

# SECTION 9

## MEMBER AND OFFICER ROLES

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# Carlisle City Council

## Members' Role Descriptors

To help Councillors have a clearer idea of what is involved in the various Councillor roles, the Council has designed a set of Role Descriptors for all of the main Councillor functions. These are not strict 'role descriptions' but are created to guide and inform.

Role descriptors exist for the following roles and a copy of each one is provided for your information:

- Core Councillor
- Council Leader
- Deputy Leader
- Group Leader
- Portfolio Holder/Executive Member
- Mayor
- Overview and Scrutiny Chairperson
- Overview and Scrutiny Member
- Committee Chairperson
- Committee Member
- Audit Committee Chair

- Regulatory Panel and Licensing Committee or Sub-Committee Chairman.

## **1. CORE COUNCILLOR - ROLE DESCRIPTOR**

### **Council Duties**

- To represent their electors and the people of Carlisle by acting as effective advocates, campaigners and representatives.
- To promote the economic, social and environmental well-being of their electorate and the City as a whole, and to act in accordance with the highest standards of probity in public life, seeking to serve the community without personal gain.
- To attend Full Council, its committees as necessary and contribute effectively.
- To undertake other official duties or act as representatives of the City Council on outside bodies to which they have been appointed.
- To participate in setting a budget and the forming of the Council's policy.
- To monitor performance against targets in all areas of the Council's direct and indirect activity.
- To co-operate with other agencies to the benefit of people.
- To promote and represent the City Council in the local community.
- To liaise with other levels of government, agencies or bodies which influence the well-being of the City and local area.
- To Chair Committees, Panels, Working Groups and other meetings as required.
- To undertake appropriate development necessary to carry out their role(s) or designated responsibilities.

### **Community duties**

- To promote the economic, social and environmental well-being of the community.
- To find ways of effectively and regularly communicating with their constituents.
- To be an advocate with whom constituents can raise issues of importance or personal concern.
- To explore new ways of being accountable to the constituents.
- To actively campaign for measures that will secure strong, safer communities.
- To help access funding from different sources for the benefit of the community.
- To liaise with other levels of government, agencies or bodies which influence the well-being of their constituency.

## **2. LEADER – ROLE DESCRIPTOR**

### **Key duties**

- To represent the City at local, regional and national levels, acting as ambassador and leading the development of key strategic partnerships with local communities, outside agencies and key stakeholders to deliver the Council's corporate objectives and provide quality services to residents.
- To provide clear political leadership for the Council, relating to all Members, citizens, staff and stakeholders.
- To act as the Council spokesperson on all key corporate issues, consistent with the overall policy and budgetary framework agreed by the Council.
- To lead the development of local and regional policies which fulfil the Council's corporate policy objectives as stated in the Best Value Performance Plan.
- To lead on the Council's effective decision-making processes and supporting administration.
- To lead the budget making processes of the Council, closely linked to performance management.
- To lead the Council's public participation activities, encouraging local people to take part in the Authority's decision making processes.
- To lead on all regional affairs.
- To Chair all Executive meetings.

The above activities are in addition to the responsibilities set out in the Core Councillor, Group Leader and Portfolio Holder Role Descriptors.

### **3. DEPUTY LEADER - ROLE DESCRIPTOR**

#### **Key duties**

- To deputise for the Leader of the Council in his/her absence.
- To chair Executive meetings in the absence of the Leader of the Council.
- To act as the Council's spokesperson on all key corporate issues, consistent with the Council's overall policy and budgetary framework, in the absence of the Leader.
- To hold and lead on any Portfolio which the Council may allocate.
- To undertake specified delegated/designated Leader duties.

The above activities are in addition to the responsibilities set out in the Core Councillor and Executive/Portfolio Holder Role Descriptors.

#### **4. GROUP LEADER - ROLE DESCRIPTOR**

##### **Key duties**

- To provide clear political leadership for the party represented absence.
- When in opposite, to provide credible checks and balances, challenges and alternatives to the ruling party.
- To canvas a range of views within the party in the formulation of policy.
- To integrate and represent party policy at a local level.
- To co-operate with other groups where appropriate, particularly in matters of a non-party political nature.
- To chair and/or attend meetings where appointed to a representative role within the council.
- To liaise with other local and regional representatives of the party.
- To monitor the performance of the council against its budget, policy and performance plan.

The above activities are in addition to the responsibilities set out in the Core Councillor Role Descriptor.

## **5. PORTFOLIO-HOLDER/EXECUTIVE MEMBER - ROLE DESCRIPTOR**

### **Executive duties**

- To work at meeting the Council's corporate objectives, as set out in the Best Value Performance Plan.
- To encourage performance improvement in all services, consistent with Best Value principles and within the policy and budgetary framework agreed by the Council. This includes responding appropriately to statutory reports on external inspections and service reviews, together with all Best Value Review Action Plans.
- To facilitate and encourage public participation in the Council's activities by engaging key stakeholders in the Authority's decision-making processes. Overseeing the publication of consultation papers on key issues and appropriate public consultation.
- To consider budget priorities and actions on the delivery of Council services within the overall policy and budgetary framework agreed by the Council.
- To consult with Overview and Scrutiny Committees on matters relating to the development and formulation of policy.
- To consult with Area Committees and local Ward Members about policy developments or service initiatives which have a specific relevance to their areas.
- Support positive relationships and practices through co-operative working with Officers and unions.
- To oversee the investigation of and responses to all Local Authority Ombudsman reports, including any findings of maladministration.
- To commission research, studies or the collection of information relating to policy issues or service delivery.

### **Portfolio holding duties**

- To provide pro-active political leadership for the designated function/service of the Council set out in the allocated Portfolio.
- To initiate and promote policies and programmes in the allocated Portfolio within the Council and externally.



- To present and consult on the Council's policies in the allocated Portfolio with the public, directly and through appropriate media.
- To engage actively and represent the Council in appropriate local, regional and national groupings involved with the service areas set out in the allocated Portfolio.
- To make recommendations about the implementation of policies within the allocated Portfolio.
- To report to the Council on decisions made, actions taken and progress achieved within the allocated Portfolio.
- To consult with and report as required to the Executive Committee and the Overview and Scrutiny Committee of the Portfolio.
- To commission and consider reports from appropriate Officers as required for the efficient discharge of the Portfolio Holder's duties/responsibilities.
- To keep abreast of national best practice/new initiatives in the areas covered by the Portfolio to help ensure high local service standards and provision.
- To consider and act on performance data and reports from the Executive Committee and the Scrutiny Committee.
- To contribute to the corporate development of the Council's policies and objectives through active engagement of the Executive Committee.
- To work closely with relevant Senior Officers of the Council to support the efficient management of the authority and to uphold high standards of performance and conduct in enabling Officers to exercise any powers delegated to them.
- To attend meetings of the Overview and Scrutiny Committee as and when required.

The above activities are in addition to the responsibilities set out in the Core Councillor Role Descriptor.

## **6. MAYOR – ROLE DESCRIPTOR**

### **Key duties**

- As the city's first citizen, the main role of the Mayor is to act as the non-political, Civic and Ceremonial Head of the city.
- To Chair meetings of the Full Council.
- To maintain the historical and ceremonial traditions of the Office of Mayor.
- To promote the Council locally, nationally and internationally.
- To promote, liaise and link with private and voluntary sector organisations in the city.
- To participate in and help initiate activities which enhance the economic, social, cultural and environmental well-being of the city and its residents.
- To act as patron/president to local organisations.
- To act as host to official visitors to the city.
- To attend annual civic events and local community activities.
- To represent the city at ceremonial events.
- To act as the city's representative on other occasions determined by Council.
- To carry out all duties in a manner appropriate to the status and tradition of the Office.

The Deputy Mayor will on occasions, also perform this role.

The above activities are in addition to the responsibilities set out in the Core Councillor Role Descriptor.

## **7. OVERVIEW & SCRUTINY CHAIRMEN - ROLE DESCRIPTOR**

### **Key duties**

- To undertake the functions of a Councillor whilst also leading and co-ordinating the relevant scrutiny activities of the Council to ensure that transparency and accountability are of priority.
- To Chair a Scrutiny Panel.
- To work with the Vice-Chair and Overview and Scrutiny Manager to co-ordinate the activities and the work programme of the Scrutiny Panel.
- To foster and maintain a disciplined approach by the Members involved in Scrutiny having regard to high standards of behaviour and ethics.
- To monitor the Council's decision-making processes, ensuring that such decisions are consistent with Council policy.
- To scrutinise the activities of the Executive.
- To invite Members of the Executive, Officers and others to attend meetings of the Scrutiny Panel to answer questions.
- To own and present the reports of the Scrutiny Panel to the relevant bodies with the Council.
- To organise Committee Members input into the Council's Best Value processes and to advise the Council on its approach to Best Value.
- To act as a focus for liaison between the Council and communities and partners in the scrutiny function.

Deputy Chairmen will on occasions, also perform this role.

The above activities are in addition to the responsibilities set out in the Core Councillor Role Descriptor.

## **8. OVERVIEW & SCRUTINY PANEL MEMBER - ROLE DESCRIPTOR**

### **Key duties**

- To scrutinise Executive decisions, to assess how these contribute to effective service delivery and help to achieve the Council's Corporate Plan/Best Value Performance Plan and whether they are in accordance with the agreed budgetary and policy framework.
- To review individual policies and projects to evaluate their effectiveness and success and consult with all relevant stakeholders in this process.
- To monitor how the Council is meeting its agreed corporate objectives, as set out in the Corporate Plan/Best Value Performance Plan.
- To facilitate and encourage participation in the Council's activities by effectively engaging local residents, businesses, outside agencies and other key stakeholders in the panel's work as appropriate.
- To check that the Council continues to improve performance in all services within the policy and budgetary framework agreed by the Council and recommend areas for improvement and change.
- To undertake Best Value reviews of the Council's services and make recommendations which positively contribute to improving service delivery.

The above activities are in addition to the responsibilities set out in the Core Councillor Role Descriptor.

## **9. COMMITTEE CHAIRMEN - ROLE DESCRIPTOR**

### **Key duties**

- To enable the smooth and orderly conduct of business within the Standing Orders and Terms of Reference of the Council.
- To ensure an orderly debate or deliberation of the business in hand.
- To report on the workings of the Committee, Sub-Committee, Panel or Working Group to the full Council and to present, where appropriate, recommendations to the Council.
- To ensure that there is proper consideration of any item.
- To bring, where appropriate, the views of co-opted Members (if any) to the attention of Council.
- To liaise with Officers in formulating Agenda and to attend any meetings with Officers to discuss matters relevant to the business of the Committee, Sub-Committee, Panel or Working Group.
- Where appropriate, to liaise with other interested parties in establishing co-opted membership, and topics for consideration.
- Where applicable, to liaise with other tiers of local government and to contribute to any other joint working arrangement.
- Where applicable, to lead such site visits that may assist Members arriving at a considered decision.
- To attend training necessary and appropriate to the role and to remain fully updated on relevant changes in legislation and Government practice.

Deputy Chairmen will on occasions, also perform this role.

The above activities are in addition to the responsibilities set out in the Core Councillor Role Descriptor.

## **10. COMMITTEE MEMBER - ROLE DESCRIPTOR**

### **Key duties**

- To participate in service committee discussions.
- To give proper consideration to items before and during meetings.
- To offer opinions based upon an understanding of the legal requirements of the subject discussed.
- To inform the committee of constituent opinion.
- To take into consideration a range of views and issues when reaching a decision.
- To conduct oneself with dignity and decorum when offering views at variance from other Members.
- To undertake appropriate site visits.
- To undertake specific training including updates in the law pertaining to the work of the committee.

The above activities are in addition to the responsibilities set out in the Core Councillor Role Descriptor.

# **Carlisle City Council**

## **Part 2**

### **Introduction to the Skills and Knowledge Requirements for the Various Member Roles**

A set of skills and knowledge requirements which correspond to the Member Role Descriptors have also been created.

These should be viewed not as hard and fast list of prerequisites but as a suggestion of the sorts of skills and knowledge likely to be required.

There has not been a direct linking of skills against each element of the Role Descriptor but instead a focus on the key requirements.

It was felt that it was more useful to provide an essential condensed version rather than an exhaustive list.

# 1. Core Councillor - Skills and Knowledge

**This may be considered in conjunction with any other roles that the Councillor may take on within the council.**

## **Knowledge**

- Council Constitution
- Standing Orders
- Council policies
- Council services
- Who to contact to pursue enquiries
- Relevant legislation
- Ethics, standards and legal responsibilities
- Community groups within the ward
- Social and economic initiatives affecting the council

## **Skills**

- Running a surgery
- Working with groups
- Relationship building, developing trust
- Diplomacy and influencing
- Public speaking
- Dealing with the media
- Contributing to meetings
- Pursuing case work resulting from ward consultations
- Personal organisational skills
- Analysing information
- Basic computer literacy



# 2. Council Leader - Skills and Knowledge

**To be viewed in conjunction with the Core Councillor Role and Group Leader and Portfolio Holder**

## **Knowledge**

- Broad local and national political issues
- Economic and regeneration initiatives and opportunities
- Strategic planning
- Social and business aspirations and concerns within the city and rural environs
- Thorough understanding of political, budgeting and legal processes within the Council

## **Skills**

- A high level of media and personal presentation skills
- Chairing meetings
- Analysing considerable and varied complex information
- Decision making
- Leadership and the ability to gain support
- Relationship building, particularly with key players inside and outside of the council
- Strategy development
- Personal planning, prioritisation and delegation
- Highly developed negotiation and influencing skills
- The ability to act as a role model as the figurehead of the council

# 3. Deputy Leader - Skills and Knowledge

The skills and knowledge for this role need to cover all of the areas outlined in the Core Councillor role, portfolio holder and the leader role but in the latter not to the same depth.

Additionally, the Deputy needs to be skilled in:

- Flexibility and responsiveness
- Interpreting and enacting the views and actions of the Leader
- If agreed, developing specific skills in designated, delegated Leader responsibilities

# 4. Group Leaders - Skills and Knowledge

To be viewed in conjunction with the Core Councillor role. Reference to aspects of the Council Leader Skills and Knowledge may also be helpful.

## Knowledge

- A thorough understanding of political, budgetary and legal processes within the Council
- A detailed knowledge of party rules
- An awareness of and the ability to interpret party politics at national and local levels

## Skills

- Ability to manage and co-ordinate varying views within the party
- Influencing, negotiating and mediation skills
- Presenting arguments and alternatives persuasively
- Chairing meetings
- Decision making
- Leadership and team-building
- Managing complex information

# 5. Portfolio Holder/Executive Member – Skills and Knowledge

## Knowledge

- Excellent practical knowledge of the Constitution, Council policies and procedures
- A good working knowledge of the issues and legal requirements of the services for which the Portfolio Holder has responsibility.
- An understanding of the lines of authority as they relate to individual responsibility
- An understanding of CPA, Best Value and Performance Indicators, particularly relating to areas of responsibility

## Skills

- The ability to take a broad, objective overview for the areas for which they have responsibility
- Excellent communication skills and the ability to engage with people individually and collectively
- The ability to contribute to wider strategic discussions and decisions
- The ability to chair meetings where appropriate and maximise their effectiveness
- Well developed analytical skills and the ability to evaluate services against a range of quality standards
- Good relationship building skills in working with officers, other parties and agencies

# 6. Mayor – Skills and Knowledge

To be viewed in conjunction with the Core Councillor Role

## Knowledge

- Thorough understanding of Standing Orders and Council Chamber procedures
- Knowledge of Mayoral protocols and appropriate behaviours in a variety of public situations
- Appropriate forms of address for public and religious dignitaries
- A credible knowledge of local and civic history

## Skills

- Excellent media skills
- Well developed personal presentation
- Conversational skills and the ability to engage quickly and effectively with a wide variety of people
- The ability to deliver prepared speeches and where necessary ad-hoc speeches
- Commanding respect and order in Full Council meetings
- Chairing meetings
- To be able to be diplomatic and professional at all times

These requirements are likely to be also expected of the Deputy Mayor

# 7. Overview and Scrutiny Chairmen – Skills and Knowledge

To be viewed in conjunction with the Core Councillor Role

## Knowledge

- Thorough understanding of the purpose and process of Overview and Scrutiny and how this relates to Executive decisions
- An understanding of the parameters of the powers of Overview and Scrutiny
- A knowledge of analytical and evaluation processes
- A knowledge of the particular type of chairing required for an Overview and Scrutiny meeting
- A knowledge of CPA, Best Value and performance management criteria

## Skills

- How to prepare for an overview and scrutiny meeting
- Chairing skills which encourage participation
- The ability to analyse and evaluate detailed and complex information
- Team building along cross party lines
- The ability to offer direction and process skills to Overview and Scrutiny members
- The encouragement of creative approaches to evaluation
- Policy development

These requirements are also likely to be expected of Deputy Chairmen

# 8. Overview and Scrutiny Member – Skills and Knowledge

**To be viewed in conjunction with the Core Councillor Role. Reference to the Skills and Knowledge requirements for Overview and Scrutiny Chairmen will also prove useful.**

All of the skills and knowledge for Overview and Scrutiny Chairmen will be applicable except those relating directly to Chairing Skills. Additionally, Overview and Scrutiny Members will need to be able to:

- Apply a range of thinking, analysing and decision making techniques
- Be able to articulate conclusions based on sound reasoning
- Be prepared to operate from a primarily objective rather than partly political perspective

# 9. Committee Chairmen – Skills and Knowledge

## Knowledge

- A detailed understanding of the role of the committee and how this relates to Council wide decision making processes
- Specific knowledge of the law as it applies to the particular committee – e.g. Development Control, Licensing, Audit etc. (furthermore, it may be that the chair possesses a higher level of knowledge in this area, in order to be able to guide and inform Members)
- Knowledge of the Constitution, Council policies and correct decision making procedures to be adopted by the Committee
- A knowledge of analytical and evaluation processes
- A knowledge of how to prepare for and chair a committee meeting
- An understanding of CPA, best value, value for money and Performance Indicators

## Skills

- Chairing and meeting skills including encouragement, management and summarising
- Managing time and the agenda within a meeting
- The ability to analyse and evaluate information against a range of quality standards and measurements
- The ability to differentiate between subjective and objective judgements
- Relationship building, particularly with other committee members and reporting Officers



# 10. Committee Member – Skills and Knowledge

**To be viewed in conjunction with Core Councillor Role. Reference to Committee Chairmen will also be useful.**

All of the skills and knowledge requirements for Committee Chairmen will be relevant except those relating specifically to Chairing Skills.

- Prepare appropriately for meetings
- Absorb, digest and interpret sometimes complex and detailed information
- Articulate views based on sound judgement and objective interpretation
- Respond to community interests and opinions

# Carlisle City Council

## Part 3

### Members Learning and Development Programme (MLDP)

### A Suggested Scale of Developmental Commitment

*The Members Learning and Development Steering Group has agreed the following five levels of engagement with the MLDP*

#### **1. REQUIRED**

**For any Member with a quasi-judicial role where a lack of legal knowledge could make the council vulnerable to legal challenge**

- Any relevant specialist training pertaining to e.g. planning, finance, employment appeals and licensing law

## **2. EXPECTED**

### **For Executive Members, Overview and Scrutiny Members and Committee Representatives**

- Training relating to CPA, Best Value and Overview and Scrutiny requirements
- Equality training for people involved in Recruitment and Selection

### **For the Leader, Deputy Leader, Mayor and Deputy Mayor**

- Media training
- Thorough understanding of Standing Orders and council protocols

### **For all Councillors**

- Induction training
- Personal risk and awareness of Health and Safety

## **3. STRONGLY RECOMMENDED**

### **For all Chairmen and Deputy Chairmen**

- Chairing skills

### **For all Councillors**

- Equality awareness
- Ethics, standards and personal legal liabilities
- Standing orders
- Budgetary processes

## **4. RECOMMENDED**

### **For all Councillors**

- Legislative updates – particular in planning and licensing
- C.P.A and Best Value understanding
- Surgery Skills
- Working with community groups
- Contributing in meetings

## **5. SUGGESTED**

### **For all Councillors**

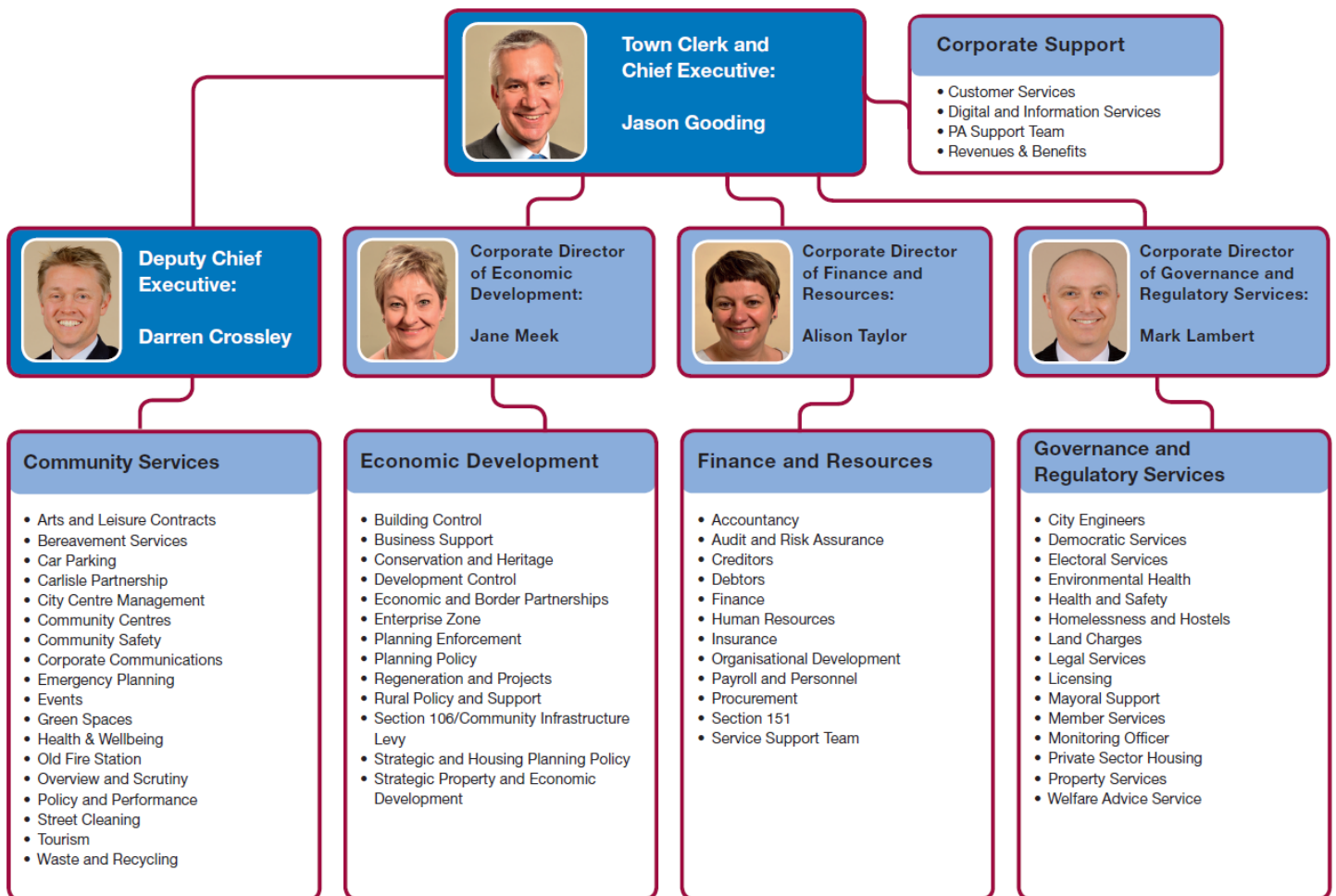
**Depending upon current knowledge and skill and experience, some may not be deemed necessary.**

- Understanding of council services and policies
- Personal organisation, work life balance
- Managing conflict
- Negotiation and influencing skills
- Personal presentation
- Using information technology

# Management Structure

Management Structure

# Carlisle City Council Structure



September 2018

## **CARLISLE CITY COUNCIL**

### **INTRODUCTION**

The district of Carlisle was formed by the amalgamation of the areas previously administered by the former Councils of Border, Rural District and Carlisle County Borough. It is one of the six administrative districts which make up the County of Cumbria.

Carlisle City Council serves a population of 100,000 within an area stretching 30 miles from Bewcastle in the North to Dalston in the South and 25 miles from Rockcliffe on the coast to the Northumberland Border in the East.

Local Government exists to serve the people and provides various services to the local community under the guidance and control of the Council and its officers.

### **Local Democracy**

Carlisle City Council operates what is known as a **Leader and Cabinet** (also known as the Executive) style of local government.

There are four main parts to the democratic system:

- The Council
- The Executive
- The Overview and Scrutiny Committees (known as Panels)
- Regulatory Committees

### ***The Council***

The Council has 39 councillors who are elected and accountable to the residents in their ward. All councillors meet together as the full Council.

### **The Council's role is to:**

- Decide the Council's overall policies and set the budget.
- Appoint the leader who will in turn appoint members of the Executive.
- Appoint Committees such as Licensing, Development Controls and Appeals.
- Hold the Executive to account by questioning the members.
  
- Appoint Overview and Scrutiny Committees to help develop and review policy.

## **The Executive**

*The Executive is responsible for most day to day decisions. It is made up of the Leader and up to nine other councillors who the Leader appoints to the Executive.*

Members of the Executive will have 'portfolios' or areas they are responsible for. These are:

- Health and Community Development
- Finance
- Performance and Development
- Promoting Carlisle
- Economy
- Environment and Infrastructure
- Culture and Community Services

## **Overview and Scrutiny**

There are Overview and Scrutiny Committees (known as Panels) that support the work of the Executive and the Council as a whole. They hold enquiries into matters of local concern, which lead to reports and recommendations that advise the Executive and the Council on its policies, budget and service delivery.

Overview and Scrutiny Panels also monitor the Executive's decisions and can 'call in' decisions to consider whether they are appropriate. They can recommend that the Executive reconsiders decisions.

There are three Overview and Scrutiny Panels linked to portfolios.

- People Scrutiny Panel which is responsible for community activities and wellbeing, including crime and disorder
- Resources Scrutiny Panel which is responsible for Budgetary Matters.
- Place Scrutiny Panel which is responsible for Economic Development and Regeneration and Infrastructure, Environment and Transport.

## **Regulatory and other Committees**

Regulatory bodies and licensing or appeals panels will continue to exist, some with altered terms of reference. In this category are;



- Development Control Committee
- Licensing Committee
- Regulatory Panel
- Appeals Panels
- Standards Committee
- Audit Committee

## **COUNCIL OFFICER STRUCTURE**

The Council is organised into a number of departments – called Directorates – and each contains a number of services that the Council either delivers to the public, or which are required to ensure that the Council can function effectively. Each is briefly outlined below, and a structure chart is also included.

**Town Clerk and Chief Executive:** The Town Clerk and Chief Executive is the head of the Council's paid service and is the Council's chief adviser on matters of general policy. Through his leadership of the Senior Management Team, he is responsible for co-ordination of the Authority's activities, ensuring the efficient management and execution of the Council's functions and the effective utilisation and organisation of resources. The Chief Executive is responsible for the Customer Contact Centre, Revenues and Benefits and ICT services.

### **Deputy Town Clerk & Chief Executive:**

The Deputy assists the Town Clerk and Chief Executive in the corporate management of the authority and is also responsible for Carlisle Partnership, Sport & Leisure and Tullie House Museum.

The Deputy Town Clerk & Chief Executive is also responsible for 'front line' services such as refuse collection, waste management, recycling, green spaces, CCTV, car parks and highways drainage, cemeteries and crematorium and street lighting.

**Economic Development:** This directorate is responsible for planning, building control, conservation, strategic housing, co-ordinating activities relating to economic development, as well as tourism, business support and rural policy.

**Finance and Resources:** provides some of the central support services that a large complex organisation like Carlisle City Council requires to ensure it is able to function. Included in this directorate are finance, audit, procurement and payroll, human resources, organisational development and service support. In addition, the Corporate Director is the authority's section 151 officer function.

**Governance and Regulatory Services:** supports the Council by providing legal services, democratic services (arranging committee and council meetings, recording decisions, running elections and supporting councillors in their elected roles), electoral services, health and safety, licensing, environmental health, private sector housing, homeless services, benefits advice, homelife, disabled facilities grants, and property services. The Director is also the Council's statutory Monitoring Officer.