monmouthshire
sir fynwy

SUBJECT: MONMOUTHSHIRE PLANNING SERVICE ANNUAL
PERFORMANCE REPORT (APR)
MEETING: ECONOMY AND DEVELOPMENT SELECT COMMITTEE
DATE: 5 SEPTEMBER 2019
DIVISION/WARDS AFFECTED: ALL

1.0   PURPOSE

1.1   To provide Members with a report on the performance of the Council's Planning Service for the financial year period 2018-19.

2.0   RECOMMENDATION:

2.1   To note the contents of the Annual Performance Report for submission to the Welsh Government by 31 October 2019 and comment accordingly.

3.0   BACKGROUND

3.1   The Welsh Government requires all Local Planning Authorities (LPAs) in Wales to submit an Annual Performance Report for the planning service by 31st October 2019. This requirement links with the Planning (Wales) Act 2015, and the Welsh Government's objective of creating a positive and enabling planning service. The Act includes new powers for the Welsh Government to intervene, including removing planning powers from a Local Planning Authority, requiring the preparation of joint Local Development Plans (LDPs), or requiring the merger of LPAs.

3.2   This is the fifth Annual Performance Report (APR). The four previous APRs were reported to this Select Committee and the opportunity to review and discuss performance was welcomed by the Committee, with a request that it become an annual item.

3.3   The APR looks at the performance of the Planning Service against nationally set performance indicators, Welsh Government targets, the Wales average performance, and Monmouthshire's performance last year. The results are considered in the context of the challenges, opportunities, priorities and resources (staffing and financial) available. The objective of the APR is to reflect on and celebrate good performance, identify areas for improvement, and look across Wales to identify potential areas of best practice that Monmouthshire could learn from or share with others.

3.4   The APR is divided into sections, with the format and appearance being consistent throughout Wales, and all LPAs reporting on the same performance indicators. The report looks at where the Planning Service sits corporately, how it is structured and how its work fits with corporate priorities; local pressures; customer feedback; and performance. Performance is analysed across the five key aspects of planning service delivery as set out in the Planning Performance Framework:

•   Plan making;

•   Efficiency;

•   Quality;

•   Engagement; and

•   Enforcement.

This Framework was established by the Welsh Government in partnership with Local Planning Authority representatives, and Monmouthshire's Head of Planning, Housing and Place-shaping sat on the working group. Performance is ranked as 'good', 'fair' or 'needs improvement'. Monmouthshire continues to play a lead role in this area, and our Development Services Manager sits on the performance working group.

3.5   The Annual Performance Report is provided at Appendix 1.

4.0   KEY ISSUES

4.1   The purpose of the Planning Service is to help build sustainable and resilient communities that support the well-being of current and future generations in Monmouthshire, which is a shared purpose with the Council's Corporate Plan and with our public service board partners. The service is directly involved with wider corporate projects such as 21st Century Schools, commercialisation of our estates portfolio and forms an enabling tool to help address some of the challenges and issues identified by Future Monmouthshire.

4.2   Key areas of work for the Planning Service include:
        •   Carrying out a revision of the Monmouthshire LDP.
        •   Preparing and co-ordinating thematic supplementary planning guidance to help to foster the interpretation and implementation of LDP policy.
        •   Implementing the Council's LDP through engaging and working with communities, and partnership working with both internal and external partners.
        •   Depending on the outcome of legislative changes, adopting and implementing the Community Infrastructure Levy. Infrastructure needs will be reviewed and consideration will be given to the best options for funding them alongside LDP progress.
        •   Monitoring and evaluating development plan policies, including preparing the statutory LDP Annual Monitoring Report (AMR).
        •   Maintaining the LDP evidence base and ensuring fitness for purpose for future LDP revision.
        •   Developing linkages with the Council's emerging framework for community governance and development.
        •   Providing pre-application advice to customers.
        •   Determining planning applications in accordance with adopted policy and material planning considerations, taking into account stakeholder comments and corporate objectives;
        •   Securing financial contributions from developers to offset the infrastructure demands of new development;
        •   Safeguarding the County's 2400 Listed Buildings and 31 Conservation Areas, areas of archaeological sensitivity, the Wye Valley AONB and the Brecon Beacons National Park;
        •   Providing a heritage service for our neighbouring colleagues in Torfaen County Borough that works in a manner that is consistent and as well-resourced as the one provided for Monmouthshire.
        •   Taking robust enforcement action against unauthorised development that is unacceptable, and

- Joint working with SE Wales Authorities with the ambition of preparing a Strategic Development Plan.

Customer service feedback

4.3   Between 2010 and 2012 the Council's Planning Service underwent a Systems Thinking review. This review sought to strip the function back to first principles: what is important to our customers, and how can waste (actions or procedures that do not add value to the outcome) be eliminated. This evidence-based review has been fully implemented, although part of the Systems Thinking approach requires services to be kept under review and closely monitored, and a 'refresh' is currently underway.

4.4   This review identified that the following things are important to customers:
- Customers value pre-application advice and advice during the consideration of the application;
- They want officers to be accessible and for there to be open and honest communication;
- They want consistency of pre-application advice and in the validation of applications;
- They want Planning Committee to follow the officer's recommendation and value being able to have a dialogue with Members prior to determination;
- They do not want too many conditions being attached to decisions, and when conditions are imposed they should be relevant and easy to discharge;
- They value being able to submit an application online and to search for applications and information online; and
- Third parties value being listened to during the application process.

4.5   The service therefore operates with these priorities as guiding principles, shaping behaviour and procedures. The service is committed to having an outcome focus rather than chasing arbitrary performance targets that are not a priority to our customers.

5.0   ACTIONS FROM OUR PREVIOUS APR

5.1   Our 2017/18 Annual Performance Report identified five actions:

Action 1 - Systems review to be re-visited and reinvigorated to identify what matters today and how we meet that demand as well as identifying causes of variation in our system that lead to delays in reaching a positive outcome. This includes a review of the enforcement team and their processes to verify if we have the right resources and we are providing a good service for our customers.

Action 2 - Consolidate the department's use of the new Idox Uniform planning application database software system

Action 3 - Monitor the effectiveness of the Council's bespoke pre-application advice service and our fast track application services, while rolling out the use of Planning Performance Agreements, where appropriate.

Action 4 – Improve the Planning Service's web pages to deliver relevant, accessible and legible information so that customers can self-serve.

Action 5 – pursue an agenda of collaboration in relation to heritage services with neighbouring authorities.

5.2   Actions 1,2, 3 and 4 resulted from the desire to ensure we provide a coherent and timely set pf processes for our customers in delivering planning outcomes. Although the performance in 2016/17 was good in determining applications within agreed timescales (moving from amber to green), this was seen as an area for potential improvement and we proposed to undertake a 'Systems Revisit' to assess how much waste was in our processes and to understand if there were common themes as to why applications were not being determined within a timely fashion. There should also be reductions in waste in our systems and time savings to be made by the rolling out our new Idox Uniform database for the DM service (Action 2). Action 4 also overlapped into making our application processing more efficient in that signposting customers effectively so they can self-serve enables demand on our officers to reduce, freeing up their time to carry out work that is essential and valuable to the service.

5.3   While our evidence shows that customers prefer a positive outcome than a quick decision, we fully recognise that if customers are going to continue using our pre-application advice service (which streamlines the subsequent stages, improves outcomes and generates fee income), they must receive timely and meaningful responses. In addition, new regulations allow customers to claim an application fee refund if their application is not determined within a given timescale. We can reduce this risk by agreeing extended deadlines, which we do to good effect. Customers, however, will not be willing to agree a time extension if they cannot see a timely conclusion being reached or have previously received poor service.

5.4   Actions 1 and, by implication, 4 were commenced and initial work was carried out to identify where our customer demand was focussed. As a result of this, primary focus involved a web team being set up from within the DM team to seek to reduce day-to-day demand on officers by helping customers to self-serve using an improved and more sophisticated web site. This work was carried out during the reporting period in conjunction with the Council's Digital Team and a substantial redesign of the DM team's web pages was implemented towards the end of 2018/19. This redesign has received positive feedback from all customers, including colleagues in other departments, Members and applicants /agents. Community Council comments?

5.5   In respect of the latter element of Action 1, this was instigated following a surge in enforcement cases in 2016/17 and mixed performance under some of the previous enforcement measures in that reporting period, which have since been amended following work undertaken by Welsh Government and a POSW officer performance indicator sub-group. Key stages of the triage system, piloted by Swansea Council have been implemented, but in the meantime, following the appointment of a new enforcement manager midway through 2018/19 it has been decided to undertake a more holistic systems review of the Council's planning enforcement team that will be concluded in the next reporting period. This should determine whether the structure and working methods are appropriate given the demands of this small but important team. This aspect will be reviewed within the next APR.

5.6   Action 2 has been implemented following the Go Live of the new Uniform software from March / April 2018. The Idox Uniform Implementation team made up of members of the DM Team, spent considerable time in developing a series of comprehensive guides to the different stages required to process an application for pre-application advice and planning applications. DM, Heritage and Enforcement officers have all benefited from the training guides and the transition to the new system has been smooth. Feedback from officers is that the system is easier to use and more efficient than the old M3 software (there is more automation and fewer

steps to produce documents). Managers also have a suite of reports they can use to monitor officer performance.

5.7 In respect of Action 3, this was delayed owing to a significant part of the team's resources being given over to the implementation of the Idox Uniform software which went live in March/ April 2018. A working group has been set up to progress the review of the pre-application advice service with work gathering traction in 2019/20 regarding analysis of the process and the value it adds to the planning application process. Customers' views are being sought as part of this work. This remains an important piece of work and is retained as an action for 2019/20.

5.8 As regards Action 5, during this reporting period a key achievement has been the establishment of a shared service between Monmouthshire CC and Torfaen CBC. The team has drawn up a Memorandum of Understanding and secured approval for the collaboration. This has resulted in the appointment of a new Senior Heritage Officer to resource the collaboration, managed by Monmouthshire's Heritage Manager but funded by Torfaen. The service has been in place e since January 2019 and has recently had the first review. The report is very promising and both authorities are pleased with the progress being made. It is anticipated that this will continue to be built on in the forthcoming months and it is hoped after the two year trial period the collaboration will continue on a more formal basis. The collaboration has many benefits, including improved resilience and skill sharing, together with more opportunities to learn and build on the teams skill set. For the above reasons Cadw have been supportive of the new way of delivering heritage services and have endorsed the collaboration. The team has also been able to secure umbrella delegation for MCC named officers to 'sign off' listed building consent applications in Torfaen, meaning that applications in TCBC no longer need to go to Cadw for approval. This has been welcomed and supported by Cadw, Delegation arrangements have also been improved in that the Council's Heritage Manager has achieved delegation from Cadw to determine heritage applications for grade II* Listed Buildings (understood to be unique to the UK) while one of the Heritage team's senior officers has achieved IHBC membership and has secured Cadw delegation to determine heritage applications relating to grade II buildings.

6.0   CONCLUSIONS AND RECOMMENDATIONS OF 2018/19 APR

- The proportion of major applications determined within 8 weeks or agreed timescales increased and at 89% was well above the 80% target, and significantly above the Welsh average.
- The number of applications we determined slightly increased (by 2.8%);
- The proportion of applications we approved remained high at 95%;
- Of those applications that had gone through our pre-application advice service, 98% were approved;
- We dealt with the largest number of applications for listed building consent for any authority in Wales (79 applications) and 89% of these were approved within agreed timescales.

This shows that, despite a challenging workload, our performance and levels of customer satisfaction have generally been very good and our pre-application advice service is effective.

6.1 *A summary table of our performance can be found in Appendix A of the APR.*

6.2   A summary table of our performance can be found in Appendix A of the APR. Of the 17 applicable indicators, 12 are ranked good, 1 is fair and 4 are in need of improvement. Eleven of the indicators applicable to Monmouthshire have numerical targets set by the Welsh Government. Monmouthshire's performance is ranked 'good' against 6, 'fair' against 1 and 'in need of improvement' against 4. The 'fair' result relates to the average time taken to determine applications (86 days) which missed the 'good' target of 67 days and was below the Welsh average of 77 days. The four measures that were in need of improvement were the five-year supply of substandard at 46% (although this performance is explained at par. 6.19 of the APR) and the two enforcement measures.

	Number of indicators
Welsh Government target has been set and our performance is 'good'	6
Welsh Government target has been set and our performance is 'fair'	1
Welsh Government target has been set and our performance 'needs improvement'	4

6.3   We performed above or at the Wales average in 13 of the 17 comparable indicators. The indicators for which performance was below Wales average related to the five year housing land supply, together with the appeal and enforcement measures as referred to immediately above. Further commentary on the performance against these measures is set out in Section 6.

6.4   Our performance declined against four indicators:

Indicator	2016/17	2017/18	2018/19	Wales average	WG target
5 year housing land supply	4.1 years'	4.0 years'	3.9 years'	6 years'	5.0 years'
Average time taken to determine all applications	73 days	77 days	86 days	77.2 days	<67 days
% of enforcement cases investigated within 84 days	83%	91%	64.5%	76.3%	>80%
Ave time taken to take positive enforcement action	227 days*	96 days*	232 days	165 days	<100 days

*No target set by WG for those years

6.5   Four actions are identified going forwards.

Speed of determining application

6.6   We determined 88% of applications within agreed timescales, against a Welsh Government target threshold for good performance standing at 80%. The average time taken to determine all applications was 86 days, missing the 'good' target of 67 days (and above the Welsh average of 77 days). While it is accepted that timely decisions can have economic benefits, of greater importance to investors is clarity and certainty, and our evidence is that, within reason, customers are happy to have a slightly slower decision if it is a favourable one. We therefore place greater importance on securing a positive outcome.

6.7 However, this is an area for potential improvement and we have been undertaking a 'Systems Revisit' to assess how much waste is in our processes and to understand if there are common themes as to why applications are not being determined within a timely fashion. There have been reductions in waste in our systems by the implementation of our new Idox Uniform database for the DM service but naturally enough, this has taken time to become stable and embedded, so gains will be in the medium to long term. Opportunities are there to ensure our pre-application advice service is contributing effectively to reducing planning application determination periods by providing clear, professional and respected advice. In addition, our web site offer to customers, although substantially improved via work already carried out with the Council's Digital Team, could be further improved to turn off demand on officer time. There will always be customers who wish to speak directly to an officer but many will self-serve given the opportunity. As such, we need to explore opportunities to signpost customers to useful information on-line so that they can carry out a variety of functions unassisted. These could include making an application for pre-application advice, making a planning application or commenting on a planning application.

6.8 We will explore the use of a chatbot with our colleagues in the Council's Digital Team to investigate whether we can answer more straightforward planning queries and signpost customers to appropriate information on our web pages or on other useful sites, including the Planning Portal Wales.

6.9 Project management for major planning applications can be improved by resourcing their processing properly via planning performance agreements (PPAs) with the applicant to deliver a timelier decision by best endeavours. We have trialled one PPA this year which was considered a success in establishing and meeting milestones for a planning application for a complex, strategic, mixed-use development in Chepstow. The fee from such an agreement can be used to back-fill and allow the case officer to be freed up to be a more dedicated resource. We know that further applicants are interested in engaging with us to explore the benefits of this project management tool. Thus, Actions 1 - 2 below are identified.

Action 1 – Complete the review of the effectiveness of the Council's bespoke pre-application advice service and rolling out the use of Planning Performance Agreements, where appropriate.

Action 2 – Continue to improve the Planning Service's web pages to deliver relevant, accessible and legible information so that customers can self-serve. This includes investigating the value of a chatbot to signpost users to information held online that can help them self-serve and reduce queries to the team via phone and email.

Speed of resolving enforcement cases

6.10 The performance of the Council's Planning Enforcement team declined in relation to the two enforcement measures in the Performance Framework over 20181/9, and we do receive customer feedback and complaints regarding perceived delays in enforcement cases. These issues are certainly not unique to Monmouthshire, and the problem is at least in part due to a misunderstanding of the powers available to us and/or unrealistic expectations which has been addressed in some way by the training on enforcement that took place in May 2018 for community and town councillors. There remains, however, scope for substantial improvement. The systems review of the Planning Enforcement function, due for completion in December 2019, will help to improve this team's practices and drive out waste. The

triage system identified the APR 2016/17, has been partially implemented to systematically prioritise cases, but this is being reviewed as part of the wider systems approach (Action 3).

Action 3 - Systems review of the Planning Service's enforcement function and its processes to speed up our decision-making, verify if we have the right resources and we are providing a good service for our customers

Collaborative Working

6.11   Monmouthshire has a wealth of heritage assets and has long invested in its heritage team to manage these assets in the public interest. It has become apparent that opportunities exist to work collaboratively with neighbouring Councils to provide a shared heritage resource. This reporting period saw the establishment of a shared heritage service with Torfaen Council that is working well. This has given the opportunity to address issues of capacity and consistency of advice between Authorities. In addition, it provides an opportunity to increase resilience, knowledge and the skills base of aspects of Historic Environment Management through building and sharing of expertise and experience. It also acknowledges the agenda for collaboration in the delivery of local government services being promoted by Welsh Government. It is understood that other planning authorities in South-East Wales are considering their needs against the offer of our shared heritage service. Going forward we will promote collaboration with other authorities, where appropriate. This will also include work involved in the preparation of the LDP review which has seen sharing of the background evidence work, as referred to in par. 4.14 above.

Action 4 – Continue to pursue an agenda of collaboration in relation to heritage services with neighbouring authorities and collaboration in other areas where possible, including   the evidence base for the review of the Local Development Plan.

Value of Planning

6.12   RTPI Cymru has published a toolkit which measures the value generated by a local authority planning service. The tool has been developed to capture the economic, social and environmental value at a local planning authority level across Wales. The tool and its 'Value Dashboard' has been designed to provide RTPI Cymru and the Welsh Government with a platform to demonstrate to local authorities, national policy makers, the private sector, researchers and other broader policy and media audiences, the value planning contributes and how planning is positively contributing to Wales' seven well-being goals. The data has been updated to reflect planning permissions and completions in the current reporting period (2018/19). The toolkit has been a very useful means of promoting the good work undertaken by the department that is often taken for granted. Over this period, the toolkit considers that the service has contributed £121M to the local economy by the allocation of sites in the LDP, the safeguarding of land, the granting and implementation of planning permissions, the operation of its enforcement function and the securing of planning obligations. We aim to update this for the ensuing reporting periods. The 'Dashboard' data summarises the Planning Service's contribution below:

Value of Planning in Monmouthshire 2018/19

Planning service key data

29 FTE jobs in planning service

1,101 applications handled

£0.6m collected in fees

LDP Land Safeguarded

20
369 ha Green Wedge
3,174 ha Local Nature Reserve
434 ha open space
7,942 ha minerals

LDP Land Allocated

Residential
111 ha

Commercial
244 ha

Retail & leisure
0 ha

Waste
0 ha

LDP Value

£2.1m uplift value
(based on land allocated for whole plan period)

Value adding policies ✓ 89%

Applications

9 major
1,092 minor
0 other

■ Statutory ■ Discretionary

0 DCOs dealt with
1 DNS dealt with
75 LBC applications granted
13 refusals appealed
0 judicial reviews

Decisions

✓ 1,055 approvals (96%)
✗ 46 refusals (4%)
175 subject to pre app

Refusals
■ Delegated ■ Committee

Approvals
■ Delegated ■ Committee

Permissions

Permissions
■ Consistent with local plan
■ Departures from local plan

Residential
598 units
£24.7m uplift value
26% affordable

Retail & leisure
4,768 m²
£0.3m uplift value

Tourism
112 bedspaces
15 self catering units

Commercial
6,555 m²
£0.1m uplift value

Renewables & other
6 MW
0 tonnes waste
0 tonnes minerals
0 ha remediation
1.5ha

Contributions

Section 106 income
£3.7m
Breakdown

■ Training and employment
■ Sports and leisure
■ Environmental
■ Community/cultural
■ Formal open space
■ Primary heath
■ Education
■ Infrastructure
■ Active travel
■ Highways
■ Affordable housing

CIL income
£0 total value

Completions

Residential
443 units
30% affordable
£76.2m uplift value
£0.6m council tax p.a

Retail & leisure
2,900 m²
£3.6m uplift value
40 gross FTE jobs
£0.0m business rates p.a

Commercial
8,730 m²
£11.5m uplift value
197 gross FTE jobs
£0.2m business rates p.a

Renewables
14 MW
£67,850 community benefit

Tourism
10   3 FTE jobs
10 self catering units

Enforcement

405 enforcement complaints
5 planning contraventions
5 enforcement notices
5 breach of condition notices
0 stop notices
0 section 125 notices

Wider indicators

£82,792 spend on consultancy fees

8 internal consultees

£20,000 health benefits of affordable housing provision p.a

£140,000 recreational benefits from open space created p.a

0 Energy statements
0 EqIAs
2 Environmental statements

3 Travel plans
0 HIAs
9 Transport assessments

In 2018/19 the total value of planning was £121.0m

RTPI Cymru
Royal Town Planning Institute
Sefydliad Cynllunio Trefol Brenhinol

Llywodraeth Cymru
Welsh Government

ARUP

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7.0   OPPORTUNITIES GOING FORWARD

7.1   The following opportunities for the coming year have been identified as a result of this Annual Performance Report, our LDP, AMR and our Service Improvement Plans:

• To improve the speed of our responses to pre-application advice requests and determining planning applications via a review of our bespoke pre-application advice service valued by our customers (Action 1);
• In tandem with our systems thinking approach, to use Team meetings and performance reports to drill down into specific areas of workflow and identify where problems exist and why, with a targeted approach to identifying solutions (Actions 1 and 3);
• Consider the project management of major planning applications, where appropriate, via planning performance agreements to seek by best endeavours to ensure timely and well-managed processing of such applications, providing a good customer experience for the customer (Action 1);
• To improve the web site experience for customers and improve customers' pathways to information; this could include trialling a 'chatbot' to help customers to self-serve on line and reduce the demand on officers, particularly the daily duty officer (Action 2);
• To consolidate the use of the more efficient replacement database for planning applications to reduce waste for staff, including the production of standard letters and monitoring reports. Stage 2 of the Idox project will include the conditions monitoring module and enhancements to the public access module which will provide a better service to the public when they search applications online; these include providing an online measuring tool and the ability to track changes to an application (Action 2);
• To improve the speed with which we deal with enforcement cases via a systems review of the Enforcement function (Action 3);
• To extend collaborative working to deliver a Built Heritage Management Service with neighbouring local authorities, providing resilience, shared learning and consistency across those areas (Action 4);
• Continue with the review of the Monmouthshire LDP because of the need to address the shortfall in the housing land supply and facilitate the identification/ allocation of additional housing land as well as addressing the demographic and employment challenges of the County;
• To identify, implement and/or disseminate best practice via the Planning Officers' Society for Wales or other working groups, including the Welsh Government, the WLGA and the RTPI
• Promote the value of the work carried out by the Council's Planning Service by updating the Value of Planning toolkit on an annual basis and publicising the findings in each APR.

7.2   Progress will be measured via our 2018/19 Annual Performance Report, 2018/19 LDP Annual Monitoring Report, and our 2018/20 Service Business Plan.

8.0   RESOURCE IMPLICATIONS:

8.1   Officer time and costs associated with the preparation of this APR are met from the Development Management budget and work is carried out by existing staff.

9.0   SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

9.1   Sustainability, equality and well-being considerations are central to the planning service's activities. This report is a review of the previous year's performance against targets and benchmarking information, however the proposed five actions for future

improvements seek to improve service delivery to the benefit of our customers and communities.

9.2   A Future Generations Evaluation is attached as Appendix 2.

10.0   OPTIONS CONSIDERED

10.1   There is a requirement on Local Planning Authorities to undertake an Annual Performance Report and to submit it to the Welsh Government by 31 October 2019. While the Council could decide to not submit the APR, there is little to be gained from such an approach. Consequently, the following options were considered:
1) Recommend the APR for submission without any changes;
2) Recommend the APR for submission but with changes to the proposed actions for the coming year.

10.2   The APR provides a useful reflection on last year's performance against targets and benchmarking information. The proposed actions seek to continue that journey of improvement, given the resources available to us. Consequently, option 1 has been chosen.

11.0   HOW WILL SUCCESS BE MEASURED

11.1   The Planning Service is measured against a number of clear and consistent (across Wales, and over time) performance indicators allowing aspects of a successful service to be measured. These indicators need to be viewed in the context of other factors, including what customers have identified as being important to them, customer and stakeholder feedback, outcomes (which are not always captured by performance indicators), and whole Council priorities.

11.2   We strive to be deliver the best service possible, and our mission is to advise on, give permission for, and ensure the best development possible.

12.0   CONSULTEES

- Planning Committee and Economy and Development Select Committee via this report
- Customer feedback as set out in the report

13.0   BACKGROUND PAPERS:

None

14.0   AUTHOR & CONTACT DETAILS:

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