 – 2016, will guide our development over the next five years.

## What Was Said:

**‘Mount St. Anne’s has made a difference to many’**

**‘You must touch hearts as well as minds’**

**‘It’s all about relationships’  
... and walking the journey’**

**‘If you change the story, you change the culture’**

**‘Create joyful experiences that speak to the heart and energise the spirit’**

**‘Be innovative in building community’**

**‘Devise creative ways to engage with the Spirit’**

**‘I would love to help the work here’**

**‘Think outside the box’**

**‘Devise programmes with people, not for people’**

**‘Determine your key focus and become cutting-edge at it’**

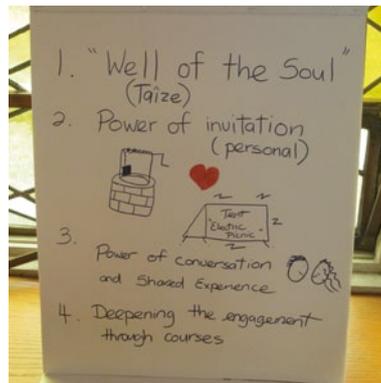
**‘Create a forum for real debate about faith and society’**

**‘Our expressions of faith should be joyful’**

# Our Learnings

## As a result of the Appreciative Inquiry process we learned that:

- The heart of our mission is enabling people to search for greater meaning in their lives and supporting them on the journey
- The power of personal invitation to generate interest and energy is key
- Change is enabled by the simple act of people talking about what they care about
- Sharing personal and gospel stories has transformative power
- The process of conversational interviews unlocks energy and positive conversations generate life-enhancing possibilities
- There is huge potential for developing the broad 'community' of Mount St. Anne's – Presentation Sisters and leadership, staff, friends, co-workers and associates, current and past clients
- The experience of being supported is not something that is *done to you*
- There is a call to create structures and processes that will enable dialogue and co-creation, and to engage with people in a way that gives them energy and inspiration
- There is a longing for community and a sense of belonging
- Because doubt is an inherent element of the journey as we search for meaning and healing, we are called to support the capacity of people to *live the question*
- We are invited to find new ways of reaching out especially to those on the margins
- Our service will improve and we will reach more people if we build strategic alliances and develop our outreach capacity
- We can improve our reach by developing programmes that can be replicated elsewhere and by offering training to interested persons
- There is a longing in young people for a vibrant life-giving, joyful expression of their faith
- Imagination unlocks creativity and contributes to our search for God; what we can imagine, we can create
- To succeed we must continually develop our capacity for excellence in facilitation, leadership and management.



## Our Vision – *Communitas*

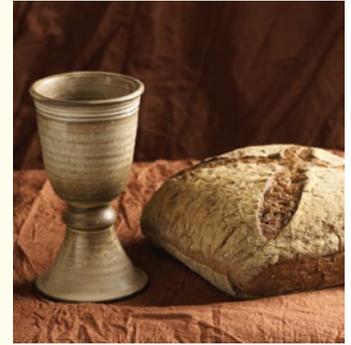
*Communitas* experiences, in a faith context, can be seen in those of:

- the story of the disciples on the Road to Emmaus: though initially downhearted, in sharing their experience and being joined by Jesus they were able to say: *Did not our hearts burn within us as he talked to us on the road?* (Lk 24:32)
- the encounters on the ancient pilgrimage routes to sacred sites and holy monasteries throughout Ireland, when people travelled in family groups and struck camp overnight with those from north, south, east and west, sharing stories of the journey completed and encouraging one another for the difficult days' journey ahead
- the tapestry weaving during feasts of the liturgical year at the great medieval Cathedrals across Europe. During the feasts people came with their own unfolding experiences and wove them into those of their neighbours, of the saints, of their guilds and of the great Christian stories which the season or feast represented. This flowing tapestry of story and meaning heartened them for the journey of life.

Many of the values, which were so obvious throughout the consultation process i.e. trust, respect, generosity, openness, hospitality, equality, and which were woven into the fabric of our shared experience, are *communitas* values. These mirror the values handed down to us by Nano Nagle and generations of Presentation Sisters and colleagues.

The research of the social anthropologist, Victor Turner, notes that all societies are characterised by two strands, *communitas* and *structure*. By *structure* he means the institutions, e.g. political, social, economic and religious, and the roles and rules which govern them. By *communitas* he means that which relates to the domain of the heart and relationships, and the stories and memories which engage it. However, the values of *communitas* and those of *structure* often conflict with one another. We see this in religious institutions when *structure* conflicts with the spirit and teaching of Jesus and in the State when rules and laws conflict with the hopes, values and desires of people.

As our society and our institutions – local, national and global – experience crisis, we are thrown back on our faith and on our relationships as individuals and as communities. Like the two disciples on the road to Emmaus, or our forbearers on the pilgrim routes, in sharing our stories, questions and longings, we open ourselves to the possibility of an encounter with the Spirit of God. At Mount St. Anne's we wish to create the space and the atmosphere where the experience of *communitas* can happen. The structures necessary to allow the Centre to function must also allow for the breath of the Spirit to blow freely in our relationship and engagement with one another.



# Vision Statement

Therefore, our vision for Mount St. Anne's is that of a Centre:

- where *communitas* values are nurtured and people are accompanied on the journey of life
- where deep questions of faith and meaning are shared and explored, and opportunity is provided for reflection and prayer, for conversation and dialogue
- that endeavours to bring hope, strengthen faith and open us up to the love of God and a love for all of creation.

We believe this will happen through the interaction and relationship of the local community at Mount St. Anne's, with its staff and with the wider community of its partners, supporters and friends. Combining our faith and gifts, we can find a rich sense of meaning and purpose to our lives, a sense which we describe as being in communion with God and all of God's creation.

We will encourage and nurture an exploration and sharing of faith and life experience at Mount St. Anne's that enables personal and communal transformation.

This plan endeavours to remind us of our vision and purpose, to give us a means of taking the necessary steps toward development together.

*He took the bread and said the blessing ... and their eyes were opened and they recognised Him (Lk 24: 30-31)*



# Our Identity

**Mount St. Anne's is a Retreat and Conference Centre  
in the tradition of the Catholic faith and  
that of Nano Nagle and the Presentation Sisters.**

# Our Mission

**Informed by our vision, we are committed to creating reflective spaces and opportunities  
which encourage and support people to explore and deepen their spirituality  
as they search for truth and meaning in their lives.**

*I have come that they may have life and have it to the full (Jn 10:10)*



TO SUPPORT OUR WORK, AND IN LIGHT OF OUR MISSION, WE WELCOME COMMUNITY, VOLUNTARY, STATUTORY, BUSINESS AND FAMILY GROUPS WHO WISH TO USE OUR FACILITIES AND/OR OUR SKILLS TO TAKE TIME OUT, TO CELEBRATE, TO REFLECT ON THEIR WORK, TO TRAIN, TO PLAN AND TO RENEW THEIR ENERGY.



Icon of Nano Nagle  
Artist: Desmond Kyne

# Our Core Guiding Values

**These values will inform the life and work of the Centre and will lie at the heart of any evaluation processes.**

## Acting with Integrity

We remain faithful to our mission and our core guiding values. We follow in the tradition of the Presentation Sisters, providing education in matters of faith and solidarity with those most in need.

## Building Communitas

We strive to build communitas through our programmes, initiatives, activities and interactions with others. We provide a welcome for all who cross our path, building relationships of respect, trust, equality and inclusiveness, sharing our faith and life.

## Practising Stillness and Contemplation

We practise stillness and contemplation in our own lives and include opportunities for this in our programmes and activities. We create the space and ambiance which nurtures reflection, contemplation and a sense of the sacred.

## Engaging in Imaginative Co-Creation & Delivery

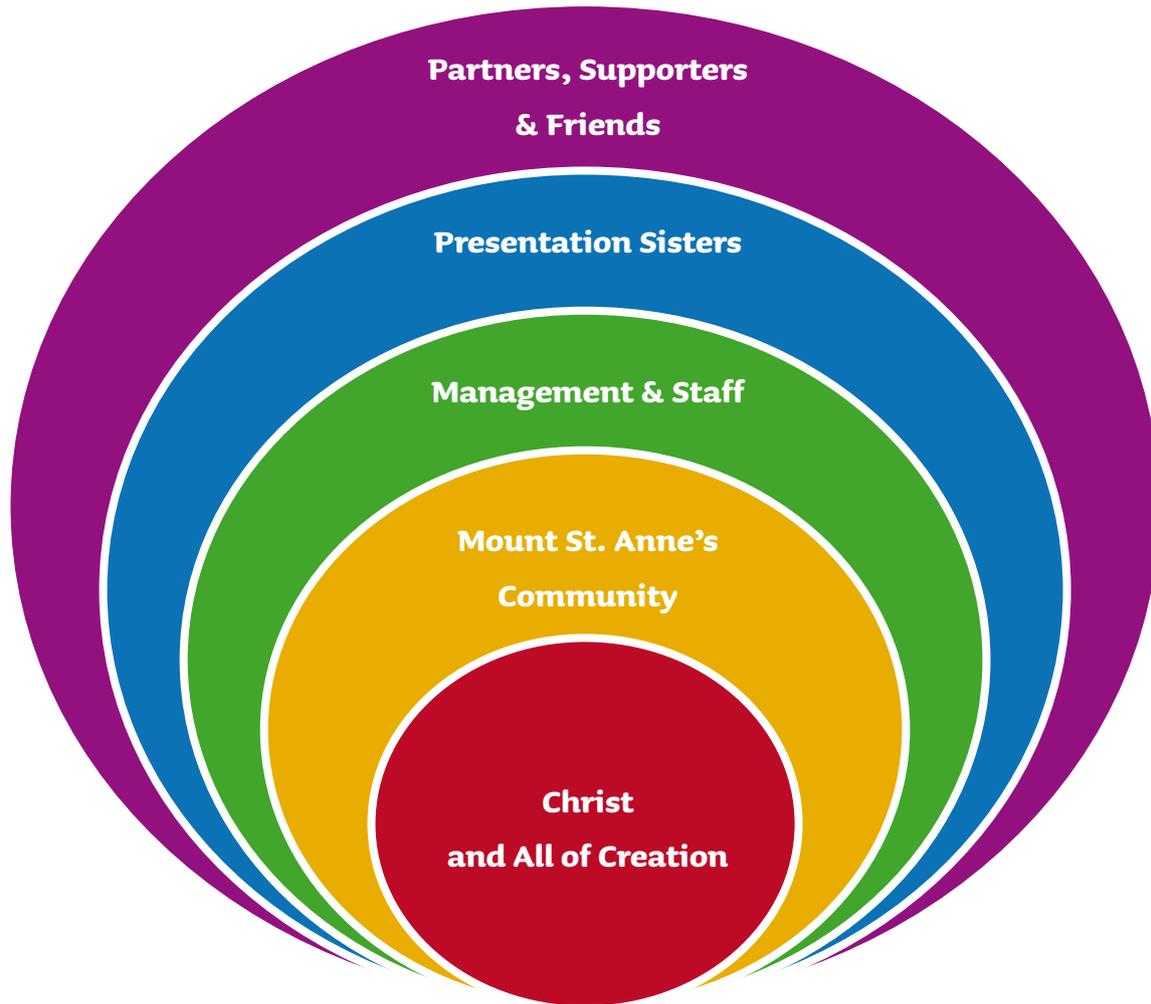
In developing and delivering our programmes and activities we engage imaginatively with one another and we reach out to do likewise with other agencies, individuals and groups to identify needs and to co-create programmes.

## Promoting Joyful Celebration

We promote the Good News of the Gospel and we celebrate joyfully the wonder of life and the amazing gift of God's creation.



We value and will nurture our circle of relationships ...



These values, together with our Vision and Mission, will guide our Operational Planning and Development.

# Behaviours which Flow from Our Core Values

## Acting with Integrity

*We remain faithful to our mission and our core guiding values. We follow in the tradition of the Presentation Sisters, providing education in matters of faith and solidarity with those most in need.*

### **We:**

- honour the process of the faith journey. Jesus is the centre of the tapestry into which is woven our stories, reflections, questions and strivings to live through faith, hope and love
- respect the dignity and uniqueness of every person and their lived experience
- practise and promote justice, especially for those on the margins of society
- promote reflective practice and strive for excellence in all we do
- continually seek feedback and evaluation of our programmes, our methodologies, our structure and our engagement with our wider community in light of our mission and our core guiding values. We strive to continually improve the quality of our performance and outcomes.

## Building Communitas

*We strive to build communitas through our programmes, initiatives, activities and interactions with others. We provide a welcome for all who cross our path, building relationships of respect, trust, equality and inclusiveness, sharing our faith and life.*

### **We:**

- seek to ensure that the communitas values, which Jesus lived within his social and religious structures, will inform all we do
- work as a vibrant, open community of Board, staff, management, congregation, colleagues, clients, volunteers and supporters to achieve our mission
- take people as we find them – we start from where they are. We strive to ensure that it is the needs of people which drive our programmes and methods
- work at developing the quality of relationships at all levels in the extended community of Mount St. Anne's
- show compassion for all, especially those whose circumstances leave them vulnerable or disadvantaged
- offer welcome and hospitality to all and offer solidarity and companionship in the struggle with the challenges of life, meaning and faith
- strive to live in communion with all of creation and to promote sustainable inter-being.

## Practising Stillness & Contemplation

*We practise stillness and contemplation in our own lives and include opportunities for this in our programmes and activities. We create the space and ambiance which nurtures reflection, contemplation and a sense of the sacred.*

### **We:**

- practise and promote active listening
- make time for stillness and contemplation in our lives
- seek to act out of contemplative awareness in all that we do
- promote the value of stillness, contemplation and prayer as a vital part of daily life
- build opportunities for silent reflection into our programmes and activities.

## Engaging in Imaginative Co-Creation & Delivery

*In developing and delivering our programmes and activities we engage imaginatively with one another and we reach out to do likewise with other agencies, individuals and groups to identify needs and to co-create programmes.*

### **We:**

- work at building constructive and mutually beneficial relations with a range of faith agencies and potential client-groups
- continually search for new ways to animate people towards personal transformation and growth

- ensure our staff avail themselves of appropriate training and strive to create innovative and energising training programmes with and for others
- engage with others to identify needs and develop opportunities where we can imaginatively co-create initiatives to meet those needs
- strive to be innovative and creative in devising programmes and in developing and adapting methodologies
- seek new opportunities, including outreach opportunities, each year.

## Promoting Joyful Celebration

*We promote the Good News of the Gospel and we celebrate joyfully the wonder of life and the amazing gift of God's creation.*

### **We:**

- promote the Good News that the Kingdom of God is available to all now
- promote, in our encounters with one another, a sense of gratitude for all that is
- try to live simply, mindful of our impact on God's creation
- strive to remain young at heart and to celebrate the wonder of life through the eyes of a child
- strive to make the search for meaning in life a joyful experience
- encourage people to give creative and joyful expression to their faith
- promote the fact that God is Love, that those who live in Love, live in God
- promote the values of hope, faith and love.

# Our Five Direction Statements ...

## Describe how we wish to be seen by 2016

### Our Identity

We are recognised as a Centre for renewal and spiritual development. Our clients, staff, volunteers and supporters act as a vibrant, effective, growing community and we have a strong communications and outreach network that enhances our sense of community.

We are known for our ability to listen well and to engage effectively with all who use and support our Centre.

We evaluate and build on our reputation each year.

### Our Activities

Our innovative programmes and activities help people, here and in their local communities, to grapple with questions of value, meaning and purpose in ways that bring the vision of the Gospel and that of Nano Nagle to light and encourage all to work towards creating a more just, compassionate and sustainable world.

Our personnel develop and create, together with our supporters and other experts in the field of spirituality and faith, new services, including outreach.

### Our People & Our Resources

We are recognised for the quality of our people and our management – their commitment, skill and enthusiasm enable us to deliver the highest quality in all of our programmes and activities. Our training programme for staff and management is informed by our vision, mission, core values, direction and goals.

We have an excellent reputation for supporting and energising our staff and facilitators who deliver our programmes far and wide. We have enthusiastic and well-trained volunteers who support and assist in appropriate areas of our work.

Our facilities, grounds, infrastructure and resources are maintained to the highest quality and are regularly updated in the light of identified need.

## Our Structures

We have a strong and innovative model of governance, management, organisation and communication that reflects our understanding of and desire to build relationship and communitas. We are committed to positive forms of inquiry that lead us to build on the best of our most positive experiences.

We engage continuously as management, staff, clients, volunteers and supporters in reviewing our services and structures and giving an account of our progress.

## Our Effectiveness, Efficiency & Sustainability

We regularly evaluate the effectiveness and efficiency of all our programmes and services in the light of our mission in order to improve quality, participation and outreach.

We set targets designed to make the Centre more sustainable and evaluate outcomes in light of our vision, mission and core guiding values. Where possible, we live and operate according to sustainable practices.

Co-Creation  
Building  
Celebration  
Acting  
Delivery  
Joyful  
Engaging  
Imaginative  
Communitas  
Stillness  
Contemplation  
Integrity  
Practising  
Promoting

# Actions to Give Effect to the Direction Statements

For each Direction Statement, we have set key targets to be achieved over the next five years. Detailed action steps will be developed in each case and set out in an action plan for implementation.

## Our Identity

### We will:

- produce an annual report which will give an account of outcomes for the previous year, of developments undertaken over that time and of developments planned for the coming year
- organise a series of public seminars/events each year on themes of current interest which are related to our mission
- listen and measure client satisfaction rates for all our activities
- develop a database of trainers, facilitators, clients and supporters
- develop a model to evaluate our public standing and develop a strategy for improvement, as part of our annual report
- publish a brief quarterly eNewsletter and administer to all in our database.

## Our People & Resources

### We will:

- implement a planned building programme to increase general circulation and meeting capacity, improve kitchen and dining facilities and add residential accommodation with ensuite facilities

- regularly engage with our Operations and Retreat Teams to identify their training needs and provide training as appropriate
- identify potential client groups and seek to engage them in the co-creation of programmes to meet their needs
- review our staffing and management structures in the light of the development of services and facilities and make additional appointments as required
- identify activities which can benefit from volunteering, work to identify potential volunteers across a range of activities, and build a volunteer database
- vet and train all our staff and volunteers prior to being assigned to duties.

## Our Structures

### We will:

- develop Articles of Governance for consideration by the Trustees and a time frame for the appointment of a Board of Management
- develop an action / operational plan, together with indicators of success, to deliver on the targets for this development strategy
- hold an Open Day each year for our clients, volunteers, partners and supporters. The Open Day will include a forum at which we will report on our work of the previous year and our hopes for the future, and listen to and engage with our

broad community of friends about their hopes for the Centre

- build positive forms of inquiry and review into all of our structures and meetings.

## Our Activities

### We will:

- identify opportunities for new programmes and activities
- develop guidelines for the development and co-creation of programmes with our clients and supporters which honour our mission and values
- create guidelines for programme review and review all programmes / activities regularly
- the Board of Management will, in consultation with the Operations Manager and Director, set a target each year for increasing throughput (participation level)
- work to identify new partnership opportunities each year and strive to develop or co-create at least one new partnership initiative every two years
- work to identify feasible new outreach opportunities and implement them as resources allow
- explore the potential for online and other new technology modules in line with our mission



- record and monitor participation/uptake for all programmes each year.

## Our Effectiveness, Efficiency & Sustainability

### We will:

- analyse costs, income and benefits for each programme / activity per year
- identify separately income from commercial and other programmes
- devise guidelines to measure how well we live by our values and promote alignment with them in everyday practice
- the Board of Management will, in consultation with the Operations Manager and Director, set a target each year for increasing income from food sales, commercial activities and overnight stays
  - identify measurable outcome indicators across all activities and regularly measure outcomes by activity in the light of same
  - review and develop all our practices in the light of our commitment to sustainable and ecologically sound principles.

## Governance & Management

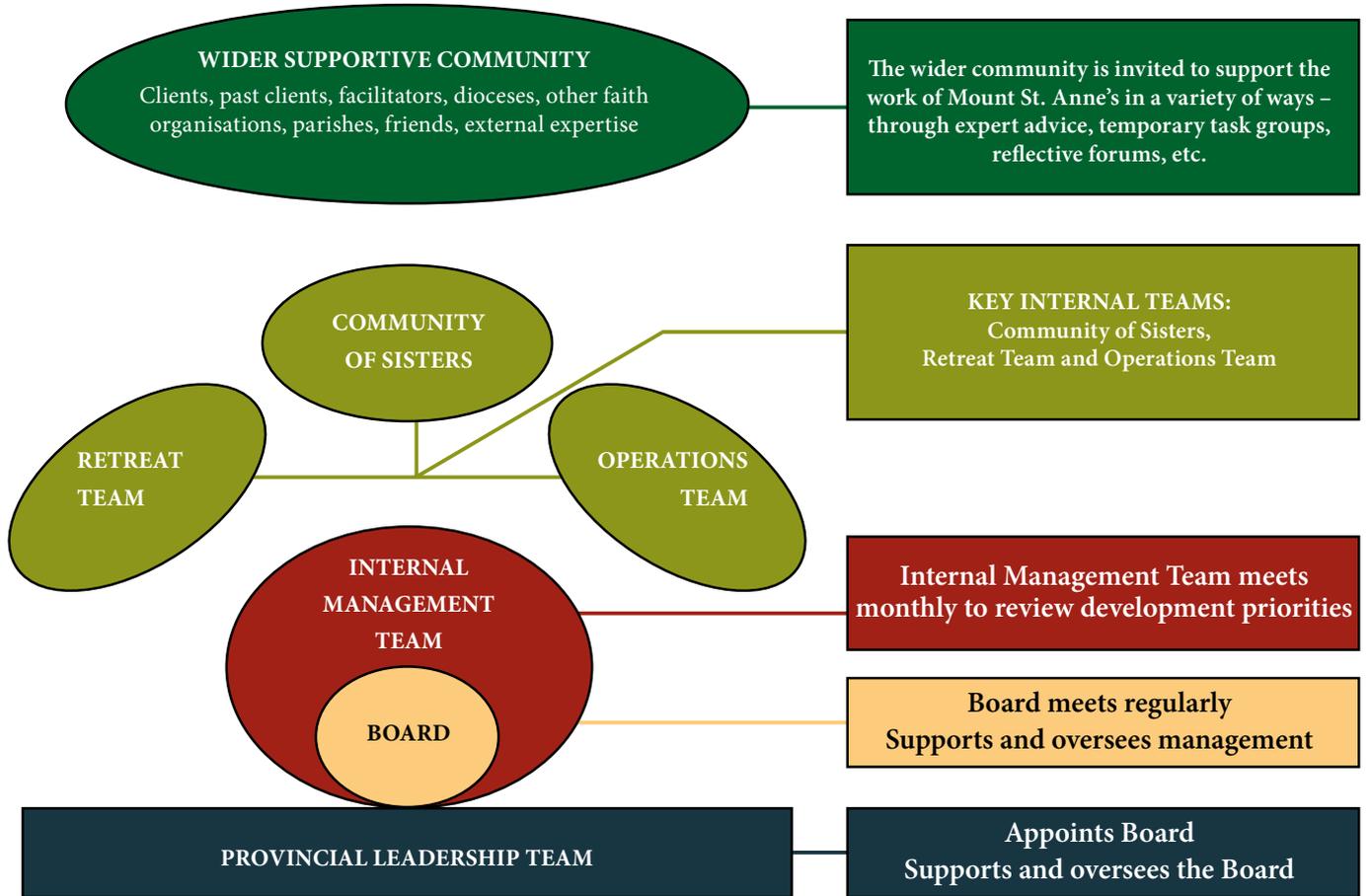
Our Interim Board of Management currently oversees all aspects of the governance of the Centre and guides its development. The Board acts on behalf of and is accountable to the Provincial Leadership Team of the Presentation Sisters, Northern Province, who are the Trustees of the Centre. We intend to appoint a new Board of Management, with necessary skills for development, under newly developed Articles of Governance.

The day-to-day work of the Centre is guided by its Director with the assistance of its Operations Manager. The work, programmes and services of the Centre are carried out by the Retreat Team and the Operations Team and are supported by the Community of Sisters that resides in Mount St. Anne's.

Our vision for Mount St. Anne's includes all who wish to become associated with its work, and the Centre will actively promote the development of these relationships. We see our structure as shown in the diagram on the next page.



# Governance & Management



# Relationship Building & Communications

The consultation process used in developing this strategy highlighted the longing in people for relationship, which we subsequently identified and named as *communitas*, in their lives. It also revealed the potential to more fully develop a sense of belonging to the extended family which comprises not just the Sisters, management and staff of the Centre and the Presentation Congregation, but also those with expertise in the domain of spirituality, friends of Presentation, current and past clients, other faith agencies, dioceses and parishes and priests, religious, and lay persons who wish to be associated with the Centre. We will strive to build relationships and to communicate effectively with all of these.

We urge interested persons, groups and parishes to engage with us and we will respond creatively to developing initiatives and programmes.

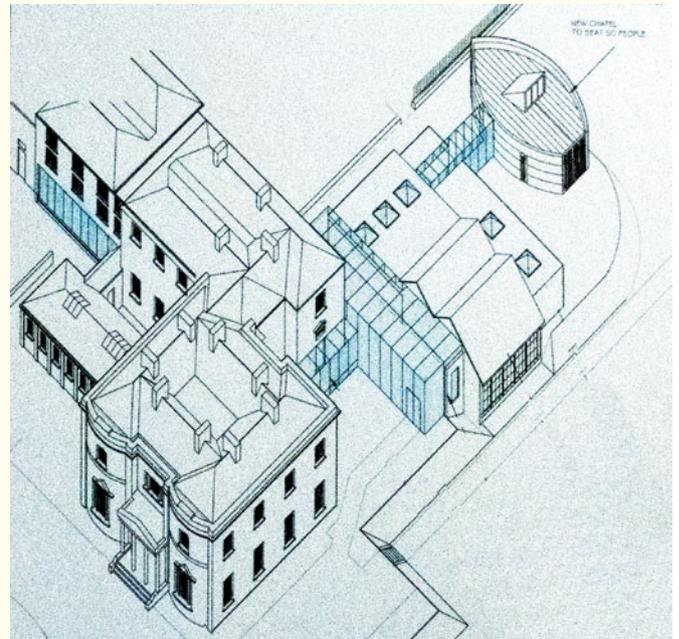
We will also strive to develop effective and innovative systems for communicating with groups and individuals. We will hold an Open Day each year, part of which will be an open forum and all friends of Mount St. Anne's will be invited to participate and to engage in dialogue with us about our work and our hopes for the future.

We will develop our communication skills using as many available means as possible in order to promote the work and interests of the Centre.

## Infrastructure Development

Starting in autumn 2011, the infrastructure and facilities of Mount St. Anne's will be upgraded to provide:

- a one hundred and fifty-person capacity conference space with break out area
- dining facilities and an upgraded kitchen for the same number
- a new chapel to accommodate fifty/sixty people
- some ensuite bedrooms
- wheelchair friendly access to all areas
- improved reception, shop, office and toilet areas.



# Operational Plan

Taking guidance from our Vision, Mission, Core Guiding Values and Direction Statements, we will draw up a five-year Operational Plan.

## The Operational Plan will set out:

- Clear roles and responsibilities
- Targets and goals in line with the plan
- Objectives and actions for each of the targets in one-year, three-year and five-year segments
- Resources available for implementation of the plan
- Ancillary activities to support the work of the Centre
- Training and capacity building to achieve our goals
- Evaluation and review methods and dates.

Particular elements of the plan will be developed for the period autumn 2011 to autumn 2013 while the building programme is in progress.

## These will focus on:

- Elements of the work of the Centre which can be continued while building is in progress
- Training and development in this period
- Creation of relationships with interested groups and individuals
- Preparation for full operation in autumn 2013.

By autumn 2013, Mount St. Anne's will be ready to fully implement its programme of initiatives and events to forward its Mission and Purpose.



## Our Thanks



To all who assisted this process by attending our Conversation Days.

We hope that some of you may be inspired to continue to journey with us by maintaining your links with us and helping us to identify and meet real needs.

The Interim Board of Management is deeply indebted to Paul O' Kelly and Orla Cullen of O' Kelly Sutton Strategy, Marketing and Financial Consultants, who facilitated this development strategy pro bono.

# **Mount St. Anne's**

Retreat & Conference Centre

KILLENARD, PORTARLINGTON, CO. LAOIS

T: 057 8626153 | F: 057 8626700

[msannes@eircom.net](mailto:msannes@eircom.net) | [www.mountstannes.com](http://www.mountstannes.com)