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Challenges in the Approval Process of Development Plans Via The One Stop Centre (OSC) 3.0 Plus by Local Authorities in Perak

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ABSTRACT

Concerns about delays in obtaining Local Authority approvals for property development have been widely discussed by scholars in Malaysia and abroad. In response, the Ministry of Housing and Local Government of Malaysia (KPKT) introduced the One Stop Centre (OSC) system in 2007. The system has since evolved, with OSC 2.0, OSC 3.0, and OSC 3.0 Plus launched in 2010, 2014, and 2020, respectively. This paper investigates the challenges arising after the implementation of OSC 3.0 Plus, focusing on three main objectives: (1) scrutinising the agreement levels of the OSC 3.0 Plus process; (2) identifying implementation issues; and (3) suggesting improvements. The scope of this research encompasses four local authorities in Perak that are experiencing rapid growth in the Perak development corridor. The research employs a quantitative approach of questionnaires. To validate the issues identified in the literature and media, a pilot study was conducted with relevant staff from the Kuala Kangsar Municipal Council. The refined questionnaires were then distributed to stakeholders from Ipoh City Council, Manjung Municipal Council, Taiping Municipal Council, Kuala Kangsar Municipal Council, OSC secretariats, and relevant external government technical agencies and consultants. The findings indicate that most respondents generally agree that the OSC 3.0 Plus system enhances the efficiency of development plan approvals. Nevertheless, based on respondents' feedback, certain aspects still require closer examination to streamline further the OSC 3.0 Plus procedures, such as the low level of confidence in OSC 3.0 Plus's effectiveness in expediting the development plan approval, the low level of agreement on reducing the number of technical agencies involved from 19 to 5, and disallowing new comments after the OSC meeting decision. The 21- day limit for consultants to rectify the comments given by the OSC is assumed to be insufficient if it requires major corrections or involves land matters.

Keywords: *development plan approval process, OSC 3.0 Plus, one stop centre, principal submitting person*

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INTRODUCTION

Many scholars and developers have voiced concerns about the delay in obtaining approval from the local authorities (LAs) regarding real estate development, particularly in cities (Evans, 2004; Marzukhi et al., 2019). Some of the key elements that contribute to increased development expenses, which are attributable to the delay in obtaining planning approvals, include the costs of land holding, employment, sources of building materials, machinery, office leasing, and the bank's compounding interest. Therefore, reducing the time required for planning permission can lower overall development costs (Tiesdel and Allmendinger, 2005). In response to the problems, the Ministry of Housing and Local Government (KPKT) has implemented a system called One Stop Centre (OSC) in 2007, which allows KPKT to monitor the progress of the development planning approval process in LAs. The OSC was established within each LA in Malaysia to streamline the processing of development-related applications, including planning permission, land conversion, subdivision and amalgamation, and building plan approvals. Among the more demanding responsibilities of the OSC are distributing applications to relevant technical agencies and tracking their progress through reviews and deadlines to expedite approvals. With the release of OSC 2.0 in 2010, OSC 3.0 in 2014, and OSC 3.0 Plus in 2020, KPKT has consistently enhanced the system in response to contemporary problems and advancements in information technology. Nevertheless, the complexity arising from the involvement of stakeholders from varied backgrounds and with differing interests has contributed to significant and escalating delays in the processing of new construction planning applications (Ibrahim et al., 2025). This study will assess the implementation of the current OSC 3.0 Plus system through feedback from the relevant stakeholders. The three main objectives of this study are: (1) scrutinising the agreement levels of the OSC 3.0 Plus implementation process; (2) identifying implementation issues; and (3) suggesting improvements.

LITERATURE REVIEW

One Stop Centre (OSC)

Before the establishment of the OSC, consultants had to submit development and building plans to various technical departments and external agencies individually and sequentially, either the internal technical departments of LAs or external agencies such as Public Works Department (JKR), Drainage and Irrigation Department (JPS), National Energy Limited (TNB), Malaysian Communications and Multimedia Commission (MCMC), and Indah Water Konsortium (IWK); this leads to a lengthy and cumbersome approval process. Consents from the relevant technical departments and agencies must be achieved before the application can be considered to be tabled in the LA's Planning Committee Meeting for approval or rejection. There was no clear time frame for each technical department and agencies to process the application, and no real body that has the statutory power to monitor the process of all the technical departments in terms of timeframe and the departments' technical requirements. The uncertainty and delays are also due to the bureaucratic process of the Planning Committee and the procedures (Marzukhi et al., 2019; Zahimi, et al., 2024). With the formation of the OSC, numerous administrative issues that contributed to the delay in the development application were resolved, and it gives lawmakers additional authority to oversee the entire approval process. Through the OSC portal, KPKT can also see the causes of the delay of an application, either due to internal and external technical agencies or to the consultants themselves. A similar system has also been implemented in Singapore since 2001, named the CORENET, which is an adapted electronic system to streamline all planning applications in Singapore (Ismail et al., 2022). Other countries, such as Australia, New Zealand and Finland have also modernised their planning approval systems to improve speed, transparency, and quality according to their own legal systems. In Australia, New Zealand and Finland, the electronic system used are PlanSA, MultiProof and Lupapiste respectively (Ibrahim, et al., 2025). Most town planners and consultants in Malaysia have also prepared their companies with the recent development in information technology software and hardware for the online submission (Abdullah, J. et al., 2023).

OSC 3.0 Plus Structure and Formation

In principle, the main structure and formation of the OSC 3.0 Plus are based on the existing OSC 3.0 Manual prepared in 2014, as illustrated in Figure 1. It is then systematically improved based on feedback from various stakeholders and adjusted based on legal provisions related to the construction industry from the stage of obtaining approval until the building is habitable. The improved OSC 3.0 Plus Manual aims to achieve the following objectives:

i) Provide a complete and detailed procedure and development process manual document for reference of stakeholders and interested parties, especially Local Authorities, technical agencies/departments, developers, professional consultants, and the public;
ii) Strengthen the role and responsibility of the OSC as the main secretariat to the OSC Committee to achieve appropriate uniformity;
iii) Outline the scope, role, and responsibility of the applicant (landowner, developer, and professional consultant) in the development process to improve competence and professionalism;
iv) Set a reasonable period of time (approval/comment/support) for each stage of the process as a target (Key Performance Index) to strengthen the authority's delivery system;
v) Outline the procedures for processing, monitoring, and inspecting development project sites by LA and technical agencies/departments until the building is habitable;
vi) Ensure the effectiveness of the monitoring process and enforcement actions on the development project sites; and
vii) Reduce workload, bureaucracy, and ensure transparent governance through the OSC 3.0 Plus Online System (KPKT, 2019).

Improvement from OSC 3.0 to 3.0 Plus

To promote a more consistent, efficient and effective implementation of OSC 3.0 Plus nationwide, KPKT has introduced an advanced online platform called the OSC 3.0 Plus Online System. This system is designed to fully digitise and streamline every stage of the development plan process, including application, evaluation, and approval (KPKT, 2024). It also provides Real-time application status updates at every stage of the process and interactive system operation among various categories of users (MyGovernment). As mentioned in Table 1, three main improvements have been introduced in the latest OSC 3.0 Plus Manual, namely: (i) the categorisation of Planning Permission into three categories – Small, Medium, and Large; (ii) the alignment of the number of Checklists according to the Planning Permission categories; and (iii) the establishment of approval timeframes based on the Planning Permission categories. The OSC3.0 plus also stressed that no issuance of new comments is allowed after the OSC's committee meeting decision.

Table 1: Initiatives OSC 3.0 Plus Online
Source:KPKT (2024)

OSC 3.0	IMPROVEMENTS	OSC 3.0 Plus
No category designation	Category of planning rights	Three categories: 1. Small 2. Medium 3. Big A (MPFN) and B
69 items	Checklist	1. Small: 20 items 2. Medium: 27 items 3. Big: 29 items
All types of application: 104–1,378 days	Approval period	1. Small: 30–42 days 2. Medium:57–99 days 3. Big A: 300 days 4. Big B: 115 days

Department/agencies can change or add new comments without approval from the OSC Committee	Technical review (new/additional)	No issuance of new comments after the OSC Committee Meeting's first decision

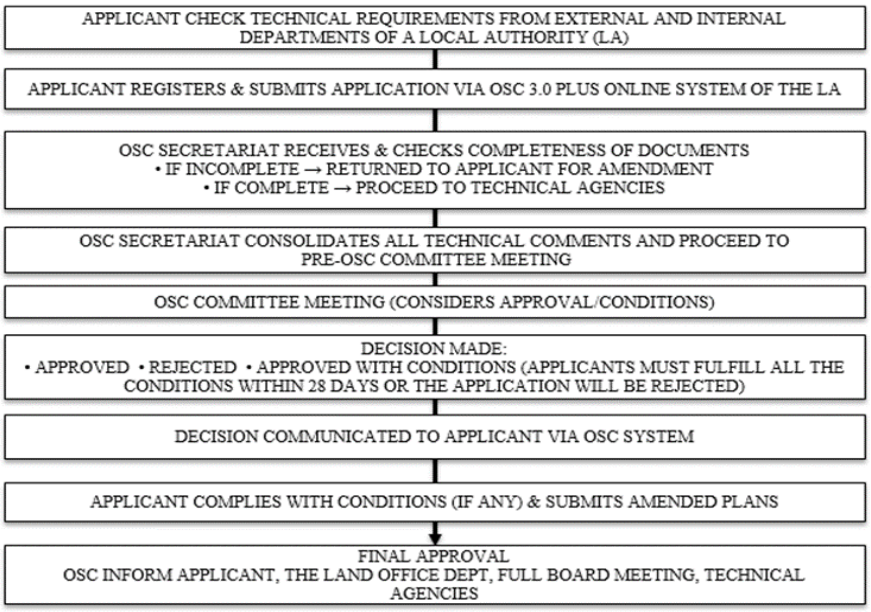

Figure 1: Flow Chart of Development Process at OSC Online Version 3.0 Plus
Source: KPKT (2019)

Challenges in the Implementation of OSC 3.0 Plus System

The OSC 3.0 system had encountered several problems of implementation in terms of the following areas: (i) Inconsistent timelines for Development Plan approvals across various LAs; (ii) Ineffective project monitoring due to reliance on manual tracking and traditional transaction methods; (iii) Ambiguities and gaps in the existing procedures; (iv) Unauthorised alterations to the OSC 3.0 Manual, resulting in inconsistent implementation; (v) Lack of competence among certain stakeholders involved in the development planning process; and (vi) Delays and non-responsiveness by some agencies or technical departments in providing necessary technical feedback (KPKT, 2019). Subsequently, OSC 3.0 Plus was introduced in 2020 to counter the problems. However, there are still reports of inconsistent comments provided by technical agencies, influenced by the discretion of individual officers (Ismail et al., 2022). In 2023, the OSC 3.0 Plus was further improved with the introduction of a new procedure. The Prime Minister of Malaysia, Datuk Seri Anwar Ibrahim, said that the OSC 3.0 Plus procedures are now being streamlined, with the clearance period reduced from 42 days to 21 days and the number of agencies involved in the process reduced from 19 to 5. The OSC 3.0 Plus also introduced an Online System, which is an electronic system used to enhance the process and monitoring of the applications for development plans (The Star, 18 April 2023). Despite these efforts, challenges continue to emerge, as stakeholders have highlighted negative experiences resulting from the lack of a holistic and coordinated approach in essential components of the planning application system. (Ibrahim, et al., 2025).

RESEARCH METHODOLOGY

Researchers often use pilot studies to evaluate the effectiveness of their proposed methods and procedures (Polit & Beck, 2017). A carefully designed and implemented pilot study can also help researchers uncover previously unidentified potential variables and assess the strength of relationships among key variables (Polit & Beck, 2017). To confirm the validity and reliability of the survey

components, a pilot study in the form of interview sessions was carried out using a purposive sampling method in the Kuala Kangsar Municipal Council (MPKK). Fifteen (15) staff members of high positions and experts in their related fields were involved, comprised of a building director from the Building Control Department, an OSC unit head from the OSC Unit, an urban planning officer from the Planning and Landscape Department, an engineer from the Engineering Department, and eleven technical assistant officers from the respective departments. From the pilot study inputs, questionnaires were designed and revised with a more intelligible meaning and a set of 5-point Likert scale quantitative survey, followed by a section for respondents' comments or suggestions. The questionnaire was grouped into three main categories according to the research objectives: 1) Scrutinising the agreement levels of the OSC 3.0 Plus implementation process; 2) Identifying implementation issues, through a questionnaire about OSC Unit Staffing Structure and OSC Meetings, and 3) Respondents' Comments or recommendations. The questionnaire was then distributed through a purposive sampling method to selected staff from four LAs: Ipoh City Council (MBI), Manjung Municipal Council (MPM), Taiping Municipal Council (MPT), and MPKK. These four LAs were chosen because they are located in Perak's development corridor. A set of questionnaires was distributed face-to-face by hand and took 10 to 15 minutes per respondent. The final number of questionnaire surveys collected is 81. The population for this research consists of four groups: OSC secretariats, LAs technical departments, external technical agencies involved in the approval of the development plan, and professional consultants, as mentioned in Table 2. The respondents' demographics are mentioned in Table 3, which shows the depth of their experience and credentials.

Table 2: Respondent Groups

No.	Population Group		Sample
1	OSC secretariat	5 each from MBI, MPM, MPT, and MPKK	20
2	LA internal technical departments	15 from MBI and 10 each from MPM, MPT, and MPKK	45
3	External technical agencies	JKR, JPS, LAP, TNB, SKMM, IWK	6
4	Professional consultants	Town planners, Architects, Engineers	10
		TOTAL	81

Table 3: Respondents' Demographics

Level of Education	Frequency
SPM	1
Diploma	37
Degree	29
Master and above	14
TOTAL	81

Length of Services	Frequency
10 years or less	8
11 to 19 years	38
20 to 29 years	33
30 years and above	2
TOTAL	81

ANALYSES AND DISCUSSION

Agreement Levels on the OSC3.0 Plus Implementation Process

The data collected in this research were explored using descriptive statistics. To achieve objective one, which is to scrutinise the extent of agreement on the OSC3.0 Plus implementation process, the following set of questionnaires in Table 4 was distributed.

For data analysis of Question 1, 3.7% of respondents "strongly disagreed" with the statement, while 13.6% "disagreed" and 17.3% were "unsure." In contrast, 43.2% "agreed" and 22.2% "strongly agreed." This finding suggests that a significant majority (65.4% of respondents) agreed, reflecting a broad consensus that OSC 3.0 Plus's concurrent processing of planning and land conversion applications is favoured over the previous system.

Table 4: Implementation of OSC 3.0 Plus

No.	Implementation of OSC 3.0 Plus	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree	Mean (M)	Standard Deviation (SD)
1	The OSC 3.0 Plus implementation of simultaneous processing for land conversion applications, together with planning applications, is better than the previous system	3 (3.7)	11 (13.6)	14 (17.3)	35 (43.2)	18 (22.2)	3.67	1.08
2	The applicant is requested to obtain technical comments directly from the relevant technical departments before the proposal is tabled at the OSC Committee Meeting.	7 (8.6)	13 (16)	19 (23.5)	25 (30.9)	17 (21)	3.40	1.23
3	The full implementation of the OSC 3.0 Plus System, in which all early-stage applications are conducted online.	6 (7.4)	7 (8.6)	16 (19.8)	38 (46.9)	14 (17.3)	3.58	1.10
4	The development plan application approval process has been significantly accelerated with the implementation of OSC version 3.0 Plus	25 (30.9)	19 (23.5)	6 7.4)	19 (23.5)	12 (14.8)	2.68	1.49
5	The government proposes to shorten the processing period of development plan applications from 42 days to 21 days.	5 (6.2)	9 (11.1)	15 (18.5)	32 (39.5)	20 (24.7)	3.65	1.15
6	The government's proposal to reduce the number of agencies engaged in the approval process of a development plan from 19 to 5.	7 (8.6)	13 (16)	19 (23.5)	24 (29.6)	18 (22.2)	3.41	1.24
7	The planning permission plan application must be submitted simultaneously with the earthwork plan.	3 (3.7)	13 (16)	16 (19.8)	31 (38.3)	18 (22.2)	3.59	1.11

For Question 2, 8.6% of respondents "strongly disagreed" with the statement, while 16% "disagreed" and 23.9% were "unsure." On the other hand, 30.9% "agreed" and 21% "strongly agreed." In summary, 51.9% agreed, suggesting only a slim majority concurs that to expedite compliance with technical requirements for presentation at the OSC Committee Meeting, applicants should obtain technical reviews directly from the relevant technical departments.

Results for Question 3 identified that 7.4% of respondents strongly disapproved of the full implementation of the OSC 3.0 Plus System, which mandates online submission of all early-stage applications. Similarly, 8.6% disapproved, while 19.8% were unsure, reflecting some scepticism toward the system. However, 46.9% agreed with the statement, and 17.3% strongly agreed. In summary, a notable majority (64.2%) expressed agreement or strong agreement, suggesting broad support for fully adopting the OSC 3.0 Plus System, with online submission of initial applications perceived as a positive move.

For Question 4, the results revealed that the highest percentage of respondents (30.9%) strongly disagreed with the statement, indicating a prevailing perception that the approval timeline for development plans under OSC 3.0 Plus has not significantly improved compared to the previous system. Additionally, 23.5% also disagreed, while only 7.4% were unsure. On the other hand, 23.5% agreed, and 14.8% strongly agreed with the statement. In total, 54.4% of respondents expressed disagreement, whereas 38.3% showed agreement. These figures reflect a generally low level of confidence in OSC 3.0 Plus's effectiveness in expediting the development plan approval process.

Question 5 revealed that 6.2% of respondents strongly disagreed with the statement about shortening the processing period from 42 days to 21 days. Similarly, 11.1% disagreed, while 18.5% were unsure, showing a degree of indifference toward the issue. In contrast, 39.5% agreed and 24.7% strongly agreed. Altogether, 64.2% of respondents expressed agreement or strong agreement, indicating a consensus that the 21-day processing period is acceptable and reflects considerable confidence in the proposed time reduction for local authorities handling development plan applications.

For Question 6, 8.6% of respondents strongly disagreed, and 16% disagreed with the proposal to reduce the number of involved technical agencies from 19 to 5. A relatively high proportion (23.5%) was unsure, which may be attributed to the diverse range of sectors the technical agencies represent. Meanwhile, 29.6% agreed with the statement, and 22.2% strongly agreed. As such, only a slim majority of 51.8% agreed or strongly agreed with reducing the number of technical agencies involved.

Finally, for Question 7, 3.7% of respondents strongly disagreed with the idea that the earthwork plan and planning permission plan should be submitted concurrently, while 16% disagreed. Additionally, 19.8% were unsure, reflecting some uncertainty about the simultaneous submission approach. However, the majority (38.3%) agreed, and 22.2% strongly agreed. In total, 60.5% expressed agreement or strong agreement, indicating a broad consensus that submitting the earthwork plan alongside the planning permission plan is the preferred practice.

Descriptive statistics, including mean (M) and standard deviation (SD), were utilised in the questionnaire surveys to support validation. In summary, mean values of more than 3.5 in Question 1(Q1), Q3, Q5, and Q7 suggest that the respondents are more agreeable with the statements posted. Meanwhile, for Q2, Q4, and Q6, the mean values are below 3.5, indicating that the respondents are unsure or not agreeable. The study also examined the responses' standard deviation, which provides insight into the extent to which opinions on these matters vary among participants. The findings reveal that the SDs for all questions are greater than 1, indicating high variability and diverse responses.

The OSC 3.0 Plus Implementation Issues

To achieve objective two, which is to identify implementation issues, the extent of agreement on OSC staffing structure (Table 5) and the handling of the OSC meeting (Table 6) was inquired.

For data analysis of Question 1, only 6.2% of respondents strongly disagreed with the statement, while 12.3% disagreed and 22.2% were unsure. Notably, 37% agreed that the KPKT should be responsible for appointing OSC staff, and 22.2% strongly agreed. Altogether, a majority supported the idea, indicating a broad consensus in favour of KPKT handling OSC staff appointments. These findings highlight the importance of management reviewing and, if necessary, improving OSC 3.0, its implementation procedures, and the structure of the OSC organisation.

Question 2 queries whether OSC staff should receive instructions from external agencies other than KPKT. Only a small proportion of respondents (4.9%) strongly disagreed with the statement, while 12.3% disagreed and 23.5% were unsure. The majority, 44.4%, agreed that OSC staff should also take direction from external agencies, with an additional 14.8% strongly agreeing. This brings the total level of agreement to 59.2 %, indicating broad support for OSC staff receiving guidance from external bodies. Overall, the data highlights strong support for enhancing collaboration between OSCs and external agencies.

Table 5: One Stop Centre (OSC) Unit Staffing Structure

No.	One Stop Centre Unit Staffing Structure	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree	Mean (M)	Standard Deviation (SD)
1	The KPKT, not LAs, appoints OSC Unit officers in LAs.	5 (6.2)	10 (12.3)	18 22.2)	30 (37)	18 (22.2)	3.57	1.15
2	OSC staff receive instructions from external agencies other than KPKT	4 (4.9)	10 (12.3)	19 (23.5)	36 (44.4)	12 (14.8)	3.52	1.05
3	The Director/Head of the OSC unit is changed every three years.	7 (8.6)	11 (13.6)	12 (14.8)	40 (49.4)	11 (13.6)	3.46	1.15
4	The OSC Unit exists as a separate department from the LA Organisation.	13 (16)	9 (11.1)	12 (14.8)	30 (37)	17 (21)	3.36	1.36
5	The main task of the OSC unit is to coordinate and monitor the progress of applications, and to act only as a 'respectable postman'.	5 (6.2)	8 (9.9)	11 (13.6)	38 (46.9)	19 (23.5)	3.72	1.12
6	The OSC unit operates within its own framework and contributes little to improving the delivery system across the entire LAs.	7 (8.6)	13 (16)	16 (19.8)	29 (35.8)	16 (19.8)	3.42	1.22

Question 3 addresses the practice of changing the Director/Head of the OSC every three years. A small percentage, 8.6%, strongly opposed this idea, while 13.6% disagreed. Meanwhile, 14.8% of respondents selected "unsure," indicating a neutral stance. However, the majority, 49.4%, agreed with the three-year rotation, and 13.6% strongly agreed. Combined, 63.0% of respondents supported the idea, reflecting widespread approval for periodic leadership changes in the OSC.

Question 4 queries whether the OSC Unit should exist as a separate department from the LA Organisation. 16% of respondents strongly disagreed with the statement, while 11.1% disagreed. Only 14.8% were unsure. The largest portion, 37%, agreed that the OSC Unit should be established as a separate department within the Local Authority. Additionally, 21% strongly agreed with this view. With 58% agreed and strongly agreed, it confirms that the majority of respondents support separating the OSC Unit from the Local Authority organisation.

For Question 5, 6.2% of respondents strongly disagreed with the idea that the OSC should only coordinate and monitor progress, acting merely as a "respectable postman," while 9.9% disagreed. Neutral responses accounted for 13.6% of the total, indicating that most respondents held a clear opinion rather than remaining neutral. Meanwhile, 46.9% agreed with the statement, and 23.5% strongly agreed. Together, 70.4% who agreed or strongly agreed results indicate broad support for continuing the current OSC setup, with potential improvements, such as providing advice or recommendations to the OSC committee.

Finally, for Question 6, a small portion of respondents (8.6%) strongly disagreed with the statement, and 16% disagreed. Meanwhile, 19.8% were unsure. The largest group, 35.8%, agreed with the statement, suggesting they view the OSC unit as operating strictly within its own framework and not contributing ideas to the LAs. Additionally, 19.8% strongly agreed. Together, 55.6% confirm with the statement, thus highlighting the need for the OSC unit not only to function within its established framework but also to mingle with and actively contribute ideas to the LAs. It emphasises the need for the management to evaluate and, if necessary, enhance the implementation procedures for OSC 3.0 Plus, as well as its organisational structure.

Overall, the mean (M) values of more than 3.5 in Q1, Q2, and Q5 suggest that the respondents are more agreeable to the statements posted. Meanwhile, for Q3, Q4, and Q6, the mean values are below 3.5, indicating the respondents are unsure or not agreeable to the aforementioned statements. The values

of SDs across all questions are greater than 1, indicating high variability and diverse responses. The result also showed that the highest average score for every question is in the "agree" sector of the Likert scale.

Table 6: Conducting One Stop Centre (OSC) Meetings

No.	Conducting One Stop Centre (OSC) Meetings	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree	Mean (M)	Standard Deviation (SD)
1	The OSC Committee meeting is conducted as scheduled even if the Local Councillors are not present.	3 (3.7)	13 (16)	12 (14.8)	32 (39.5)	21 (25.9)	3.68	1.14
2	The decision of the OSC meeting must be issued to the PSP within three days after the meeting.	0 (0)	8 (9.9)	10 (12.3)	39 (48.1)	24 (29.6)	3.98	0.91
3	Additional conditions imposed after the decision of the OSC Committee meeting are allowed.	11 (13.6)	15 (18.5)	7 (8.6)	31 (38.3)	17 (21)	3.35	1.36
4	Applications that are not amended/rectified by PSP within 28 days of receiving comments from the OSC may be rejected.	10 (12.3)	15 (18.5)	8 (9.9)	28 (34.6)	20 (24.7)	3.41	1.37

To assess the extent of agreement on issues related to the handling of the OSC meeting, the questionnaire set in Table 6 was distributed.

For data analysis of Question 1, 3.7% of respondents strongly disagreed with the statement that the OSC Committee meeting should be postponed if councillors are absent, while 16% disagreed. Only 14.8% were unsure. The majority, 39.5%, agreed that the meeting could proceed as scheduled even without councillors present, reflecting strong support for the current OSC practice. Additionally, 25.9% strongly agreed, further confirming this consensus with 65.4% majority. It's important to note, however, that this result reflects only from technical perspectives, as no councillors participated in the survey.

Question 2 stated that the decision of the OSC meeting must be issued to the PSP within three days after the meeting. None of the respondents strongly disagreed with the statement, while 9.9% disagreed. A total of 12.3% were uncertain. The majority, 48.1%, agreed with the statement, and 29.6% strongly agreed on the importance of issuing meeting results within three days. This demonstrates strong support for maintaining the practice of promptly delivering OSC meeting results, despite occasional delays. Overall, 77.7% of respondents agreed or strongly agreed, indicating a clear consensus that the OSC unit should uphold the three-day turnaround for meeting decisions and improve efficiency in their delivery process.

Question 3 argued whether additional conditions imposed after the decision of the OSC Committee meeting are allowed. 13.6% of respondents strongly disagreed with the statement, viewing additional conditions imposed after the OSC meeting decision as unreasonable. A larger portion, 18.5%, also disagreed, while 8.6% were unsure. The largest group, 38.3%, agreed that such additional conditions are sometimes necessary due to specific application types or flaws in decision-making. Additionally, 21% strongly agreed. Overall, 59.3% of respondents supported the allowance of additional conditions after the meeting decision, suggesting a need for a careful re-evaluation of these conditions and when they are suitable to be applied.

Finally, for Question 4, 12.3% of respondents strongly disagreed with the statement, while 18.5% disagreed. Meanwhile, 9.9% were unsure. The largest group, 34.6%, agreed that applications not amended or corrected by the PSP within 14 days should be rejected, with an additional 24.7% strongly agreeing. Overall, 59.3% of respondents supported the current system, which requires rejecting

applications that fail to address OSC comments within 14 days and therefore requires applicants to restart the process from the beginning.

Mean values of more than 3.5 in Q1 and Q2 suggest that the respondents lean towards "agree" to "strongly agree." Meanwhile, for Q3 and Q4, mean values are below 3.5, indicating that the respondents are unsure or not agreeable. The values of SDs for Q1, Q3, and Q4 questions are greater than 1, indicating high variability and diverse responses, whereas for Q2, the SD is less than 1, suggesting responses are clustered closely around the mean and indicating consensus among respondents.

Respondents' comments and suggestions

To achieve objective three, the respondents were encouraged to provide comments or suggestions on the OSC 3.0 plus system after completing the questionnaire. Table 7 summarises the comments or recommendations gathered from the respondents, and the responsible stakeholders who should take action are then highlighted.

Table 7: Comments or Recommendations

No.	Source	Comments/Recommendations	Stake-holders
1	OSC	External technical agencies must be alert to incoming applications and provide feedback before the scheduled OSC Committee Meeting.	External agencies
2	OSC	The OSC Secretariat cannot receive instructions from external technical agencies other than KPKT.	OSC
3	OSC	External/Internal technical agencies must send officials who can make decisions during the OSC meeting.	Technical agencies
4	OSC	Some PSP and the consultant engineer took a long time to amend the commented plan, which delayed full approval.	PSP
5	OSC	Some feedback from external/internal agencies is too slow, which disrupts the smoothness of the application's approval process.	Technical agencies
6	OSC	The internet network can also delay the approval of an application. The KPKT needs to first study the internet network in each LA before implementing OSC 3.0 plus.	KPKT
7	OSC	The government needs to add staff to some LAs to improve monitoring of progress.	KPKT
8	OSC	Internal and external agencies need to be more aware of the OSC 3.0 Plus System to perform all the processes (1 to 6) according to the OSC 3.0 Plus System.	Technical agencies
9	OSC	The level of acceptance of OSC 3.0+ implementation by some LAs is very low, and the approval process for an application takes quite a long time, even after being informed.	LA
10	OSC	The architect must immediately make corrections to the plan after the Fire Department gives comments. The period given by the OSC is rather short, which may result in the application being rejected.	PSP
11	LA	Applicants must comply with the conditions set out in the technical agencies checklist, and the OSC must display or place the checklist on OSC Online.	OSC/ PSP
12	LA	The OSC needs to ensure that the documents submitted to the OSC counter are complete before being distributed to all technical agencies. Since the officer at the OSC counter has a technical background, it is suggested that the plans submitted by PSP be adjusted in a format to meet the technical requirements of all technical agencies.	PSP/ OSC
13	LA	The OSC Secretariat needs to discuss with external technical agencies before distributing the submission to them, since some technical agencies are not involved in certain applications.	OSC
14	JKR	The consultant engineer must follow the LA's guidelines for future road or drain maintenance. Consultant engineers need to discuss with LAs before submitting plans.	PSP
15	JKR	For the infrastructure layout of the planning permission application, the applicant must consider which account it will be connected to and whether it is a State- or a Federal-owned road.	PSP/ OSC

16	JPS	The consultant engineer needs to take into account the hydraulic calculation for the environment, not only in the "catchment area." It involves future development and the river, which will experience increased water from the development.	PSP
17	LAP	Applicants need to check the existing Lembaga Air Perak (LAP) water pipe pressure in the area to be developed. The consultant must use the pressure test readings to make hydraulic calculations and also recommend the highest platform level required. The consultant should check the preliminary information with the LAP before the submission of the planning permission application through OSC	PSP
18	TNB	Applicants must include electrical load data information from a professional electrical engineer.	PSP
19	MCMC	The attached document sometimes does not comply with the Malaysian Communications and Multimedia Commission (MCMC) checklist. The OSC Secretariat must ensure that the documents are complete before distributing them to MCMC.	PSP/ OSC
20	IWK	The proposed development should be aware of the current requirements of the sewerage system, as the use of individual sewage treatment systems is no longer permitted, and a sewage treatment plant must be provided as part of the planning permission application.	PSP
21	CONS-ULTANT	The external/internal Technical Agency needs to thoroughly review the submission and release the comments all at once. They should also not repeat their comments.	Technical agencies
22	CONS-ULTANT	If there are major amendments, the given period is deemed insufficient, which may result in the application being rejected.	KPKT/ OSC
23	CONS-ULTANT	It is found that there are too many external agencies to comply with; if the 21-day period is imposed, the time available is considered limited.	KPKT/ OSC
24	CONS-ULTANT	The 21-day approval period for applications involving land matters is insufficient, as they must be brought to the State Land Exco Meeting (*Majlis Mesyuarat Kerajaan Negeri*) for approval.	KPKT/ OSC

CONCLUSION AND RECOMMENDATIONS

The findings indicate that most respondents generally agree that the OSC 3.0 Plus system enhances the efficiency of development plan approvals. The successful implementation of OSC 3.0 Plus largely relies on the strong support and collaboration of the technical departments and agencies involved in the approval process. Nevertheless, based on respondents' feedback, certain aspects still pose challenges in its application to obtain approval for development plans, which require closer examination to streamline the OSC 3.0 Plus procedures further: (i) A prevailing perception that the approval period under OSC 3.0 Plus system has not significantly improved compared to the previous system; (ii) Only a slim majority of 51.8% agreed or strongly agreed with the reduction of technical agencies involved in the new system; (iii) A total of 59.3% of respondents supported the allowance of additional conditions after the OSC meeting decision despite the new system does not allow such practice; and (iv) Consultants point out that the 21-day limit for consultants to rectify the comments given by the OSC is sometimes insufficient, especially if it requires major corrections or involves land issues. Hence, it is hoped that the OSC units and both internal and external technical agencies will address the existing weaknesses in the system and strengthen cooperation to fulfil the new system's objectives. Future research is encouraged to include more representative samples from other states across Malaysia to ensure generalisability and validity of research findings to the entire Malaysian population.

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Ahmad Fairoz Abu Kassim conducted the research and was supervised by Yazid Sarkom. Yazid Sarkom and Mimi Zaleha Abdul Ghani wrote the article, while Hikmah Kamarudin and Mohd Nadzari Mohd Jalil reviewed and revised the manuscript.

CONFLICT OF INTEREST DECLARATION

We certify that the article is the Authors' and Co-Authors' original work. The article has not received prior publication and is not under consideration for publication elsewhere. This research/manuscript has not been submitted for publication nor has it been published in whole or in part elsewhere. We testify to the fact that all Authors have contributed significantly to the work, validity, and legitimacy of the data and its interpretation for submission to Jurnal Intelek.

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