**Archdiocese of Birmingham**

**Diocesan Education Service**

Catholic Senior Executive Leader / CEO Project Update: July 2018

***This document includes a brief update from the Diocesan Education Service on the development of the position of the Catholic Senior Executive Leader (CEO equivalent) within the wider governance and accountability framework of Diocesan MACs following the consultation undertaken during the 2017/18 academic year. It should be read in conjunction with the ‘CSEL/CEO Development Consultation: Summary of Responses’ and other documentation (including an updated CSEL role description and person specification) available on the MAC Executive Leadership of the Diocesan Education Service website at*** [***https://www.bdes.org.uk/mac-executive-leadership.html***](https://www.bdes.org.uk/mac-executive-leadership.html)

1. Reminder of the Approach Taken and Key Elements

Further details of the original phases and objectives of the MAC Executive Leadership Development Project are summarised within the contextual information previously published as well as within the *Summary of Responses* document highlighted above.

As previously outlined, the following aspects of the approach to drafting the role description and person specification for the role of the CSEL/CEO were agreed:

1. Focus should be on what experience, knowledge and skills are truly essential versus desirable to undertake successfully the unique role of the CSEL within a Diocesan MAC, noting that experience is used often as a proxy for the level of expertise and skills required. Such determinations should take into account the full range of professional expertise that should be available or developed across the MAC, acknowledging the need to consider the stage of maturity of the MAC and the balance of capability and capacity that exists.
2. Given the significant breadth of the role and probability of potential sectoral change, the balance between the various criteria required of the CSEL/CEO may vary between different MACs at different phases and with different improvement needs and challenges; the willingness to identify areas for growth and to exploit continuous professional development opportunities will be a key attribute of any postholder.
3. A ‘Less is More’ approach be taken in drafting the role description and person specification with the focus on key strategic and overarching aspects; the role’s expectations must show the high level of ambition we hold for our future MACs but acknowledge that being overly prescriptive in what must be undertaken to achieve this could constrain the innovation which will be critical to being successful in the role.
4. The role and its postholder must be flexible and adaptable dependent on changing context in order to deliver the vision and strategy set by the Board.
5. Role Description and Person Specification Refined Following Consultation

Following consideration of the many matters raised within the consultation, the person specification and role description for the role of Catholic Senior Executive Leader (CEO equivalent) were refined, and revised versions are now available. Highlighting the importance of the spirit of faith and servant leadership required of the postholder, the title of Catholic Senior Executive Leader (CSEL) has been confirmed given the post’s role in securing, protecting and improving Catholic education across the MAC as well as within the Diocese and beyond.

1. Areas of Further Research, Development and Engagement

A number of areas of related development have been identified and summarised in the contextual information previously circulated, including:

1. The need for a phased introduction including a transition period and approach for existing MACS as well as potentially new MACs.
2. The need to consider potential sustainable financial models to incorporate the CSEL role and necessary infrastructure for school improvement, acknowledging the position should not be seen as a ‘bolt-on’ but as part of the wider workforce planning and capacity building strategy for the MAC.
3. Good practice to be identified and shared on the recruitment, remuneration and performance management of senior executive leaders, including but not exclusive to the CSEL.
4. Enhanced understanding of the expectations of the CSEL role as summarised in the role description and person specification is required by a range of stakeholders as well as how the role fits into the wider governance and accountability framework for MACs, noting the consequential need to update the associated Scheme of Delegation.
5. Phase IV: Implementation of the CSEL Role

Over the summer consideration will be given to setting out in more detail the priorities that should be pursued within a further Phase IV (Implementation) of the project, acknowledging that there are a great many related aspects to progress and that the sector more widely are grappling with many of these same issues given the significance of the transformation occurring. Working in collaboration with a range of key stakeholders within our schools and multi academies as well as across the sector nationally, the DES hopes to undertake the following by the end of January 2019 in this respect:

1. Publication of an updated ‘Appointing Senior Leaders’ guidance document inclusive of the role of the CSEL together with continued collation of related good practice.
2. Provisional MAC Senior Leadership Performance Management and Remuneration Code to be drafted; together with sample terms of reference for a MAC Remuneration Committee.
3. Further guidance and advice to be made available on the timescales and potential options for existing MACs to transition to the new CSEL executive leadership model.
4. In addition to enhancing the opportunities for necessary related briefing and training for Directors, Governors and Headteachers through existing networks (e.g. Chairs of MACs, Headteacher briefings, Director and governor induction), a CSEL network will be established, creating opportunities for joint professional development and collaboration between MACs as they grow, mature and improve (acknowledging the pace of change and aggressive challenge that will continue to be faced by MACs).
5. Compilation of potential training and development opportunities for MAC CSELs acknowledging the breadth of the role and that any appointee to the position at this stage is likely to need to grow into the role, recognising the work of the Catholic Education Service and other sector bodies being undertaken in this respect.
6. Development of opportunities for stakeholders to gain a more detailed understanding of the role of the CSEL within the wider MAC governance and accountability framework and to develop and share related good practise.

The DES acknowledge that the strategies deployed for successful implementation of the new CSEL model within existing MACs will need to be adapted to meet the needs of each particular MAC and the shared vision for potential future growth. It is imperative, however, as the implementation phase progresses for all new or existing MACs thinking about establishing the position of the CSEL within their MAC to fully engage the Diocesan Education Service at the earliest possible stage. The Diocesan Advisory Rights for appointing headteachers/senior leaders are applicable to the role of the Catholic Senior Executive Leader, even when considering appointment to the position of a current Accounting Officer. (see <https://www.bdes.org.uk/uploads/7/2/8/5/72851667/1appointing_leaders_advisory_rights_advice_15.09.11_mb.pdf> )

As at 20 July 2018