

BACKGROUND INFORMATION SENT TO SENIOR STAFF

At the recent CaTEW Board, Trustees considered our response to the Kinharvie Institute recommendations, with specific reference to a new Executive Director role. They have instructed us to progress with advertising the role and to evolve our structure accordingly. Consequently, our first action will be to recruit to the new Executive Director by advertising in the Tablet and across the diocesan network of England and Wales. This is seen as a key role to be put in place to reduce the workload of the General Secretary (GS) and continue to improve the efficiency and effectiveness of the Secretariat.

The new structure is designed to empower a Senior Management Team to be responsible for the day to day management of CaTEW under the GS's leadership, but which enables him to prioritise his outward facing role. The new role provides internal leadership, dealing with issues within the management line without recourse to the GS other than by rare exception. The new Executive Director post will be the General Secretary's deputy. The proposed structure will enable the further professionalisation of the service provided to Bishops and enable the development of a collaborative working culture.

The GS will retain responsibility for CSAS, Education (CES), Finance, and Communications and the new role will be responsible for Home Mission, providing oversight, coordination and integration of two teams focused on Evangelisation and Social Justice; continuing to build international focus, particularly on religious freedom, refugees and trafficking as well as Social Justice work. This structure provides five directorates with clear and explicit accountabilities.

1. **Home Mission** is led by the Executive Director, who is responsible for coordinating development of policy and practice in response to the Bishops' priorities. S/he is the General Secretary's deputy and provides oversight, focus, cohesion and enhanced opportunity for knowledge development and sharing.
 - a. **Evangelisation** will integrate the specialisms of Interfaith Dialogue, Christian Unity, Evangelisation, Catechesis, Liturgy, Patrimony into a single team, building upon the distributed knowledge to provide focus to these core areas. A single leader will provide focus and enable the functional specialists to develop their core areas in a coordinated way
 - b. **Social Justice** will communicate the gospel message in the context of the lived experience of the people of England and Wales and be responsible for translating Church teaching into pastoral settings and developing the implementation of Catholic Social Teaching. It is a cohesive team tasked

with developing the knowledge to enable the bishops to respond to the emerging pastoral issues of our time, speaking with one voice. The role will provide single point leadership to International Affairs, Public Affairs, including religious freedom, Prisons Ministry, Social Justice research & policy development and be a single point of contact to work collaboratively with agencies of the Conference.

2. **CSAS** is led by the CSAS Director who is responsible for our strategically critical response to safeguarding. The Safeguarding Director is supported by a strengthened team and will continue to report directly to the General Secretary, demonstrating its strategic importance. The role also has an independent reporting line into the lay led National Catholic Safeguarding Commission (NCSC)
3. **Education** is led by the CES Director who is responsible for developing and maintaining the highest quality Catholic education, core to the mission of the church in England and Wales. He will continue to build on the outstanding work of CES and collaboratively develop effective policy and practice collaboratively with other CaTEW teams and diocesan school's commissions.
4. **Finance** is led by the Finance Director who is responsible for providing strategic and operational financial guidance to ensure the Conference's financial commitments are met, including insurances, payroll and pensions. She is responsible for developing, implementing and maintaining a robust budget model and agreeing budget accountability with department heads. An appropriate scheme of delegation will be developed to ensure that budget accountability is placed as close as possible to spend. She will also be responsible for the structural integrity, repair and decoration of the building.
5. **Communications** will work in close collaboration with SMT colleagues to ensure that bishops communicate with a collegiate and consistent voice.

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