

## Essential competencies & expectations of a Monitoring Officer

<b>Professional skills</b>	<p>Established lawyer or Democratic services officer</p> <p>Able to advise (or seek advice on behalf of) the council and its officers/members on legal and regulatory compliance</p> <p>Knowledge of local authority governance and ability to interpret and apply local authority constitutions</p> <p>Professional skills kept up to date</p> <p>Understanding of what good governance looks like</p> <p>Engagement with appropriate professional body</p>
<b>Strategic leadership</b>	<p>Strategic thinking and planning</p> <p>Influencing and persuasion</p> <p>Thought leadership</p> <p>Demonstrating innovation</p> <p>Setting direction</p> <p>Being an effective member of the 'golden triangle'</p> <p>Developing relationships with other senior managers</p>
<b>Operational</b>	<p>Contributing effectively within the local authority's management team</p> <p>leading and developing a legal or democratic service team</p> <p>Enabling others to strive for excellence</p> <p>Leading change, regeneration, or transformation programmes</p> <p>Effective budget management and financial planning</p> <p>Setting the right culture expectations and behaviours</p> <p>Offering feedback to other directorates or council committees</p>
<b>Personal development</b>	<p>Resilience</p> <p>Confidence</p> <p>Building positive professional relationships</p> <p>Emotional intelligence</p> <p>Adaptability</p> <p>Value driven</p> <p>Integrity and respect for others</p> <p>Communicating with authority</p> <p>Visibility and availability</p> <p>Having a mentor</p>
<b>Developing the profession</b>	<p>Drive and develop the professional community</p> <p>People management and succession planning</p> <p>Networking externally with the professional community</p> <p>Building and leading teams</p> <p>Being an inspiring monitoring officer</p> <p>Acting as a coach and mentor</p>

<b>Compliance</b>	<p>Safeguarding the reputation of the local authority</p> <p>Ensuring compliance with regulation and policy</p> <p>Ensuring short term decision-making does not put the local authority at risk in the medium or long-term</p> <p>Legal stewardship</p> <p>Upholding public ethics</p>
<b>Technical</b>	<p>Familiarity with the Code of practice on good governance for statutory officers</p> <p>Actively promoting legal compliance and adherence to the constitution</p> <p>Bringing issues to the attention of external bodies where appropriate</p> <p>Appreciation of internal risks</p>
<b>Decision making skills</b>	<p>Critical thinking</p> <p>Ability to make tough decisions</p> <p>Gathering data and evidence to support effective decision making</p> <p>Using sound judgement</p> <p>Promoting transparent, balanced reports</p> <p>Maintaining proper records</p> <p>Challenging where appropriate</p>
<b>Political</b>	<p>Understanding political structure and power</p> <p>Being impartial</p> <p>Delivering difficult messages</p> <p>Dealing with and managing conflict</p> <p>Supporting councillors in meetings</p> <p>Navigating the political landscape as a monitoring officer</p> <p>Managing standards complaints and other high-level complaints</p>
<b>Big picture</b>	<p>Up to date knowledge with respect to ideas, issues and challenges in other local authorities and the public sector</p> <p>Wider engagement in the local government sector</p> <p>Appreciation of external risks</p>

## **Competency Levels:**

### **Level 0: Aspiring Monitoring Officer**

Experienced professional

Developing Management skills

Limited or no exposure to top level issues within a local authority

Limited or no exposure to politicians

Looking to acquire the skills needed for a monitoring officer position

### **Level 1: Deputy Monitoring Officer**

Experienced Professional

Good Management skills

Some exposure to top level issues within a local authority

Some exposure to politicians

Able to deputise for the MO (Monitoring Officer)

### **Level 2: Newly appointed Monitoring Officer**

May have previous experience as a deputy MO

Strong management skills but not yet established as a leader

Growing exposure to top level issues within a local authority

Growing exposure to politicians

Looking to broaden and strengthen their skills as a monitoring officer



### **Level 3: Experienced Monitoring Officer**

3-5 years' experience as a monitoring officer

Core member of the local authority leadership team

Looking to strengthen their skills as a monitoring officer

May have experience of leading the organisation through high profile legal challenges, significant organisational change, other issues, or challenges

Has developed a strong network across the sector

Recognised by their own team as inspiring

### **Level 4: Expert Monitoring Officer**

Very experienced monitoring officer

5+ years' experience

Possess a breadth and depth of legal compliance and governance expertise gained in several local authorities

Led at least one organisation through an intervention, high profile legal challenges, significant organisational change, other challenges, or issues.

Seen across the organisation as an inspiring leader

Recognised as a thought leader in their sector