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#### **Acronym**

CD Community Development Division

CE Civil Engineering Division

EKSA Environmen Kondusif Sektor Awam (Conducive Environment in Public Service

ENF Enforcement Division

LAFR Local Authority Financial Regulations

LILATI Lipas, Lalat dan Tikus

MLGH Ministry of Local Government and Housing Sarawak

MoT Ministry of Transport, Sarawak

MPK Manual Prosedur Kerja

OACP Organizational Anti Corruption Plan

PBT Pihak Berkuasa Tempatan (Local Authority)

PESTLE Political, Economic, Social, Technological, Legal and Environmental

PH Public Health Division

RV Rating and Valuation Division

SCS Sarawak Civil Service

SDGs Sustainable Development Goals SEAC Sarawak Economic Action Council

SWOT Strengths, Weaknesses, Opportunities and Threats

TRY Treasury Division

#### Message from Chairman



Bau District Council plays important roles in transforming the socio-economy of the rakyat in Bau District. As one of frontline agencies involved in providing municipal service and community development, it is our sincere aspiration that the council will position itself as key partner in realising the vision of Bau District as socio-economically developed district by 2030. We will continue to deliver rakyat-centric service delivery through greater engagement with communities and strategic partnership with our key stakeholders. More efforts and initiatives based on prinples of sustainable development - social inclusivity, economic prosperity and environmental sustainability will be done in transforming Bau as great place to live and doing business for all.

As Chairman of Bau District Council, I am committed to lead us in navigating the 5 – year journey through disruptive change ahead. We will revisit and review the plan to ensure it remain relevant as effective management tool in driving Bau District Council as responsible and reliable frontline government agency in the state that all of us can be proud of in the near future.

Heartfelt thanks to councillors and management team for your active engagement and contribution in developing this strategic plan. Together we will translate this plan into measurable success in accomplishing the strategic results needed to drive the organization towards making Greater Bau for All.

"Bersatu, Berusaha, Berbakti"

'An Honour to Serve'

Be Bold, Be Ambitious, Be Unified

Cik Anielia Ak Siam Chairman Bau District Council Sarawak Bau District Council Strategic Plan 2021 - 2025 outlined the strategic direction of the organization in accelerating socio-economic development and improving quality of life of the people within its jurisdiction.

Thorough assessment through lengthy deliberation was made in analysing emerging issues, challenges and enablers in creating the strategic direction for the council. The strategic direction of the council was realigned to the vision of Sarawak Government, SEAC's 2030 Economic Aspiration and vision of Ministry of Local Government and Housing.

Greater Bau for All.



As corporate strategic plan, the execution of various strategic initiatives (programs and projects) needed to accomplish the strategic objectives call for total involvement and participation of every staff. As key frontline agency at district level, we will continue to engage with government, business community and the people, in translating strategic initiatives and actions into strategic outcomes that will have profound impact on the quality of life and well-being of the people within our jurisdiction. We will continue to develop enabling environment in which our human, financial and organizational resources are appropriately allocated and deployed to help us in our vision of

The Bau Strategic Plan 2021 – 2025 represents the concerted efforts of management team, staff and councillors, whose valuable inputs had been incorporated in this document. Let me take this opportunity to thank all of them and all those involved for giving us so much food for thought during the process of consultation and drafting of the strategic plan.

"Bersatu, Berusaha, Berbakti"

'An Honour to Serve'
Be Bold, Be Ambitious, Be Unified

SIMON WONG HONG YONG

**Bau District Council** 

#### **Executive Summary**

The formulation of Bau District Council Strategic Plan 2021 – 2025 is another phase taken by the council to spearhead socio-economic transformation in Bau District in the next 5 years. Anchored on social inclusivity, economic prosperity and environmental sustainability for all, the formulation of the Plan attempts to align the strategic direction of the council with visions of Sarawak Government, Ministry of Local Government and Housing Sarawak and Sarawak Civil Service. Several SDGs were incorporated in response to global goals as reflected in its strategic objectives and initiatives.

The Plan was formulated based on Bau District Council's strategic planning framework that involved 8 key stages from formulation until review of the strategic plan. The first part of the Plan provides an insight into the governance and organization structure of the council. It highlights core functions and statutory powers given to the council in executing its operation and activities. The organizational assessment was thoroughly done through SWOT, PESTLE and TOWS analysis. Through TOWS analysis, several strategies were proposed to mitigate existing issues and leverage on external opportunities. As service oriented organization, customers and stakeholders were carefully analyzed and several sets of values were proposed in anticipating the needs and expectations of different segments of customers and stakeholders.

Reflecting on past performance and acknowledging current issues and challenges, the Plan attempted to position Bau District Council as lead agency in the socio-economic development of Bau District that will benefit every communities and areas under its jurisdiction. Taking stock of strategic location and potentials of Bau District, new strategic initiatives were planned under new business model that were expected to trigger and accelerate faster and bigger transformation in business opportuniites and well being of the people in Bau District in many years to come.

The strategic direction of the council is driven by the commitment in its new mission, in realizing the vision of Greater Bau for all. Four strategic themes were selected to accomplish this vision, namely operational execellence, municipal service excellence, sustainable community excellence and enforcement excellence. These pillars of excellence were expected to deliver strategic outcomes that will drive the council towards its vision. Strategic objectives were identified and selected as areas for continuous improvement under every pillars of excellence. The vision of Bau District Council was further translated into executable action through selection of impactful strategic initiatives with specific KPI and targets as in the strategic action plan 2021 – 2025.

Strategic Themes	Strategic Results	Strategic Focus Areas
Operational Excellence  Key Driver:- Head of Management Service Division/ Assistant Secretary	<ol> <li>High performancing organization – better performance with the same staff through better employee engagement and streamlined processes in meeting customers'/stakeholders' expectation.</li> <li>Good governance</li> <li>Productive teamwork</li> <li>Optimization and maximization of resources.</li> <li>Competent workforce</li> </ol>	<ol> <li>Customers' experience</li> <li>Financial stewardship</li> <li>Revenue</li> <li>Service delivery</li> <li>Human resource development</li> <li>Corporate culture</li> </ol>
Municipal Service Excellence  Key Drivers:-  1. Head of Public Health Division 2. Head of Civil Engineering Division	<ol> <li>Sustainable living</li> <li>Thriving business and trade</li> <li>Increase in private investment.</li> </ol>	<ol> <li>Public health – clean and healthy living environment</li> <li>Socio-economic infrastructure and facilities – functional modern recreational facilities, public space, parking, and safe roads</li> <li>Industrial, commercial, business and trade development – adequate market, hawakers centres, new light industrial zone. New commercial centres/satellite towns developed by private sector.</li> </ol>
Sustainable Community Excellence  Key Driver:- Head of Community Development Division	<ol> <li>Social integration</li> <li>Thriving equitable communities.</li> <li>Reduction in social ills</li> <li>Reduction in poverty.</li> <li>Resilient and empowered cmmunities</li> </ol>	Community resilience — develop strong and independent community that are able to decide and initiate improvements on their own with minimum supervision and encouragement from government.      Socio-economic development — improve quality of life, reduced social ills and increase income in the community.
Enforcement Excellence	<ol> <li>Effective compliance from publics, communities, business operators and traders.</li> <li>Safe healthy and conducive environment for business and living.</li> </ol>	Compliance to Local Authority Ordinance, 1996 and laws/statute that empowered local authority.

The strategic action plan outined the execution of the strategic initiatives against the stipulated performance measure and targets set between the years 2021 to 2025. On the other hand, the contribution of the council's strategic plan towards SDGs were illustrated in the SDGs Matrix. The Plan contributed to 13 out of 17 SDGs through strategic initiatives selected under the 4 strategic themes.

Contribution to Sustainable Development Goals			
SDG1 No Poverty – 4 initiaitves	SDG 2 Zero Hunger – 4 initiatives	SDG 3 Good Health and Wellbeing - 10 initiatives	
SDG 4 Quality Education - 4 initiatives	SDG 6 Clean Water and Sanitation - 4 initiatives	SDG 8 Decent Work and Economic Growth - 8 initiatives	
SDG 9 Industry, Innovation and Infrastructure - 6 initiatives	SDG 10 Reduced Inequalities – 11 initiatives	SDG 11 Sustainable Cities and Communities - 11 initiatives	
SDG 13 Climate Action - 3 initiatives	SDG 15 Life on Land - 3initiatives	SDG 16 Peace, Justice and Strong Institutions - 10 initiatives	
SDG 17 Partnership to achieve the Goal - 11 initiatives			

The integration of balanced scorecard concepts into the strategic plan allow the use of Bau District Council Scorecard to measure and monitor the performance of the strategic plan. As dynamic document, the plan is to be reviewed during the mid – term period to gauge performance and make necessary adjustment to the emerging factors that have significant impacts on the execution of the plan.



# CORPORATE PROFILE



#### **Bau District Council**

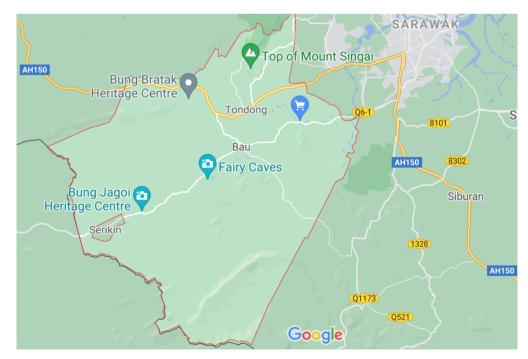
Bau District Council was established by British Colonial Governent in 1955 under Article 5 of the Local Authority Ordinance 1955. The first batch of elected councillors were appointed on 1<sup>st</sup> January 1956 under the Local Government Election Ordinance 1956. Currently the appointment of councillors were made under Local Authority Ordinance 1996.

#### **Bau District**

Bau District Council have the jurisdiction over Bau District that is made up of total area of 884.40 sq.km with a total population of 54,246 (2010). Majority of the population were Bidayuh (68%), followed by Chinese (17%), Malay (8%) and other races (7%)

Bau District is under Kuching Administration Division and is only 32 km from Kuching City, 25km from Batu Kawa New Township and 22km from Kota Sentosa. Bau town was a gold town established by Chinese miners in 1840s. Several bazaars were located in Bau District such as Pekan Tondong, Pekan Paku, Pekan Krokong, Pekan Siniawan, Pekan Jambusan, Pekan Buso and Pekan Serikin, served as business and service centres serving the surrounding local communities.

Bau District Officer is the Chief Administrative Officer of Bau District and also the Chairman of Bau District Council.

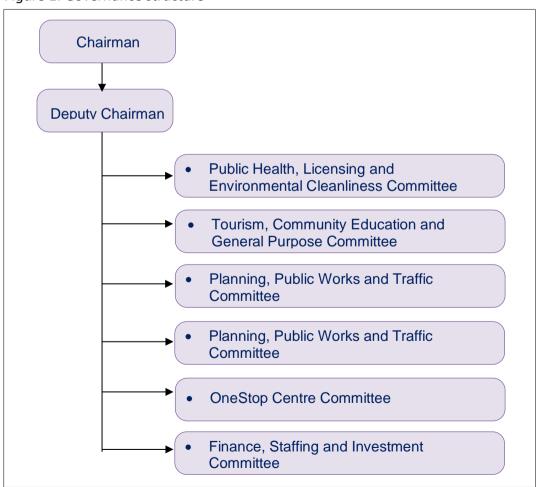


#### Governance Structure

Bau District Council is one of the 26 Local Councils in Sarawak, established under the Local Authority Ordinance 1996. All Local Authorities exercise their respective powers which had been provided for under the said Ordinance and is empowered to enact By-Laws called Local Council By-Laws which are to be complied by all local residents under the jurisdiction of the Local Authority.

Bau District Council consist of: - (i) Chairman, (ii) Deputy Chairman and (ii) Councillors. Councillors were appointed by the Yang di-Pertua Negeri amongst Malaysian citizens who are ordinarily resident in Sarawak and who in the opinion of the Yang di-Petua Negeri have wideexperience in local government affairs or who have achieved distinction in any profession, commerce or industry, or are otherwise capable of representing the interests of their communities in the local authority area. Several committees were set up, consisting of a Chairman and several Councillors for the purpose of examining and reporting upon any matter or performing any act which is more conveniently performed by means of a Committee.

Figure 1: Governance structure





Councillors of Bau District Council

#### Organization Structure

The Council Secretary is the Chief Administrative Officer of the Council and is responsible for the the general administration of the affairs of the council, and for the implementation of all decisions of the Council and of the Minister. In leading the management and the operation of the Council, the Secretary is assisted by management team consist of Assistant Secretary and Heads of Division. Bau District Council is divided into 7 divisions: -

- 1. Management Service Division
- 2. Treasury Division
- 3. Rating and Valuation Division
- 4. Public Health Division
- 5. Civil Engineering Division
- 6. Community Development Division
- 7. Enforcement Division

Several units were created under each division to enhance service delivery and for efficient and effective execution of action plans, programs, projects and initiatives of the organisation.

#### **Core Functions**

The organization structure provides clear deployment and execution of core functions and main activities as provided by the Local Authority Ordinance 1996.

#### **Management Service Division**



- General administration and support services
- Human resource management and human resource development
- Secretariat for Main Council Meeting
- Meeting Management
- Records and filing management
- Quality management system
- Strategic Management Balanced Scorecard
- Complaints Management System
- Integrity OACP
- Occupational Safety and Health

#### **Treasury Division**



- Financial Management
- Accounting Payments and account receiveable.
- Budgetary and fund management
- Investment
- Emolument and loans
- Aset management
- Store management

#### **Rating and Valuation Division**



- Reevaluate all rateable holdings.
- Prepare assessment bills
- Prepare monthly and annually assessment collection report.
- Management of assessment arrears claims
- Provides estimates of revenue for annual budget
- Manage rates payment from government agencies.
- Processing applications for exemption and reduction of assessment.

#### **Civil Engineering Division**



- Implementation of development projects.
- Maintenance of infrastructure and facilities, such as roads, sewers / drains, bridges, street lights, parks, and buildings.
- Manage and process tender documents and contracts.
- Processing the application for approval of building plans and issuance of certificates of fitness building (occupation permit).
- Project monitoring and supervision.
- Prepare performance reports of development projects.

#### **Enforcement Division**



- Enforcement of Local Authority Ordinance 1996, By-Laws, relevant Acts and Regulations.
- Prepare weekly enforcement report
- Issue notice and take legal action against offenders who refuse to comply with regulations and statutory provisions.

#### **Public Health Division**



- Management of environment and public health through effective solid waste collection system, drainage and grass maintenance and streets cleaning.
- Control of infectious diseases such as dengue, fever, epidemic and pandemic
- Control the quality and safety of food.
- · Maintenance of markets and public toilets.
- Processing applications for various commercial licenses.
- Enforcement of Local Authority Ordinance 1996, applicable Acts and Regulations related to public health.

#### **Community Development Division**



#### **Core Function**

- Facilitate social, economic and environmental programmes and projects initiated by the community.
- Assist community in managing and handling change.
- Empower and sustain community development
- Encourage volunteerism amongst youth.
- Promote Community Based Tourism such as homestays, culture, adventure and nature tourism (CAN).

#### **Public Library Section**

- Manage public libraries and village libraries/resource centres.
- Suppliment library collections books and various other reading materials.
- Process membership application
- Updating records and inventories of library books.
- Books classification and cataloging.
- Internet access.

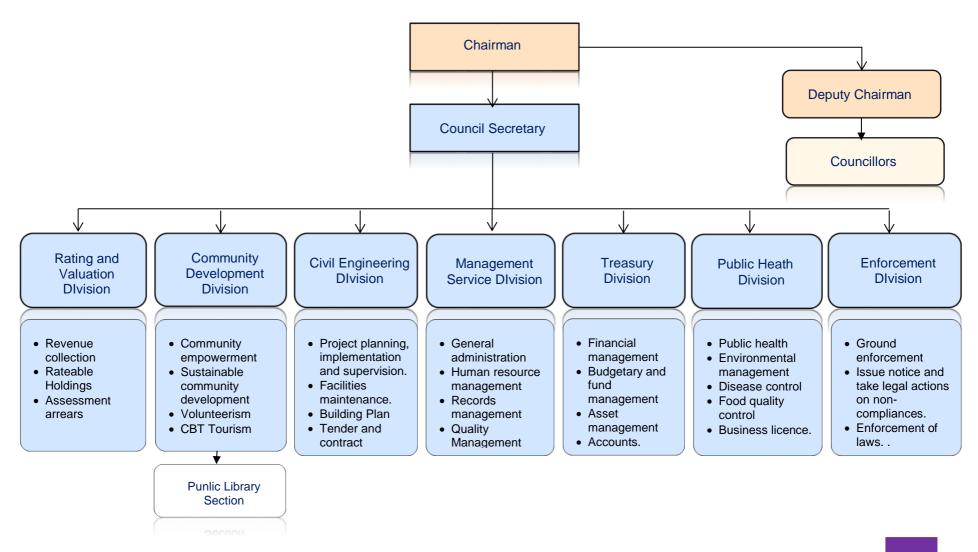
#### **Statutory Power**

The power to administer areas under its jurisdiction were granted under the Local Authorities Ordinance 1996 and other related laws and By-Laws of the Local Council (Council By-Laws) enacted and entrenched in the same Ordinance. The following are sources of Bau District Council powers:

- 1. Building Ordinance, 1994
- 2. The Building (Exemption) Order, 1996
- 3. The Local Authorities Ordinance, 1996
- 4. (Storage of Petroleum) Bylaws, 1962
- 5. (Hawking) (Amendment) Bylaws. 1994
- 6. (Licensing of Miscellaneous Occupations) (Amendment) By-laws, 1994
- 7. The Protection of Public Health (Barbers' and Hairdressers' Shop) Regulations, 2003
- 8. The Protection of Public Health (Licensing of Hotels and Lodging Houses)
  Regulations, 2003
- 9. The Public Health Ordinance (Laundries) By-laws, 1962
- 10. The Entertainment By-Law, 2001
- 11. Local Authority Rating Regulation 1997
- 12. The Entertainment Ordinance, 2000
- 13. Market By-Law (Amendment) 1993
- The local Authorities (Reflexology and Health Establishment) By-Laws, 2009
- The local Authorities
   (Compounding of Offences)
   By-laws, 1999
- 16. Cleanliness By-laws, 1999
- 17. The Protection of Public Health Ordinance 1999
- 18. Sarawak Land Code (Cap. 81)

- 19. Local Authorities Ordinance, 1996 (Cap. 20)
- 20. The Local Authorities Financial Regulation 1997
- 21. Treasury Instructions.
- 22. The Protection of Public Health (Licensing of Hotels and Lodging Houses) Regulations, 2003
- 23. The Public Health Ordinance (Laundries) By-laws, 1962
- 24. The Entertainment By-Law, 2001
- 25. The Entertainment Ordinance, 2000
- 26. Market By-Law (Amendment) 1993
- 27. The local Authorities (Reflexology and Health Establishment) By-Laws, 2009
- 28. The local Authorities (Compounding of Offences) By-laws, 1999
- 29. Peraturan-peraturan Makanan 1985
- 30. Food (Advertisement) Act, 2001
- 31. Akta Permusnahan Serangga Pembawa Penyakit (Pindaan) 2004
- 32. The Local Authorities Service Regulation 2000
- 33. Peraturan-peraturan Perpustakaan, 1999
- 34. Arahan Keselamatan
- 35. The Public Service Commission Rules, 1996
- 36. Akta Pengangkutan Jalan, 1983
- 37. Akta Pemberi Pinjaman Wang, 1951. (Akta 400).

#### **Function Chart 2021**



Organization Chart 2021

#### HIGH PERFORMING ORGANIZATION

"If becoming a high performing organization is the destination, leadership is the engine"

- Ken Blanchard





#### Organizational Analysis Framework



Develop full awareness and understanding on the operating environments within (strengths and weaknesses) and outside (opportunities and threats) Bau District Council

Evaluate the external environment based on 6 factors:-

- Political government leadership and policies
- Economic economic focus and trends
- Social social development and issues
- Technological technological advancement
- Legal laws and regulations
- Environment the operating dimension.



Identify strategies to leverage on enablers and resolve existing challenges:-

- Strategies that use strengths to maximize opportunities
- Strategies that use strengths to minimize threats.
- Strategies that minimize weaknesses by taking advantage of opportunities.
- Strategies that minimize weaknesses and avoid threats.



Incorporate strategies / element of the strategies to

- Customer's/Stakeholder's Value Proposition
- Strategic objectives areas for continuous improvement.
- Strategic initiatives programs and projects
- Strategic action plan

### **Environmental Analysis**

#### **SWOT** Analysis Matrix

Internal -Strengths			Internal -Weaknesses
S1	Strong and committed leadership at council (led by Council Chairman) and organization (led by Council	W1	Limited source of revenue and inadequate budget allocated for socio-economic development.
S2	Secretary) level.  Good team work and cooperation across the organization: - between management team and	W2	Lack of knowledgeable and experienced officers in executing core functions and leading continuous improvement at divisional level.
	councillors, and between staff from all divisions.	W3	Inadequate enforcement personnel.
S3	Zoning system for councillors – every councillor effectively represents voices in the community.	W4	Complacent and not receptive to change.
S4	Good governance and best practices being implemented effectively throughout the organization.		
S5	Committed towards high performing local authority		
Ext	ernal -: Opportunities	Exte	ernal – : Threats
01	Strong support from Members of State Legislative Assembly in the district.	T1	Dependency mentality and lack of initiative in taking ownership and responsibility on socioeconomic and environmental
O2	Strong support and collaboration from MLGH and	issues in the community.	
	other PBT.	T2 High publics' expectation towards scope and quality	
03	Talent pool in PBT and MLGH provides effective platform for expertise and knowledge		services provided by local authority.
	sharing.	Т3	Increasing stakeholders' expectation on roles of Bau

04	Good inter-agencies collaboration and engagement with NGOs and communities.	District CounclLin leading and driving socio-economic development of Bau District.
O5	Strong support from communities and NGOs.	

#### PESTLE Analysis Matrix

Component	Enablers	Challenges
Political	PE1: Strong and stable leadership in the state.  PE2: Strong support from Government in transforming Sarawak as developed and high income economy by 2030.	PC1: Frequent changes in Federal Government policies.  PC2: Relocation of Republic of Indonesia Capital to Kalimantan will impact socio-economic activities and border security along transnational border areas.
Economic	economy with opportunities for more digital infrastructure and facilities.  EE2: Sarawak 2030 Economic Aspiration with specific sectoral aspirations that will trigger greater economic development.	EC1: Increase cost of living EC2: Reduction in budget allocation for projects under RMK-12 EC3: Unfavourable global economy, weak foreign exchange rate and slow inflow of foreign direct investment.
Social	SE1: Government policies on social sustainability and social inclusion – nobody will be left behind.  SE2: Government to implement more social infrastructure and facilities to bridge the gaps between areas and communities.	SC1: Increase in movement of people from Kalimantan into Bau District demand for more public facilities and higher maintenance cost.  SC2: Increase in trans-border crimes and spread of disease/pandemic

		SC3: Comply with Sustainable Development Goals 2030  SC4: Emerging social issues and problems could impact service delivery by council.
Technology	TE1: State-wide digital transformation initiatives by state government — increase internet coverage and speed.  TE2: Digitizing of work processes in SCS — more services will be offered on-line	TC1: Limited internet coverage and slow speed TC2: Inadequate digital/internet access for publics.
Legal	LE1: Available statutes/laws related to core functions of local authority besides LOA, 1996.	LC1: Inadequate resources (personnel, budget and technology) for effective enforcement of laws and regulations.  LC2: Outdated and obsolete ordinances and bylaws
Environment	EE1: Bau is easily accessible to international gateways (Serikin and KIA) and Kuching City EE2: Rapid development along Kuching-Bau roads. Outward trend of commercial and residential development in Kuching to Bau District. EE3: All areas well connected with network of roads to Pan Borneo Highway and Kuching City. EE4: Rich in mineral resources and biodiversity.	VC1: Limited land area suitable for industrial development

#### **TOWS Analysis Matrix**

#### Opportunities (O)

O1, O2, O3, O4 and O5

#### Threats (T)

T1, T2, and T3

### Strengths (S)

S1, S2, S3, S4, S5 and S6

# SO: Strategies that use strengths to maximize opportunities.

- 1. Enhance strategic collaboration and partnership with key stakeholders, government agencies and private sector in planning and implementing socioeconomic development projects within the scope of council's core business. (S1, S2, S4, O1, O2, O4, PE1, PE2, EE1, EE2, SE1, SE2, TE1, EE1, EE2, EE3, EE4)
- Enhance strategic engagement in sustaining and empowering local communities. (S1, S2, S3, O4, O5, PE2, EE2, SE1, SE2)
- Enhance efficiency and effectiveness of service delivery by leveraging on online and digital technology. (S4, S5, O2, O3, EE1, TE1)

## ST: Strategies that use strengths to minimize threats.

- Optimise and maximise limited organizational resources by focusing on achieving the vision of the council. (S1, S2, S3, S4, S5, W1, W3, T2, T3, EC2, SC1, SC2, SC3, SC4, LC1)
- Enhance good governance in leadership and management in achieving strategic objectives and executing strategic initiatives. (S1, S4, S5, W2, T2, T3, PC2, SC1, SC2, SC3)
- 3. Continuously develop human resource competency through training and development (S1, S5, W2, W3, W4, T1, SC3, LC1)

### Weaknesses (W)

W1, W2. W3 and W4

# WO: Strategies that minimize weaknesses by taking advantage of opportunities.

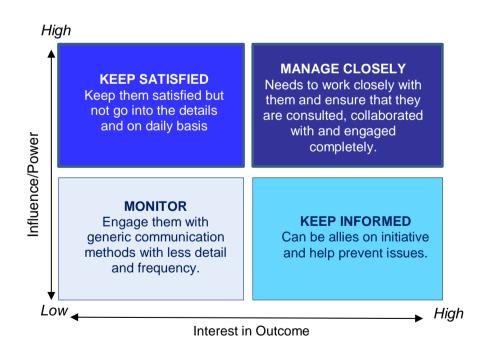
- Identify multiple sources in project funding or budget for development projects. Not relying on annual council budget. (W1, O1, O2, PE2, EE1, EE2, SE1, SE2, TE1, EE2, EE3, EE4)
- Leverage on inter-divisional resources (within BDC) in ground enforcement. (W3, O2, 04, TE2)

## WT: Strategies that minimize weaknesses and avoid threats.

 Conduct joint enforcement activities with relevant state and federal agencies. (W3, T1, PC2, SC1, SC2, SC4, LC1)

#### Customers and Stakeholders Analysis and Value Proposition





Stakeholders Value Matrix

#### **CUSTOMERS**

Segment	Customers' Value Proposition
Local Communities	<ul> <li>Inclusive socio-economic development across diverse communities and areas.</li> <li>Responsive to complaints and feedbacks</li> </ul>
Business and Investors	<ul> <li>Fast, seamless and efficient transactions</li> <li>Adequate facilities and infrastructures</li> <li>Ease of doing business</li> <li>Ethical, transparent and good governance</li> </ul>
Property Owners	<ul><li>Reliable and consistent quality service</li><li>Comprehensive municipal services</li></ul>
Suppliers	<ul><li>Fast service and comply with terms of service</li><li>Fair, just and transparent</li></ul>
Internal Customer – Staff of Bau District Council	<ul> <li>Clear instructions and effective communication</li> <li>Working together as effective teams.</li> </ul>
All customers	<ul> <li>Courteous, kind and caring.</li> <li>Helpful, knowledgeable and competent.</li> <li>Customer friendly systems, processes and procedures.</li> <li>Service easily accessible through multiple channels (online and offline platforms).</li> </ul>

#### **STAKEHOLDERS**

Segment	Stakeholders' Value Proposition
	<ul> <li>Greater social inclusion and equitable opportunities to all.</li> </ul>
Sarawak Government	<ul> <li>Bau as socio-economically developed district by 2030.</li> </ul>
Oovernment	<ul> <li>Adhere to SDGs 2030 Agenda under the scope of PBT core functions.</li> </ul>
	Rakyat-centric service delivery.
	<ul> <li>Outstanding organization in providing municipal services and community development in the district.</li> </ul>
Minister of Local Government	<ul> <li>Successful implementation of government policies, programs and projects.</li> </ul>
and Housing	<ul> <li>Impactful outcomes that meet the programs/projects objective and benefit target groups.</li> </ul>
	<ul> <li>High performance organization with excellent achievement in scorecard.</li> </ul>
Sarawak	Good governance in leadership and management.
State Secretary	<ul> <li>Effectively align organizations towards the vision of Sarawak Civil Service and aspirations of Sarawak Government.</li> </ul>
	<ul> <li>Continuous improvement in work systems, processes and procedures.</li> </ul>
Member of Parliament	<ul> <li>Play active roles in socio-economic development of Bau District through robust programs and projects management.</li> </ul>
and Members of State Legislative	<ul> <li>Effectively facilitate government – private partnership (private driven, government enabled) in realizing the vision of greater Bau for all.</li> </ul>
Assembly	<ul> <li>Successfully implement development programs and projects under the purview of MP and ADUNs.</li> </ul>
	Greater inter-agencies collaboration and partnership.
Government	Reliable information and data.
Agencies	<ul> <li>Clear policy guideline, procedures and terms of reference.</li> </ul>
	Effective communication and engagement.

Segment	Stakeholders' Value Proposition	
Non-	Well-informed and updated on government policies and programs/projects implemented by the BDC.	
Governmental Organization	<ul> <li>Greater participation and engagement in policy inputs and implementation.</li> </ul>	
Internal Stakeholder – Staff of Bau District Council	<ul> <li>Greater participation and involvement in decision making and problem solving process.</li> <li>Clear direction and effective leadership.</li> </ul>	



# STRATEGIC DIRECTION 2021 - 2025



#### Strategic Outcomes 2021 - 2025

Trust of the

HIGHER	Bau District Council success in offering and
Rakyat	delivering rakyat-oriented service helps to enhance
ds State	confidence and support towards the Sarawak

towards State

Government. Government

Good governance and implementation of best **GREATER** practices in Bau District Council enhance greater

awareness and inculcate the importance of Good Governance and transparency and integrity as essential values in **Best Practices** 

high performing organization.

**HIGHER** Optimum deployment of organizational resources

towards delivering more efficient and effective **Productivity and Quality** programs and projects across the organization. in Service Delivery

> Successful implementation of strategic initiatives **BETTER** and achieving targets will enhance Bau District **BAU DISTRICT** Council corporate image as reliable and responsible

**COUNCILImage** government agency.

Better service delivery through competent worforce

and effective work processes and sustems enhanced customers and stakeholders satisfactions.

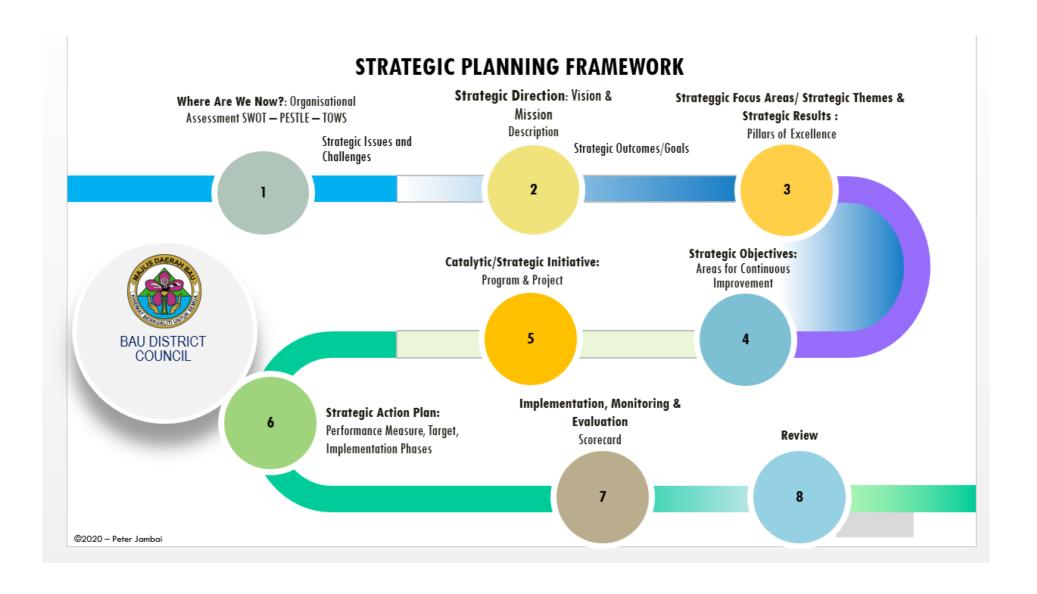
A balanced based needs programs and projects **HIGHER** eliminate disparity in socio-economic development between areas and communities within Bau District

Council jurisdiction.

#### **INCREASED**

Customers and Stakeholders Satisfaction

Level of Sustainable Living

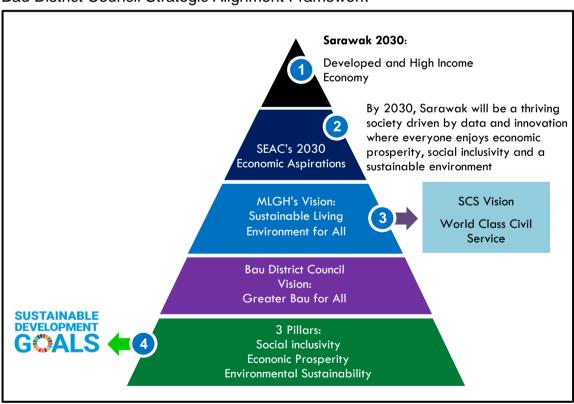


#### Strategic Alignment

Bau District Council will continue to play crucial roles in the socio-economic development in providing quality municipal service, facilitating business and enhance sustainable living environment in Bau District in many years to come. The period between the years 2021 – 2025 is crucial as it coincides with 12<sup>th</sup> Malaysia Plan and the first phase of the journey towards transforming Bau as socio-economically developed district by 2030.

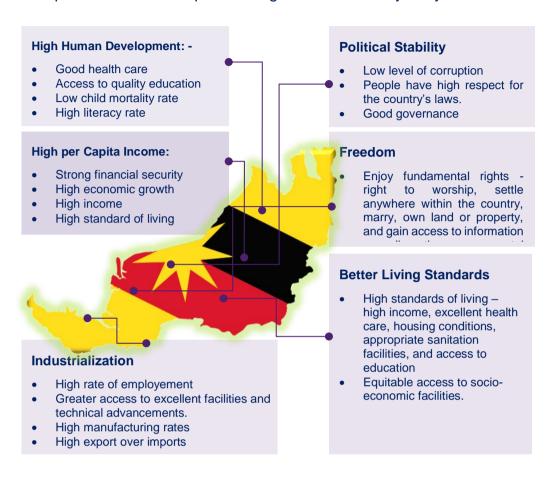
The strategic direction of Bau District Council in the next 5 years not only must be aligned to the vision of MLGH, but also to the SEAC's 2030 Economic Aspirations and the vision of Sarawak Civil Service. Bau District Council also acknowledged the importance of building and sustaining future generations by subscribing to Sustainable Development Goals (Global Goals 2030) in its strategic priorities and initiatives.

#### Bau District Council Strategic Alignment Framework



#### Sarawak 2030

Sarawak aspires to be a developed and high income state by the year 2030.





"In arriving at Sarawak's vision (to become an advanced state in 10 years' time), it is about our people and fulfilling their needs. This vision is anchored on three pillars, (which are) economic prosperity, inclusive society and environmental sustainability,"

 Datuk Patinggi Abang Abdul Rahman Johari bin Tun Abang Haji Openg, Chief Minister of Sarawak, Borneo Post 25<sup>th</sup> June 2020

#### SEAC's 2030 Economic Aspirations

The Sarawak Economic Action Council:

By 2030, Sarawak will be a thriving society driven by data and innovation where everyone enjoys economic prosperity, social inclusivity and a sustainable environment



- Flourishing society where everybody have all basic needs (food, shelter, clothing, and essential goods)
- Healthy emotional and pyschological needs
- Feeling at peace and confident of meeting the day's challenges with serenity, calm, and patience.
- Harmonious relationships with others
- High moral values.



 Using facts, statiisttics, new ideas and improvements in producing better results.



 Strengthen industries, create good jobs and encourage economic activities that will result in increase weathth and living standard.



 Improving the opportunity and ability of people to participate actively in the society. Nobody is left behind.



- Acting in a way that ensures future generations have the natural resources available to live an equal, if not better, way of life as current generations
- © 2021 Bau District Council Strategic Plan 2021 – 2025

## Ministry of Local Government and Housing

Vision:-

Sustainable Living Environment for All



Everyone have good livina access to environment; built, natural, social and functional, and those affecting the quality and circumstances of live, that allow people to lead their daily lives and fulfil their basic needs such as living, the use of services, working, recreation. rest and privacy without compromising on the needs of future generations.



In 2015, world leaders (including Malaysia) agreed to **17 Global Goals** (officially known as the **Sustainable Development Goals or SDGs**). These goals call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go together with strategies that build economic growth and address a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

#### **BAU DISTRICT COUNCIL - SUSTAINABLE DEVELOPMENT GOALS**



# No Poverty: including the poorest and most vulnerable, should enjoy a basic standard of living and social protection benefits.



# Zero Hunger: Achieve food security and improved nutrition and promote sustainable agriculture



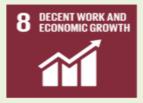
Good Health and Well-Being: Securing wide health services coverage for all people.



Quality Education: Inclusive and equitable education and promote lifelong learning opportunities



Clean Water and Sanitation. Quality and sustainability of water; either drinking water or water resources, basic sanitation and hygiene practices



Decent Work and
Economic Growth:
Inclusive and
sustainable economic
growth, full and
productive
employment and
decent work for all



Industry, Innovation and Infrastructure:
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Reduced Inequalities: Inequality in the terms of income growth and inclusivity in social, economy, opportunity or other status.



Sustainable Cities and Communities:
Inclusive, safe, resilient, and sustainable cities and human settlements.



Climate Action:
Combat climate
change and its
impacts to build
resilience in
responding to climate
related hazards and
natural disasters.



Life On Land:
Promote sustainable
use of terrestrial
ecosystems so that
biodiversity will thrive
and benefit future
generations



Peace, Justice and Strong Institutions:
Promote peaceful and inclusive societies for sustainable development, accountable and inclusive institutions.

## Vision

## Greater Bau For All



**Social inclusivity** – no communities and no areas will be left out in the socio-economic development of Bau District.



**Economic prosperity** – greater economic growth and creation of wealth for the people

### Mission

We are committed to sustainable soio-economic development for all through good governance



Social inclusivity and economic prosperity – no communities and no areas will be left out in the socio-economic development of Bau District. Everybody have equal opportunity to participate and enjoy economic prosperity.



### Good governance: -

- Inclusive policies
- Responsible conduct of public affairs
- Responsive, efficient and effective, open and transparent, comply with rule of law and practice ethical conduct.
- Competent, innovative, receptive to change, and focus on long term goals.

#### Bau District Council's Service Culture – Shared Values

The service culture or shared values establishes solid foundation for change and transformation to take place in making Bau District Council as high performancing organization that is capable to strive towards its vision.

Adopted from SCS Shared Values, the service culture will: -

- 1. Promote efficient and effective service delivery
- 2. Enhance corporate culture in driving socio-economic development
- 3. Enhance quality of life in the society.
- 4. Inspire Bau District Council staff to strive for excellence.



Live our lives with integrity. Execute our power with great responsibility, Walk our talk, although no one sees, Say no to corruption, an honest officer we must be.

We have to respect our customers' feelings, civil servants are compassionate beings, and we are courteous and polite in our dealings





Practice professionalism in and out of office. Serve the people with sense of fairness and justice, Uphold all rules and regulations for excellent service, and never compromise our values and ethics

Service with actions not just with our lips, be punctual, be timely, and be quick on our feet, our promise of Excellence Delivery we must keep.



Sense of Urgency and Ownership



BERSATU, BERUSAHA, and BERBAKTI We will achieve the plans of SCS10-20, Esprit de corps, we are one big family.

**Teamwork and Team spirit** 

Zero defaults in our projects implemented, Plan and execute, we will prove our effectiveness, and be customer focused, serving the Rakyat as first.



Work S.M.A.R.T and Result-Oriented

#### Strategic Themes and Results

Strategic themes are the main, high level strategies that form the transformation model for the Bau District Council. By delivering excellence (strategic results) under respective strategic themes (pillars of excellence), the organization is moving towards achieving its vision. Strategic themes represent deliberate strategic directional decisions made by the leadership and management team of the council.

Strategic Themes 2021 - 2025

- 1. Operational excellence
- 2. Municipal service excellence
- 3. Sustainable community excellence
- 4. Enforcement excellence

#### Strategic Objectives

Strategic objectives are the building blocks of strategic themes that give clear guidance to the council in achieving excellence or strategic results under respective strategic themes. The strategic objectives are key continuous improvement activities that are necessary to be successful in executing the mission and accomplished the vision.

#### Strategic Initiatives

Strategic Initiatives are projects (new or existing) that are designed to help the organization achieve the Strategic Objectives and have significant organization-wide impact. Successful implementation of these programs and projects will trigger continuous improvements action under the strategic objectives.



#### **OPERATIONAL EXCELLENCE**



Good operations and process management is a proven way of improving services to customers and rakyat while reducing costs. It's about running the whole operation better, from strategy formulation and execution to how core functions and acrtivities are managed. It helps staff within all levels of the organization focusing on efforts to improving performance against what matters most in achieving the vision of making greater Bau for all.

#### **Key Driver:**

 Head of Management Service Division

#### **Key Strategic Partners:-**

- O MLGH
- O Local Authorities
- All Heads of Division

#### **Strategic Results:**

- O High performancing organization better performance with the same staff through better employee engagement and streamlined processes in meeting customers'/stakeholders' expectation.
- Good governance
- O Productive teamwork
- Optimization and maximization of resources.
- O Competent workforce

#### Strategic Focus Areas: -

 Customers' Experience – enrich customers experience by proactively responding to their needs and expectations, continuous improvement in service and product features and professional ethics in customers' interaction.

#### Strategic objective:

a. Enhance customers' satisfaction

#### Strategic Initiatives:-

- Analyze and evaluate customers and stakeholders feedbacks.
- ii. Improve customer service facilities.
- 2. Financial Stewarship optimise financial resources to deliver maximum long term socio-development benefits to rakyat through strict compliances to sound accounting practices, financial regulations and Treasury Instruction.

#### Strategic Objectives:-

- a. Enhance Budget Utilization
- b. Enhance Financial Regulatory Compliance

#### Strategic Initiatives:-

- i. Effective Expenditure Management
- ii. Monitor compliance to LAFR and other regulations/instructions.
- 3. Revenue continuously strive towards self-sufficiency in operations (exclude development expenditure) by sustaining exisiting source of revenue and exploring new growth areas through strategic partnership with private sectors.

#### Strategic Objectives:-

a. Increase Revenue

#### Strategic Initiatives:-

 i. Collection of taxes, rents, licence fees and compound fees – under PH, ENF, CE, CD, TRY

- ii. Increase private sector investment in commercial and property development.
- iii. Collection of assessment tax, rates and levy
- **4. Service Delivery** continuous improvement in service delivery policies, systems, procedures, processes, facilities and delivery channels through application of best practices, business process innovation and digital technology.

#### Strategic Objectives:-

a. Enhance service delivery

#### Strategic Initiatives:-

- Improve delivery systems, processes and procedures -Strategic Plan and Balanced Scorecard, MS ISO9001:2015, MPK and myPortfolio, OACP, 5s/EKSA, On-line/Digital Service, Off-line service platform
- **5.** Human Resource Development investing in staff competency development in becoming high performing organization through training and development.

#### Strategic Objectives:-

a. Enhance Training and Development

#### Strategic Initiatives:-

- i. Competency development for staff
- Corporate Culture enculturation of SCS Shared Values as part of organizational culture in achieving excellence across the organization.

#### Strategic Objectives:-

a. Internalize Shared Values

#### Strategic Initiatives:-

i. Enculturation of shared values

#### MUNICIPAL SERVICE EXCELLENCE



Public health - promotes and protects the health of people and the communities

where they live, learn, work and play. Monitor the health status of a community to identify potential problems, investigate health problems and hazards in the community, inform, educate, and empower people about health issues, particularly the underserved and

> those at risk and enforce laws and regulations that protect

health and ensure safety.

Environmental health – initiate programs and activities to reduce chemical and other environmental exposures in air, water, soil and food to protect residents and provide with healthier

communities

environments.

**Infrastructure and facilities –** adequate infrastructure and facilities to meet the demand for quality services from expanding population and increasing socio-economic activities.

#### **Key Drivers:**

- O Head of Public Health Division
- O Head of Civil Engineering Division

#### **Key Strategic Partners**

- O Member of Parliament
- Members of State Legislative Assembly
- Ministry of Local Government and Housing
- Government agencies
- Business, trade and entrepreneurial communities
- O NGOs

#### **Strategic Results:**

- Sustainable living
- O Thriving business and trade
- O Increase in private investment.

#### **Strategic Focus Areas:-**

O Public Health - clean and healthy living environment.

#### Strategic objective:

1. Improve public health

#### Strategic Initiatives:

- 1. Healthy and clean environment
  - a. Scavemgimg service
  - b. Sewage and drainage
  - c. Landscaping and beautification
- 2. Effective vector control
  - a. Epidemic and pandemic control
  - b. Stray dogs, LILATI
- Clean and safe public space and facilities
  - a. Public toilet
  - b. Food premise



O Socio-economic infrastructure and facilities – functional modern recreational facilities, public space, parking, and safe roads

#### **Strategic Objective:**

1. Adequate infrastructure and facilities

#### Strategic Initiatives:-

- 1. Safe public space and facilities
  - a. Street lights
  - b. Public space
  - c. Recreation park and playground
  - d. Road safety
- Industrial, commercial, business and trade development adequate market, hawakers centres, new light industrial zone. New commercial centres/satellite towns developed by private sector.

#### Strategic Objective:

1. Adequate infrastructure and facilities

#### **Strategic Initiatives:**

- 1. Trade and business facilities
  - a. Abattoir/slaughter house
  - b. Market
  - c. Hawkers centre
  - d. Drive through kiosk
- 2. Infrastructure projects
  - a. Roads
  - b. Office building
  - c. Brooke Heritage and Bung Muan
  - d. Transport terminal and bus stops
  - e. Botanic garden
  - f. Waterfront
- 3. Private sector driven, government enabled projects
  - a. Technical education park
  - b. River cruise (Kuching Siniawan)
  - c. Golf course
  - d. New satellite towns



#### SUSTAINABLE COMMUNITY EXCELLENCE



11 **=** 

Make cities and human settlements inclusive, safe, resilient and sustainable

A sustainable community is a place where people of diverse backgrounds feel welcome and safe, where every group has opportunity to participate in decision-making process and where prosperity is shared. Sustainable community takes into consideration and address issues and challenges in the community and anticipating and adopting to current and future change.

A sustainable community manages its human, natural, and financial capital to meet current needs while ensuring that adequate resources are available for future generations.

At Bau District Council, we believe that strong communities are the cornerstone of a peaceful and harmonious co-existence for all. We acknowledge that income inequality, poverty and social injustice are the biggest threats to building strong, sustainable communities and thus these challenges determine our priorities in the next decade. Our success in these areas will contribute to SDGs 11 and SEAC 2030 Economic Aspirations.

#### **Key Drivers:**

O Head of Community Development

#### **Key Strategic Partners**

- Member of Parliament, Members of State Legislative Assembly
- Ministry of Local Government and Housing
- Ministry of Welfare, Community Wellbeing, Women, Family and Childhood Development.
- Ministry of Tourism, Arts and Culture
- O Ministry of Youth and Sports

#### **Strategic Results:**

- Social integration
- O Thriving equitable communities.
- O Reduction in social ills
- Reduction in poverty.
- Resilient and empowered cmmunities



#### **Strategic Focus Areas:-**

O Community resilience – develop strong and independent community that are able to decide and initiate improvements on their own with minimum supervision and encouragement from government.

#### **Strategic Objective**

1. Enhance community empowerment

#### Strategic Initiatives:-

- 1. Community awareness and education (CAE)
  - a. Digital technology
  - b. Sustainable living (SDGs)
  - c. Community health care.
- 2. Volunteerism

• Socio-economic development – improve quality of life, reduced social ills and increase income in the community

#### **Strategic Objective**

1. Improve socio-economic wellbeing

#### Strategic Initiatives:-

- 1. Socio-economic development programs/projects:
  - a. Poverty eradication
  - b. Social issues and problems
  - c. Business, trade, entrepreneurship
  - d. Community-based tourism (CBT)project

#### ENFORCEMENT EXCELLENCE



Enforcement of Local Athority Ordinance 1996, applicable laws and reguations to ensure safe, healthy and sustainable living environment under Bau District Council's jurisdiction through:-



- provision of advice and guidance to individuals, businesses or groups,
- proactive interventions including inspection and monitoring,
- reactive interventions for example to investigate complaints, and
- take actions such as issue warning, compound, summon and initate legal action on offender.

#### **Key Drivers:**

O Head of Enforcement Divison

#### **Key Strategic Partners**

- O Heads of CE, PH, RV
- O Police

#### **Strategic Results:**

- Effective compliance from publics, communities, business operators and traders.
- Safe healthy and conducive environment for business and living.

#### **Strategic Focus:-**

• Compliance to Local Authority Ordinance, 1996 and laws/statute that empowered local authority.

#### Strategic objective

1. Enhance statutory and regulatory compliance

#### **Strategic Initiatives:-**

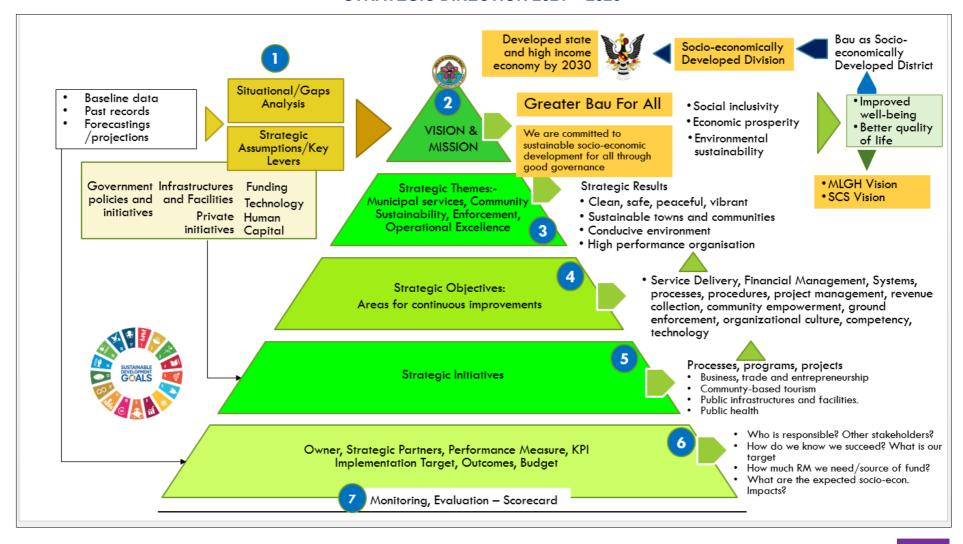
- 1. Inspection and monitoring
  - a. Scheduled inspection
  - b. Joint inspection/spot check.
  - c. Patrol
- 2. Investigation and prosecution
  - a. Compound, summons
  - b. Litigation
- 3. Awareness Campaign



#### **STRATEGY MAP 2021 - 2025**

VISION	Greater Bau for All	-	- 2023	
MISSION	We are committed to s governance	sustainable socio-econo	omic development for	all through good
STRATEGIC THEME	Municipal Service Excellence	Operational Excellence	Sustainable Community Excellence	Enforcement Excellence
STRATEGIC RESULTS	Sustainable towns and communities	High performing organization. Rakyat-centric service delivery	Thriving inclusive community	Conducive environment for business, trade and investors
PERSPECTIVE		STRATEGIC	OBJECTIVES	
CUSTOMER/ STAKEHOLDER (30%)		CS1: Enhance Satisfa		
FINANCIAL (15%)	F1: Enhance Budget Utilization	F3: Increase F		ance Financial ory Compliance
INTERNAL PROCESS, PROGRAMS & PROJECTS (40%)	1P1: Impro  1P2: Provide Adequate Infrastructure and Facilitie	ve Public Health  1P3: Enhance Empowe	erment and a service	1P5: Enhance statutory and Regulatory compliance
ORGANIZATION CAPACITY (15%)		ce Training and	OC2: Internalize Sh. Values	ared
	Bau District Cou	uncil Service Culture	- Shared Values	

#### STRATEGIC DIRECTION 2021 - 2025





## STRATEGIC ACTION PLAN 2021 – 2025



#### Strategic Action Plan and Key Performance Indicators 2021 – 2025

#### **Strategic Action Plan**

The strategic action plan component consist of the strategic objectives, strategic initiatives, action plan and ownership.

Objective owners achieve strategic objectives through implementation of strategic initiatives and activities. Both the strategic objectives owners and activities owners are responsible for monitoring the results. The key performance indicators showed expected performances based on measures identified.

#### **Key Performance Indicators**

Key performance indicators (KPI) are business metric used to evaluate results of execution of strategies through the implementation of activities in the strategic action plan. The results of the implementation subsequently will affect the strategic objectives' accomplishment.

Targeted values are compared against the actual values achieved to measure performance. Targets need to be realistic, achievable and challenging enough to inspire teams to achieve better result.

#### STRATEGIC ACTION PLAN 2021 - 2025

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		F VEAD OUTCOMES		
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	5 – YEAR OUTCOMES		
STRATEGIC THEME: OPERAT	STRATEGIC THEME: OPERATIONAL EXCELLENCE										
Enhance Customers' Satisfaction Owner:  Assistant Secretary	All Heads of Division	Analyse and evaluate customers and stakeholders feedbacks.	Customer Satisfaction Rating	90	90	90	95	95	Total compliance to Client Charter. Reduced complaints Increase on-line service delivery		
Enhance Budget Utilization Owner:  Head of TRY	All Heads of Division	Effective Expenditure Management	% of budget utilization	95%	95%	95%	95%	95%	<ul><li>Efficient and effective use of annual budget.</li><li>Zero wastage</li></ul>		
Enhance Financial Regulatory Compliance	All Heads of	Monitor compliance according to:-	% compliance to eLA2 system	100%	100%	100%	100%	100%			
Owner:  Head of TRY	All Heads of Division  Audit Dept.  MLGH  JAN	Division Audit Dept.  MLGH  LAFR Treasury Instruction Inspection of	Division  • LAFR • Treasury	<ul> <li>Treasury</li> </ul>	JAN Efficiency Certification	100%	100%	100%	100%	100%	<ul><li>Prudent financial stewardship</li><li>Strong financial acumen.</li></ul>
			eCSA Score	95%	95%	95%	95%	95%	Full financial regulatory compliance.		

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		5 – YEAR OUTCOMES
AND OWNER	PARTNER INITIAT	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	3 - TEAR OUTCOMES
Increase Revenue: Owner:  • Head of TRY	Head of PH Head of ENF Head of CE	Collection of taxes, rents, licence fees and compound fees – under PH, CE, ENF, CE, CD, TRY	% of al current dues collected	100%	100%	100%	100%	100%	Increase in revenue collection from non-
	Head of PH Head of ENF	Enforcement for Collection of rents and licence fees	% of Enforcement for miscellaneous License Fees	100%	100%	100%	100%	100%	assessment tax.
	Council Secretary Finance, Staffing and Investment Committee	Increase private sector investment in commercial and property development.	No of private sector driven projects	-	-	-	-	1	Increase revenue from assessment tax, rates and licences.
	Head of CD	Collection of assessment tax, rates and levy	% current year assessment collected	75%	85%	85%	90%	90%	
	Heads of Dept.	<ul><li>Current year assessment</li><li>Arrears</li></ul>	% assessment arrears collected	75%	75%	75%	85%	85%	Increase in revenue collection from assessment tax and levy collection.
	Councillors	<ul><li>New holdings</li><li>Levy</li></ul>	% of new holdings assessed	75%	75%	75%	75%	75%	

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		5 – YEAR OUTCOMES	
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	5 - YEAR OUTCOMES	
			% of levy collected	100%	100%	100%	100%	100%		
Enhance Service Delivery		Improve delivery	Scorecard Rating	9.5	9.5	9.5	9.5	9.5		
Owner:  • Assistant Secretary	All Heads of	systems, processes and procedures:-  • Strategic Plan and Balanced	MS ISO 9001:2015 Compliance Rating	100%	100%	100%	100%	100%	Wider application of best practices, improved	
·				Scorecard  MS ISO9001:2015	% of Jobs have myPortfolio	40%	100%	100%	100%	100%
	MLGH	MPK and	EKSA Compliance	95%	95%	95%	95%	95%		
			No of online services	4	5	6	7	8		
		<ul><li>On-line/Digital Service</li><li>Off-line service platform</li></ul>	No of online services	4	5	6	7	8	Better service delivery	
Enhance Training and Development Owner:	All Heads of Division	Competency development for staff  TNA, Training Plan Competency Matrix	% Achieve Minimum Training Hours	100%	100%	100%	100%	100%	Improvement in staff competency in performing	
Assistant Secretary	MLGH Training providers		% attend of staff training	100%	100%	100%	100%	100%	jobs – behaviour, skills and knowledge.	

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		5 – YEAR OUTCOMES
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	3 - TEAR OUTCOMES
Internalize Shared Values			No of Activity	12	12	14	15	15	
Owner:  • Assistant Secretary		Enculturation of shared values	Culture Rating	95%	95%	95%	95%	95%	Committed and responsible work teams
STRATEGIC THEME: MUNICII	PAL SERVICE I	EXCELLENCE							
		Healthy and clean environment:- Municipal Service	% of scheduled supervision done (ISO Standard)	95%	95%	95%	95%	95%	
Improve Public Health Owner:	Health Dept. Community CD Division	<ul><li>Effective supervision</li><li>Evalaution of Contractors Service Quality</li></ul>	% of contractors met standards of service (Scope of work)	95%	95%	95%	95%	95%	Healthy sustainable living
Head of PH		• Provide Adeqt	Provide Adequate Rubbish Bins	% of contractors met standards of service (Scope Of Work for maintaining of dumping ground)	100%	100%	100%	100%	100%
			% Standard Central bin centre	20%	40%	60%	80%	100%	

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		5 – YEAR OUTCOMES
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	5 - TEAR OUTCOMES
	Effective Vector Control : 'Include epidemic and pandemic control	Control : 'Include	No. of operation to catch stray dogs	12	12	12	12	12	
		pandemic control  Stray dogs, LILATI Covid-19  Clean and functional public toilets  Effective	<ul><li>pandemic control</li><li>Stray dogs, LILATI</li></ul>	LILATI Control	12	12	12	12	12
				Anti-Dengue Champaign	12	12	12	12	12
	Clean ar public to		COVID19 Enforcement (1 compound per day)	100%	100%	100%	100%	100%	
			% of scheduled supervision done (ISO Standard)	95%	95%	95%	95%	95%	
		supervision  • 5 star toilet	% of 5 star public toilets functioning	20%	40%	60%	80%	100%	Healthy sustainable living environment for all.
		Clean and hygienic food premises  Inspect and assess cleanliness of food outlets and drain.	% of food premises for Grade B and Above	20%	40%	60%	80%	100%	Safe, clean and conducive business and living environment.

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		5 – YEAR OUTCOMES
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	5 - TEAR OUTCOMES
		Upgrade standards							
Adequate infrastructure and	MLGH	Safe roads and flood mitigation	% MARRIS updated	100%	100%	100%	100%	100%	
facilities	Contractors	Update data on roads	New road (KM)						
Owner:	Developers Business	Annual maintenance	New drain (meter)						
Head of CE	Business community	<ul> <li>Build and maintain roads and drains.</li> <li>Improve effected drainage system leading to the monsoon drain</li> </ul>	% of repair/maintenance allocation used.	95%	95%	95%	95%	95%	
		Safe public space and facilities	No of new street lights installed	30	30	30	30	30	
	•	D. I.I.	CCTV in high risk public space						
			% of scheduled maintenance on park facilities	100%	100%	100%	100%	100%	

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		5 – YEAR OUTCOMES
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	5 - YEAR OUTCOMES
		Market and Hawker's Centre  Green market	No of new and upgraded market (gerai tani)	1	1	1	1	1	
			No of new and upgraded hawkers centre	1	1	1	1	1	
			No of compose and recycling centre	3	3	4	5	6	
			No of market with rain water harvesting facility	3	3	4	5	6	
		Trade and business facilities:-	New modern abattoir	-	-	-	1	-	
		<ul><li>Abattoir (slaughter house)</li><li>Drive through</li></ul>	No of drive through kiosk	1	1	1	1	1	More facilities to support
		kiosk	New light industrial zone			1			business and trade activities.  Attract investment and new venture
	Building Control – Monitoring and enforcement of building plan ordinance	% of compliance to building ordinance							

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		5 – YEAR OUTCOMES
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	5 - YEAR OUTCOMES
		Infrastructure projects:-	Upgrading of road and facilities to tourism spot	2	2	2	2	2	
			New BAU DISTRICT COUNCIL Office			1			Greater access to soci0- economic infrastructures and facilities
				Brooke Heritage and Bung Muan			1		
			Bus Stops with facilities	5	5	5	5	5	
			Botanic Garden			1			
Adequate infrastructure and			Waterfront/ Esplanade	1		1		1	
facilities	MoT Investors	Private sector driven, government enabled	Technical Education Park			Catalyst for socio-economic development.			
Owner:  • Head of CE		projects:	River Cruise (Kch – Siniawan)			1			
			Golf course			1			
			New satellite towns	1		1		1	

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE		ANNUA	L TARG	ET/KPI		E VEAR OUTCOMES	
AND OWNER	PARTNER	R INITIATIVE	MEASURE 2	2021	2022	2023	2024	2025	5 – YEAR OUTCOMES	
		Improve Program and Project Monitoring	% of project implemented according to specification	100%	100%	100%	100%	100%	Effective project delivery and monitoring	
		Improve Monitoring of Outsourced Services	% of contractors without penalty	95%	95%	95%	95%	95%	<b>G</b>	
STRATEGIC THEME: SUSTAI	NABLE COMM	UNITY EXCELLENCE								
	All Heads of	Community Awareness and Education (CAE):-  • Digital technology	No of CAE programs conducted	5	7	10	10	10	Resilient and independent community.	
Enhance community empowerment	Division Councillors Local Communities Government Agencies NGOs Community Leaders	<ul><li>Sustainable living (SDGs)</li><li>Community health care.</li></ul>	No of volunteerism program	1	2	2	4	4	Able to decide and initiate improvements in the community on their	
Owner:  • Head of CD		Government Agencies  • Volur Commun	<ul> <li>Volunteerism</li> <li>Community engagement:</li> </ul>	No. of community/ village participate in CD programs	2	5	10	10	10	own with minimum supervision and encouragement from government.
		Collaborate with  NGOs and	No of Fiesta						Proactive and responsive to changing environments.	
		organizing Fiesta that Involved Communities	No of Town Hall Session							

STRATEGIC OBJECTIVE			PERFORMANCE		ANNUA	L TARG	SET/KPI		5 – YEAR OUTCOMES		
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	1 2022 2023		2024	2025			
		<ul><li>Community Sport Meet</li><li>Organize "Town Hall" Session</li></ul>									
		Public Library	No. Outreach Program to Schools								
			No Outreach Program for Pre- School								
			No Reading Champaign								
	Councillors	Socio-economic development programs/projects:	No. of houses	10	10	10	10	10	Inclusive thriving society		
Improve socio-economic wellbeing Owner:	Communities Government Agencies	<ul><li>Poverty eradication</li><li>Social issues and</li></ul>	No. of community- based tourism projects (CBT)	-	1	1	2	3	<ul><li>Nobody is left behind.</li><li>Improved quality of life</li><li>Key social issues</li></ul>		
Head of CD	NGOs Community Leaders  problems Business, trade, entrepreneurship Community- based project		No of program for young entrepreneurs.	1	2	4	4	5	<ul> <li>effectively addressed.</li> <li>Increased income in the community</li> </ul>		

STRATEGIC OBJECTIVE	STRATEGIC	STRATEGIC	PERFORMANCE	ANNUAL TARGET/KPI					5 – YEAR OUTCOMES		
AND OWNER	PARTNER	INITIATIVE	MEASURE	2021	2022	2023	2024	2025	5 - YEAR OUTCOMES		
STRATEGIC THEME: ENFORCE	STRATEGIC THEME: ENFORCEMENT EXCELLENCE										
		Inspection and monitoring:-	% of scheduled inspection done								
		<ul><li>Scheduled inspection</li><li>Joint inspection/spot</li></ul>	% of joint- inspection done with other agencies	100%	100%	100%	100%	100%			
	Head of PH	check.  • Patrol  Investigation and prosecution  • Compound, summons  • Litigation	% of compound fees received	100%	100%	100%	100%	100%	Clean, healthy, safe and		
Enhance statutory and regulatory compliance			No of compound issued						sustainable living environment.		
Owner:  • Head of ENF	NGOs Government		summons	summons	No of caveat executed						
1.000 0. 2.11	agencies		No of public awareness campaigns	2	4	5	6	6			
		Weekly inspection of Advertising	% inspection made								
		Enforce laws and regulations empowered to the council	No of monthly patrol								

## BAU DISTRICT COUNCIL – SDGs MATRIX 2021 – 2025

1	No Poverty	2	Zero Hunger	3	Good Health and Wellbeing
4	Quality Education	6	Clean Water and Sanitation	8	Decent Work and Economic Growth
9	Industry, Innovation and Infrastructure	10	Reduced Inequalities	11	Sustainable Cities and Communities
13	Climate Action	15	Life on Land	16	Peace, Justice and Strong Institutions
17	Partnership to achieve the Goal				

BAU DISTRICT	BAU DISTRICT
COUNCILPrimary	COUNCILSecondary
Contribution	Contribution

STRATEGIC THEMES/ STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES		SUSTAINABLE DEVELOPMENT GOALS											
		2	3	4	6	8	9	10	11	13	15	16	17
STRATEGIC THEME: OPERATIONAL EXCELLECE													
SO: Enhance Customers' Satisfaction													
Analyze and evaluate customers and stakeholders feedbacks.													
SO: Enhance Budget Utilization													
2. Effective Expenditure Management													

STRATEGIC THEMES/ STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES			SU	STAI	NABLI	E DE\	/ELOF	PMEN	T GO	ALS			
		2	3	4	6	8	9	10	11	13	15	16	17
SO: Enhance Financial Regulatory Compliance													
Monitor compliance according to LAFR, Treasury Instruction good accounting practices and eCSA audit.													
SO: Increase Revenue													
<ol> <li>Collection of taxes, rents, licence fees and compound fees – under PH. CE, ENF, MS, CD, TRY</li> </ol>													
<ol> <li>Icrease private sector investment in commercial and property development. – Private sector driven projects.</li> </ol>													
Collection of assessment tax, rates and levies - Current year assessment, arrears, new holdings, levy													
SO: Enhance Service Delivery													
<ol> <li>Improve delivery systems, processes and procedures - Strategic Plan and Balanced Scorecard, MS ISO9001:2015, MPK and myPortfolio, OACP,5s/EKSA and On-line/Digital Service, off-line service platforms</li> </ol>													
SO: Enhance Training and Development													
Competency development for staff– TNA, Training Plan, Competency Matrix.													
SO: Internalize Shared Values													
3. Enculturation of shared values – talks, sharing session, visits.													

STRATEGIC THEMES/ STRATEGIC OBJECTIVES/		SUSTAINABLE DEVELOPMENT GOALS											
STRATEGIC INITIATIVES			3	4	6	8	9	10	11	13	15	16	17
STRATEGIC THEME: MUNICIPAL SERVICES EXCELLENCE													
SO: Improve Public Health													
Healthy and clean environment I - Scavaging service, sewage and drainage, landscaping and beautification.													
<ol> <li>Effective Vector Control: - 'Include epidemic and pandemic contro – stray dogs, LILATI, Covid-19</li> </ol>													
Clean and safe public space and facilities - Public toilet, food premise, street lighting, recreation parks and playgrounds.													
SO: Adequate infrastructure and facilities													
Trade and business facilities - Abattoir (slaughter house), market, hawkers centre, drive through kiosk													
<ol> <li>Infrastructure projects – roads, new Bau District Council Office, Brooke Heritage and Bung Muan, Bus Stops, botanic garden, waterfront.</li> </ol>													
Private sector driven, government enabled projects: - technical education park, river cruise, golf course, new satellite town													
STRATEGIC THEME: SUSTAINABLE COMMUNITY EXCELLENCE													
SO: Enhance community empowerment													

STRATEGIC THEMES/ STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES		SUSTAINABLE DEVELOPMENT GOALS											
		2	3	4	6	8	9	10	11	13	15	16	17
Community Awareness and Education (CAE) - Digital technology, sustainable living (SDGs), Community health care and volunteerism													
SO: Improve socio-economic wellbeing													
Socio-economic development programs/projects - Poverty eradication, social issues and problems, business, trade, entrepreneurship, community-based project													
STRATEGIC THEME: ENFORCEMENT EXCELLENCE													
SO: Enhance statutory and regulatory compliance													
Inspection and monitoring - Scheduled inspection, Joint inspection/spot check, Patrol													
Investigation and prosecution - Compound, summons,     Litigation													



## Management of the Strategic Plan

The effectiveness of a strategic plan depends greatly on its management and execution. The implementation of this strategic plan as strategic tool lies with the Council Secretary and the management team. As Chief Administrative Officer of Bau District Council, it is the responsibility of the Secretary to align all organizational resources towards effectively executes the mission and achieves the vision.

### **Roles of Management Team**

Management team of Bau District Council is responsible for accomplishment of all strategic objectives and the execution of all strategies or high impact initiatives outlined in the strategic plan.

#### **Heads of Division**

Heads of Division are responsible for the implementation of all initiatives (programs and projects) and achievement of KPI outlined in the action plan.

### **Priority**

The management team must place top priority on the implementation of all strategies (strategic objectives) and action plan.

### Realignment

All divisions in Bau District Council must be aligned to the strategic objectives and the vision of the organisation.

## Implementation of Strategic Plan

The implementation mechanism must be put in place to effectively execute the plan and achieve KPI as targeted.

#### Committee

A special committee oversee and monitor the implementation and evaluate performance were aimed to:-

- a. Montitor and evaluate the KPI
- b. Review performance annually

c. Handle and resolved issues related to the execution and implementation of the plan.

#### Officer in-Charge of Strategic Plan

Assistant Secretaty or Head of Management Services Division is responsible to:-

- a. Present the implementation and performances report to the Council Secretary.
- b. Update data and records related to the strategic plan.
- c. Monitor overall performance of the strategic plan using Bau District Council's Scorecard.
- d. Execute any decision made by the committee related to the plan.
- e. Enhance buy-in and support to the strategic plan among staff and councillors.
- f. Promote the strategic direction of the plan to stakeholders.

## Critical Success Factors

#### **Total Commitment**

Total commitment of all councillors, management team and staff of Bau District Council is very important in determining every strategic initiatives identified in the plan coulc be implemented successfully.

#### **Working Together As Team**

Everybody in Bau District Council is accountable for the accomplishment of its vision. Heads of Division need to align people and resources together towards achieving the common vision. Since there is strategic linkages across strategic objectives, there must be greater desire working as team to enhance customers' and stakeholders' satisfaction.

The Chairman leads councillors working hand –in –hand with the management team through full council and standing committees. The management, staff and councillors need to identify their priority and aspiration of greater value and noble aspiration as stipulated in the mission of Bau District Council.

### **Enhance Awareness and Support**

The strategic direction needs support from everybody in and outside of Bau District Council. Staff, stakeholders and communities must be aware about strategic objective and initiatives for the creation and development of sustainable living environment for all. Efforts must be made to share, promote and solicit greater support in ensuring smooth implementation of programs and projects for the rakyat.

#### **Support from Stakeholders and Communities.**

Strategic collaboration with stakeholders and strategic engagement with communities within its jurisdiction will ensure more success and benefit for the rakyat from programs and projects outlined in the strategic action plan. Bau District Council needs to continue working closely with local grassroots leaders, government agencies, NGOs and communities in its jurisdiction.

#### **Excellent Work Culture**

Enculturation of shared values is very important in promoting change and transformation in the organization. Integrity and good governance will put the image and reputation of of Bau District Council as responsible local authority that is committed to greater Bau for all.

## Evaluation of the Strategic Plan

Changes inside and outside of Bau District Council require that the strategic plan be reviewed annually. The review and evaluation of the strategic plan should encompasses the following:-

#### **Strategic Objective**

Any changes in the pillars of excellence and strategic results require review to the strategic objectives. Strategic objectives should also be evaluated during the mid-term (2023) review of the strategic plan.

#### Strategic Initiative

Programs and projects intended to deliver continuous improvement in every strategic objectives must be remained relevant and workable for implementation. Therefore programs and projects in the strategic action plan must be reviewed and updated as and when necessary.

#### **Performance Evaluation**

The performance of the Strategic Action Plan 2021 – 2025 is evaluated based on actual performance against targets. Bau District Council's Scorecard will be used to conduct performance evaluation through quarterly reporting to the Secretary.

# ACKNOWLEDGEMENT

Appreciation and heartfelt gratitude to Chairman, councillors, officers and staff of Bau District Council and those who contributed ideas, effort and time to prepare this

Bau District Council Strategic Plan 2021 – 2025





#### **BAU DISTRICT COUNCIL SCORECARD TEMPLATE**

VISION	Sustainable Living Environment for All											
MISSION		nmitted towards developing and rakyat-oriented serv		quality living	environment through good							
STRATEGIC OBJECT	TIVE	KEY PERFORMANCE INDICATOR/ MEASURE	WEIGHTAGE	TARGET	STRATEGIC INITIATIVE							
CUSTOMERS AND STAKEHOLDERS PERSPECTIVE (30%)												
CS1: Enhance stakeho satisfaction	olders'											
FINANCIAL PERSPEC	CTIVE (15%)											
F1: Enhance Budget U	Itilization											
F2: Enhance Financial Compliance	Regulatory											
F3: Increase Revenue:												
INTERNAL PROCESS	, PROGRAMS	S AND PROJECTS PERSPE	ECTIVE (40%)									
IP1: Enhance Service	Delivery											
IP2: Improve Public He	ealth											
IP3: Adequate Infrastru Facilities	ucture and											
IP4: Enhance Commur Empowerment	nity											
IP5: Improve Socio-eco Wellbeing	onomic											
IP6: Enhance Statutory Regulatory Compliance	y and e											
ORGANIZATION CAP	ACITY PERSI	PECTIVE (15%)										
OC1: Enhance Training Development	g and											
OC 2: InternalizE Shar Values	red											

### **APPENDIX B: STRATEGIC PLAN 2021 - 2025 WORKSHOP**

5 – 6 April 2021 at Imperial Hotel Kuching































