

Diocese of Portsmouth  
**THE FRAMEWORK FOR COLLABORATION**  
*(January 2019)*

## 1. THE DIOCESAN CURIA OR ‘FRAMEWORK FOR COLLABORATION’

The Diocesan Curia consists of those institutions and persons, which assist the Bishop in the governance of the diocese, especially in guiding pastoral action, in caring for administration within the overall authority of the Diocesan Trust Deed and in exercising judicial power (Can. 469). In the Diocese of Portsmouth, the Diocesan Curia is also called the ‘Framework for Collaboration.’ It comprises many teams, experts and ministers who directly assist the pastoral mission and life of the Diocese.

### The Bishop

The Bishop, assisted by his priests and deacons, acts sacramentally in the name of Our Lord Jesus Christ as the High Priest, Teacher and Shepherd of that portion of the Lord’s flock entrusted to him.

### Vicars General

For the governance of the Diocese of Portsmouth, the Bishop has appointed two Vicars General (VG) to assist him. By virtue of their office, the VGs exercise the Bishop’s executive power throughout the Diocese, namely, the power to perform all administrative acts within and subject to the authority of the terms of reference, policies and Diocesan Operating Procedures of the Diocese and other authorities approved from time to time by the Trustees with the consent of the Bishop, except those which the Bishop has reserved to himself or which require a special mandate of the Bishop by law or which are reserved to themselves by the Trustees or expressly delegated by the Trustees to committees or officers of the Diocese or other persons with the consent of the Bishop. One VG has been appointed as the Moderator of the Curia, in order to coordinate administrative matters and to ensure that those who belong to the curia fulfil the offices entrusted to them (Can. 473 §2).

### Episcopal Vicars

The Bishop has appointed three Episcopal Vicars (EV), with the same ordinary power as a VG but limited to a specific pastoral competence. The EVs thus lead three Vicariates: Vocation, Education and Evangelisation. The role of Vicar for Clergy is currently exercised by one of the VGs and the EV for Vocations is also the EV for Religious. Because the EVs like the VGs share ordinary jurisdiction directly in the Bishop’s mission, the VGs and EVs are priests.

### The Bishop’s Council

The Bishop’s Council is an advisory body serving the Bishop. It comprises the two VGs and three EVs (can. 473 §4). The Bishop’s Secretary acts as its Secretary. A sub-committee of the Bishop’s Council (formed of the Bishop and the two VGs one of whom is the Vicar for Clergy) form the Personnel Committee, which is concerned chiefly with the welfare and deployment of the clergy.

### The Safeguarding Coordinator

The Safeguarding Coordinator is appointed by the Bishop and Trustees to co-ordinate safeguarding matters within the Diocese, including those Religious Orders, Congregations and the Bishopric of the Forces who are affiliated to the diocesan Safeguarding Commission. His/her purpose is to lead in the implementation and management of safeguarding policy and practice, including safer recruitment, to inform, advise and collaborate with the Safeguarding Commissions, Bishop and Congregation Leaders on appropriate practice, to manage all matters relating to concerns and allegations of abuse, and to maintain active links with statutory agencies including the Local Safeguarding

Children Board, adult Social Care services, the police and MAPPA agencies. The Safeguarding Coordinator directs the Safeguarding Office (q.v.)

### The Safeguarding Commission

The Safeguarding Commission is a group of independent professional people, appointed by the Trustees with the prior approval of the Bishop, to act on their behalf to oversee the implementation of the guidelines of The National Safeguarding Advisory Service (the Guidelines) from time to time in force. Its membership comprises people with specific experience and expertise in safeguarding issues and includes representatives from the police, safeguarding organisations, social work, the Probation Service and the clergy as required by and in accordance with the Guidelines. The Commission meets regularly to fulfil the requirements of the Guidelines including discussing policies and procedures, receiving reports from the Co-ordinator and Officer and when necessary to discussing investigations and other case work, and preparing an annual report for the Trustees.

### The Safeguarding Office

The Safeguarding Office, under the direction of the Safeguarding Coordinator (q.v.), is responsible for the processing of DBS checks as part of the wider safe- recruitment policy of the Catholic Church in England and Wales. It keeps a database for the diocese and also maintains information on the national database held by CSAS. It is responsible for the recruitment and training of parish representatives in the procedures they must follow when volunteers are appointed in the parish, in best practice in dealing with situations where children and vulnerable adults are present, and in what to do when concerns arise over a particular situation or person including compliance with the relevant Diocesan Operating Procedures. The Safeguarding Office co-ordinates a training programme across the Diocese and offers general support to the Safeguarding Coordinator.

### The Chancery

The Bishop appoints a Chancellor, whose task is to ensure that the acts of the curia are drawn up, dispatched and archived according to due form and process. In cases of marriage, the Chancellor by mandate of the Bishop, has powers to dispense from impediments to marriage dispensable by the Ordinary (Can 1078). He acts as a sole judge in cases concerning the impediment of ligament and in cases concerning the defect of canonical form. He can dispense from canonical form (Can 1127 n.2) and grant retroactive validation (Can 1161 & 1165). Moreover, by mandate of the Bishop, the Chancellor may grant diocesan faculties to a visiting priest, grant leave of absence, issue *celebrets*, grant faculties to receive a non-Catholic into full communion with the Church and grant priests of the diocese the faculty to administer the Sacrament of Confirmation (Can 882). The Chancellor has a further responsibility for maintaining the diocesan Foundation Mass Book, managing the Mass stipends account and distributing Masses where necessary. The Chancellor may also act as a notary for the Bishop's Office.

### The Diocesan Tribunal

The Bishop appoints a duly qualified Judicial Vicar to act on his behalf in all judicial and canonical matters. The work of the Diocesan Tribunal in practice is chiefly concerned with applications for a decree of nullity or dissolution of a marriage bond. A divorced party approaches the Tribunal for the investigation of their previous marriage in order to establish whether the marriage was a valid marriage and whether there is sufficient evidence to demonstrate that an essential element of marriage was absent so that a declaration of nullity can be granted.

### Communications

A Communications Director is appointed, who works closely with the Bishop and is line-managed by the COO. S/he leads a Communications Team, comprising employees and volunteers, individuals and *ad hoc* groups, who devise and manage the Bishop's Communications Policy and the Diocesan Communications Policy,

noting both its target-recipients and its communicators. Individuals often work directly for the Bishop or for the Bishop's Office or for Teams, Sub-Departments and Departments within the Framework. The Director directs diocesan communications *ad intra* and *ad extra*, with an emphasis on using digital media, though not neglecting print media, to communicate the Gospel of Jesus Christ and the call to discipleship. S/he seeks to advertise diocesan events, especially those of the Teams and activities of the Framework. Included is the management and development of the diocesan website, photographing and videoing episcopal and diocesan events, and reporting the diocesan news. It produces a weekly *E-News* and frequent communications *Ad Clerum*. It produces an annual *Directory*. An editor manages the composition, production and distribution of a quarterly Diocesan magazine. A Press Officer appointed by the Bishop prepares and issues press releases and advises the Bishop. A small Team of trained 'Local Catholic Voices', engages with local media in order proactively to present the Catholic position. This Team also acts as a network of press-watchers, press officers, news gatherers and contacts. Communications is also concerned with an on-going theological, philosophical and pastoral analysis of, and reflection upon, the meaning of media, its impact and its use ('cyber-theology').

#### The Chief Operating Officer (COO)

The COO leads the entire business function of the Diocese in order to deliver the Bishop's Vision. The COO works closely with the Trustees, converting the Vision into a Strategy from which a Financial Strategy is developed. Working closely with the Chairs of each of the Vicariates, the COO develops processes by which their respective strategies are implemented. S/he is the Finance Director of the Diocese, line-manages the Support and Administration Services, and provides leadership to all the staff of the curia, empowering them to identify changes that can improve the efficiency of the business function. The COO supports the Communications Director to develop communications across the administration of the Diocese to create a more inclusive culture between the Diocesan organisation and the parishes.

#### The Trustees (FT, VT and FAR)

The Diocese of Portsmouth is a Registered Charity in English and Wales under civil law. Chaired by the Bishop, the Trustees have responsibility for ensuring that the activity of the diocese complies fully with charity law and civil law in all areas, for example, administration of resources (finance and property), safeguarding and personnel issues. The Trustees are also concerned with the appropriate application of canon law and how the Diocese enacts the Church's vision. The Trustees are a balance of clergy and laity bringing a range of professional expertise and experience to the task and are appointed under the terms of the Diocesan Trust Deed and of policies adopted by the Trustees with the consent of the Bishop for the appointment and induction of Trustees. In the Diocese the Trustees also fulfil the role of the Diocesan Finance Council as required by Canon Law. Working closely with the Bishop, the Trustees ensure that the work of the diocese complies fully with the purposes of the charity stated in its Trust Deeds. The Trustees work together as a full trustees meeting (FT), and through Vicariate Committee meetings (VT) and through the Finance Audit and Risk group (FAR).

#### The Secretary to the Trustees

In civil law the Diocese is a registered charity. The Secretary to the Trustees is appointed by the Trustees to provide guidance and advice in fulfilling their responsibility of ensuring that all resources available are administered prudently within the terms of the governing trust deed, policies, terms of reference and the like, and in particular the Diocesan Operating Procedures, and to ensure compliance with the requirements of charity law and other relevant legislation. The Secretary supports the Bishop and ensures the smooth functioning of the trustee body.

#### Support and Administration Services

The Support and Administration Services are managed directly by the Chief Operating Officer. These services exist to assist the Bishop and Trustees in the administration of the temporal goods of the diocese and its parishes: its land and buildings, money, investments and the discharge of its legal and contractual obligations. A Finance Team oversees the accounting, banking, investments and financial management of the diocese, prepares statutory reports required by the Charities Act, develops and monitors budgets, administers Living Our Faith and other central diocesan funds, looks after Gift Aid claims and provides support to parishes in the management of their finances. A Team looks after Health and Safety matters, and another Team, the diocesan General Data Protection Policy (GDPR). The Personnel team administers all matters relating to employees (parish and diocesan) from payroll, through welfare issues and dispute resolution. It also assists with the management of volunteers where legal rights may be involved. The Property Team deals with land and buildings (diocesan, schools, academies and parish) and is led by the Diocesan Surveyor, overseeing the management of the estate, from acquisitions and sales, through routine upkeep, maintenance and development, compliance with health and safety, fire and disability discrimination legislation to planning applications and the support of the Priests' Retirement Fund.

## 2. THE DIOCESAN VISION

One of the principle duties of the Framework for Collaboration and of every team is to enable the implementation of the Diocesan Vision: *Bringing People Closer to Jesus Christ through His Church*. The key goal is

Seeking holiness through communion

*"Be holy for I am holy" (1 Pet 1: 16)*

That we seek holiness of life in imitation of Jesus, obedient (*ob-audire*) to God and legitimate authority, loving and respecting one another, and filled with the Holy Spirit, that we foster a joyful, positive, 'can-do' attitude.

The Four Main Vision-Priorities

- 1 To go out on mission to everyone  
*"Go, make disciples of all the nations" (Mt 28: 19)*  
That we enable many more to hear the Gospel and to come to know, serve and love Jesus Christ in the saving communion of His Catholic Church, so that, persevering in faith, hope and charity, they may one day reach the happiness of Heaven.
- 2 To convert Catholics  
*"He who eats my flesh and drinks my blood, lives in me, and I live in him" (John 6: 55-6)*  
That we assist all Catholics, especially *those who are not yet practising*, to reach a deeper personal relationship with Jesus Christ in the Holy Eucharist, to be more intentional disciples and, discerning their charisms, to become more actively engaged in the Church's mission.
3. To be totally dependent on the Holy Spirit  
*"You will receive power when the Holy Spirit comes on you" (Acts 1: 8)*  
That shifting from maintenance to mission, we trust more completely in God through prayer, imploring the Holy Spirit to inspire our clergy and our laity with constant joy and creativity to develop and realise new, innovative ministries and ways of Christian living.
4. To become outward-looking servants  
*"In so far as you did this to one of the least of these brothers of mine, you did it to me" (Mt. 25: 40)*  
That all our parish and our school communities become ever more outward-facing service-centres, brighter beacons of mission, dialogue and service to everyone around, especially to the poor, the homeless, those in need.

### Three Areas of Special Attention

- a Focusing on YOUTH  
“*Fan into a flame the gift that God gave you ...*” (2 Tim 1: 6)  
That we do all we can to teach and hand on the gift of Faith through the Church’s Scripture and Tradition to young men and women, young couples and young families, converting, forming and equipping them as joyful missionary-disciples of Christ.
- b Focusing on PROMOTING VOCATIONS  
“*I commissioned you to go out and to bear fruit*” (John 15: 16)  
That we earnestly pray for, foster and support vocations to all states of life and ministry in the Church, including new movements and new communities, but especially to the sacred priesthood.
- c Focusing on PRIORITISING OUR RESOURCES  
“*Very well, give back to Caesar what belongs to Caesar - - and to God what belongs to God*” (Mt 22: 21)  
That managing wisely our property and husbanding our resources, we use our God-given patrimony more flexibly and more determinately in the service of mission and the new evangelisation.

### 3. THE FRAMEWORK, ITS THREE VICARIATES AND SIX DEPARTMENTS

#### The Three Vicariates of the Framework

Within the Framework for Collaboration there are three Vicariates: for Vocation, for Education and for Evangelisation. The Vicariates act in compliance with and within powers delegated to them under terms of reference and Diocesan Operating Procedures and policies approved from time to time by the Trustees with the consent of the Bishop. The Framework is theologically grounded on Christ and his three-fold office as Priest, Prophet and King, that is, the triple *munera* of sanctifying (his high priesthood), teaching (his prophetic mission) and shepherding (his rule). The three Vicariates also represent three dynamically interrelated strands of Christian discipleship, animated by the Holy Spirit: call - formation - mission. Inspired by the Holy Spirit, the call of the disciple leads him/her to formation in the life and teaching of Christ, and this in turn leads to him/her being sent out on mission. This suggests that in the Framework, there is a direction of travel, from left to right, with the outcome in evangelisation. Yet evangelisation is always two-way: outreach *ad extra* impels a disciple to reach inwards *ad intra* and *vice versa*. These dialectical tensions orientate the Framework and infuse the curia with dynamism, to be both top-down and trans-directional, to be collaborative within each Vicariate and to engage horizontally across the Vicariates in common projects and enterprises.

#### The Coordinator of the Framework

The Bishop appoints a Coordinator of the Framework, whose role is to deliver, manage, lead and develop the Framework for Collaboration on behalf of the Bishop and the EVs. The Coordinator of the Framework works closely with the EVs to establish and populate teams, to recruit, train and manage volunteers, to ensure team-compliance with policy-directives, to supervise budgeting arrangements, to encourage cross-Framework collaboration, to ensure accurate reporting structures and communications, and to advise and propose bespoke solutions to the Bishop and EVs subject always to applicable terms of reference and Diocesan Operating Procedures and policies approved from time to time by the Trustees with the consent of the Bishop.

#### The Six Departments

Each Vicariate is divided into two Departments. These are led by a priest, a deacon, a religious or a layperson and these Heads of Department report regularly to their EV. They will also meet frequently with the Bishop to discuss and align policy. The six Departments are as follows:

- . Vicariate for Vocation: Department for Vocation; and
- . Vicariate for Vocation: Department for Clergy.
- . Vicariate for Education: Catholic Academies and Schools Office; and
- . Vicariate for Education: Department for Educational Chaplaincies.
- . Vicariate for Evangelisation: Department for Charity; and
- . Vicariate for Evangelisation: Department for New Evangelisation.

This allocation of Departments to Vicariates ‘steers’ departmental policies. Some Departments are divided into Sub-Departments. All Departments and Sub-Departments comprise team-activities. The allocation of Teams is sometimes self-explanatory and sometimes pragmatic (e.g. to share out tasks more equitably across the Vicariates).

### Department for Vocation

The Department of Vocation comprises two Sub-Departments: (1) Discipleship and Vocation, and (2) Liturgy. The Department is concerned with the call to discipleship, pre-discipleship and initial proclamation, with particular vocations and with inserting the disciple more deeply into the life of Christ and His Church, especially into the sacred liturgy. It helps to discern, support, promote and celebrate vocations to the priesthood, diaconate, religious life, the consecrated life, the new movements, marriage and family life, celibacy and the single life within the Church. It seeks to identify charisms and to promote spiritual development. It works to advance the liturgical formation of the Diocese in its various dimensions.

### Department for Clergy

The Department for Clergy comprises two Sub-Departments: (1) Bishop’s Office for the Support of the Clergy, and (2) Chaplaincies. The Bishop’s Office for the Support of the Clergy, led by the Vicar for Clergy, looks after the welfare, on-going formation and personal support of priests, deacons and retired clergy. The Department also facilitates the various chaplaincy services of the Diocese: the care of the sick and the needs of the disabled, hospital and prison chaplaincies, ethnic groups, links with the ordinariate, the provision of the Extraordinary Form and care of those from other Rites. The aim of the Chaplaincies Sub-Department is to serve the needs of individuals and to make various provisions in order to release the gifts of all for service of the Church: ‘ministry to’ for the sake of ‘ministry of’.

### Catholic Academies and Schools Office (CASO)

The Catholic Academies and Schools Office (CASO), led by the Director of Education, ensures on behalf of the Bishop (cf. CIC 803.1) that all the Catholic schools of our Diocese (independent, maintained voluntary aided and maintained academies) operate as ‘Catholic schools’ in accordance with both canon and civil law. Schools and parishes are the two principal agencies of the mission of the Church in our diocese and the Department seeks to develop our schools as key diocesan tools of evangelisation in union with the local parishes, Pastoral Areas and Deaneries. Just as parishes are Catholic Eucharistic Communities, so schools are Catholic Formation Communities comprising students, teachers, staff, parents and governors. CASO promotes and develops all aspects of the Catholic nature of our schools providing direction and advice on educational matters. It represents the Bishop at senior leadership appointments, and administers the appointment of foundation governors and directors. It advises and supports governing bodies on their canonical, statutory and legal responsibilities as maintained voluntary aided schools, maintained academies and independent schools. The Department promotes excellence in Catholic education in all diocesan schools, especially in Religious Education, collective worship and religious education resources, all of which is at the heart of the curriculum and purpose of a Catholic school. The Department is also responsible for the canonical and statutory inspections that take place, advising the Bishop on the quality of our schools.

### Department for Educational Chaplaincies

The Department for Educational Chaplaincies coordinates our secondary and tertiary

level school, academy and university chaplaincies, as well as the wide field of Youth Ministry, including Youth Workers, the Confirmation Follow-Up and diocesan youth programmes, the organisation of youth days and events, the links with the new youth movements and the spiritual formation of altar servers (the latter in liaison with the Liturgy Team and Diocesan MC).

#### Department for Charity

The Department for Charity comprises two Sub-Departments: (1) Diocesan Outreach; and (2) Bamenda. coordinates the charitable outreach of the Diocese in its schools and parishes. It promotes justice, peace and social responsibility, the charities in our Diocese, the work of Caritas Diocese of Portsmouth and the ecclesial exchange with Bamenda.

#### Department for New Evangelisation

The Department of New Evangelisation comprises three Sub-Departments: (1) New Evangelisation, (2) Formation for Mission; and (3) Dialogue and Proclamation. The Department promotes the work of new evangelisation through the New Evangelisation Team (= Diocesan Pastoral Council), the Social Research Unit, the formation of children and adults for mission, and the dialogues with fellow-Christians, with the other religions, and with the cultural sectors. It also includes the Jewish-Christian fellowship, outreach to people of goodwill ('Courtyard of the Gentiles') and promoting right relationships with the civil authorities.

### 4. THE SUB-DEPARTMENTS

#### 4.1 Department for Vocation: Discipleship and Vocation

This Sub-Department of Discipleship and Vocation is concerned with the call to discipleship, with welcoming new members into the Church, and with assisting every member of the Diocese (lay, consecrated and ordained) to grow in discipleship and to discern their God-given vocation. It promotes vocations to every state of life and ministry within the Church. It includes helping people discern a call to perpetual virginity, to consecrated life and to the religious life. It also supports links with the various ecclesial movements and communities. It promotes vocations to the diaconate. Above all, through the Vocations Director, it seeks to promote vocations to the sacred priesthood. This Sub-Department will probably develop further sub-teams as it works progresses. The Diaconate Director, Vocations Promoter and Vocations Director work directly in collaboration with the Bishop

#### 4.2 Department for Vocation: Liturgy

The Sub-Department for Liturgy seeks to facilitate the worthy celebration of the Liturgy across the Diocese and the liturgical formation of both clergy and laity. It serves the needs of liturgical ministers, especially priests, deacons, readers, EMHCs and musicians. It helps the Diocese celebrate the Sacred Liturgy and the liturgical seasons by proposing useful resources and ideas. It fosters liturgical music, and the formation and training of liturgical musicians in plainsong, choral and contemporary styles as well as classical and modern hymnody. It also comprises teams of liturgical experts, those who advise the Bishop and trustees on matters of art, architecture and patrimony, those who are liturgical advisors to the Bishop, those who arrange diocesan events, those who compile the annual *Ordo* and those responsible for the Arch-confraternity of St. Stephen.

#### 4.3 Department for Clergy: Bishop's Support of the Clergy

Led by the Vicar for Clergy and his team of advisers, helpers, support staff and associates, the Sub-Department Bishop's Support of Clergy comprises a number of services and activities to support the holistic well-being of the clergy, both active and retired, such as the provision of spiritual direction, counselling, appraisal, on-going formation and practical advice. It organises retreats, ministerial formation days, courses and sabbaticals.

It compiles the Supply Registry. It looks after the junior clergy, the overseas clergy and especially the retired clergy. It is the principal mechanism through which the Bishop looks after the wellbeing of the clergy.

#### 4.4 Department for Clergy: Chaplaincies

The Sub-Department of Chaplaincies seeks to promote the welfare and support of all the sick, the differently abled, the housebound, the bereaved, the dying, the mentally ill, the travelling community and anyone with special needs across the Diocese, spiritually and practically (e.g. the visually or aurally impaired). It seeks to incorporate them more fully into Christ and His Church so that their gifts can be released and their ministry enabled. The Sub-Department seeks to network, support and incorporate the various ethnic groups of Catholics present in our Diocese for prayer and social gatherings. It facilitates associations of those in special ministry such as prison and hospital chaplains, as well as forging links with military groups, the provision of Other Rites and with the Ordinariate. It also seeks to oversee the provision of liturgical rites in the Extraordinary Form, where these are needed.

#### 4.5 Department for Evangelisation: Bamenda Committee

The Sub-Department of Bamenda comprises a Team that supports, enables, directs and develops the relationship and ecclesial exchange between the Diocese of Portsmouth and the Archdiocese of Bamenda. This includes promoting prayer for one another, practical and financial support for projects, the organisation of exchange visits, the promotion of the link in our schools and parishes, and the sharing of news and information.

#### 4.6 Department for Evangelisation: Diocesan Outreach

The Sub-Department of Diocesan Outreach seeks to promote the charitable life and activities of the Diocese, through the promotion of justice peace and social responsibility, the care of refugees and the work of Caritas Diocese of Portsmouth.

#### 4.7 Department for Evangelisation: New Evangelisation

The Sub-Department of New Evangelisation is concerned with promoting the new evangelisation through careful research into data and demographics. It also includes ministry to inactive Catholics, encouraging all to a deeper practice of their faith.

#### 4.8 Department for Evangelisation: Formation for Mission

The Sub-Department of Formation for Mission aims to awaken the desire for a personal-passionate love for Jesus Christ within the communion of his Body the Church and thus to encourage and enable active missionary-discipleship. It seeks to establish and develop a network of catechists across the Diocese and to look after their on-going formation. Formation for Mission looks to the catechesis of children and young adults, including sacramental preparation (baptism, confirmation, first holy communion), and adult formation, including the RCIA process and higher education programmes in liaison with our privileged partners, St. Mary's Twickenham, the Maryvale Institute and the School of Annunciation, Buckfast.

#### 4.9 Department for Evangelisation: Dialogue and Proclamation

The Sub-Department of Dialogue and Proclamation promotes the mission of the Church *ad extra*, seeking to befriend and engage in dialogue with individuals, groups, and culture in general. This includes the search for deeper unity in doctrine, life and worship with our brothers and sisters in the other Christian communities, a deeper fraternity with our Jewish elders, and interreligious dialogue in its various aspects. The Sub-Department seeks to promote a critical dialogue with the various cultural sectors, a courtyard for discussion with non-believers and better relations with civic persons such as MPs and local government officers.

## 5. THE FRAMEWORK TEAMS

### 5.1 THE FOUR TYPES OF TEAM

Within the Framework, each Department and/or Sub-Department comprises various Teams. There are four types of Team.

#### 5.1.1 Type One Team

A Type One Team is composed of those who are employees of the Diocese or contracted on terms and conditions determined by the Trustees. Most of these are members of the curia, CASO and the Support and Administration Services. They respond to their designated line-managers and/or to the COO.

#### 5.1.2 Type Two Team

A Type Two Team comprise volunteers, specialists and support staff appointed directly by the Bishop and/or Bishop's Council. They assist and work under a Director of a Department or Sub-Department. Some of the parameters and procedures for Type Four Teams apply.

#### 5.1.3 Type Three Team

A Type Three Team comprises 'specialists' who form quasi-professional organisations: e.g. hospital chaplains, the Junior Clergy Group. These Teams, as their names suggest, have a restricted membership, with meetings and programmes designed by themselves for their mutual support and professional development. The Bishop's Council approves their leadership, team-membership and the programme of work they conduct. Each Team includes (1) a chair or convenor, (2) a chaplain, (3) a secretary and reporter, (4) an 'advertiser', (5) a treasurer and (6) a factotum, in addition to other team members.

#### 5.1.4 Type Four Team

Type Four Teams comprise the rest of the Teams within the Framework for Collaboration. These are Teams of volunteers. They meet at least six times per year to pray, to help form themselves and to form others, to discuss and devise policy, to sponsor and enable projects, and to encourage and enable pastoral areas and parishes, the clergy and people at local level, to pursue the task in hand (e.g. activities relating to justice, peace and social responsibility). The Bishop and the Bishop's Council approve membership, appoint the team leaders/chaplains and in some cases designate specific experts and others as team-members. The other members of the Team may be proposed by team leaders/chaplains to the Bishop's Council for approval, and in addition anyone from across the Diocese may volunteer through the team leader/chaplain to the Bishop's Council for approval and membership. Members are initially appointed for 18 months, and then for three years, subject to annual appraisal. Team members, unless otherwise indicated, must be over 18 years old and practising Catholics in good standing with the Church. They should be 'mainstream', intellectually, morally and spiritually converted to Christ and his Church, in full communion of mind and heart with the Bishop and happy to work under the general direction of the Bishop's Council. Where possible and practicable, Teams consist of an equitable balance of women and men, of geographical spread across the Diocese, and of age ranges (18-25, 26-40, 41-60, and 61+). Team members are expected to show commitment to their Team, an appropriate level of confidentiality, a genuine desire to practice collaboration within a team-situation, and to work collaboratively with other Teams in the Framework where common projects emerge and other opportunities arise. Each Team includes (1) a chair or convenor, (2) a chaplain, (3) a secretary and reporter, (4) an advertiser, (5) a treasurer and (6) a factotum, in addition to other team members.

### 5.2 SOME OPERATIONAL DETAILS

## Type One Teams and Type Two Teams

The members of Type One and Type Two Teams derive their purpose and direction from their Director and from their terms of reference and, in some cases, contracts of employment. The aim is to implement and enable the fulfilment of the Diocesan Vision in relation to the Descriptor for the Department or Sub-Department.

## Type Three Teams

Members of Type Three Teams derive their purpose and direction principally from their professional needs in relation to the implementation and fulfilment of the Diocesan Vision. The Vision are seen in relation to the Descriptor for their Team within its Department or Sub-Department. However, what follows next in relation to Type Four Teams is also of relevance.

## Type Four Teams

Members of Type Four Teams derive their purpose and direction from their Team Descriptor. The aim is to implement and enable the fulfilment of the Diocesan Vision in relation to the Descriptor for their Team within its Department or Sub-Department. A typical way of work would be as follows:

1. Prayer, formation, study and reflection on the Four Priorities of the Diocesan Vision. What do they mean for this field of work?
2. Prayer, formation, study and reflection on the Team Descriptor, unpacking its meaning and relevance, exploring its scope and discussing its implications. Has the Team Descriptor and its scope been clearly understood?
3. Prayer and discernment, study and reflection on the situation, as it presents itself in the personal experience of team-members, and in the life of the parishes and pastoral areas of the Diocese. What is already going on? What is missing or not happening? What constitutes an example of good practice? What constitutes bad practice, and why?
4. Discuss and devise policy and priorities for short, medium and long term. What is our purpose here? What are the most important things that need to be done? What might this Team affirm, encourage and/or facilitate at parish and/or diocesan level in relation to this field of work? What might be done first, then later (e.g. three years), then in long term?
5. Devise and discuss projects (simple, realistic, measurable). Discuss budget and resource implications. Then, select agreed targets. Ask how? Build a basic project-plan and outline what is required. Forward proposals for approval to (sub-) Departmental Director.
6. Commence implementation of approved policies and projects, advertise work underway and seek prayer, then report on progress made. Plan ahead, resources permitting to next cycle of activity.

## 6. TEAM-DESCRIPTORS AND NOTES ON VARIOUS MINISTERS

### 6.1 VICARIATE FOR VOCATION

#### 6.1.1 Pre-Discipleship Team (Type 4 Team)

The Pre-Discipleship Team comprises up to 12 members and will develop further 'sub-teams' as its work progresses. It includes a member of the Formation for Mission Team with responsibility for the RCIA and a teacher or governor from a Catholic school. Its tasks include: (1) exploring the needs and situations of those on the peripheries of the Church; (2) discussing in practice the call to discipleship ("first contact"), the thresholds of conversion and the various activities focused on pre-evangelisation and initial proclamation that can lead into catechesis; (3) guiding and supporting parish welcome teams and helping to

develop in parishes and schools a stronger culture of welcome; (4) building a sense of belonging to the Body of Christ, especially godparents and sponsors, and with First Communion and Confirmation parents; (5) promoting and supporting Alpha, Sycamore and other resources (e.g. from Ascension) to assist parishes and schools in proclaiming the *kerygma* to newcomers and enquirers; (6) encouraging a culture of formation in discipleship in parishes and schools to assist everyone to grow in their journey of faith; (7) introducing and running the Ananias Training, thus forming people in the art of spiritual accompaniment. The Pre-Discipleship Team comprises practitioners in the field. They will collaborate regularly with other Teams in the Department of Vocation (e.g. Called and Gifted), the Department for Schools and the teams of the Department of New Evangelisation such as Outreach to Marginalised and Inactive Catholics, and the Communications Sub-Department.

#### 6.1.2 Spiritual Formation (Type 4 Team)

The Spiritual Formation Team comprises up to 12 members and will develop further ‘sub-teams’ as its work progresses. Its tasks include: (1) inspiring and teaching people to pray, to develop a personal-passionate relationship with Jesus Christ, to discern the call to intentional discipleship of him, and to be aware of their personal charisms, gifts and talents which God has given them; (2) encouraging and enabling the practice of Eucharistic Adoration across the Diocese; (3) fostering across the Diocese in individuals and communities a knowledge and love of Sacred Scripture and the practice of *lectio divina*; (4) promoting for lay people a distinctively lay spirituality; (5) promoting the spiritual formation of clergy and laity across the Diocese by opening for them the riches of the Catholic Tradition of spirituality, ascetical theology, prayer and devotions, especially as shown in the teachings and lives of the saints; (6) encouraging an appreciation of the main Catholic families or schools of spirituality (e.g. Benedictine, Franciscan, Dominican, Jesuit) and both the classical and the modern spiritual writers; (7) making available literature and supports (including IT resources); (8) helping our parishes and communities to become truly schools of prayer (CCC 2689); (9) establishing, forming and guiding a network of spiritual directors (lay, religious and ordained) across the Diocese available for those who seek one; and (10) organising retreats and days of recollection for laity and others. The Spiritual Formation Team works closely with the other Teams in the Department of Vocation (e.g. Called and Gifted), with the Bishop’s Support of the Clergy, and with the Formation for Mission Sub-Department.

#### 6.1.3 Called and Gifted (Type 4 Team)

The Called and Gifted Team comprises the teachers and interviewers trained to roll out the *Called and Gifted Program* across the Diocese and, on request with the Bishop’s permission across neighbouring dioceses. The Program seeks to identify and release the charisms that God has given an individual disciple and to enable them to develop those gifts and talents for the benefit of their parish and the Diocese as a whole (e.g. involvement and service in the Framework for Collaboration).

#### 6.1.4 Marriage and Family Life (Type 4 Team)

The Marriage and Family Life Team comprises up to 12 members (six married couples) and will probably develop further ‘sub-teams’ as its work progresses. The Marriage and Family Life Team is concerned with all aspects of the vocation to matrimony. It seeks to develop a programme of marriage preparation with formed and trained catechists across the Diocese, with due attention to spiritual, theological and practical concerns. It also seeks to establish in a small number of regional centres advice on fertility awareness, and its clinical practice and support. The Team seeks to support marriage and family life in whatever ways it can devise, including in our schools and parishes. It helps the Diocese towards a renewed appreciation of the Church’s demanding yet beautiful vision of marriage and family life, as well as the call to chastity. It also considers the on-going support of marriage and family life, assisting to develop parenting skills, the celebration of engagements and significant anniversaries, the creation of a happy and spiritual home life, the support of grandparents, retreats for families and married couples, the compilation of a handbook for marriage, etc. It also seeks to help those in marriage

difficulties including information on nullity and the care of those who are divorced and remarried.

#### 6.1.5 Ecclesial Movements (Type 3 Team)

This Team is formed of representatives of the ecclesial movements and communities present within the Diocese. The Team meets at least once or twice a year for prayer, discussion and mutual support, the promotion of their vocation, the sharing of information, the identification of current challenges and best responses, and the development of deeper mutual relationships with the Bishop and the Diocese.

#### 6.1.6 Pastoral Workers and Pastoral Assistants (Type 3 Team)

This Team of Pastoral Workers and Assistants comprises all the pastoral workers and pastoral assistants in the Diocese, paid or voluntarily working within the parishes and pastoral areas (although not youth workers). Pastoral Workers are appointed in liaison with the Bishop and are given their canonical mandate and ecclesial mission by him. The Team meets at least once or twice a year for prayer, discussion and mutual support, the sharing of information, the identification of current challenges and best responses, and the development of good practice.

#### 6.1.7 Consecrated Life (Type 3 Team)

This Team comprises representatives of all the institutes of religious and consecrated life in the Diocese, resident or working within the parishes and pastoral areas. The Team meets under the direction of the Vicar for Religious at least once or twice a year for prayer, discussion and mutual support, the sharing of information, the identification of current challenges and best responses, and the development of deeper mutual relationships with the Bishop and the Diocese.

#### 6.1.8 Vicar for Religious

The Vicar for Religious, appointed by the Bishop for a determined period, acts on behalf of the EV for Religious in matters relating to the institutes, members and persons of religious and consecrated life in the Diocese. He is assisted in his work by a male religious and a female religious, selected for the task by the EV for Religious. The Director for Religious assists the Bishop in the pastoral care of the religious men and women of the Diocese, and helps the religious to become fully inserted into the life and mission of the Diocese in accordance with their charisms. He visits the religious communities and builds up good relationships with them. He also consults on canonical matters concerning persons who follow a vocation of consecrated life, including consecrated virgins and hermits, and represents the Bishop to the various organisations for consecrated life. He provides information on the vocation of consecrated life in its different forms, on third orders and on programmes of association or affiliation with religious institutes, and promotes the vocation of the consecrated life in schools and parishes and at other events. Where duly delegated, he conducts canonical visitations, particularly in regard to institutes directly subject to the diocesan bishop.

#### 6.1.9 The Diaconate Team (Type 2 Team)

Led by the Diaconate Director, who is appointed by the Bishop, the Diaconate Team is responsible for (1) the promotion and discernment of vocations to the Diaconate, (2) the interview, enrolment, formation and training of students for the diaconate and their wives, and (3) the on-going formation, welfare and support of deacons and their wives (in liaison with the Vicar for Clergy). During the period of student formation, the Team works closely with the seminary, especially in relation to assessment, and, attentive to the reality that most men are married with families, coordinates local support groups for students. This Team will develop sub-teams as it works progresses. Throughout all these responsibilities, the Diaconate Director works closely with the Bishop.

#### 6.1.10 Priestly Vocations (with Type 2 Teams)

The Vocations Promoter and the Vocations Director are appointed by the Bishop and work closely in collaboration with him. Each may build up a small team of assistants as support-staff. Both the Vocations Promoter and the Vocations Director are responsible for encouraging a culture of vocation in the Diocese, for preaching in the Diocese about vocations, for organising discernment retreats and for engaging everyone in earnest prayer that the Lord will send labourers for his harvest. The Vocations Promoter is responsible for promoting in schools and parishes vocations to the sacred priesthood, especially through engaging with individual enquirers. He assists parishes and schools to identify potential priestly vocations and the desirable qualities to look out for. He invites and encourages by prayer, formation, strategies, discernment groups and his own example all those who are interested to follow God's call. He uses especially digital media to promote vocations. He works closely in liaison with the Vocations Director. The Vocations Director is responsible for the interview and selection of students for formation for the priesthood, and also for their support during the programme of formation. He guides men over the years of formation in discerning vocation and preparing for ordination. He annually visits students and receives updates from the seminary formators. He arranges seminarian's summer pastoral placements and maintains their files until ordination.

#### 6.1.11 The Liturgical Formation Team (Type 2 Team)

The Liturgical Formation Team comprises up to three members nominated by the bishop to advise him on liturgical matters. In its work, it engages as required the services of liturgical experts, those who compile the annual *Ordo* and the Arch-confraternity of St. Stephen. (1) In liaison with the Bishop it advises on and creates guidelines and directives to ensure the authentic celebration of the Liturgy and its various rites and ministries. (2) It advises on and seeks to support the training and formation of priests, deacons and liturgical ministers, especially readers, EMHCs, liturgical leaders and musicians. (3) It advises on and promotes good liturgical music, and the formation and training of liturgical musicians in plainsong, choral and contemporary styles as well as classical and modern hymnody. (4) It advises on and promotes occasional talks, courses, events, training sessions and study-days on the Sacred Liturgy and on its history, art and celebration.

#### 6.1.12 The Art, Architecture and Patrimony Team (Type 2 Team)

The Art, Architecture and Patrimony Team comprises up to six members nominated or approved by the Bishop. Its purpose is to act as a consultative and deliberative body for clergy and parishes on matters to do with the art, architecture and patrimony of the property of the Diocese. Its work has a particular relevance for clergy and parishes that are considering a major refurbishment or reordering of a church building, the reconstruction of a sanctuary, the installation of new or the removal of old works of art, statuary etc. The Committee has a special responsibility for the listed buildings of the Diocese and can advise and assist clergy and parishes with submissions to the Historic Churches Committee and compliance with the provisions of the Ecclesiastical Exemption Order 1994. The Committee meets as required under its Chair, and the Chair works in close and regular collaboration with the Bishop.

#### 6.1.13 Liturgical Advisory Panel (Type 2 Team)

The Liturgical Advisory Panel comprises up to six members nominated or approved by the Bishop. Its purpose is to advise the Bishop on liturgical matters that arise for time to time in the life of the Diocese.

#### 6.1.14 Diocesan Events Team (Type 2 Team)

The Diocesan Events Team is led by the Diocesan MC and assists him. Its purpose is to arrange the annual cycle of diocesan events (e.g. Rite of Election, the Chrism Mass, Confirmation Masses) and other large-scale events involving the Bishop that arise from time to time.

#### 6.1.15 Pilgrimage (Type 2 Team)

The Bishop appoints the Lourdes Pilgrimage Director, and s/he assembles a Pilgrimage Team to assist. The Pilgrimage Team also looks into other possible diocesan pilgrimages from time to time and liaises as required with those organising them. The Team also researches the historic pilgrimage routes across the Diocese in order to consider their function within the contemporary new evangelisation. In order to conduct this work, the Pilgrimage Team will probably develop further sub-teams as things progress.

#### 6.1.16 Pastoral Care Services (Type 4 Team)

The Pastoral Care Services Team comprises up to 12 members and will develop further 'sub-teams' as its work progresses. It seeks to promote the welfare and support of all the sick, the differently abled, the housebound and those with any special needs (e.g. the visually or aurally impaired) across the Diocese, spiritually and practically. It includes the Disability Fellowship. It seeks to insert these disciples more fully into the life of Christ and His Church in order to release their gifts and to facilitate their ministry. It prays for the sick and those in need, and promotes prayer throughout the Diocese for those in need, physically and mentally. It supports the spiritual and practical care of those who are terminally ill. It seeks to support the bereaved and develop a network of care. It seeks to develop and provide a diocesan policy on care of the sick throughout the Diocese, especially in care home and other welfare centres. In liaison with the Department for Administration, it monitors changes to health and disability legislation and how these might impact upon parishes.

#### 6.1.17 Hospital Chaplains (Type 3 Team)

The Hospital Chaplains Team, led by the Bishop's Health-Care Advisor appointed by him, comprises all Catholic chaplains, both lay and ordained, paid or voluntarily working within the NHS from the Diocese of Portsmouth. Catholic hospital chaplains are appointed in liaison with the Bishop and are given their canonical mandate and ecclesial mission by him. The Team meets at least once or twice a year for prayer, discussion and mutual support, the sharing of information, the development of good practice, the impact of structural changes within the NHS, the building of better ecumenical relationships within hospital chaplaincy, and the piloting of "joined up care" with local parishes. It also helps discuss moral and theological issues arising within the medical field as pertaining to chaplaincy work or pertaining to chaplaincy work or provision.

#### 6.1.18 Prison Chaplains (Type 3 Team)

The Prison Chaplains Team, led by the Bishop's Prison Advisor appointed by him, comprises all Catholic chaplains, both lay and ordained, paid or voluntarily working within prisons located within the Diocese. Catholic prison chaplains are appointed in liaison with the Bishop and are given their canonical mandate and ecclesial mission by him. The Team meets at least once or twice a year for prayer, discussion and mutual support, the sharing of information, the development of good practice, the impact of structural changes and developments within the prison environment, and the building of better ecumenical relationships within prison chaplaincy. It also helps discuss theological, moral and practical issues arising within prison ministry.

#### 6.1.19 Military Chaplains (Type 3 Team)

The Bishop appoints a link-person with the military in the Diocese and with the Bishop of the Forces. This link-person assembles a team comprising all Catholic chaplains, both lay and ordained, paid or voluntarily working within military bases and establishments located within the Diocese. The Team meets at least once or twice a year for prayer, discussion and mutual support, the sharing of information, the development of good practice, and the building of better ecumenical relationships within military chaplaincy. It discusses theological, moral and practical issues arising within military ministry and the piloting of "joined up care" with the Diocese and with local parishes. It identifies and seeks to ensure the pastoral and support needs of military personnel within the Diocese are being met.

### 6.1.20 Ethnic Chaplaincies (Type 4 Teams)

The Bishop appoints an Ethnic Chaplaincy Coordinator and, in liaison with him, the Bishop appoints chaplains (either lay or ordained) to the various ethnic groups and communities within the Diocese. These include initially Filipino, Nigerian and Chinese communities and in time will include Polish, Portuguese and others, as required. Each chaplain appoints a team of up to 6 members to help him/her. Each chaplaincy-team values, celebrates and networks each ethnic group and at the same time helps integrate persons of differing ethnicities into the life of the local parish, the Diocese and the universal Church. These Teams meet at least once or twice a year for prayer, celebration, discussion and mutual support, to promote the spiritual and practical welfare of individuals, groups and categories within the ethnic communities, the sharing of information, networking, the establishment of self-help and to organise spiritual and social gatherings. Ethnic Chaplaincies sometimes liaises with the Social Research Unit in order to become aware of shifting demographics.

### 6.1.21 Extraordinary Form Coordinator

The Bishop appoints an Extraordinary Form Coordinator to enable provision where possible for those who wish for celebrations of the Roman Rite Liturgy in the Extraordinary Form (EF). The EF Coordinator liaises with priests and communities to assist the provision of the EF and to advise and promote as applicable the training and formation of priests and liturgical ministers in the EF liturgy. The Coordinator also ensures that where the EF liturgy is regularly provided, a note is included in the Diocesan Year Book and Directory and on the diocesan website.

### 6.1.21 Anglican Ordinariate Links

The Bishop appoints a link-person with the Personal Ordinariate of Our Lady of Walsingham for two-way communication and as a point of contact and liaison with those priests and communities of the Ordinariate.

### 6.1.22 Coordinator for Other Rites

The Bishop appoints a Coordinator for Other Rites to act as a point of contact and liaison with those priests and communities that celebrate liturgies in rites other than the Roman Rite. The Coordinator for Other Rites liaises with the Ethnic Chaplaincies Coordinator and, as appropriate, with the Social Research Unit, in order to determine what pastoral provision might be needed in a particular location or parish community. The Coordinator liaises with the Bishop, with the local priests and parishes and with the clergy of the Other Rites to facilitate appropriate provision. He keeps a registry of clergy and also ensures that where Other Rites are regularly provided, a note is included in the Diocesan Year Book and Directory and on the diocesan website.

## 6.2 VICARIATE FOR EDUCATION

### 6.2.1 Governance and Compliance (Type 1 Team)

The Governance Team within the Catholic Academies and Schools Office (CASO) is responsible for ensuring governing bodies are properly constituted in accordance with government legislation and their approved statutory Instrument of Government. Foundation governors and foundation directors are appointed to this ministry by the Bishop. The Team administers the appointment process in accordance with diocesan policy and processes, the relevant Instrument of Government/Academy articles and government guidance, provides induction training for foundation governors and directors on their role in the ministry and their relationship with the Bishop. The team provides guidance, training and support on canonical and legal responsibilities and obligations of governing bodies and headteachers through regular bulletins, briefing meetings for headteachers, governors and clerks to governing bodies. It reviews a range of policies

specifically affecting Catholic schools reflecting government policy and legal advice from the Catholic Education Service (CES). It liaises with the government's Department for Education and local authorities to ensure governing bodies of our Catholic schools are advised appropriately on all policy and procedural matters such as staffing contracts, headteacher performance review, safeguarding, staff grievance and capability. Regular briefing meetings are held for governors and clerks to governing bodies. The team ensures academy conversion documents are in accordance with the requirements of the Bishop and Trustees and provides support for schools converting to academy status.

#### 6.2.2 Promoting Catholic Schools (Type 1 Team)

This Team within CASO promotes the spirit of community in all Catholic schools across the diocese: voluntary aided, academies and independent schools. It promotes the distinctive nature of Catholic schools within the diocesan Framework for Collaboration. Headteachers of Catholic schools collaborate through regular cluster meetings and team-led headteacher briefings. Schools participate in both diocesan and team-led activities, including, for example, the annual 'Good Shepherd Mass,' the Bamenda partnership and other charitable initiatives.

#### 6.2.3 Catholic School Places and Admissions (Type 1 Team)

The Team for Catholic School Places and Admissions within CASO keeps under review the supply and demand of Catholic places across the Diocese and advises the Bishop and trustees as appropriate. It liaises with the 13 local authorities and the Channel Islands in the planning of school places. The team advises and supports schools in statutory processes when appropriate and administers the processes in respect of major school organisation initiatives. The Team facilitates the collection of data from all schools in the diocese for the national CES annual census. Catholic maintained schools (voluntary aided and academies) must have regard to the guidance from the team when constructing religious over-subscription criteria in respect of admissions to Catholic schools in the diocese and must consult the Bishop when deciding how membership or practice of the faith is to be demonstrated. The team advises schools on all aspects of admissions ensuring school admissions policies are in accordance with the mandatory requirements of the School Admissions Code and responds formally to governing bodies as and when schools consult in accordance with the School Admissions Code and related government regulations.

#### 6.2.4 Religious Education and Collective Worship (Type 1 Team)

This team for Religious Education and Collective Worship advises the Bishop on the appropriate RE programme for schools ensuring the requirements of the Catholic RE Curriculum Directory are met. It supports schools in the delivery of the RE programmes through regular training and provision of appropriate resources. The team organises a programme of canonical and statutory inspections (validations) of the schools in the Diocese with regular monitoring visits to ensure schools are supported. It trains validators to undertake this task. The team, on behalf of the Bishop, ensures representation on statutory local authority Standing Advisory Council for Religious Education (SACRE) and represents the Diocese at national meetings and conferences of the National Board of Religious Inspectors and Advisers (NBRIA). The team is also responsible for teacher formation and provides regular opportunities for teacher formation.

#### 6.2.5 School to School Support (Type 1 Team)

The team of School to School Support within CASO promotes and facilitates collaborative working arrangements and structures for schools across the diocese. These include, for example, the support for cluster group meetings of headteachers, heads/managers of RE to more formal collaborative arrangements such as federations and Multi Academy Trusts (MATs), where groups of school can access funding which has traditionally been passed to local authorities. With the support of the Team, schools can build their own capacity for school improvement and the raising of standards (cf. CIC 806:2). The team holds regular headteacher briefing meetings. It collects data and information to assess the performance of pupils and schools and for judging the system as

a whole. It represents the Bishop at Ofsted inspection feedbacks and with other partners brokers appropriate support where necessary.

#### 6.2.6 School Leadership (Type 1 Team)

The School Leadership Team within CASO works with the relevant local authority to provide advice and support to governing bodies in the preparation of senior leadership appointments. The team represents the Bishop at the shortlisting and appointment of headteachers, deputies and heads of RE. The team develops Catholic teachers and leaders by working with teaching schools, other providers and dioceses to tackle the problem of developing leaders and dealing with succession planning. It facilitates and delivers an induction programme and arranges a mentoring programme for new headteachers. The team provides regular training for newly qualified teachers and those teachers who are new to the Diocese.

#### 6.2.7 Church and State as Statutory Partners in Education (Type 1 Team)

This team within CASO represents the Bishop on statutory forums, e.g. local authority scrutiny committees. It also represents the Bishop and Trustees at national meetings and conferences affecting Catholic education. The team responds to statutory consultations from central and local government affecting Catholic education nationally and locally.

#### 6.2.8 Chaplain to Heads and Principals

The Bishop appoints a senior priest as Heads' Chaplain to encourage and enrich every Head/Principal in exercising their unique Catholic leadership in the Diocese, to offer spiritual care and personal support, to attend Heads' Briefings and to lead Prayer and Formation.

#### 6.2.9 Youth Mission Team (Type 2 Team)

The Bishop appoints the Director of the Department for Educational Chaplaincies and s/he assembles a Youth Mission Team, comprising up to 6 members. The Youth Mission Team exists to assist and support the Director of the Department for Educational Chaplaincies. Its primary purpose is to provide the practical, secretarial, IT and communication skills required to assist the work of the Director and the Department. It also acts as an advisory panel to him and a sounding-board in the creation of new ideas and strategies for ministry among young. Its members frequently assist at youth events and functions, as required.

#### 6.2.10 School and Academy Chaplains (Type 3 Team)

School chaplains, lay and ordained, are appointed and employed by diocesan schools and academies in liaison with the Bishop and are given their canonical mandate and ecclesial mission by him. The Director of the Department for Educational Chaplaincies coordinates the ecclesial mission of the chaplains and networks them into a team. The School and Academy Chaplains Team comprises all Catholic chaplains, paid or voluntary, working within the schools and academies of the Diocese. Led by the Director of the Department for Educational Chaplaincies, the Team meets at least once or twice a year for prayer, discussion and mutual support, the sharing of information, closer liaison with the Diocese, the identification of current challenges and best responses, and the development of good practice.

#### 6.2.11 University Chaplains (Type 3 Team)

The University Chaplains Team comprises all Catholic chaplains, lay and ordained, paid or voluntary, working within the universities and tertiary level educational entities of the Diocese. Catholic university chaplains are appointed in liaison with the Bishop and are given their canonical mandate and ecclesial mission by him. The Director of the Department for Educational Chaplaincies coordinates the ecclesial mission of the chaplains and networks them into a team. The Team meets at least once or twice a year for

prayer, discussion and mutual support, the sharing of information, closer liaison with the Diocese, the identification of current challenges and best responses, and the development of good practice.

#### 6.2.12 Youth Chaplains and Ministers (Type 3 Team)

The Youth Chaplains Team comprises all Catholic youth ministers within the Diocese, paid or voluntary, working within the parishes and pastoral areas. Youth chaplains are appointed in liaison with the Bishop and are given their canonical mandate and ecclesial mission by him. The Team meets at least once or twice a year for prayer, discussion and mutual support, the sharing of information, closer liaison with the Diocese, the identification of current challenges and best responses, and the development of good practice.

### 6.3 VICARIATE FOR EVANGELISATION

#### 6.3.1 Bamenda Committee (Type 4 Team)

The Bamenda Committee comprises a Team of up to 12 members that supports, enables, directs and develops the relationship and ecclesial exchange between the Diocese of Portsmouth and the Archdiocese of Bamenda. This includes promoting prayer for one another, practical and financial support for projects, the organisation of exchange visits, the promotion of the link in our schools and parishes, and the sharing of news and information.

#### 6.3.2 Justice, Peace and Social Responsibility (Type 4 Team)

The Justice, Peace and Social Responsibility Team comprises up to 12 members. The purpose of the Team is to ‘conscientise’ the Diocese, that is, to stimulate all Catholics to have a real concern for justice, peace and social responsibility at home, at work and in our society. It seeks to promote an authentic humanism inspired by the Gospel, the social teaching of the Church and the vision of Pope Benedict XVI expressed in *Caritas in Veritate* and Pope Francis in *Evangelii Gaudium* on integral human development in charity and truth. The Team creates, stimulates and oversees initiatives at the local, parish, pastoral area and diocesan levels. It links together campaigners and others from across the range of human life issues: from those campaigning against abortion and on beginning of life matters, through campaigns to do with childhood and old age, the care of animals, justice, peace and reconciliation in our own society and oversees, concern with environmental resources, bioethical matters to end of life concerns. The Team seeks to promote links with national organisations.

#### 6.3.3 Caritas Diocese of Portsmouth (Type 2 Team)

The Bishop appoints a Director, who assembles a team of helpers and assistants. This Team, in liaison with the Department for Administration, with the Charities and Outreach Team, and where appropriate with specific teams and vicariates across the Framework, seeks to implement the aims of *Intima Ecclesiae Natura* and to establish Caritas Diocese of Portsmouth (CDOP). *Deus caritas est*, God is love (1 Jn 4:8), the beginning and end of charity, which is the ordered expression of love of neighbour, within the communion and mission of the Church. The love of neighbour is first and foremost a responsibility for each individual member of the faithful but is also a responsibility for the entire ecclesial community at every level. CDOP seeks to enable and support the teaching, promotion, ordering and organising of this constitutive element of the Church within the parishes, schools, pastoral areas and deaneries of the Diocese. It enables this in a variety of ways, including working with charitable groups across the diocese and supporting and sponsoring charitable activities that serve the poorest and most needy at home and abroad. It develops where possible ecumenical links and links with other charitable agencies whose aims are consonant with those of Catholic charity.

#### 6.3.4 Refugee Response Group (Type 4 Team)

The Refugee Response Group comprises up to 12 members, some of whom might be recruited from other relevant Framework teams. It seeks to help the Diocese respond appropriately to the needs of migrants and refugees living within our area. It acts as a point of reference and advice for parishes and diocesan agencies. It liaises with appropriate government bodies and local agencies, as well as agencies of the Catholic Bishops Conference of England and Wales, in order to enable and develop projects to assist and serve migrants and refugees within the Diocese. It collaborates closely with Caritas, and with the Justice, Peace and Social Responsibility and the Charities and Outreach Teams.

#### 6.3.5 Charities and Outreach (Type 3 Team)

The Charities and Outreach Team is formed of representatives from key charities operating within the Diocese (e.g. CAFOD) and works closely with Caritas Diocese of Portsmouth. The Team meets at least once or twice a year for prayer, discussion and mutual support, the sharing of information closer liaison with the Diocese, the identification of current challenges and best responses, and the development of good practice.

#### 6.3.6 New Evangelisation Team (NET)

The New Evangelisation Team (NET), formed of representatives from the Deanery Evangelisation Strategy Teams, acts as the Diocesan Pastoral Council. It provides the Bishop's Council with comments, feedback and suggestions from the laity. Its focus is especially on matters of mission and new evangelisation. At the same time, it seeks to generate and propose new ideas, strategies and programmes for the pastoral life and mission of the Diocese.

#### 6.3.7 Social Research Unit (SRU) (Type 4 Team)

The Social Research Unit (SRU) is a compact team of researchers, perhaps 6 members. It conducts general research of the demography and demographic trends occurring within the Diocese of Portsmouth, both secular in so far as they impact upon the life of the Church, and internally within the Church (e.g. lapsation and its causes). The information provided by the SRU enables the Diocese more effectively to adapt its evangelistic efforts to the reality of today and to changing or emerging circumstances. Depending on its capacity, the SRU will also answer queries and/or undertake specific research projects, at the request of other Teams across the Framework. It maintains the *Diocesan Dashboard*.

#### 6.3.8 Outreach to Marginalised and Inactive Catholics (Type 4 Team)

The Outreach to Marginalised and Inactive Catholics Team comprises up to 12 members. It seeks to study trends in religious practice and the causes of lapsation or non-practice within the Catholic community. It looks to developing new means of reaching out to marginalized and inactive Catholics, including sharing good practice from local initiatives and linking with methods, schemes and groups already working in this field. This Team researches spirituality, religiosity and faith in our society and promotes projects, in liaison with the SRU and in collaboration with outside agencies. The Team seeks to devise new strategies for use at local, parish and pastoral area level.

#### 6.3.9 Formation for Mission Teams (Type 2 and Type 3 Teams)

The Bishop appoints a Sub-Department Director who assembles a team of helpers and assistants. The Formation for Mission Team (a Type Two Team) comprises up to 12 members, and will develop further 'sub-teams' as its work progresses. The Team seeks to awaken the desire for a personal-passionate love for Jesus Christ within the communion of his Body the Church and thus to encourage and enable intentional discipleship. It includes establishing, forming, training and commissioning a network of catechists across the Diocese and providing for their on-going formation. (The catechists will form Type 3 Teams). Formation for Mission covers two areas: (1) the catechesis of children and young adults, and (2) adult formation. The catechesis of children includes the development of programmes, materials and training required to prepare children and their parents for

the sacraments of Baptism, Confirmation and First Holy Communion. It also includes the provision of the same for those involved in the Children's Liturgy at Sunday Mass. Adult Formation includes all the processes, formation and provision of content involved with the RCIA and the rites of reception into full-communication, the support of the higher education programmes in the Diocese run by our privileged partners, St. Mary's, Twickenham, the Maryvale Institute and the School of Annunciation, Buckfast. The Team also looks to the provision of one-off and on-going adult formation courses and events across the Diocese.

#### 6.3.10 Christian Unity Team (Type 4 Team)

The Bishop appoints an Ecumenical Development Coordinator (EDC). The EDC represents the Bishop at ecumenical functions, develops good relations with other non-Catholic clergy and community leaders, and also ensures that a calendar of significant days for other Christians is included in the Diocesan *Ordo*. The Christian Unity Team comprises up to 12 members with representatives from across the Diocese. It assists the EDC and seeks to identify and build good relationships with the clergy and laity of the other Christian communities, our brothers and sisters: with the Orthodox communities and with the Reformed communities (e.g. Anglican, Lutheran, Methodist, Presbyterian, Free Church, Pentecostalist, Baptist and the non-denominational churches). The aim is to pray and work for a deeper spiritual, liturgical, doctrinal and ecclesial communion, and to promote a desire for this within the clergy and laity of our Diocese. This involves developing activities related to education, prayer, membership of ecumenical bodies and other special events at local, regional or diocesan level, not least, though not limited to, the Weeks of Prayer for the Unity of Christians.

#### 6.3.11 Jewish-Christian Fellowship Team (Type 4 Team)

The Jewish-Christian Fellowship Team comprises up to 12 members with representatives from across the Diocese. Its purpose is to identify and build good relationships with the Jewish community within the different areas of our Diocese and to enable mutually enriching discussion, sharing and common projects. The Jews are our elder brothers and sisters in faith. The Team thus seeks to educate the people and clergy of our Diocese to a greater awareness and knowledge of Judaism, our common origins, beliefs and outlooks, our shared values, hopes and worship patterns. The Team ensures that a calendar of significant days for the Jewish community is included in the Diocesan *Ordo* and that appropriate notification and intercessory prayers are sent to parishes for those anniversaries.

#### 6.3.12 Inter-Religious Dialogue Team (Type 4 Team)

The Bishop appoints an Interreligious Dialogue (IRD) Coordinator(s). The IRD Coordinator represents the Bishop at religious functions and seeks to develop good relations with the other religious communities and their leaders. The IRD Coordinator facilitates the IRD Team. The IRD Team comprises up to 12 members with representatives from across the Diocese and as its work progresses, it will probably develop further sub-teams. The purpose of the IRD Team is to identify and build good relationships with the people and leaders of the other religious communities (non-Christian) within the different areas of our Diocese and to enable mutually enriching discussion, sharing and common projects. These links are with the Muslims, the Hindus, the Buddhists and those of other religions. At the same time, the IRD Team helps educate the people and clergy of our Diocese to a greater awareness and knowledge of the other religions, their origins, beliefs and outlooks, their values, hopes and worship patterns. The IRD Team works in association with the interreligious adviser to the Bishops' Conference. The IRD Coordinator and IRD Team ensures that a calendar of significant days for the other religious communities is included in the Diocesan *Ordo* and that appropriate notification and intercessory prayers are sent to parishes for those anniversaries.

#### 6.3.13 Dialogue with Cultural Sectors Team (Type 4 Team)

The Dialogue with Cultural sectors Team comprises up to 12 members selected from various professions (e.g. medicine, education, business) and will develop sub-teams as its work

progresses. Its purpose is to network Catholics in the various professions for prayer, mutual support and discussion. It seeks to bring the Catholic Tradition into a critical conversation (dialogue and proclamation) with the thinking and philosophy of those cultural sectors. It seeks to establish an annual Symposium or study-day either for each profession or one for all on a common theme.

#### 6.3.14 The Courtyard of the Gentiles (Type 4 Team)

The ‘Courtyard of the Gentiles’ comprises up to 12 members. It seeks to be a space and forum for constructive and hope-filled dialogue between the Church and those of other beliefs or no belief. It seeks to dialogue with those who are seeking with a sincere heart truth, goodness and love. Its aim is to create space for mutually enriching conversation and discussion, and to sponsor innovative projects at local, regional and diocesan level that can help foster community development and further the mission of the Church in the public square.

#### 6.3.15 Civic Relations (Type 4 Team)

The Civic Relations Team comprises up to 12 members. It seeks to cultivate good relations with MPs, with those who work in local government and in the public bodies located within our Diocese. It seeks on occasion, where duly delegated, to represent the Catholic Church and the Bishop at local civic events and functions. Where practicable it seeks both dialogue and proclamation, presenting the Catholic faith as an authentic humanism, that is, as the ‘fullness of life’ (cf. John 10: 10). It seeks to safeguard the interests of the Catholic community within a pluralist and secular context and also to seek out new avenues for service of the whole community, especially of the poorest and most vulnerable