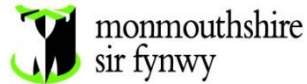


Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Friday, 10 April 2026

Notice of meeting

Democratic Services Committee

Monday, 20th April, 2026 at 2.00 pm,
Council Chamber, County Hall, The Rhadyr USK

AGENDA

Item No	Item	Pages
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	To approve the minutes of the meeting held on 13 November 2025	1 - 4
4.	Final Annual Remuneration Report 2026/27	5 - 26
5.	Review of the Planning Portal and My Monmouthshire	27 - 32
6.	Date of the next meeting - 20 July 2026	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillor Louise Brown	Shirenewton;	Welsh Conservative Party
County Councillor Tomos Dafydd Davies	Llanfoist & Govilon;	Welsh Conservative Party
County Councillor Meirion Howells	Llanbadoc & Usk;	Independent
County Councillor David Jones	Crucorney;	Independent Group
County Councillor Tony Kear	Llanbadoc & Usk;	Welsh Conservative Party
County Councillor Su McConnel	Croesonen;	Welsh Labour/Llafur Cymru
County Councillor Peter Strong	Rogiet;	Welsh Labour/Llafur Cymru
County Councillor Armand Watts	Bulwark and Thornwell;	Welsh Labour/Llafur Cymru
County Councillor John Crook	Magor East with Undy;	Welsh Labour/Llafur Cymru
County Councillor Tudor Thomas	Park;	Welsh Labour/Llafur Cymru
County Councillor Christopher Edwards	St. Kingsmark;	Welsh Conservative Party
County Councillor Lisa Dymock	Portskewett;	Welsh Conservative Party

Public Information

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Recordings of the meeting will be stored in accordance with the Council's data retention policy. Archived webcasts or parts of webcasts shall only be removed from the Council's website if the Monitoring Officer considers that it is necessary because all or part of the content of the webcast is or is likely to be in breach of any statutory provision or common law doctrine, for example Data Protection and Human Rights legislation or provisions relating to confidential or exempt information.

Access to paper copies of agendas and reports

A copy of this agenda and relevant reports can be made available to members of the public attending a meeting by requesting a copy from Democratic Services on 01633 644219. Please note that we must receive 24 hours notice prior to the meeting in order to provide you with a hard copy of this agenda.

Watch this meeting online

This meeting can be viewed online either live or following the meeting by visiting www.monmouthshire.gov.uk or by visiting our Youtube page by searching MonmouthshireCC.

Welsh Language

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Aims and Values of Monmouthshire County Council

Our purpose

- to become a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life.

Objectives we are working towards

- Fair place to live where the effects of inequality and poverty have been reduced;
- Green place to live and work with reduced carbon emissions and making a positive contribution to addressing the climate and nature emergency;
- Thriving and ambitious place, where there are vibrant town centres and where businesses can grow and develop
- Safe place to live where people have a home where they feel secure in;
- Connected place where people feel part of a community and are valued;
- Learning place where everybody has the opportunity to reach their potential

Our Values

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

Kindness: We will show kindness to all those we work with putting the importance of relationships and the connections we have with one another at the heart of all interactions.

Public Document Pack Agenda Item 3

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held
on Thursday, 13th November, 2025 at 2.00 pm

PRESENT: County Councillor Lisa Dymock (Chair)

County Councillors: Louise Brown, Tomos Davies, Meirion Howells,
Su McConnel, Peter Strong, Tudor Thomas, Christopher Edwards,
Ann Webb

OFFICERS IN ATTENDANCE:

John Pearson	Local Democracy Manager
Nicola Perry	Senior Democracy Officer
Wendy Barnard	Democratic Services Officer

APOLOGIES:

Councillors David Jones, Tony Kear and John Crook

1. Declarations of interest

County Councillor Tomos Davies declared an interest as a member of the Welsh Government's Innovating Democracy Advisory Group.

2. To approve the minutes of the meeting held on 4th July 2025

The minutes of the meeting held on 4th July 2025 were approved. In doing so it was noted that County Councillor Christopher Edwards had submitted apologies for the meeting which had not been recorded.

3. Draft Annual Remuneration Report 2026/27

[Watch the meeting here](#)

The Local Democracy Manager presented the report for the committee to consider the proposals contained in the Draft Annual Remuneration report 2026-27 and to consider whether to respond to Democracy and Boundary Commission Cymru consultation on the proposals.

Members were invited to assess the potential need for resettlement payments Councillors who stand for election but aren't re-elected to a county council; the framework for senior salaries at the county council; and to review the appropriateness of the average earnings that the boundary commission use when they review annual salaries.

Members were invited to comment:

- While there was understanding of the need of a resettlement payment for those in a full-time role as a member of the Senedd, or an MP, some members thought that the role of a county councillor had always been considered part-time, and not a sole source of

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held on Thursday, 13th November, 2025 at 2.00 pm

income. This could be seen to send out the wrong message to the public as to why people stand for council in the first place.

- In terms of the responsibility of the Corporate Joint Committee and its sub-committee's role across principal councils, it was thought that this would be an expected council leader's role, and council leaders are remunerated on more than a decent level, ranging from £67,000 to £78,000 per annum.
- The increase in remuneration next year is 6.4% on the basic salary. The accounts team are working on the models for next year to be included in the budget. Members' salaries are available on the MCC Website.
- There were concerns around the banding for different authorities, which should be included in the feedback.
- It was noted that an Office for National Statistics statistical release states that those working in the private sector have only experienced wage growth of circus 4.2% compared to the proposed 6.4% for councillors.
- It was suggested that conducting a member seminar or progressing this paper to a meeting of the full council would be beneficial to enable a full discussion about the merits of the proposals.

The Chair summarised that a response be drafted to the commissioner with the full range of views raised by members.

4. Extending duty to broadcast meetings consultation

[Watch the meeting here](#)

The Local Democracy Manager presented the report for the Committee to consider the Welsh Government consultation which aims to determine:

- whether the duty on a principal council to broadcast meetings should be extended to include meetings other than that of the full council.
- whether there should be a duty imposed upon Fire and Rescue Authorities and/or National Park Authorities to broadcast their meetings.
- whether there should be a retention period for recordings of broadcast meetings.

The Chair noted that MCC are currently exceeding the statutory minimum by broadcasting all committee meetings and how we could take this opportunity to influence national policy by sharing our approach and lessons learned, particularly on cost efficiency, accessibility, and long-term recording retention.

We noted how broadcasting has resulted in increased public interest in recent meetings when debating such issues as Tudor Street or the Replacement Local Development Plan.

Councillors expressed unanimous support for extending the duty to broadcast meetings and to include the fire and rescue authority and national park authorities. Members agreed that it would enhance transparency, accessibility and public engagement.

The Local Democracy Manager agreed to draft a response.

5. Forward Work Programme - New Format - Verbal Update

[Watch the meeting here](#)

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Democratic Services Committee held on Thursday, 13th November, 2025 at 2.00 pm

Members received a presentation of a new forward work programme for Cabinet and Council business. Members were directed to the pages on the hub and shown how officers were now able to submit a form of information to add a report to the FWP.

The new system should ensure report authors think about the process that a decision is going to go through from the start to finish. It will show the scrutiny arrangements and where the end decision will be made.

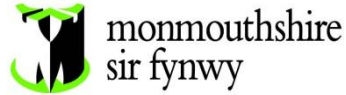
In terms of a forward work programme for Democratic Services Committee it was suggested that the Monitoring Officer be invited to a future meeting to discuss the Constitution with regards to the new meeting software being introduced, and any other issues raised.

6. Date of next meeting - 19th January 2026

Noted.

The meeting ended at 3.00 pm

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MONMOUTHSHIRE COUNTY COUNCIL REPORT

SUBJECT: Annual Remuneration Report 2026-27
MEETING: Democratic Services Committee
DATE: 20 April 2026
DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To receive the final Annual Remuneration report 2026-27.

2. RECOMMENDATIONS:

- 2.1 That the committee note the contents of the final report in relation to the remuneration of councillors.

3. REASONS:

- 3.1 As a result of the Elections and Elected Bodies (Wales) Act, the responsibility for the preparation of the annual remuneration report transferred from the Independent Remuneration Panel for Wales to the Democracy and Boundary Commission Cymru.
- 3.2 The Commission is expected to produce a draft annual report for consultation and take account of responses prior to publishing a final report by 28 February each year. The report will set out its determination about remuneration levels for the following financial year.
- 3.3 The Commission published its draft report for 2026/27 in September 2025 and the committee received this report at its meeting in November 2025 for consideration.
- 3.4 The draft report for 2026/27, which is the first the Commission has produced since responsibility for the function switched to them, proposes little substantive changes to the remuneration levels that are in place for 2025/26. The draft report does propose a 6.4% increase in level of remuneration for all roles that members of the principal council hold.
- 3.5 The Welsh Government have tasked the Commission with specific objectives for future remuneration reports that include:
- To assess the potential need for resettlement payments and support officials with briefing materials for any related regulatory considerations.
 - To revisit the Framework and Methodology for Remuneration of Senior Roles across Principal Councils and Corporate Joint Committees.

- To examine the current benchmark linked to the Annual Survey of Hourly Earnings, alongside an evaluation of members' workloads.

Further details on those proposals are included in the consultation document and will likely take effect at the 2027/28 annual report ahead of the 2027 local elections.

- 3.6 From receipt of the draft report at the committee meeting in November 2025, the committee responded to the consultation highlighting its concerns at the level of increase in the basic remuneration for councillors. The response also questioned the banding arrangements for different councils given the similarity in roles and responsibilities. A consensus could not be reached on the issue of resettlement payments and the arguments for and against were highlighted in the response.
- 3.7 The final report makes no alterations to the proposals contained in the draft report and is presented to the committee for noting.

4. RESOURCE IMPLICATIONS:

- 4.1 Resource implications were highlighted in the November 2025 report when considering the implications of the increase in the basic salary for councillors.

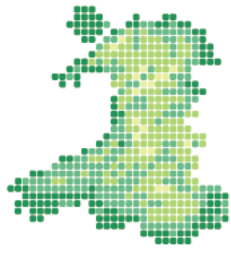
5. CONSULTATION:

Political Group Leaders
Democratic Services Committee

6. BACKGROUND PAPERS:

Draft Annual Remuneration Report 2026/27

- 7. AUTHOR:** John Pearson, Local Democracy Manager
johnpearson@monmouthshire.gov.uk



Comisiwn
Democratiaeth a
Ffiniau Cymru

Democracy
and Boundary
Commission Cymru

Annual Remuneration Report

2026-27

dbcc.gov.wales
remuneration@dbcc.gov.wales

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The Commission welcomes correspondence and telephone calls in Welsh or English.
Mae'r ddogfen ar hon ar gael yn y Gymraeg.
This document has been translated into Welsh by Calan.

Democracy and Boundary Commission Cymru
4th Floor
Welsh Government Building
Cathays Park
CARDIFF
CF10 3NQ

Foreword

We are pleased to present the Annual Remuneration Report for 2026–27 from the Democracy and Boundary Commission Cymru. This report outlines the determinations regarding pay, expenses, and benefits for members of principal councils, community and town councils, fire and rescue authorities, and national park authorities, effective from 1 April 2026. Recognising the service of elected representatives is vital, as this work supports the broader democratic framework in Wales.

Further details about the Commission can be found on our website [Democracy and Boundary Commission Cymru | DBCC](#).

This is our first report since assuming responsibility for this area, previously managed by the Independent Remuneration Panel for Wales. We extend our thanks to the Panel for their comprehensive framework and to the Welsh Government for their assistance during the transition.

The determinations for 2026–27 are set out in this report. We have developed these within the framework established by the Panel. Our attention now turns to preparing the next report, which will involve a thorough review of both the remuneration framework and the mechanisms used for annual adjustments, as required by the Welsh Government.

In accordance with the [Democracy and Boundary Commission Cymru etc. Act 2013](#), we are required to consider appropriate resettlement payments for councillors who lose their seats in elections and to advise the Welsh Government accordingly.

We will also evaluate the current remuneration structure for senior roles within principal councils and corporate joint committees to ensure it remains relevant and effective.

Additionally, we will review the index used for annual remuneration adjustments and reassess the workload of elected members to ensure fair compensation.

Throughout this process, we will engage with the Welsh Local Government Association and other stakeholders to inform our decisions.

Finally, I would like to thank the Commission's secretariat for their valuable support in developing this report.

Karen Jones

Chair

Chapter 1. Introduction

1. The Commission has taken on the functions of the Independent Remuneration Panel for Wales (IRPW). We are mindful of the past work of the IRPW and thank them for their legacy report¹.
2. We plan to make substantive changes to the remuneration framework only once in each electoral cycle. The report prior to each local government election will give consideration to major changes to the framework, with those in between focusing on annual uprating. This means that this draft report for 2026-27 considers uprating amounts where appropriate but leaves the framework unchanged. The next report, for 2027-28, which we are required to publish by the end of February 2027, will update the framework for those members who will be elected at the May 2027 local elections.
3. The Welsh Government's remit letter for 2025-26 outlines several key objectives for the Commission regarding remuneration:
 - To assess the potential need for resettlement payments and support officials with briefing materials for any related regulatory considerations.
 - To revisit the Framework and Methodology for Remuneration of Senior Roles across Principal Councils and Corporate Joint Committees.
 - To examine the current benchmark linked to the Annual Survey of Hourly Earnings, alongside an evaluation of members' workloads.

Resettlement payments

4. The Welsh Government has asked us to consider what payments, if any, principal councils should make to councillors who stand for re-election but are unsuccessful. We have sought to balance the needs of elected members as they move away from being a councillor against the budgets of councils, taking account where appropriate of those receiving sums from senior roles within their council.
5. The Commission has determined that a resettlement payment scheme should be established. We have written to the Cabinet Secretary to ask if they are minded to draft regulations for this to be in place for the 2027 local elections. If they agree, we will then undertake a consultation on what a scheme should look like as part of our work for next year's report.

Senior roles

6. The Commission will be surveying authorities, their members and representative bodies to ascertain whether the current framework of remuneration for those with senior roles appropriately recognises the time commitment and responsibilities of those roles. We will include any determination to follow from this research in our annual report for 2027-28.

Community and town councils (CTC)

7. The IRPW had previously simplified the reporting requirements for CTCs to encourage members to accept allowances to which they are entitled, and work will continue to monitor the impact of this.

¹ [Independent Remuneration Panel for Wales: legacy report | GOV.WALES](#)

8. The rate at which returns have been submitted to the Commission has been significantly lower than when the IRPW had responsibility for this area. Less than 50% of councils submitted their returns to us. 9% of councils published their returns on their websites, while not sending them on to us. We will discuss this with the representative bodies to explore what additional support we can offer to councils in fulfilling their responsibilities.

Corporate Joint Committees (CJC)

9. CJs are a relatively new type of body. Each of the four committees are made up of the leaders of the principal councils within its area and the chair of any national park authority that lies wholly or partly within its boundary. These leaders are in receipt of remuneration for their role within their respective bodies.
10. Each committee has established a number of sub-committees to deal with specialist areas and in one instance a Joint Overview and Scrutiny Committee. These are made up of councillors and co-opted members.
11. The Commission will consult on whether any additional remuneration is appropriate to reflect the additional time commitment and responsibilities relating to CJs, and include any determination in its 2027-28 annual report.

Co-opted and lay members

12. The IRPW last updated the remuneration of co-opted members of principal councils, national park authorities (NPA) and fire and rescue authorities (FRA) in its 2022 annual report² and included lay members of corporate joint committees (CJC) in its 2024 supplementary report³. The rates were linked to the public appointment rates paid by Welsh Government, which have not been updated in some years.
13. Welsh Government have begun a review of these rates and the Commission will consider the outcome of that review before making any determination in respect of co-opted and lay members of relevant authorities.

Link with the Annual Survey of Hours and Earnings (ASHE)

14. The Commission will consider for our next report whether it continues to be appropriate for remuneration to be linked with the Office for National Statistics data from the Welsh element of their Annual Survey of Hours and Earnings.

Engagement

15. We will continue to engage with the Welsh Local Government Association, One Voice Wales, the Society of Local Council Clerks, and the North & Mid Wales Association of Local Councils as the representative bodies across the local government family, as well as individual authorities, and consider their views in reaching our determinations, whilst continuing to take account of the impact of our decisions on the budgets of authorities.

² [Independent Remuneration Panel for Wales: annual report 2021 to 2022 | GOV.WALES](#)

³ [Independent Remuneration Panel for Wales: review of remuneration for lay members of corporate joint committees | GOV.WALES](#)

Chapter 2. Methodology

21. The Commission is committed to making evidence based decisions in respect of remuneration.
22. This year we prepared an evidence and research paper to pull together the various sources of information that the Commission considered in making its draft Determinations. This provided a wide range of data, evidence, and contextual factors to inform the Commission's decision-making process in relation to its Determinations for the 2026-27 financial year. This included:
 - Data on average UK and Wales weekly earnings, including ASHE.
 - Public and private sector pay trends
 - Annual CPIH and CPI inflation rates
 - Benchmarks, including councillor remuneration in Scotland
 - Research on councillor workload
 - Views and attitudes to remuneration and diversity (Welsh Government)
 - Data collected on the take up of remuneration and benefits packages by councillors
 - Data on local authority finances
23. The full set of evidence and research considered will be published on our website.
24. We attended the WLGA Annual Conference 2025, and will continue to do so in future years, so that councillors and leaders can hear about the full range of the Commission's role, include remuneration, and discuss their views with us.
25. We also attended the Society of Local Council Clerks and One Voice Wales Joint Conference 2025 during the consultation period for our draft report, and spoke to them about trends in the claiming of allowances by members of community and town councils.
26. During the year we heard concerns about a few issues.
27. Leaders in some of the larger community and town councils felt that their role was deserving of greater remuneration than was currently offered. They thought that we might consider something more on a par with that paid to ordinary councillors in principal councils. We note this concern and will seek a more detailed view from the community and town council sector as part of our research for the 2027-28 report.
28. Co-opted and lay members of principal councils expressed a view that their remuneration has not been increased in some years, and that its value has been eroded as a result. We await the outcome of the Welsh Government review of public appointment rates so that we can consider what impact that should have for co-opted and lay members.
29. The Commission would like to thank all those that contributed to our deliberations either directly or through feedback on our draft report.

Chapter 3. Consultation on the Draft Annual Remuneration Report 2026-27

30. We published our draft report on 23 September 2025 for an eight-week consultation, which closed on 18 November 2025.
31. Stakeholders and the public were asked to provide their feedback on our proposed determinations. A total of 26 responses were received, all by email to remuneration@dbcc.gov.wales. The Commission would like to thank those who responded and acknowledges the low response rate. We will be reviewing our engagement with stakeholders as part of the wider work being undertaken for the next report.
32. The Commission considered the representations carefully before it formulated its final determinations. All representations are published on the Commission's website in line with our publication and redaction policy.
33. A number of responses expressed concern with our continued application of ONS data on median salaries in Wales, and the increase that has indicated for the final year of the local government electoral cycle. We recognise that concern and are committed to carrying out research on the range of measures available. We are retaining the link to ASHE for this report as we, and the Panel before us, committed to do for this cycle, but we will consult on the index to be used for increases across the next electoral cycle as part of the work towards our report for 2027-28.
34. The Commission has considered the feedback received and concluded that the draft determinations will be adopted for 2026-27. They are included in the next chapter of this report.

Chapter 4. Determinations for 2026-27

35. The following determinations will apply to all payments due to be paid in the 2026-27 financial year.
36. Members retain the right to opt out of any payment, in full or in part. That is an individual decision for members. Authorities are not permitted to make a collective decision to opt out of mandatory payments.

Determination 1/2026: Basic salary for elected members of principal councils

37. The basic salary, paid to all elected members, is remuneration for the responsibility of community representation and participation in the scrutiny, regulatory and related functions of local governance. It is based on a full-time equivalent of 3 days a week. The Commission has reviewed this time commitment, and no changes are proposed for 2026-27.
38. The Commission is fully aware of the current constraints on public funding and the impact its decisions will have on the budgets of principal councils. The Commission is also mindful of our aims and objectives to provide a fair and reasonable remuneration package to support elected members and to encourage diversity of representation.
39. The Commission has determined that for the financial year 1 April 2026 to 31 March 2027 it is right to retain the link between the basic salary of councillors and the average salaries of their constituents. The basic salary will be aligned with three fifths of the all-Wales 2024 ASHE⁴, the latest figure available at the time of writing. The basic salary will be £21,044, an increase of 6.4% on 2025-26.

Determination 2/2026: Salaries paid to senior, civic and presiding members of principal councils

40. All senior salaries include the basic salary payment. The different levels of additional responsibility of and between each role is recognised in a banded framework. No changes to banding are proposed this year.
41. The basic pay element will be uplifted in line with ASHE and the same uplift will also apply to the role element of Bands 1, 2, 3, 4 and 5, giving all roles a 6.4% increase.
42. The salary of a leader of the largest (Group A) council will therefore be £78,917. All other payments have been determined with reference to this and are set out in Tables 1 and 2 below.

⁴ [Annual survey of hours and earnings: 2024 \[HTML\] | GOV.WALES](#)

Table 1: salaries payable to basic, senior, civic and presiding members of principal councils

Description	Amount
Group A	
Band 1 leader	£78,917
Band 1 deputy leader	£55,242
Band 2 executive member	£47,350
Group B	
Band 1 leader	£71,025
Band 1 deputy leader	£49,717
Band 2 executive member	£42,615
Group C	
Band 1 leader	£67,079
Band 1 deputy leader	£46,955
Band 2 executive member	£40,247
All principal councils	
Basic salary	£21,044
Band 3 committee chair (if paid)	£31,567
Band 4 leader of the largest opposition group	£31,567
Band 5 leader of other political groups (if paid) and deputy civic head	£25,253
Civic head (if paid)	£31,567
Deputy civic head (if paid)	£25,253
Presiding member (if paid)	£31,567
Deputy presiding member (basic only)	£21,044

Table 2: Council groups by population

Group A Population over 200,000	Group B Population 100,000 to 200,000	Group C Population up to 100,000
Cardiff	Bridgend	Blaenau Gwent
Rhondda Cynon Taf	Caerphilly	Ceredigion
Swansea	Carmarthenshire	Denbighshire
	Conwy	Isle of Anglesey
	Flintshire	Merthyr Tydfil
	Gwynedd	Monmouthshire
	Newport	Torfaen
	Neath Port Talbot	
	Pembrokeshire	
	Powys	
	Vale of Glamorgan	
	Wrexham	

There are no further changes to the payments and benefits paid to elected members.

Determination 3/2026: Salaries for Joint Overview and Scrutiny Committee (JOSC) members

43. The salary of a chair of a JOSC will continue to be aligned to Band 3 and will be set at £10,522.
44. The salary of a vice-chair is set at 50% of the Chair and will be £5,261.
45. There are no other changes in this area.

Determination 4/2026: Payments to NPA and FRA members

46. The 3 national parks in Wales; Eryri, Pembrokeshire Coast and Bannau Brycheiniog, were formed to protect spectacular landscapes and provide recreation opportunities for the public. The Environment Act 1995 led to the creation of a NPA for each park. NPAs comprise members who are either elected members nominated by the principal councils within the national park area or are members appointed by the Welsh Government through the public appointments process. Welsh Government appointed and council nominated members are treated equally in relation to remuneration.
47. The three FRAs in Wales; Mid and West Wales, North Wales and South Wales were formed as part of Local Government re-organisation in 1996. FRAs comprise elected members who are nominated by the principal councils within each fire and rescue service area.
48. In line with the Commission's decision to increase the basic salary of elected members of principal councils, the remuneration level for ordinary members of both NPAs and FRAs is also increased in line with ASHE.
49. The remuneration for chairs will remain linked to a principal council Band 3 senior salary. Their role element will increase accordingly. Deputy chairs, committee chairs and other paid senior posts will remain linked to a Band 5. Full details of the levels of remuneration for members of NPAs and FRAs is set out in Table 3.

Table 3: Payments to NPA and FRA members

NPAs	Amount
Basic salary for ordinary member	£5,936
Chair	£16,458
Deputy chair (where appointed)	£10,144
Committee chair or other senior post	£10,144
FRAs	Amount
Basic salary for ordinary member	£2,968
Chair	£13,490
Deputy chair (where appointed)	£7,177
Committee chair or other senior post	£7,177

50. Other than the above increases, there are no changes proposed this year.

Determination 5/2026: Co-opted members of principal councils, National Park Authorities and Fire and Rescue Authorities and lay members of Corporate Joint Committees

51. Principal councils, NPAs and FRAs must pay their co-opted members who have voting rights fees at the rates in Table 4 below.

52. All determinations in this section that relate to co-opted members will apply equally to CJC lay members with voting rights from 31 July 2024.
53. The appropriate officer within the authority must set in advance whether a meeting is programmed for a full or half day. When the meeting is set for a full day, the fee will be paid on this basis even if the meeting finishes within 4 hours.
54. The Commission has determined there should be local flexibility for the appropriate officer to decide when it will be appropriate to apply a day or a half day rate or to use an hourly rate where it is sensible to aggregate a number of short meetings.

Table 4: Fees for co-opted and lay members (with voting rights)

Role	Hourly rate payment	Up to 4 hours payment rate	4 hours and over payment rate
Chairs of standards, and audit committees	£33.50	£134	£268
Lay chairs of CJs	£33.50	£134	£268
Ordinary Members of Standards Committees who also chair Standards Committees for Community and Town Councils	£29.75	£119	£238
Ordinary lay members of CJs	£29.75	£119	£238
Ordinary Members of Standards Committees; Education Scrutiny Committee; Crime and Disorder Scrutiny Committee and Audit Committee	£26.25	£105	£210
Community and Town Councillors sitting on Principal Council Standards Committees	£26.25	£105	£210

Determination 6/2026: Payments to community and town council (CTC) members

55. CTCs can opt to pay financial loss compensation to their members, where such loss has occurred for attending approved duties. The Commission has determined to maintain the alignment with the daily rate of ASHE as follows:
- Up to £67.45 for each period not exceeding 4 hours.
 - Up to £134.90 for each period exceeding 4 hours but not exceeding 24 hours.
56. Other than this change to the financial loss compensation, no changes are made to payments to CTC members. Remuneration is due as set out in Tables 5 and 6 below.

Table 5: Extra costs payment (per group) for all members of CTCs

Type of payment	Group 1	Group 2 and 3	Group 4 and 5
Extra costs payment	Mandatory £156 for all members	Mandatory £156 for all members	Mandatory £156 for all members
Senior role	Mandatory £500 for 1 member; optional for up to 7	Mandatory £500 for 1 member; optional up to 5	Optional up to 3 members
Mayor or chair	Optional up to a maximum of £1,500	Optional up to a maximum of £1,500	Optional up to a maximum of £1,500
Deputy mayor or chair	Optional up to a maximum of £500	Optional up to a maximum of £500	Optional up to a maximum of £500
Attendance allowance	Optional up to a maximum of £30	Optional up to a maximum of £30	Optional up to a maximum of £30
Financial loss	Optional	Optional	Optional
Travel and subsistence	Optional	Optional	Optional
Costs of care or personal assistance	Mandatory	Mandatory	Mandatory
Office consumables	Mandatory £52 or full reimbursement for all members	Mandatory £52 or full reimbursement for all members	Mandatory £52 or full reimbursement for all members

Table 6: CTC groups by electorate

Group	Electorate
1	over 14,000
2	10,000 to 13,999
3	5,000 to 9,999
4	1,000 to 4,999
5	below 1,000

If the annual income or expenditure of a community or town council permanently exceeds £200,000, they will be moved to the next largest group.

Chapter 5. Summary of determinations for 2026-27

1/2026

57. The basic salary for elected members of principal councils is set at £21,044.

2/2026

58. The salary of a leader of the largest (Group A) council will be £78,917. All other payments have been determined with reference to this and are set out in Table 1.

3/2026

59. The salary of a chair of a JOSOC will be set at £10,522. The salary of a vice-chair will be £5,261.

4/2026

60. The basic pay of NPA and FRA members has been increased as set out in Table 3.

5/2026

61. The fees for co-opted members of principal councils, National Park Authorities and Fire and Rescue Authorities and lay members of Corporate Joint Committees are set out in Table 4.

6/2026

62. The optional financial loss compensation for CTC members is increased to:

- up to £67.45 for each period not exceeding 4 hours
- up to £134.90 for each period exceeding 4 hours but not exceeding 24 hours

63. All other payments to members of CTCs are unchanged from previous years.

Chapter 6. Current determinations from previous years

64. The following determinations are unchanged from previous years, but are restated here for completeness.

Salaries payable to senior, civic and presiding members of Principal Councils

65. The limit on the number of senior salaries payable, known as the cap, remains in place. This is set out in Table 7 below.

Table 7: Maximum numbers of council membership eligible for payment of a senior salary

Council	Group	Number of councillors	Maximum senior salaries payable
Cardiff	A	79	19
Rhondda Cynon Taf	A	75	19
Swansea	A	75	19
Bridgend	B	51	18
Caerphilly	B	69	18
Carmarthenshire	B	75	18
Conwy	B	55	18
Flintshire	B	67	18
Gwynedd	B	69	18
Neath Port Talbot	B	60	18
Newport	B	51	18
Pembrokeshire	B	60	18
Powys	B	68	18
Vale of Glamorgan	B	54	18
Wrexham	B	56	18
Blaenau Gwent	C	33	16
Ceredigion	C	38	17
Denbighshire	C	48	17
Isle of Anglesey	C	35	17
Merthyr Tydfil	C	30	15
Monmouthshire	C	46	17
Torfaen	C	40	17

Group A councils: population over 200,000

Group B councils: population 100,000 to 200,000

Group C councils: population up to 100,000

Restrictions on senior post remuneration

66. Posts within the principal council (Determination 7 of 2022)

- An elected member must not be remunerated for more than 1 senior post within their authority.
- An elected member must not be paid a senior salary and a civic salary.
- All senior and civic salaries are paid inclusive of basic salary.
- If a council chooses to have more than 1 remunerated deputy leader, the difference between the senior salary for the deputy leader and other executive members should be

divided by the number of deputy leaders and added to the senior salary for other executive members in order to calculate the senior salary payable to each deputy leader.

Restrictions on payment for posts outside the principal council

67. Members in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA or FRA to which they have been appointed.
68. They remain eligible to claim travel and subsistence expenses and contribution towards costs of care and personal assistance from the NPA or FRA. (Determination 8 of 2022)
69. Members in receipt of a Band 1 or Band 2 salary cannot receive any payment from a community or town council of which they are a member. They remain eligible to claim travel and subsistence expenses and contribution towards costs of care and personal assistance from the community or town council. Where this situation applies, it is the responsibility of the individual member to comply. (Determination 9 of 2022)

Support to elected members of principal councils

70. Each authority, through its Democratic Services Committee, must ensure that all its elected members are given as much support as is necessary to enable them to fulfil their duties effectively. All elected members should be provided with adequate telephone, email and internet facilities giving electronic access to appropriate information. (Determination 10 of 2022)
71. Such support should be without cost to the individual member. Deductions must not be made from members' salaries by the respective authority as a contribution towards the cost of support which the authority has decided necessary for the effectiveness and or efficiency of members. (Determination 11 of 2022)

Specific or additional senior salaries and assistants to the executive

72. Principal councils can apply for specific or additional senior salaries that do not fall within the current Framework (Determination 12 of 2022).
73. The Commission will decide on a case-by-case basis the appropriate senior salary, if any, for assistants to the executive (Determination 13 of 2022).
74. Guidance to local authorities on the application process was issued in April 2014.

Local Government Pension Scheme

75. The entitlement to join the Local Government Pension Scheme shall apply to all eligible elected members of principal councils (Determination 16 of 2022).

Family absence provisions for elected members of principal councils

76. In this section, "family absence" refers to maternity, newborn, adoption and parental absences from official business.
77. These different categories are defined in [The Family Absence for Members of Local Authorities \(Wales\) Regulations 2013](#). The Welsh Government has published guidance on the different kinds of absence at [Absence from local authority meetings: family absence \[HTML\] | GOV.WALES](#).
78. An elected member is entitled to retain a basic salary when taking family absence under the original regulations or any amendment to the regulations irrespective of the attendance

record immediately preceding the commencement of the family absence. (Determination 17 of 2022)

79. When a senior salary holder is eligible for family absence, they will continue to receive the salary for the duration of the absence. (Determination 18 of 2022)
80. It is a matter for the authority to decide whether to make a substitute appointment. The elected member substituting for a senior salary holder taking family absence will be eligible to be paid a senior salary if the authority so decides. (Determination 19 of 2022)
81. If the paid substitution results in the authority exceeding the maximum number of senior salaries which relates to it, as set out in the IRPW's Annual Report, an addition to the maximum will be allowed for the duration of the substitution. However, this will not apply to Merthyr Tydfil County Borough Council if it would result in the number of senior salaries exceeding fifty percent of the Council membership. Specific approval of Welsh Ministers is required in such circumstances. (Determination 20 of 2022)
82. Isle of Anglesey County Council was included in Determination 20 of 2022, but subsequent changes to the number of councillors for Isle of Anglesey County Council made its inclusion in this exception unnecessary.
83. When a council agrees a paid substitution for family absence the Commission must be informed within 14 days of the date of the decision, of the details including the particular post and the duration of the substitution (Determination 21 of 2022).
84. The council's schedule of remuneration must be amended to reflect the implication of the family absence (Determination 22 of 2022).

Sickness absence payments for senior salary holders of principal councils

85. The framework provides arrangements for long term sickness absence for senior salary holders. These arrangements are set out in the Annex to this report.

Corporate Joint Committees (CJCs)

86. The payment of contribution to costs of care and travel and subsistence for CJC related activities has applied to all members of CJCs since 2022.
87. Payments to CJC co-opted lay members are covered below under the heading Co-opted Members of Principal councils, NPA and Fire and Rescue Authorities and lay members of Corporate Joint Committees.

Payments to National Parks Authorities and Fire and Rescue Authorities

88. Members must not receive more than one NPA senior salary (Determination 27 of 2022).
89. A NPA senior salary is paid inclusive of the NPA basic salary (Determination 28 of 2022).
90. Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any NPA to which they have been appointed. Where this situation applies, it is the responsibility of the individual member to comply (Determination 29 of 2022).
91. Members must not receive more than one FRA senior salary (Determination 34 of 2022).
92. An FRA senior salary is paid inclusive of the FRA basic salary and must reflect significant and sustained responsibility (Determination 35 of 2022).
93. Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated. Where this situation applies, it is the responsibility of the individual member to comply (Determination 36 of 2022).

Co-opted members of principal councils, National Park Authorities and Fire and Rescue Authorities and lay members of Corporate Joint Committees

94. Travelling time to and from the place of the meeting is to be included in the claims for payments made by co-opted members (up to the maximum of the daily rate). (Determination 39, 2022)
95. Fees must be paid for meetings and other activities including other committees and working groups (including task and finish groups), pre meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend. (Determination 41 of 2022)
96. Reasonable time for pre meeting preparation is to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting (Determination 5 of 2023).
97. Each authority, through its Democratic Services Committee or other appropriate committee, must ensure that all voting co-opted members are given as much support as is necessary to enable them to fulfil their duties effectively. Such support should be without cost to the individual member (Determination 42 of 2022).
98. Co-opted and lay members of relevant authorities with voting rights are also able to claim travel, subsistence, care and personal assistance payments as set out in the sections below.

Travel and subsistence expenses

99. The rates of reimbursement of mileage, other travel costs and subsistence costs that can be claimed by members of principal councils, NPAs, FRAs, and their co-opted members, and to members of CJsCs and their lay members is set out below.
100. Community and Town Councils can opt to reimburse travel and or subsistence costs. Where the option to reimburse has been made, this must be as specified in the Travel and subsistence guidance.

Mileage costs

101. Reimbursement must be at the current HM Revenue and Customs (HMRC) rates.⁵

Other travel costs

102. All other claims for travel, including by taxi if this is the only or most appropriate method of transport, must only be reimbursed on actual cost as shown on receipts.

Subsistence costs

103. The maximum rates for subsistence payments are set out below on the basis of receipted claims:
 - £28 per 24-hour period allowance for meals, including breakfast where not provided
 - £200 London overnight
 - £95 elsewhere overnight
 - £30 staying with friends and or family overnight

⁵ [Travel — mileage and fuel rates and allowances - GOV.UK](#)

Costs of Care and Personal Assistance Payments

104. All relevant authorities must provide a payment towards necessary costs for the care of dependent children and adults (provided by informal or formal carers) and for personal assistance needs as follows:
- formal (registered with Care Inspectorate Wales or equivalent) care costs to be paid as evidenced
 - informal (unregistered) care costs to be paid up to a maximum rate equivalent to the Real Living Wage hourly rates as defined by the Living Wage Foundation⁶ at the time the costs are incurred
105. This must be for the additional costs incurred by members to enable them to carry out official business or approved duties. Each authority must ensure that any payments made are appropriately linked to official business or approved duty. Payment shall only be made on production of receipts from the care provider (Determination 43 of 2022).

Community and town councils

106. Reporting returns due from all community and town councils need only show the total amounts paid in respect of the mandatory payments mentioned above. That is the £156 contribution to the costs of working from home and the £52 set rate consumables allowance and the travel and subsistence expenses paid. This brings these in line with the reporting of the costs of care and personal assistance allowances. (Determination 8 of 2024)
107. Members in receipt of a Band 1 or Band 2 senior salary from a principal council (that is leader, deputy leader or executive member) cannot receive any payment from any community or town council, other than travel and subsistence expenses and contribution towards costs of care and personal assistance. (Determination 53 of 2022)
108. Community and town councils can decide to reimburse their members in respect of travel and or subsistence costs for attending approved duties. Where the option to reimburse has been made, the Travel and subsistence expenses guidance must be applied. (Determination 46 and 47 of 2022)

⁶ [What is the real Living Wage? | Living Wage Foundation](#)

Annex: sickness absence payments for senior salary holders of principal councils

The Commission's framework provides arrangements for long term sickness absence for senior salary holders as follows:

- Long term sickness is defined as certified absences in excess of 4 weeks.
- The maximum length of sickness absence within these proposals is 26 weeks or until the individual's term of office ends, whichever is sooner (but if reappointed any remaining balance of the 26 weeks will be included).
- Within these parameters a senior salary holder on long term sickness can, if the authority decides, continue to receive remuneration for the post held.
- It is a decision of the authority whether to make a substitute appointment, but the substitute will be eligible to be paid the senior salary appropriate to the post.
- If the paid substitution results in the authority exceeding the maximum number of senior salaries payable for that authority, as set out in the Annual Report, an addition will be allowed for the duration of the substitution. (However, this would not apply to Merthyr Tydfil County Borough Council if it would result in more than 50% of the membership receiving a senior salary. It would also not apply in respect of a council executive member if it would result in the cabinet exceeding 10 posts, the statutory maximum).
- When an authority agrees a paid substitution, the Commission must be informed within 14 days of the decision of the details including the specific post and the estimated length of the substitution. The authorities' Schedule of Remuneration must be amended accordingly.
- It does not apply to elected members of principal councils who are not senior post holders as they continue to receive basic salary for at least 6 months irrespective of attendance and any extension beyond this timescale is a matter for the authority.

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SUBJECT:	REVIEW OF MY MONMOUTHSHIRE AND PLANNING PORTAL
MEETING:	Democratic Services Committee
DATE:	20 April 2026
DIVISION/WARDS AFFECTED:	N/A

1. PURPOSE:

To review the functionality and effectiveness of the My Monmouthshire portal and planning portal in managing casework for councillors.

2. RECOMMENDATIONS:

That members consider the feedback received on the two systems to identify if they are meeting the needs of members, and if not, what actions or changes should be considered to address those issues.

3. KEY ISSUES:

- 3.1 The council has adopted electronic system for managing a number of services that have been used for a number of years to improve accessibility to information and to automate a number of processes to improve efficiency. Two of those systems are the Planning Portal that provides information on planning applications throughout Monmouthshire and My Monmouthshire which acts as a customer portal for digital requests for a number of service areas and automatically assigns those calls to the relevant department for investigations.
- 3.2 Given the pressures on service areas in recent years, councillors have been encouraged to record their casework through the My Monmouthshire system. The system will assign the user a call reference, allow them to provide details of the call and be automatically sent updates once a service area has reviewed the call. Councillors are encouraged to use My Monmouthshire in the same way members of the public are able to register issues through the same system. Given both the public and councillors will use the systems, it is likely there is a direct impact on councillor workloads if the systems are not working effectively for the residents. For the purposes of this committee, the focus of the debate shall be on the effectiveness of the systems for councillors and the impact on their casework and ability to carry out their roles effectively. A review in to these systems that would include resident feedback would fall under the terms of reference for a scrutiny committee and not that of Democratic Services Committee.
- 3.3 The Chair of this committee has requested member feedback in relation to their use of the two systems and its effectiveness in assisting members in carrying out their roles. All councillors received a survey seeking their feedback on both systems. 7 responses were received out of the 46 councillors.
- 3.4 A summary of the responses received as part of the survey for both systems are below;

Planning Portal

- The planning portal is widely regarded as reliable and effective tool and viewed upon positively by members. The system is used frequently by members and depend on it as a central source for planning information.
- Members like that it is easy to access and has all documents in one place, has an effective search functionality and aids transparency and availability of planning application information.
- Concerns were raised about the navigation of the system feeling unintuitive in places particularly following recent changes, isolated concerns on document redaction and limited visibility of planning timelines and decision dates.
- It was recommended that system improvements could include more enhanced and refined search options, improved map based browsing of live applications and greater user involvement and testing when changes are implemented.

My Monmouthshire

- My Monmouthshire is supported in principle and heavily used by members but does generate more concerns than the planning portal. Members rely on it for casework and continue to encourage residents to use it.
- Members reported that they like the single reporting tool for multiple council services as well as a reference number provided for each call as an audit trail for issues raised. They also like the mapping tool which is particularly helpful in rural areas and acknowledge recent improvements particularly around layout and visibility.
- Concerns raised include difficult navigation, problems accurately entering and identifying locations and poor visibility of previous calls including photographs and location details. Members also shared that it is difficult to track multiple reports over time. Concerns were also raised that long standing reports remain open with little or no feedback and resident confidence undermined by lack of updates and slow closure.
- Improvements were focussed on stronger report tracking including location searches within report lists and the ability to search historic calls more easily without relying on the reference number. Improvements were also suggested to the timeliness and detail of call updates and stronger organisational discipline so the system is used consistently and not bypassed.

4. REASONS:

To ensure that councillors have the tools to carry out their roles effectively.

5. RESOURCE IMPLICATIONS:

At this stage there are no resource implications attached to this report. Any recommendations put forward by the committee will likely incur additional costs in software development where any changes are able to be made to the systems. Additionally, any changes to processes that would move away from a self service portal would incur additional costs due to the manual intervention.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no sustainable development or equality impacts arising from this report.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications associated with this report.

8. CONSULTEES:

All Councillors

10. BACKGROUND PAPERS:

None

11. AUTHOR:

John Pearson, Local Democracy Manager

CONTACT DETAILS:

Tel: 01633 644212

E-mail: johnpearson@monmouthshire.gov.uk

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How often do you use the Planning Portal?	Please share your general feedback about the Planning Portal.	What are the good points about the Planning Portal?	What are the bad points about the Planning Portal?	How could the Planning Portal be improved?
Monthly	No problem as far as I am concerned	Generally easy to use	Can be slightly complicated to navigate .	NA
Weekly	Generally good.	Access	None that come to mind as a platform	Not sure
Monthly	It's generally quite easy to use when you have a planning number to refer to, and the search is pretty efficient	speed of search results, map function for active cases	none that I can think of	more refined search options
Monthly	Works well. (N.B. Although I have said I only use it monthly, this relates to the number of different planning applications considered.) Might visit the portal several times within a month looking at the same application.)	Easy to access the range of documents.	None.	N/A
Weekly	Easy to use and access	All documents are found in one place	Not sure there are any	Maybe graphic updates but functionality seems to work fine
Weekly	It is a useful tool, both for Cllrs and residents. Sometimes applications can take longer than anticipated to be registered, although that is more a planning department issue rather than a portal issue.	It is easy to navigate and has several ways to search for applications. There is transparency with all of the documents being uploaded.	Sometimes the system is down (although not often). Sometimes personal details (signatures etc) are not redacted.	It would be helpful to have a map (similar to RightMove or Booking.com), where you could zoom into an area to view live applications. It would also help to improve planning time targets if there was a timeline that said when an application should be decided e.g 8 weeks from validation of the application. That would also help with accountability with the planning department (some applications take years, which is not timely or acceptable. Although, I do appreciate that some applications are more complex and delays could be down to the applicant not supplying all information).
Monthly	It is very useful and mostly works well!	Access to most documents in a short time.	Sometimes documents appear inaccessible. Mostly the system works very well in my experience.	The front end changed recently and doesn't feel quite as intuitive, the options don't appear as obvious, but it is still possible to follow. Maybe check changes with users. It may only be my preference :). The guidance on how to apply seemed less logical when I was looking for a resident. But was acceptable. I guess that logic and access was checked when the changes were made?

How often do you use My Monmouthshire?	Please share your general feedback about My Monmouthshire.	What are the good points about My Monmouthshire?	What are the bad points about My Monmouthshire?	How could My Monmouthshire be improved?	Any additional comments or suggestions regarding any of the IT systems
Weekly	Can be difficult to navigate	Some parts easier to access	Quite a Clunky system . Often get complaints that residents can't book tip slots .	Refine and make it more user friendly	
Weekly	Pretty good	All in in one place el	Get kicked out. Hangs. Difficult to find where to find things. Reports go unanswered	Search engine. Give better updates on reports	The web page of MCC is a minefield and hard to Navigatw
Weekly	The concept is sound but in practice it is frustrating to use	It is a simple way to report damaged infrastructure, book a tip slot etc with the local council. I encourage residents to report in this manner despite my own frustrations with the system. If I need to chase an issue on their behalf it is useful to have a number as a point of reference.	Finding previous reports and receiving feedback is poor. When you are a frequent reporter there is no simple way to scan down your reports to see when you last uploaded a concern. One of the questions is 'have you reported this before' if the answer is 'YES' you MUST give a date/number - but that is very difficult to find with the current system. It means I mainly say no even if not true.	A location could be listed on the reports screen - currently it is type of report/number/date/time and current status. Finding a specific pothole listing when you have reported a great many over several months is very difficult with this set up and requires multiple clicking into each listing to find the correct one. It's very time consuming. Getting feedback from individual reports can also be frustrating.	
Weekly	Rather clunky.	Usually possible to report concerns.	When reporting problems it is sometimes difficult to enter a location (particularly if there are no nearby addresses.) Sometimes want to report issues but aren't covered by options offered. Sometimes months go by with a response like "under review" but no updates.	See answers to Q9.	
Daily	The appearance could be updated however functionally is easy to use	Easy mapping of location	Rare/occasional glitches	an upgrade in design to modernise	In general, it all runs very smoothly
Weekly	Very clunky! Difficult to navigate around. Very challenging when trying to add the location of things like potholes and street furniture, fly tipping etc.	You can look up individual house locations (very useful when having a rural ward which has mainly house names rather than street numbers and names!)	Clunky. Booking a tip slot is frustrating, as is locating a place on a map to report fly tipping, pot holes etc. When I go back in to check on my reports it is annoying that the information I have submitted does not come up eg pictures and locations. When reporting so much, it is difficult to keep track of the reports through reference numbers alone. More awareness of MyMon and guides on how to use it needs to be available on MCC social media platforms.	Improve the bad points I have mentioned above!	Try to encourage more residents to use it. Provide guides on how to report pot holes, fly tipping, booking a tip slot etc and put it out on socials.
Monthly	It is a great tool, for work planning and communication, but doesn't appear to be kept as up to date as it could be. The recent improvements are great and easier to navigate. I had requests from 2023 which have not been closed, or were 'passed to another agency/group' and others that have been completed, but not closed on the system. Project management, work planning, tracking and communication to the customer/user is hard, but is a discipline which is vital, to help plan and track work and keep people informed, rather than frustrated. When I raised this more than a year ago, I was frustrated as members seemed to bypass the process and get a quicker response, as the tool did not seem to be fully adopted or intrinsic to project and task management. I also started to bypass this process and email officers directly, but I realise that this does not help work group planning and recording of task completions, for reporting purposes. I will also try to be disciplined and use the process again :)	It appears that in the latest version it is easier to view requests. The process appears logical and easy to use. It just needs us all to be disciplined to use it and officers to not accept work via other sources/routes, then have targets to ensure requests are closed in a timely manner after they are completed. Does MCC use visual tracking boards and measure and report open requests versus estimated completion dates, along with closure dates after completion? Is there a step wise process flowchart for task/project managers/officers to follow, with gateways and sign offs?	Like many tracking and work planning/prioritisation process tools it is totally dependent on the discipline to get the most out of the tool. Good engagement with and communication to, customers/users as we all know is the most difficult, but also most beneficial and rewarding aspect.	We ALL need to commit to ONLY using that tool (if that is the MCC preferred process), except for in emergency situations. Adherence can then be measured and tracked and used to inform resource planning. Visibility of prioritisation to be customer could be useful, if that were possible.	Are all new IT processes, or changes/improvements to IT processes and systems designed then tested by all types of users/customers? I know that we all have different preferences and views about what is a logical process, but user feedback and consensus is invaluable, as I'm sure you know and have experienced.