



**SIBU MUNICIPAL COUNCIL**

# **SIBU MUNICIPAL COUNCIL STRATEGIC PLAN 2022 – 2031**



**VERSION 2.0  
REVIEWED IN 2023**



SIBU MUNICIPAL COUNCIL  
SARAWAK



Version 2.0, 2023

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## **A C K N O W L E D G E M E N T**

Our great appreciation and thanks for generous support and cooperation to: -

Chairman, Deputy Chairman, and  
all councillors of Sibu Municipal Council

Our appreciation to

Management team, officers, and staff for participating in the  
deliberation, analysis, and review of  
Sibu Municipal Council Strategic Plan 2022 - 2031

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## Acronym

BCS	Building Control Section Sibu Municipal Council
BCTB	Building Control & Town Beautification Standing Committee
CD	Corporate & Community Development Division
DID	Department of Irrigation and Drainage Sarawak
ED	Engineering Division Sibu Municipal Council
EKSA	Ekosistem Kondusif Sektor Awam (Public Sector Conducive Ecosystem)
ENF	Enforcement Division Sibu Municipal Council
EPU	Economic Planning Unit Sarawak
GP	General Purposes & Community Services Standing Committee
HoDs	Head Of Divisions Sibu Municipal Council
ICT	Information Communication Technology
JAN	<i>Jabatan Audit Negara</i>
JKR	<i>Jabatan Kerja Raya</i>
KPKT	<i>Kementerian Pembangunan Kerajaan Tempatan</i>
LAFR	Local Authorities Financial Regulations 1997
LCU	Legal & Contracts Unit
LIB	Library Section Sibu Municipal Council
LS	Landscape Section Sibu Municipal Council
MOT	Ministry of Transport, Sarawak
MPHLG	Ministry of Public Health, Housing And Local Government Sarawak
MPK	<i>Manual Prosedur Kerja</i>
MPT	Markets & Petty Traders Standing Committee
MSD	Management Services Division
MYSED	Ministry of Youth, Sports and Entrepreneur Development Sarawak
OACP	Organizational Anti-Corruption Plan
PBT	<i>Pihak Berkuasa Tempatan (Local Authorities)</i>
PDD	Planning & Development Division Sibu Municipal Council
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PFE	Planning, Finance & Establishment Standing Committee
PH	Public Health and Municipal Services Division
PHMM	Public Health, Environment & Municipal Services Standing Committee
PS	Parking Section
RPM	Rating & Property Management Division Sibu Municipal Council
SCD	Social & Community Development Standing Committee
SCS	Sarawak Civil Service
SDGs	Sustainable Development Goals
SMC	Sibu Municipal Council
SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tender Board Standing Committee
TNA	Training Need Analysis
TRY	Treasury Division Sibu Municipal Council
UAD	<i>Unit Audit Dalaman, Jabatan Premier Sarawak</i>
UTC	Urban Transformation Centre
WT	Works & Traffic Committee Standing Committee

## Message from Chairman



First and foremost, I would like to thank the Municipal Secretary and the management team of SMC for taking the timely initiative in preparing this blueprint. My appreciation also to all councillors and staff of SMC for your contribution and inputs in the formulation of first review of Sibul Municipal Council Strategic Plan 2022-2031 in year 2023. The remaining 8 years period is very short time to accomplish our noble vision of making Sibul as liveable and sustainable city by 2031. This means that not only we have to work very hard, but at the same time we must be smart in unleashing the potentials of Sibul, build our capacity and leverage on available resources and opportunities outside SMC.

Once, Sibul prospers because of booming timber-based industry which has depleted since last decades and ever since has greatly affected the momentum of growth in Sibul. To achieve city status, SMC needs to fulfil several

criteria that are all related to socio-economic growth – increase in economic activities and increase in population. For this to happen in a decade, we need to work closely with government and private sector as key enablers in transforming the socio-economic landscape of Sibul. It is imperative to strengthen our collaboration and partnership with existing and potential stakeholders at divisional, state, and national levels to realize the aspirations of people of Sibul. Alone we only can achieve so much, but together we will achieve more success.

The Plan not only provides pathway for us to move ahead but had identified areas that we must continuously improve. Thus, SMC needs to embark on significant change and transformation in its core business of providing municipal services that not only meet the needs and expectation of local community, but also able to attract business, trade, and people to work and live in Sibul. Working as team among ourselves and with communities and key stakeholders, I am optimistic that, with its strategic location Sibul in the next decade will rise again as growth nexus for central region in the state.

To councillors and staff of SMC, you have accomplished a lot of progress and gained success in the past. Nevertheless, we should not be complacent with past achievements for the future requires us to think and do things differently to produce outstanding results that have meaningful impacts on socio-economic wellbeing of the people. The momentous tasks ahead should inspire and motivate us to work together and exit the comfort zone to achieve our vision.

Thank you for being part of the team.

**YBhg. Cr. Clarence Ting Ing Horh**  
**Chairman**  
 Sibul Municipal Council

## Foreword by Municipal Secretary

SMC Strategic Plan 2023 – 2031 provides clear roadmap for the organization to move forward alongside the vision of Sarawak Government in making Sarawak as developed and high-income State by 2030. Our efforts in changing the socio-economic of Sibu town in past decades had successfully transformed the town to what it is today. We acknowledged various constraints and challenges as we navigate towards 2031. We will leverage on our strengths to harness emerging opportunities as we move alongside the vision of Sarawak Civil Service and vision of the state government.

Four new strategic themes had been identified as pillars of excellence for SMC to realize its vision, towards liveable and sustainable city by 2031 in Review Exercise of Strategic Plan in year 2023. These are governance, programs and projects implementation, municipal services, and enforcement.

The reviewed Plan for year 2023 has identified and intensified 11 areas for continuous improvement in translating the vision into actionable plan that will involve all divisions and everyone in SMC. This requires all of us, councillors, management team, officers, and staff of SMC to work as one great SMC team, breaking organizational silos and bureaucratic red tapes, to deliver strategic breakthrough that we all can be proud of.

As management tool, the Plan is dynamic instrument that we need to continuously adjust and recalibrate in response to the changing internal and external environments. SMC Corporate Scorecard will be used to monitor and evaluate our performance that will be reviewed annually.

I would like to thank the Chairman, Deputy Chairman, Councillors, management team, officers and staff of SMC for actively investing time and efforts in review and making this comprehensive strategic plan ready to continue on our journey in 2023.

To our valued customers and stakeholders, we need your feedbacks and suggestions to enable us to continuously improve on our programs and projects in the future.

Thank you.

**“BERSATU BERUSAHA BERBAKTI”  
“AN HONOUR TO SERVE”**

**Yong Ing Chu**  
**Municipal Secretary**  
Sibu Municipal Council



## Executive Summary

SMC Strategic Plan 2023 – 2031 was formulated to prepare the organization in moving forward alongside the Sarawak Aspiration 2030. The strategic direction of SMC was recalibrated and realigned with changes in its high-level strategy and strategic objectives to accommodate the emerging challenges and the needs to play bigger roles on socio-economic transformation of Sibü. The plan also took cognizant of Malaysia's stand on Global Goals 2030 which were adopted in the RMK11 and continued under RMK12.

The plan was developed through series of engagements among management team and consolidated through a workshop with participation from Chairman, Deputy Chairman, councillors, senior officers and staff of SMC. The strategic planning framework integrates the application of SCS Scorecard concepts used in the SMC's SCS Scorecard and allows the SMC's SCS Scorecard to be used as performance management tool to measure the performance of the strategic plan.

In year 2023, the Council had conducted the first review of Strategic Plan on 26th June 2023 (Monday) in Premier Hotel, Sibü. The committee had reviewed and intensified Strategic Themes and Strategic Action Plans for year 2023 to 2031. The journey towards the vision was further refined into 4 strategic themes and translated into executable actions through 11 strategic objectives.

## High Level Strategy

SMC high level strategy consists of its vision, mission, and strategic themes as follow:

**Vision:**

**Towards liveable and sustainable city by 2031**

**Mission:**

**We are committed to transform Sibü as liveable and sustainable city through strategic partnership with key stakeholders, innovation, and good governance.**

**Strategic Themes:**



## Strategic Alignment

When strategic objectives (areas for continuous improvement) successfully achieved through the implementation of various strategic initiatives (programs and projects) identified in the plan, SMC was expected to contribute to Sarawak Aspiration 2030, vision of SCS, vision of Sibu Division Administration and Sustainable Development Goals.

### Sarawak Aspiration 2030

Several strategic objectives and initiatives in the plan were directly linked to the sectoral aspirations and key enablers in the Post Covid-19 Development Strategy 2030 especially those related to services. Several initiatives were also linked to key enablers such as basic infrastructure and transport.

### Sarawak Civil Service

The implementation of various best practices and continuous improvement initiatives were some of the programs to develop SMC as high performing organization in line with the vision of SCS as world-class civil service.

### Sibu Division Administration

In realizing the vision of a socio-economically developed division by 2030, SMC contribution is crucial to the socio-economic development of communities within its jurisdiction by continuing to provide efficient and effective municipal services.

### Sustainable Development Goals

SMC embraces the 3 pillars of sustainable development i.e. social inclusivity, economic prosperity and environmental sustainability by incorporating elements of SDGs targets in its programs and projects.

## Integration of SCS Scorecard Concepts in the Strategic Plan

SMC strategic planning framework was developed by incorporating the key concepts in SCS Scorecard to link and use SMC Scorecard as performance management tool to monitor and evaluate the implementation of the strategic plan.

As a dynamic management tool, SMC Strategic Plan 2022 – 2031 will be further refined annually and reviewed in the mid-term in response to change and challenges ahead to remain relevant. The preparation of the Plan was founded on several assumptions and the success of SMC in delivering expected strategic outcomes by 2031 is greatly determined by these critical factors and the political will of the government at federal and state level in advancing the socio-economic development of Sibu.





**SIBU MUNICIPAL COUNCIL**

# **PART 1**

# **CORPORATE**

# **PROFILE**

## Background

Sibu Municipal Council (SMC) has experienced significant evolution that span over 97 years since the establishment of Sibu Municipal Board on 31st January 1925. It has undergone significant changes under the Brooke's administration, Japanese Occupation, British Colonial Administration, and post formation of Federation of Malaysia until the present-day Sarawak. SMC is currently one of the key government agencies in Sibu Administration Divisional responsible for transforming the Sibu Division as socio-economically developed division by 2030.

### THE METAMORPHOSIS OF SIBU MUNICIPAL COUNCIL

#### Sibu Municipal Board

##### ESTABLISH ON 31ST JANUARY 1925

- Chairman: Resident of 3rd Division
- Municipal Officer: Sibu District Officer
- Official Members: Divisional Engineer, Superintendent of Land & Survey, and Divisional Medical Officer
- Non-official members: Selected community heads

#### Sibu Urban District Council

##### SINCE 1ST JANUARY 1952

- Municipality area: 3 square mile increase to 20 square mile in 1957
- Population: 9,983 (1947 Census) increase to 29,630 (1960 Census)

#### Sibu Municipal Council



##### SINCE 1ST NOVEMBER 1981

- Municipality area: 129.5 square km
- Population: 247,995 (2010 Census) increase to 288,000 (2020 Census)
- 2023-2025: Chairman, Deputy Chairman & 30 Councillors
- Councillor Zoning: 14 wards

## Governance Structure

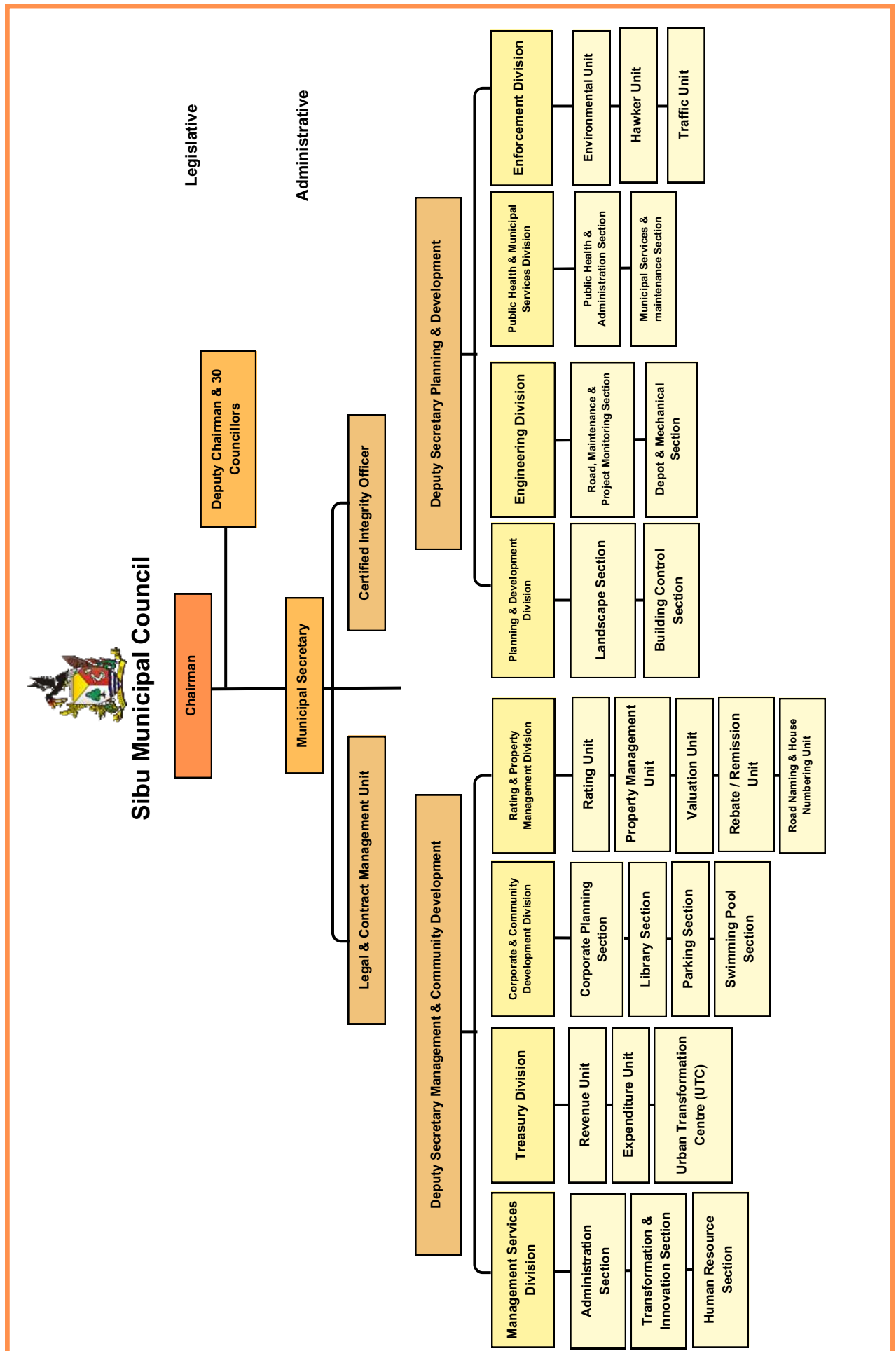
SMC is among the 24 Local Authorities and one of the three (3) Municipal Councils in Sarawak (Sibu Municipal Council, Padawan Municipal Council and Kota Samarahan Municipal Council) empowered under the Local Authorities Ordinance 1996, Laws of Sarawak (Chapter 20). SMC is also directly under the Ministry of Public Health, Housing and Local Government (MPHLG) Sarawak. SMC consists of a Chairman, Deputy Chairman and 30 other councillors appointed by the TYT Yang di-Pertua Negeri Sarawak. The council manages its affairs through scheduled council meetings (full council and standing committees meetings).

Several committees were set up, consisting of a Standing Committee Chairman, Standing Committee Vice 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. Currently there are eight (8) standing committees in SMC as in Figure 2 below. Every committee is to conduct regular monthly meetings and may set up sub-committee to address specific issues related to the scope of the main committee.

## Organization Structure

The general management of the affairs of SMC is headed by the Municipal Secretary as Chief Administrative Officer appointed under section 35 (c) in Local Authorities Ordinance, 1996 and in accordance with the regulations made under Section 37 and after consultation with the State Secretary. The Chief Administrative Officer is also responsible for the implementation of all decisions of the council and of the Minister of Public Health, Housing and Local Government Sarawak.

In leading the management and the operation of the Council, the Municipal Secretary is assisted by Deputy Secretary for Management and Community Development and Deputy Secretary for Planning and Development who in turn assisted by Heads of Division as in **Figure 1: Function Chart**.



The core business of SMC is organized along one (1) unit which is directly under Municipal Secretary, eight (8) divisions headed by senior officers in professional and managerial group as follows:

1. Municipal Secretary Office
  - Legal and Contract Management Unit
  - Integrity Unit
2. Management Services Division
  - Administration Section
  - Transformation & Innovation Section
  - Human Resource Division
3. Treasury Division
  - Urban Transformation Centre (UTC)
4. Corporate and Community Management Division
  - Corporate Planning Section
  - Library Section
  - Parking Section
  - Swimming Pool Section
5. Rating and Property Management Division
6. Planning and Development Division
  - Landscape Section
  - Building Control Section
7. Engineering Division
8. Public Health and Municipal Services Division
9. Enforcement Division

Several sections 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 Authorities Ordinance, 1996.

### Municipal Secretary Office

#### Legal and Contract Magement Unit

##### Core Functions

- Check/ prepare/ review agreement documents
- Management of legal actions
- Management of open tender procurement documents and open quotes
- Tender Opening and Evaluation Committee Management
- Contractor performance evaluation management



## **Integrity Unit**

### **Core Functions**

- Management of Integrity and Organisational Anti Corruption Plan (2021-2025)
- Management of integrity matter in SMC
- Secretariat of Anti-Corruption Committee Meeting (JAR)

## **Management Services Division**

### **Administration Section**

#### **Core Functions**

- Management of government movable assets & inventory
- Management of official correspondence
- Procurement management of uniforms & shoes
- File and record management
- Management of the purchase and supply of stationery
- Quotation committee management
- Create a computerized work system
- Management and maintenance of hardware, software, accessories, official websites & official council applications
- Management of applications for the use of office vehicles
- Management of insurance coverage

### **Transformation & Innovation Section**

#### **Core Functions**

- Planning and implementation of quality initiatives
- Management of *Ekosistem Konduksif Sektor Awam (EKSA)*
- Management of Quality Management System MS ISO 9001:2015
- Management of quality awards such as *Anugerah Kecemerlangan Perkhidmatan Awam Negeri Sarawak (AKPANS)*, *Sistem Penarafan Bintang-Pihak Berkuasa Tempatan (SPB-PBT)*
- Management of SCS Scorecard
- Management of Strategic Plan

### **Human Resource Section**

#### **Core Functions**

- Management of MPS staff affairs
- Management of staff training management, confirmation, exchange, promotion, retirement, discipline, leave, rewards & benefits, EPF, counseling
- Human resource development management

## **Human Resource Section (Con't)**

### **Core Functions**

- Human resource development management
- Secretariat of the internal investigation board
- Management of loan applications for the purchase of computers, motorcycles, cars and housing for staff
- Management of staff quarter applications
- Management of Long Service Medal
- Management of *Pingat Kebesaran Negeri dan Persekutuan*
- Human Resource Committee Meeting Management and Human Resource Development Management Meeting

## **Treasury Division**

### **Core Functions**

- Financial Management
- Management of Accounting - Payments and account receivable
- Budgetary and fund management
- Management of investment
- Management of emolument and loans
- Management of asset management
- Management of store
- Management of Urban Transformation Centre (UTC)
- Management of financial audits

## **Corporate and Community Development Division**

### **Corporate Planning Section**

#### **Core Functions**

- Publics and media relations
- Management of public complaints, customer satisfaction surveys and customer feedback
- Occupational Safety and Health including SMC's security management
- Facilitate social, economic and environmental programmes and projects initiated by the Ministry, Council and community
- Management of community development programs, ceremonies and official celebrations
- Management of official visiting to SMC
- Management of protocol
- Management of press conference

## **Corporate Planning Section (Con't)**

### **Core Functions**

- Management booking of SMC's public facilities
- Management of Councillors affairs
- Management of public library
- Management of council's swimming pool
- Management of public car parks

## **Library Section**

### **Core Functions**

- Management library membership registration and renewal
- Management of borrowing and return of library books
- Management of Reading Promotion Campaign
- Management of Mobile Library
- Management of the new book exhibition corner
- Management of library activities
- Management of Local collection
- Management of facilities for reading, referring and searching for information
- Management of booking of the library's seminar hall

## **Parking Section**

### **Core Functions**

- Parking management
- Parking coupon sales management (daily and seasonal)
- Issuing overparking compound
- Parking building management

## **Parking Section**

### **Core Functions**

- Management of Delta Swimming Pool & Bukit Lima Swimming Pool
- Management of maintenance of swimming pools

## Rating and Property Management Division

### Core Functions

- Rating and valuation for rateable holdings
- House numberings
- Road and geographical naming
- Council property management
- Rates Collection
- 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

## Planning and Development Division

### Landscape Section

#### Core Functions

- Implementation of landscape projects
- Maintain plants under the Council's maintenance area
- Maintenance of damaged facilities in the Council's public parks
- Town beautification

### Building Control Section

- Management of building plan approval and Occupation Permit (OP) application
- Management of approval of modification or connection of building structure
- Reception and investigation of complaints related to building control
- Application for borrowing records related to building plans
- Management of maintenance for Council buildings, markets, markets and Council related State & Federal projects

## Engineering Division

### Core Functions

- Implementation of development projects
- Maintenance of infrastructure and facilities, such as roads & car parks, sewers/ drains, bridges, streetlights, parks & children's playgrounds, buildings, pedestrian walkways & footpath, bus stop, shelter & terminal, markets & hawkers centres, public toilets, slaughterhouse (abattoir), library, community halls
- Project monitoring and supervision
- Management of council depot
- Mechanical and electrical engineering

## Public Health & Municipal Services Division

### Core Functions

- Management of environment and public health through effective solid waste management system (scavenging, refuse collection & waste disposal), sewerage & drainage maintenance, grass cutting & road verge maintenance and streets cleaning (Public Health)
- Control of vectors such as rabies, dengue
- Control the quality and safety of food
- Maintenance of markets and public toilets
- Processing licensing advertisement (licensed by Public Health), applications for various commercial licenses (food outlets, enterprise & entertainment outlets licenses) and dog license
- Enforcement of relevant Acts, State Laws, Ordinances, By-Laws, Regulations & any other written laws related to public health

## Enforcement Division

### Core Functions

- Enforcement of relevant Acts, State Laws, Ordinances, By-Laws, Regulations & any other written laws related to enforcement
- Issuance notice and compound and to carry out seizure activities against offenders who refuse to comply with regulations and statutory provisions
- Traffic control
- Enforcement of advertising permits
- Management of enforcement actions
- Issuing warning notices, compounds and taking confiscation actions against non-compliance with Council laws



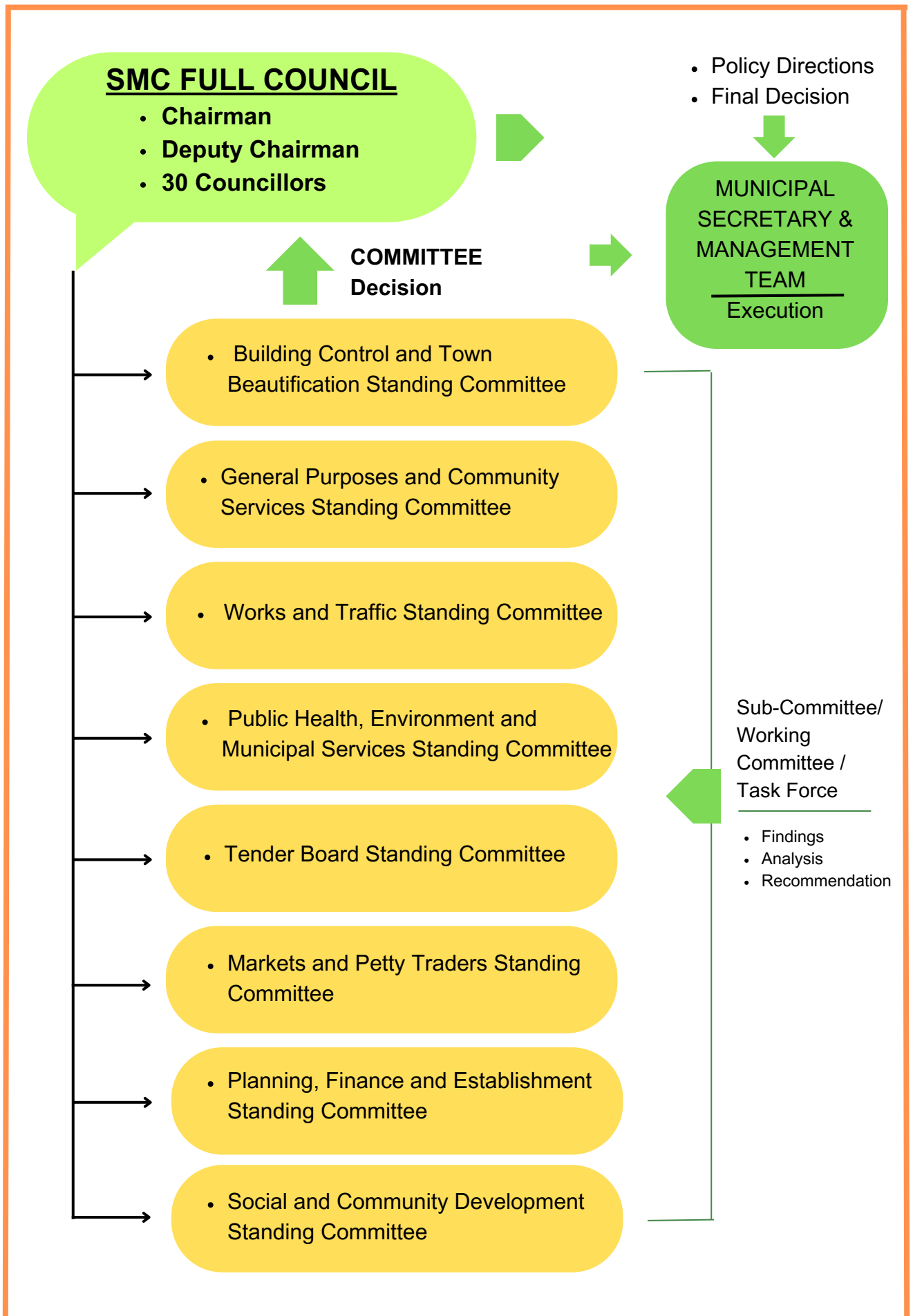


Figure 2: Governance Structure

## 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 SMC powers:

### Law and By Laws

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#### Laws

1. Local Authorities Ordinance, 1996 (LAO)
2. Annual Rates 2009 (Swk. L.G. 9/2009)
3. Establishment, Boundary and Status (Swk. L.G.23/81) (am. Swk.L.G. 15/91 & Cap. 20)
4. Buildings Ordinance & By-Laws, 1994
5. Entertainment Ordinance, 2000 (Cap. 33)
  - 5.1 Entertainment By-Laws, 2001 (Swk. L. N. 1 10)
  - 5.2 Compounding of Offences, 2002 (Swk. L. G. 39/2002)
6. The Protection of Public Health Ordinance, 1999 (Cap. 30)
  - 6.1 Barbers and Hairdressers' Shops Regulations. 2003 (Swk. L.G. 32 & 41/2003)
  - 6.2 Control and Management of Public Swimming Pools By-Laws, 1966 (Swk. L.G. 46/66).
  - 6.3 Licensing of Hotels and Lodging Houses Regulations, 2003 (Swk. L.G.53/2003)
  - 6.4 Refuse Collection and Disposal (Swk. L.G. 47/47) (am. Swk. L.G.19/91)
  - 6.5 Laundries Regulations. 2008 (Swk. L.G. 42/2008)
7. The Road Transport Act, 1987
  - 7.1 Bicycle Rules (Vol. XII, p. 1639)
  - 7.2 Provision of Parking Places (Swk. L.G.31/2004 See also Swk.L.G.67/2004)
  - 7.3 Restricted Traffic Order (Swk. L.G. 62/63) (am. Swk. L.G 32/72, 35/73, 35/ 76 (38/76), 23/78, 50/82, 53/82, 22/83, 17/84)
  - 7.4 Restricted Traffic Order (Swk. L.G.36/73)
  - 7.5 Restricted Traffic Order (Swk. L.G.6/79)
  - 7.6 Speed Limit Order (Swk L.G. 40/2009) (am. Swk L.G. 43/2009)

#### By Laws Made Under LAO, 1996

1. Advertisements (Swk. L.G. 25/2012)
2. Cleanliness (Swk. L.G. 41/99 & 62/99)
3. Compounding of Offences (Swk. L.G.64/99)
4. Compulsory Desludging of Septic Tanks 1998 (Swk. L.G. 28/2002)

5. Continuance (G.N.L. 152/62) (Extension of Validity) Order, 1963 (G.N.L.84/63)  
(see also Ord. 10/64)
6. Dog Licensing and Control (Swk L.N. 188/2018)
7. House Numbering (G.N.L. 155/1962) (Vol. XII, p. 1593)
8. Isolated Shop (G.N.L. 77/1958) (Vol. XII. p. 1595)
9. Licensing & Control of Private Car Parks (Swk. L.G. 40/92)
10. Licensing of Miscellaneous Occupations (G.N.L. 160/1962) (Vol. XII, p. 1597) (am.  
Swk. L.G.97/92,12, 47/95, 54/97)
11. Markets (G.N.L. 159/1962 (Vol. XII, p. 1601-1606) (am. Swk. L.G. 32/68, 17/81,  
29/86, 76/92, 55/97)
12. Municipal By-Laws (Omission Schedule) (Not gazetted) Chapter IX- Kampong  
Regulations (see also Ord. 10/64)
13. Parks (G.N.L. 157/1962) (Vol. XII, p. 1607-1610)
14. Prevention of Fire (G.N.L. 158/1962) (Vol. XII, p. 1611-1612)
15. Reflexology and Health Establishments (Swk. L.G. 28/2010)
16. Storage of Petroleum (G.N.L. 161/1962) (Vol. XII, p.1613-1625) (am. Swk. L  
G.40/82)
17. Vehicles (G. N. L 162/1962 (Vol. XII, p. 1627 -1632)
18. Variation of Vesting Orders:  
Swk. L. G. 35/71, 23/72, 28/76, 53/83, 25/85, 41/95, 35/2000
19. Vesting Orders :  
Vol. XII, p. 1633 (Swk. L. G, 12/66, G.N. L. 91/63 (93/63), Swk. L. G. 54/67. 30/69,  
22/70, 41/10, 45/70. 11/71 (28/76), 28/71, 37/71. 20/72, 32/74, 30/76, 25/79  
(12/81 & 53/83), 25/80, 27/80. 49/82. 26/83, 54/83, 28/84, 3/85, 1/86, 23/86, 25/86  
(40/86), 31/86. 22/87, 15/89 (43/89 & 35/89). 15/93. 36/95, 37/95, 32/96, 33/96,  
34/96, 35/96. 60/96, 35/97. 48/97, 49/97, 59/97, 74/97, 40/99. 44/99, 45/99,  
25/2000. 26/2000, 31/2000, 30/2001, 31/2001, 62/2001. 82/2001, 10/2004.  
11/2004, 56/2004, 57/2004. 58/2004, 29/2005. 55/2005, 57/2005. 42/2006,  
45/2006, 48/2006.
20. Minor Offences Ordinance  
Poultry Control Order (G. N. S 113/1959 & S. 48/1962) (Vol. XII, p. 1635)
21. Pound Fees Notification (G.N. S 66/1962) (Vol. XII, p.1637)
22. Buildings Ordinance & By-Laws, 1994



**SIBU MUNICIPAL COUNCIL**

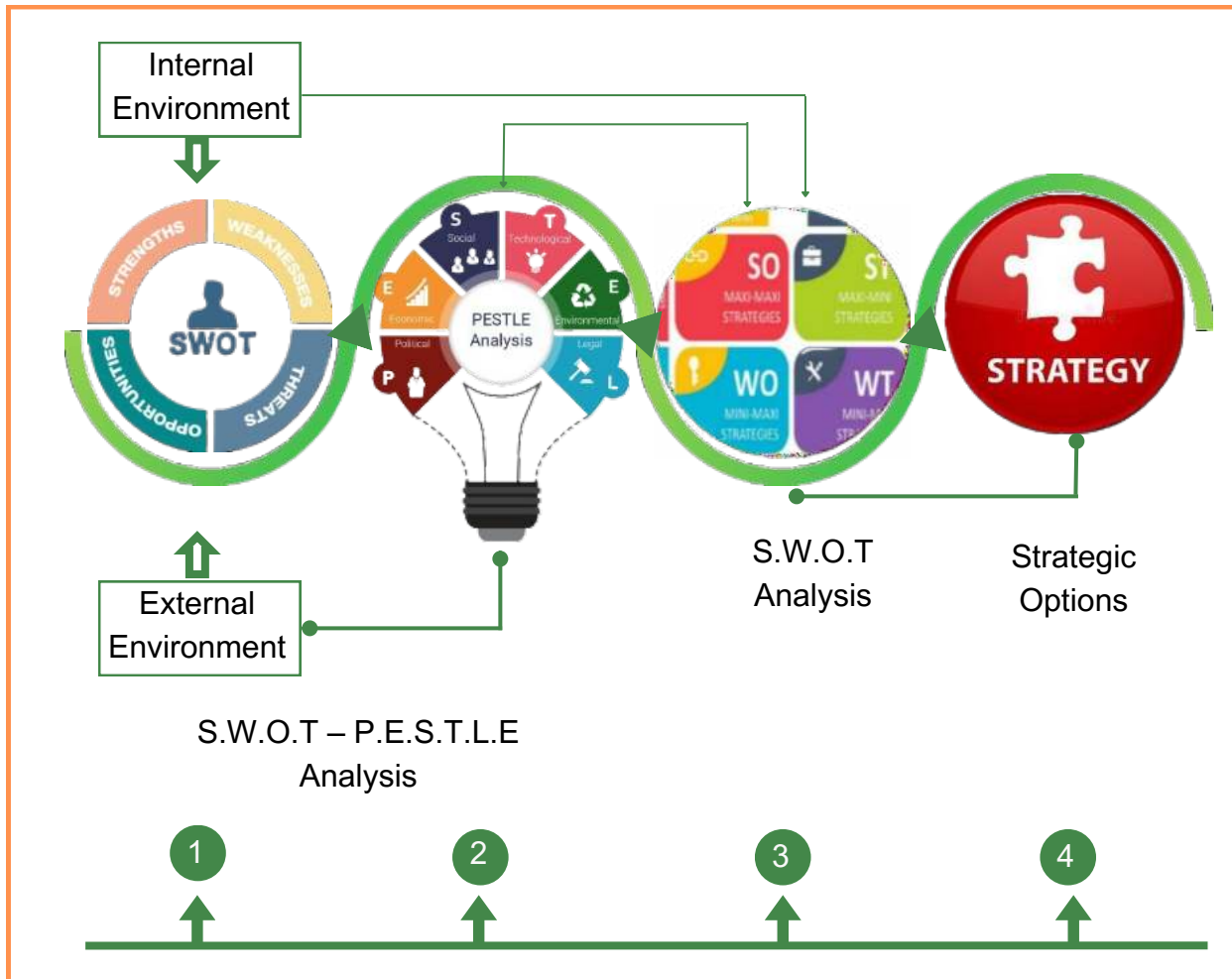
# **PART 2**

## **ORGANIZATIONAL ASSESSMENT**



## Organizational Analysis Framework

Organizational assessment allows SMC to appraise the work environment, personnel, operation of core functions and other associated activities, in response to changing internal and external factors that have significant impact on the execution of the strategic plan. The assessment framework below was used to assess the organization's current wellbeing and capacity in deciding the course of action and improve the long term-sustainability of SMC.



# 1

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

# 2

- 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

### S.W.O.T Analysis Matrix

Internal Strengths		Internal Weaknesses	
S1	Strong and committed leadership at council (led by Council Chairman) and organization (led by Municipal Secretary) level.	W1	Limited source of revenue and inadequate budget allocated for socio-economic development.
S2	Good teamwork and cooperation across the organization:- between management team and councillors, and between staff from all divisions.	W2	Inadequate knowledgeable and experienced officers in executing core functions and leading continuous improvement.
S3	Zoning system for councillors – every councillor effectively represents voices in the community.		
S4	Good governance and best practices being implemented effectively throughout the organization.		
S5	Committed towards high performing local authority.		

External Opportunities		External Threats	
O1	Strong support and collaboration from MPHLG and other PBT.	T1	Dependency mentality and lack of initiative in taking ownership and responsibility on socio-economic and environmental issues in the community.
O2	Talent pool in PBT and MPHLG provides effective platform for expertise and knowledge sharing.	T2	High publics' expectations towards scope and quality of services provided by local authority.
O3	Good inter-agencies collaboration and engagement with NGOs and communities.	T3	Increasing stakeholders' expectation on roles of SMC in leading and driving socio-economic development.
O4	Strong support from communities and NGOs.		

### P.E.S.T.L.E Analysis Matrix

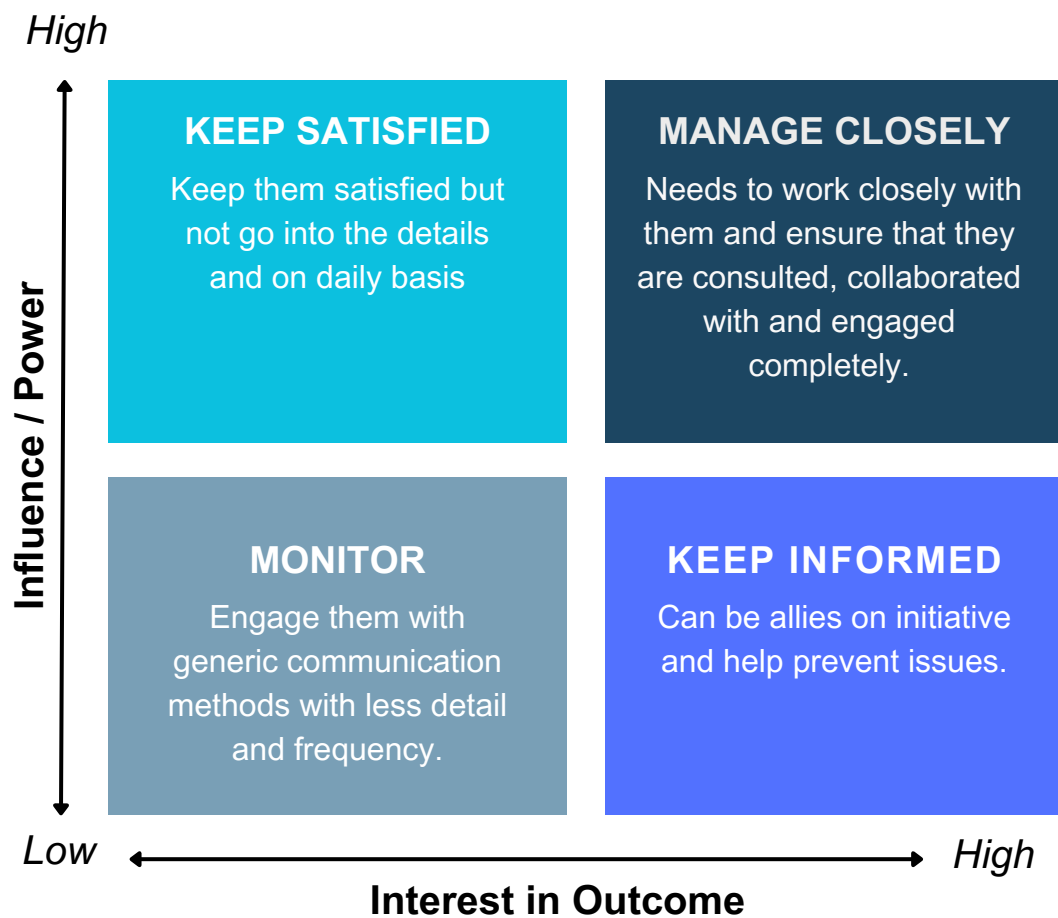
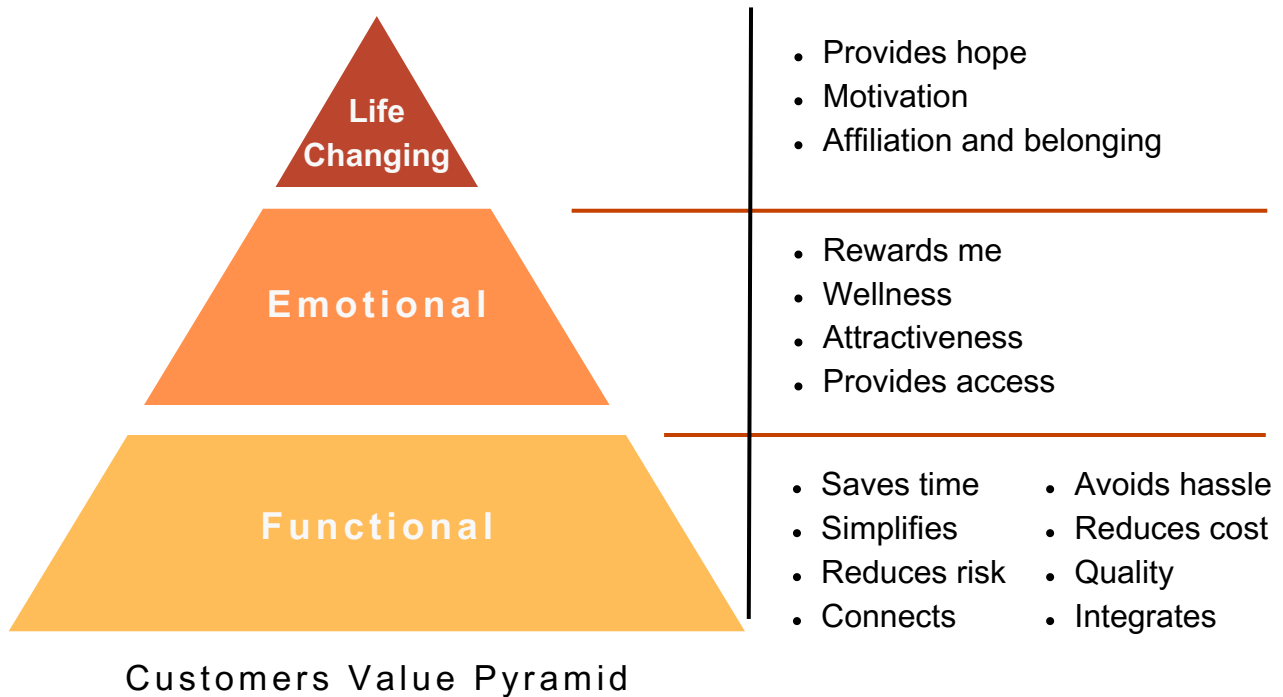
	Enablers		Challenges	
Political	PE1	Strong and stable leadership in the state.	PC1	Frequent changes in Federal Government policies.
	PE2	Strong support from Government in transforming Sarawak as developed and high-income economy by 2030.	PC2	Relocation of Republic of Indonesia Capital to Kalimantan will impact socio-economic activities in the state
Economic	EE1	Moving towards digital economy with opportunities for more digital infrastructure and facilities.	EC1	Increase cost of living
	EE2	Sarawak 2030 Economic Aspiration with specific sectoral aspirations that will trigger greater economic development.	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.
			EC4	Limited investment opportunities and incentives.

	Enablers		Challenges	
Social	SE1	Government policies on social sustainability and social inclusion - nobody will be left behind.	SC1	Comply with Sustainable Development Goals 2030
	SE2	Government to implement more social infrastructure and facilities to bridge the gaps between areas and communities.	SC2	Emerging social issues and problems could impact service delivery by council.
			SC3	Small and slow population growth to meet the requirement of city status.
Technology	TE1	State-wide digital transformation initiatives by state government – increase internet coverage and speed.	TC1	Limited internet coverage and slow speed
	TE2	Digitalization of work processes in SCS - more services will be offered online.	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	Sibu is strategically located in central region linked with river, air and road transport system.	EC1	Small area for future expansion of socio-economic development.
	EE2	All areas well connected with network of roads to Pan Borneo Highway.		

## T.O.W.S Analysis Matrix







	<b>Opportunities (O)</b> O1, O2, O3, and O4	<b>Threats (T)</b> T1, T2, and T3
<b>Strengths (S)</b> S1, S2, S3, S4, and S5	<p><b>SO: Strategies that use strengths to maximize opportunities.</b></p> <ol style="list-style-type: none"> <li>1.Enhance strategic collaboration and partnership with key stakeholders, government agencies and private sector in planning and implementing socio-economic development projects within the scope of council's core business. (S1, S2, S4, O1, O2, O4, PE1, PE2, SE1, SE2, TE1, EE1, EE2,)</li> <li>2.Enhance strategic engagement in sustaining and empowering local communities. (S1, S2, S3, O4, PE2, EE2, SE1, SE2)</li> <li>3.Enhance efficiency and effectiveness of service delivery by leveraging on online and digital technology. (S4, S5, O2, O3, EE1, TE1)</li> </ol>	<p><b>ST: Strategies that use strengths to minimize threats.</b></p> <ol style="list-style-type: none"> <li>1.Optimize and maximize limited organizational resources by focusing on achieving the vision of the council. (S1, S2, S3, S4, S5, W1, T2, T3, EC2, SC1, SC2, SC3, LC1)</li> <li>2.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)</li> <li>3.Continuously develop human resource competency through training and development (S1, S5, W2, T1, SC3, LC1)</li> </ol>
<b>Weaknesses (W)</b> W1 and W2	<p><b>WO: Strategies that minimize weaknesses by taking advantage of opportunities.</b></p> <ol style="list-style-type: none"> <li>1.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, EE1, EE2)</li> </ol>	<p><b>WT: Strategies that minimize weaknesses and avoid threats.</b></p> <ol style="list-style-type: none"> <li>1.Conduct joint enforcement activities with relevant state and federal agencies. (T1, PC2, SC1, SC2, LC1)</li> </ol>

## Customers and Stakeholders Analysis and Value Proposition








**Stakeholders Value Matrix**

# CUSTOMERS



Segment	Customers' Value Proposition
<b>Local Communities</b> 	<ul style="list-style-type: none"> <li>• Inclusive socio-economic development across diverse communities and areas.</li> <li>• Responsive to complaints and feedbacks</li> </ul>
<b>Business and Investors</b> 	<ul style="list-style-type: none"> <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>
<b>Property Owners</b> 	<ul style="list-style-type: none"> <li>• Reliable and consistent quality service</li> <li>• Comprehensive municipal services</li> </ul>
<b>Suppliers</b> 	<ul style="list-style-type: none"> <li>• Fast service and comply with terms of service</li> <li>• Fair, just and transparent</li> </ul>
<b>Internal Customer - Staff of SMC</b> 	<ul style="list-style-type: none"> <li>• Clear instructions and effective communication</li> <li>• Working together as effective teams.</li> <li>• Conducive working environment</li> <li>• Equal opportunities for career development</li> <li>• Competency development and opportunity for life-long learning.</li> </ul>
<b>All customers</b> 	<ul style="list-style-type: none"> <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
<b>Sarawak Government</b> 	<ul style="list-style-type: none"> <li>• Greater social inclusion and equitable opportunities to all.</li> <li>• Sibü as socio-economically developed urban and sub-urban area by 2030.</li> <li>• Promote SDGs 2030 Agenda under the scope of PBT core functions.</li> <li>• Rakyat-centric service delivery.</li> </ul>
<b>Minister of Public Health, Housing and Local Government of Sarawak</b> 	<ul style="list-style-type: none"> <li>• Outstanding organization in providing municipal services and community development within the council's jurisdiction.</li> <li>• Successful implementation of government policies, programs, and projects.</li> <li>• Impactful outcomes that meet the programs/projects' objective and benefit target groups.</li> </ul>
<b>Sarawak State Secretary</b> 	<ul style="list-style-type: none"> <li>• High performance organization with excellent achievement.</li> <li>• Good governance in leadership and management.</li> <li>• Effectively align organizations towards the vision of Sarawak Civil Service and Sarawak Aspirations 2030</li> <li>• Continuous improvement in work systems, processes, and procedures.</li> </ul>
<b>Member of Parliament and Members of State Legislative Assembly</b> 	<ul style="list-style-type: none"> <li>• Play active roles in socio-economic development of Sibü (that is within council's jurisdiction) through robust programs and projects management.</li> <li>• Effectively facilitate government - private partnership (private driven, government enabled) in realizing the vision of making Sibü as city by 2030.</li> <li>• Successfully implement development programs and projects under the purview of government's MP and ADUNs.</li> </ul>
<b>Government Agencies</b> 	<ul style="list-style-type: none"> <li>• Greater inter-agencies collaboration and partnership.</li> <li>• Reliable information and data.</li> <li>• Clear policy guideline, procedures, and terms of reference.</li> <li>• Effective communication and engagement.</li> </ul>

## STAKEHOLDERS

Segment	Stakeholders' Value Proposition
<b>Non-Governmental Organization</b> 	<ul style="list-style-type: none"> <li>• Well-informed and updated on government policies and programs/projects implemented by the SMC.</li> <li>• Greater participation and engagement in policy inputs and implementation.</li> </ul>
<b>Internal Stakeholder - Staff of SMC</b> 	<ul style="list-style-type: none"> <li>• Greater participation and involvement in decision making and problem-solving process.</li> <li>• Clear direction and effective leadership.</li> </ul>



**SIBU MUNICIPAL COUNCIL**

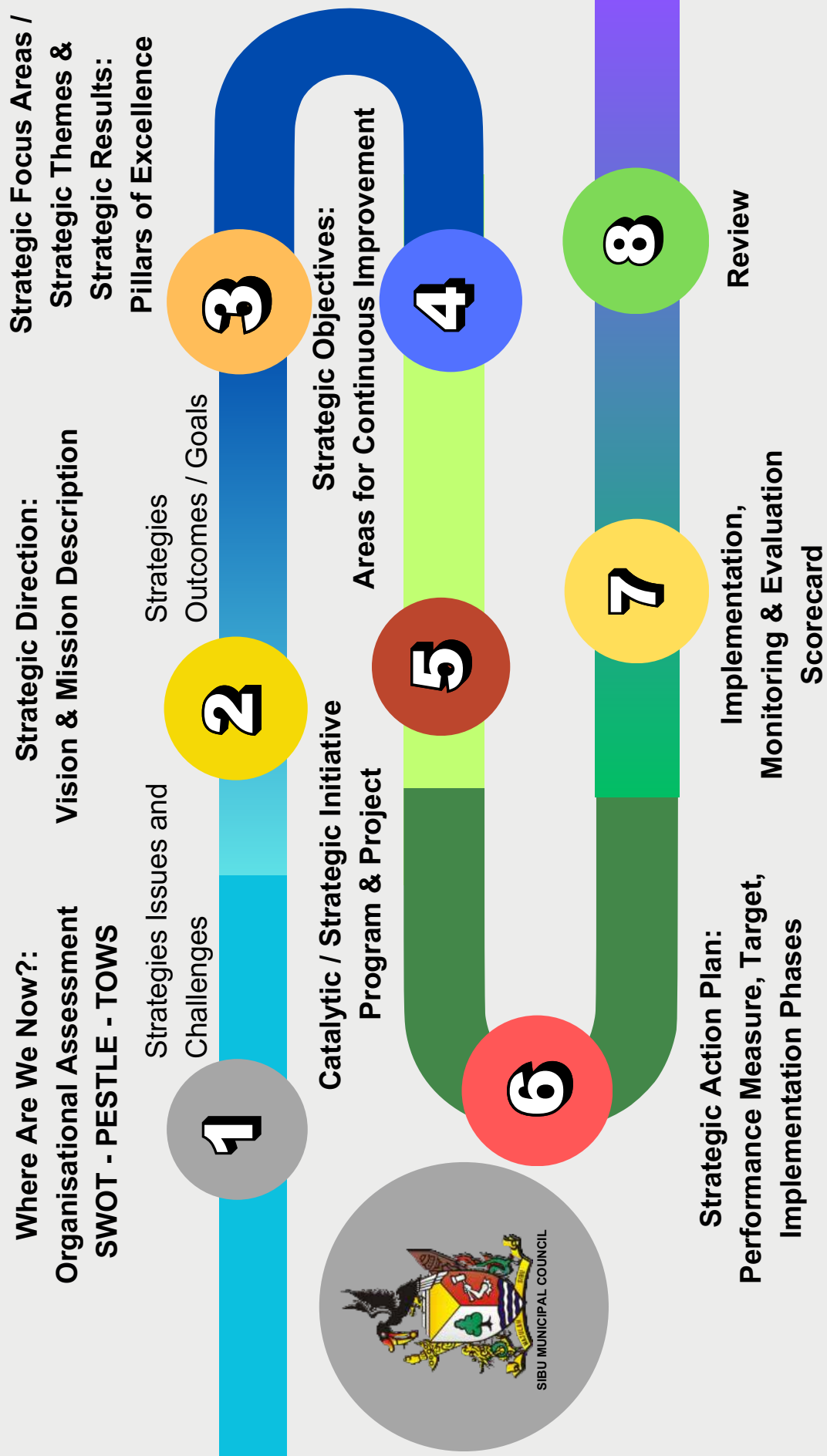
# **PART 3**

## **STRATEGIC DIRECTION 2023-2031**

## Strategic Outcomes 2023 – 2031

<b>HIGHER</b> <b>Trust of the Rakyat</b> <b>towards State</b> <b>Government</b>	<p>SMC success in offering and delivering rakyat-oriented service helps to enhance confidence and support towards the Sarawak Government.</p>
<b>GREATER</b> <b>Good Governance and</b> <b>Best Practices</b>	<p>Good governance and implementation of best practices in SMC enhance greater awareness and inculcate the importance of transparency and integrity as essential values in high performing organization.</p>
<b>HIGHER</b> <b>Productivity and Quality</b> <b>in Service Delivery</b>	<p>Optimum deployment of organizational resources towards delivering more efficient and effective programs and projects across the organization.</p>
<b>BETTER</b> <b>SMC Image</b>	<p>Successful implementation of strategic initiatives and achieving targets will enhance SMC corporate image as reliable and responsible government agency.</p>
<b>INCREASED</b> <b>Customers and</b> <b>Stakeholders</b> <b>Satisfaction</b>	<p>Better service delivery through competent workforce and effective work processes and systems enhanced customers and stakeholders' satisfactions.</p>
<b>HIGHER</b> <b>Level of Sustainable</b> <b>Living</b>	<p>A balanced based needs programs and projects eliminate disparity in socio-economic development between areas and communities within SMC jurisdiction.</p>

# STRATEGIC PLANNING FRAMEWORK

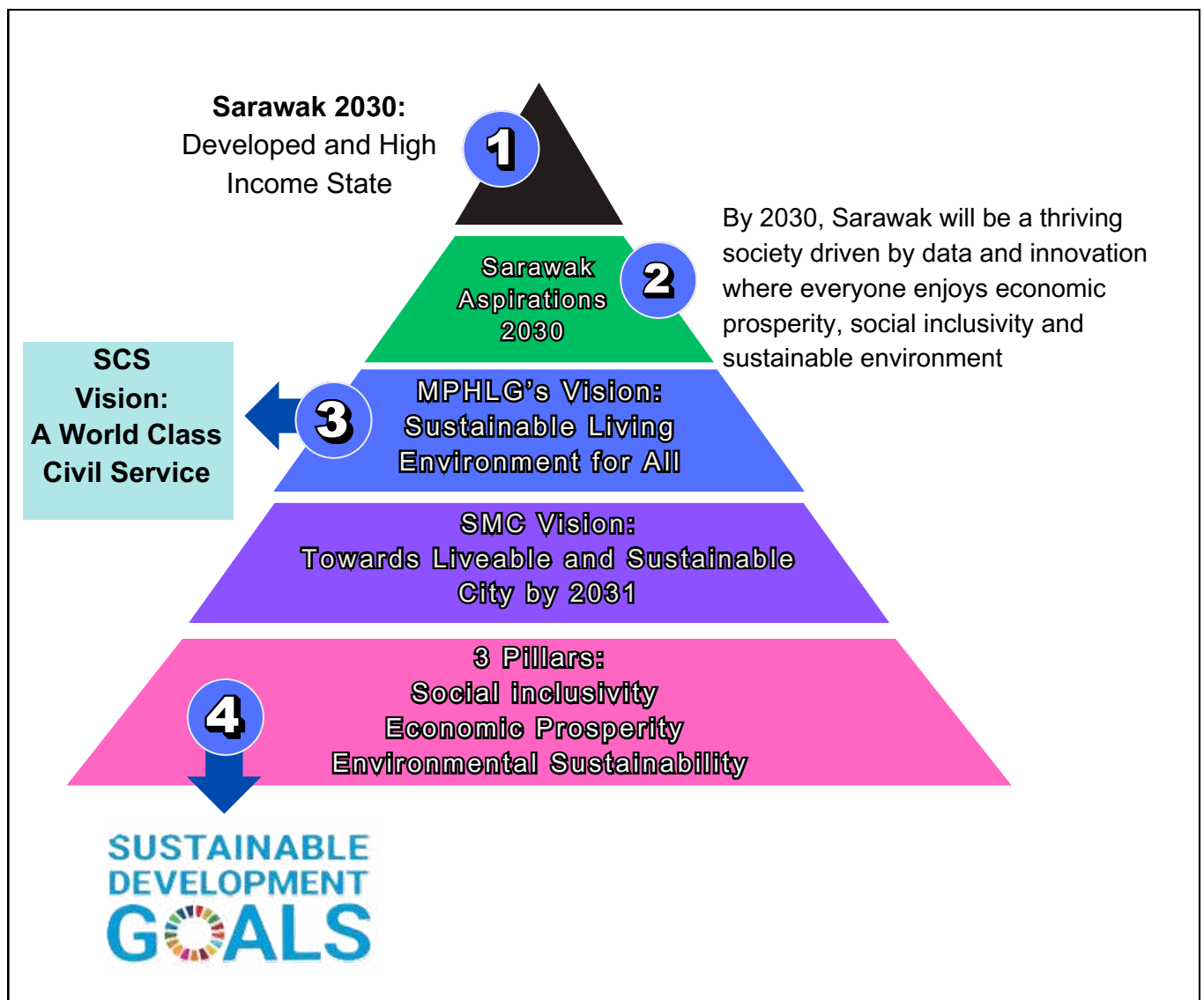


# STRATEGIC ALIGNMENT

SMC will continue to play crucial roles in the socio-economic development in providing quality municipal service, facilitating business and enhance sustainable living environment in Sibu District in many years to come. The period between the years 2023 – 2031 is crucial as it coincides with 12th Malaysia Plan, 13th Malaysia Plan and the journey towards transforming Sibu as socio-economically developed division by 2030.

The strategic direction of SMC in the next 8 years not only must be aligned to the vision of MPHLG, but also to the Sarawak Aspiration 2030 and the vision of Sarawak Civil Service. SMC 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

## SMC Strategic Alignment Framework





# SARAWAK 2030

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

## High Human Development: -

- Good health care
- Access to quality education
- Low child mortality rate
- High literacy rate

## Political Stability

- Low level of corruption
- People have high respect for the country's laws
- Good governance

## High per Capital Income:-

- Strong financial security
- High economic growth
- High income
- High standard of living

## Freedom

- Enjoy fundamental rights - rights to worship, settle anywhere within the country, marry, own land or property, and gain access to information regarding the governmental policies, etc

## Industrialization

- High rate of employment
- Greater access to excellent facilities and technical advancements
- High manufacturing rates
- High export over imports

## Better Living Standards

- High standards of living - high income, excellent health care, housing conditions, appropriate sanitation facilities, and access to education
- Equitable access to socio-economic facilities



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

**The Right Honourable Datuk Patinggi Tan Sri (Dr) Abang Haji Abdul Rahman Zohari Tun Abang Haji Openg, Premier of Sarawak**

# Sarawak Aspirations 2030

## 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 sustainable environment



### Thriving Society



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



### Driven by data and innovation



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



### Economic Prosperity



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



### Social Inclusivity



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



### Environmental Sustainability



- 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

# Ministry of Public Health, Housing and Local Government Sarawak

**Vision: -**

## **Sustainable Living Environment for All**



Everyone has access to good living environment; built, natural, social and functional, and those affecting the quality and circumstances of life, 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.

 <p><b>1 NO POVERTY</b></p> <p><b>No Poverty:</b> End poverty in all its forms everywhere.</p>	 <p><b>2 ZERO HUNGER</b></p> <p><b>Zero Hunger:</b> End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.</p>	 <p><b>3 GOOD HEALTH AND WELL-BEING</b></p> <p><b>Good Health and Well-Being:</b> Ensure healthy lives and promote well-being for all at all ages.</p>	 <p><b>4 QUALITY EDUCATION</b></p> <p><b>Quality Education:</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	 <p><b>5 GENDER EQUALITY</b></p> <p><b>Gender Equality:</b> Achieve gender equality and empower all women and girls</p>	 <p><b>6 CLEAN WATER AND SANITATION</b></p> <p><b>Good Health and Well-Being:</b> Ensure healthy lives and promote well-being for all at all ages.</p>
 <p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p> <p><b>Affordable and Clean Energy:</b> Ensure access to affordable, reliable, sustainable and modern energy for all.</p>	 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p> <p><b>Decent Work and Economic Growth:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	 <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p> <p><b>Industry, Innovation and Infrastructure:</b> Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.</p>	 <p><b>10 REDUCED INEQUALITIES</b></p> <p><b>Reduced Inequalities:</b> Inequality in the terms of income growth and inclusivity in social, economy, opportunity or other status</p>	 <p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b></p> <p><b>Sustainable Cities and Communities:</b> Inclusive, safe, resilient, and sustainable cities and human settlements.</p>	 <p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p> <p><b>Responsible Consumption and Production:</b> Ensure sustainable consumption and production patterns</p>
 <p><b>13 CLIMATE ACTION</b></p> <p><b>Climate Action:</b> Combat climate change and its impacts to build resilience in responding to climate related hazards and natural disasters.</p>	 <p><b>14 LIFE BELOW WATER</b></p> <p><b>Life Below Water:</b> Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p>	 <p><b>15 LIFE ON LAND</b></p> <p><b>Life On Land:</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>	 <p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b></p> <p><b>Peace, Justice and Strong Institutions:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	 <p><b>17 PARTNERSHIPS FOR THE GOALS</b></p> <p><b>Partnership for the Goals:</b> Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p>	 <p><b>SUSTAINABLE DEVELOPMENT GOALS</b></p>





# Vision

## TOWARDS LIVEABLE AND SUSTAINABLE CITY BY 2031



**Liveable City** – conducive, full of energy, activity and life thus making Sibü as preferred place to stay, live and do business.



**Sustainable City** – eco-friendly, healthy, clean and inclusive.





# Mission

We are committed to transform Sibü as liveable and sustainable city through strategic partnership with key stakeholders, innovation and good governance.



## 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.



## Innovation: -

Applying new processes, introducing new techniques and establishing new ideas to create new value.





**YBhg. Cr. Clarence Ting Ing Horh**  
**Chairman**  
**Sibu Municipal Council**

**“ The greatest challenge in achieving city status is making Sibu an attractive place – that will attract domestic and foreign investors that trigger rippling effects on economic sectors, boost economic activities and attract people to work and choose Sibu as a preferred city to live.”**

**- YBhg. Cr. Clarence Ting Ing Horh**

# LIVEABLE AND SUSTAINABLE SIBU CITY



## **Public transportation -**

Cost-efficient and accessible public transportation.

**Walkable and bikeable neighborhoods -**  
series of paths and bridges designed specifically  
for pedestrian and bikers.



## **Green buildings -**

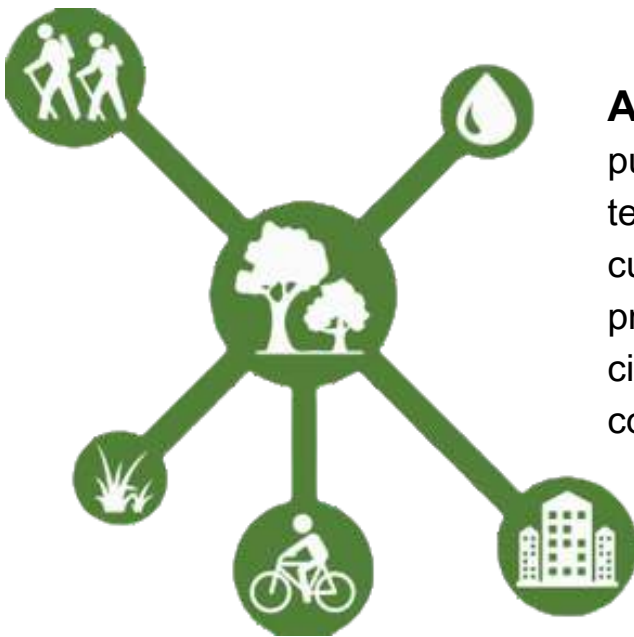
reduce carbon emissions and leverage on sustainable energy.

**Public green spaces -**  
adopting green infrastructure, parks,  
greenways and street trees.



## **Community development -**

availability of facilities and programs that support a healthy lifestyle for community members of all ages, that promote safety and well-being, and that foster community connection.



### **Accessible public facilities -**

public health care services, education, technology hubs, recreational facilities, cultural centres and sports facilities to promote diversity and inclusion at the city level and help build bonds within a community.

### **Thriving economy -**

economic prosperity with opportunities for business, investment, and employment, and includes a range of commercial facilities.



## Shared Values

The shared values are cornerstone of corporate culture and to be internalized and practiced by officers and staff in SMC. The 6 shared values laid down solid foundation to support pillars of excellence in delivering strategic results to the organization.

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

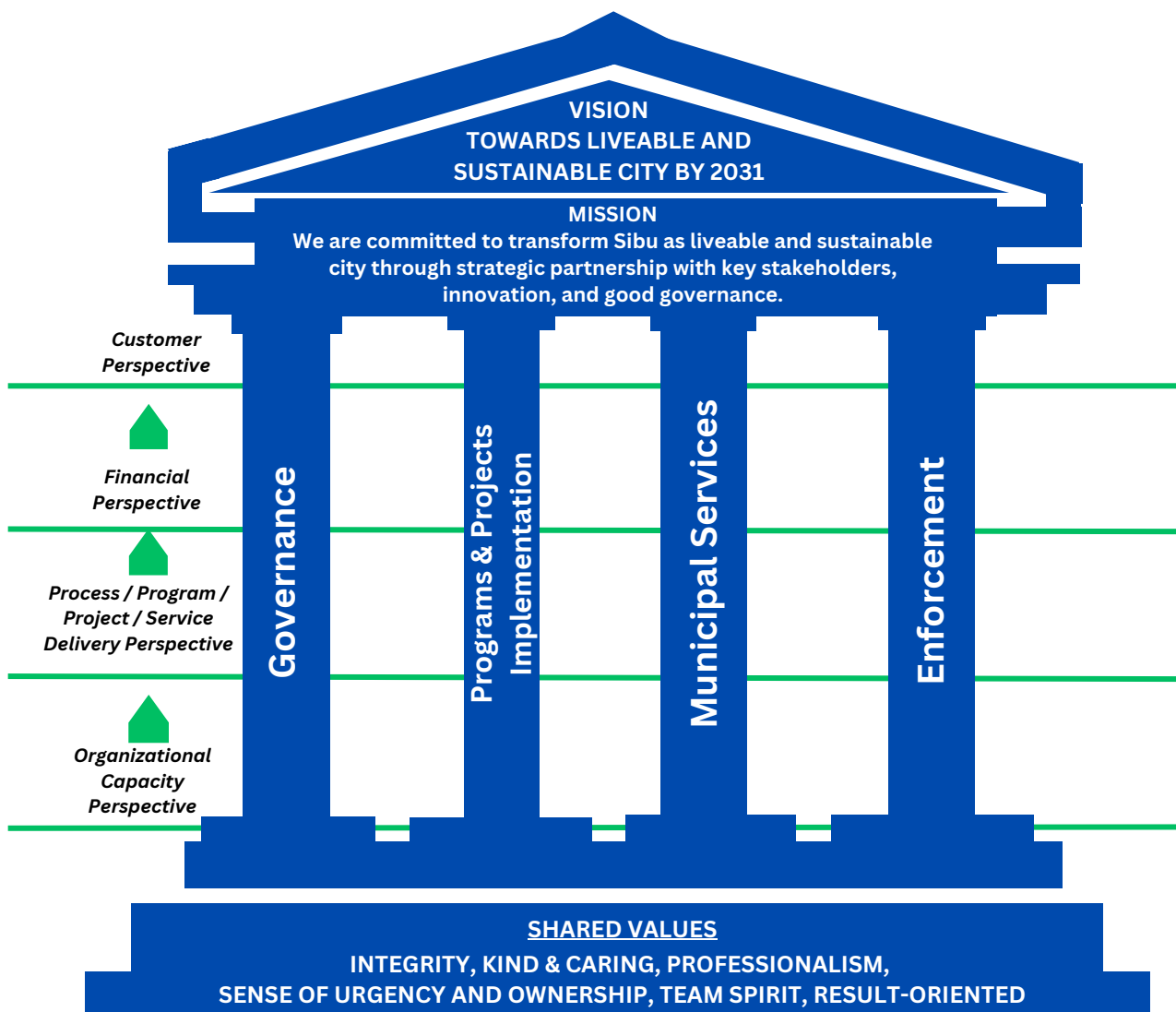
1. Promote efficient and effective service delivery
2. Enhance corporate culture in driving socio-economic development
3. Enhance quality of life in the society.
4. Inspire SMC staff to strive for excellence

<b>SMC - SCS Shared Values</b>	
<b>INTEGRITY</b>	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.
<b>KIND &amp; CARING</b>	We must respect our customers' feelings, civil servants are compassionate beings, and we are courteous and polite in our dealings
<b>PROFESSIONALISM</b>	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
<b>SENSE OF URGENCY AND OWNERSHIP</b>	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.
<b>TEAM SPIRIT</b>	BERSATU, BERUSAHA, and BERBAKTI We will achieve the plans of SCS10-20, Esprit de corps, we are one big family.
<b>RESULT-ORIENTED</b>	Zero defaults in our projects implemented, Plan and execute, we will prove our effectiveness, and be customer focused, serving the Rakyat as first.

## Strategic Themes

Strategic themes are the main, high-level strategies that form the transformation model for the SMC. 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.

### SMC Pillars of 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.







**SIBU MUNICIPAL COUNCIL**

# **PART 4**

## **GOVERNANCE**





Governance is crucial in delivering customers' satisfaction and achieving SMC's vision. Good governance will be achieved when every staff in SMC along the work processes achieved uninterrupted, delay or break downs in service delivery. This requires every staff to proactively responsible for their tasks and management team shift their focus from managing from day-to-day activities to focus on continuous innovation and working on activities that generate the growth of SMC as prime mover in the urban transformation and renewal of Sibul to achieve city status by 2031.

Governance can be achieved through continuous improvement on existing processes to reduce waste, quality improvement, increase productivity and leverage on human resource potential. It is an endless process in ensuring that every process is always at its height of efficiency. The application of best practices in SCS will help SMC to achieve continuous improvement in driving governance. This should be supported by staff competency development, prudent financial management, the use of digital technology from back to end of the service delivery and the practice of quality service culture throughout the organization.

## Strategic Results

Process innovation and execution excellence will ultimately deliver excellent service to customers of SMC. In other word, SMC will deliver customers' values (as in customers' value proposition) and meet the needs and expectation of every segment of customers that it serves. The rakyat of Sibul will benefit from programs and projects implemented by SMC and maintained its relevance as key catalyst in developing and transforming Sibul. In the context of SCS, operational excellence will drive the organization towards its vision alongside the SCS vision.

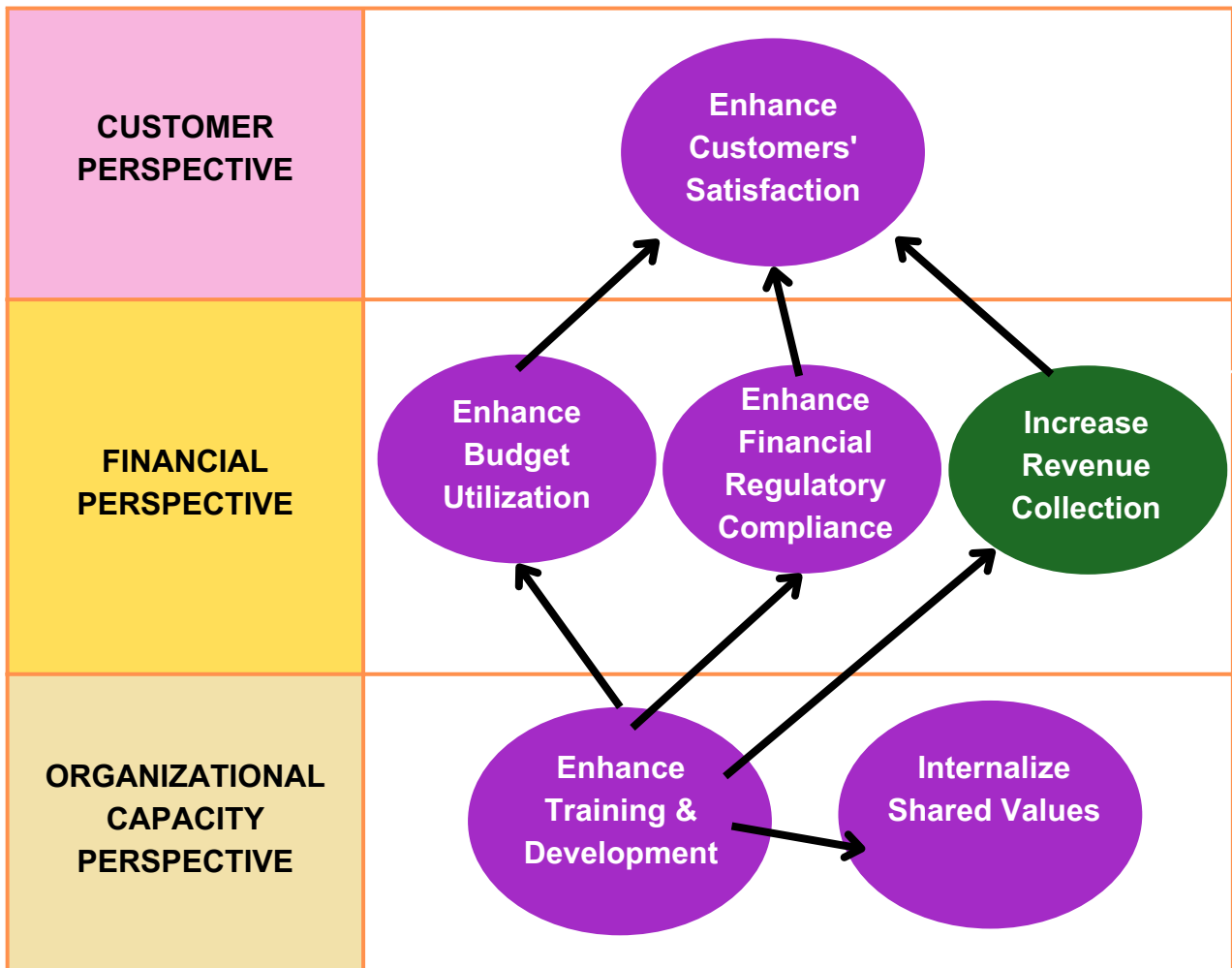
## Strategic Objective And Initiative

Strategic Objectives	Strategic Initiatives
<p><b>Enhance Customers' Satisfaction</b></p>	<ul style="list-style-type: none"> <li>• <b>Conduct customers survey for 8 Main Facilities (Public Library, Public Toilet Management, Swimming Pool Management, Maintenance of Public Park, Bus Terminal Management, Parking, Market Management and SMC's Counters at UTC):</b> <ul style="list-style-type: none"> <li>i) Analyze feedbacks (Hybrid) from survey forms/ comments, complaints and suggestions; and</li> <li>ii) Prepare Customers Survey Report (<i>Borang Laporan Pencapaian Bulanan Maklum Balas Pelanggan Majlis Perbandaran Sibul</i>) quarterly.</li> </ul> </li> </ul>
<p><b>Enhance Budget Utilization</b></p>	<ul style="list-style-type: none"> <li>• <b>Prudent financial management :</b> <ul style="list-style-type: none"> <li>i) Understand council's income and expenditure situation at all times</li> <li>ii) Spend within budgets</li> <li>iii) Implement financial planning</li> <li>iv) Optimum and efficient utilization of funds</li> </ul> </li> <li>• <b>Kindly refer to Official Memorandum JKM/UAD/600-3/1 jld 6(83) or minute sheet JKM/UAD/600-3/1 JLD 6 (82) dated 13 April 2018 from internal audit unit.</b></li> <li>• <b>Plan list for maintenance of road for current year.</b></li> <li>• <b>Spend within budget.</b></li> <li>• <b>Implement maintenance of road accordingly and compliance to LAFR &amp; other regulations/ circular.</b></li> </ul>

Strategic Objectives	Strategic Initiatives
<b>Enhance Financial Regulatory Compliance</b>	<ul style="list-style-type: none"> <li>• <b>Monitor compliance according to:</b> <ul style="list-style-type: none"> <li>i) LAFR;</li> <li>ii) Treasury Instruction;</li> <li>iii) Inspection of accounting records; and</li> <li>iv) MS ISO 9001:2015 Procedures.</li> </ul> </li> <li>• <b>Kindly refer to Official Memorandum JKM/UAD/600-3/1 JLD 6 (82) dated 13 April 2018 from Internal Audit Unit.</b></li> </ul>
<b>Increase Revenue Collection</b>	<ul style="list-style-type: none"> <li>• <b>Improve annual revenue :</b> <ul style="list-style-type: none"> <li>i) Improve billing efficiency, investment, council services &amp; cash-flow management;</li> <li>ii) Referencing and Assessment;</li> <li>iii) Mobile counter, promote online payment and other payment channels and stringent Revenue re-engineering (re-assessment exercise, enforcement of Ordinance and By-Laws, etc.);&amp;</li> <li>iv) Diversify other revenue sources (licensing, rental, etc.).</li> </ul> </li> <li>• <b>Collection of current year assessment rates</b></li> <li>• <b>Collection of arrears of assessment rates</b></li> </ul>
<b>Enhance Training and Development</b>	<ul style="list-style-type: none"> <li>• <b>Conduct TNA and any courses from MPH LG, KPKT &amp; Jabatan Premier Sarawak;</b></li> <li>• <b>Develop Staff Training Plan;</b></li> <li>• <b>Conduct generic and job specific training; and</b></li> <li>• <b>Provide training for staff.</b></li> <li>• <b>Kindly refer to Official Memorandum Surat Pekeliling Penjawatan Negeri Sarawak Bil. 5 Tahun 2016, (20)JKM/UPSM/57/500-2/12/JLD.1 dated 30 March 2016 from State Human Resource Unit, Chief Minister's Department.</b></li> </ul>
<b>Internalize shared values</b>	<ul style="list-style-type: none"> <li>• <b>Implementing culture shared value programs :</b> <ul style="list-style-type: none"> <li>i) Knowledge Sharing Session</li> <li>ii) Family Day</li> <li>iii) Sport Club activities</li> <li>iv) Appreciations/recognitions to staff</li> <li>v) Integrity programs</li> </ul> </li> <li>• <b>Kindly refer to Official Memorandum Surat Pekeliling Penjawatan Negeri Sarawak Bil. 24 Tahun 2016, (19)JKM/SHRU/EA/500-3/1/JLD.1 dated 30 November 2016 from State Human Resource Unit, Chief Minister's Department.</b></li> </ul>



## STRATEGIC MAP





**SIBU MUNICIPAL COUNCIL**

# **PART 5**

# **PROGRAMS & PROJECTS IMPLEMENTATION**



All people should have access to health, wellbeing, wealth, justice and opportunity. The implementation of programs and project allows SMC to support community within its jurisdiction by working with other government agencies, NGOs and private sector to improve the quality of community life. Liveable and sustainable city provide a place where people of diverse backgrounds feel welcome and safe, where every group has opportunities to participate, and prosperity is shared.

Through systematic programs and projects implementation, community will be empowered to manage its natural resources and human capital to meet current needs while ensuring that adequate resources are available for future generations.

## Infrastructure and Facilities

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

## Implementation Sustainable Development Goals (SDGs)

Environmental health - initiate programs and activities to reduce wastes in collaboration with various community based organisation and to provide communities with healthier environments.

To carry out grading to Council's licensed food premises and Council's public toilets and to carry out dog catching activities which in line with initiatives from Ministry of Public Health, Housing and Local Government Sawawak (MPHLG).

## Strategic Results

Programs and projects implementation helps to empower communities to become:

1. **Confident and knowledgeable** – community more confident in dealing with changes and issues surrounding them with increases skills, knowledge and ability to adapt, understand and respond to the situation and needs in the community.
2. **Inclusive** – enhance equality of opportunity and access to resources that are crucial to sustaining good relations between groups and people in the community.
3. **Organized** – people in the community are more effective by working together around the common issues and concerns in the community. .
4. **Cooperative** – better cooperation and supports within people and groups in the community.
5. **Social integration** – healthy, peaceful and harmonious co-existence among different groups of people in the community.
6. Thriving local business and trade.
7. Sustainable living.

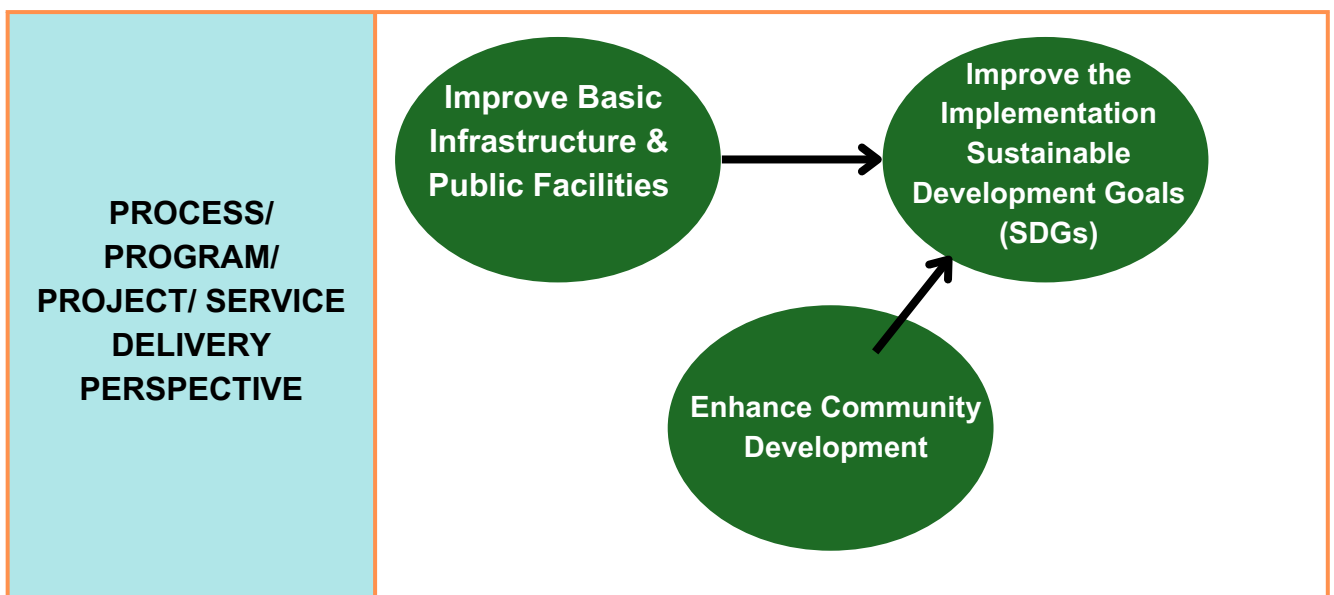
## Strategic Objective And Initiative

Strategic Objectives	Strategic Initiatives
<p><b>Improve Basic Infrastructure and Public Facilities</b></p>	<ul style="list-style-type: none"> <li>• <b>Project Management:</b> <ul style="list-style-type: none"> <li>i) Project RTP, BP1, MARRIS, PPKB, RMK-12, <i>Projek Rakyat</i>;</li> <li>ii) To have scheduled project monitoring meeting;</li> <li>iii) To submit progress report every month; and</li> <li>iv) Project completed in January to December of the year to be included in current year SCS Scorecard.</li> </ul> </li> <li>• <b>Safe Roads:</b> <ul style="list-style-type: none"> <li>i) Improvement of road;</li> <li>ii) Efficient road safety – road furniture and street lighting; and</li> <li>iii) Maintenance on Road Furniture and Street Lighting completed accordingly and compliance to LAFR &amp; other regulations/circular.</li> </ul> </li> <li>• <b>Sibu Traffic Master Plan Study</b></li> <li>• <b>Drainage Improvement/ Upgrading</b> <ul style="list-style-type: none"> <li>i) Maintenance and upgrading of drainage in Council's jurisdiction area</li> </ul> </li> <li>• <b>Sustainable &amp; Prudent Landscaping</b> <ul style="list-style-type: none"> <li>i) Sibu Urban Greening Master Plan Study (SUGMP)</li> <li>ii) Safe public space and facilities</li> </ul> </li> <li>• <b>Current year plan list for upgrading projects for:</b> <ul style="list-style-type: none"> <li>i) Hawkers' centre;</li> <li>ii) Markets; and</li> <li>iii) Council building.</li> </ul> </li> <li>• <b>Spend within budget</b></li> <li>• <b>Upgrading projects completed accordingly and compliance to LAFR &amp; other regulations/circular</b></li> <li>• <b>Project Compliance Management:</b> <ul style="list-style-type: none"> <li>i) Improve program and project monitoring</li> <li>ii) Improve monitoring of outsourced services</li> </ul> </li> <li>• <b>Government socio-economic development projects:</b> <ul style="list-style-type: none"> <li>i) Proposed New Sibu City Council Building</li> <li>ii) Sibu Smart City Project</li> </ul> </li> </ul>

Strategic Objectives	Strategic Initiatives
<p><b>Improve the Implementation Sustainable Development Goals (SDGs)</b></p>	<ul style="list-style-type: none"> <li>• Identified initiative SDGs program to implement and action plan</li> <li>• Initiative meeting and engagement to monitor the progress of SDGs program</li> <li>• Implement SDGs Program</li> <li>• To submit monthly report to MPH LG</li> <li>• To submit annual report to MPH LG</li> <li>• Recycling activities: <ul style="list-style-type: none"> <li>i) Collaboration with various community based organisation, NGO's, agencies &amp; recycling agent in organizing events/ initiative that involved recycling activity</li> <li>ii) Segregation of Waste Campaign (Household/learning institute etc.)</li> <li>iii) Waste to Wealth Campaign;</li> <li>iv) E-wastes Collection Campaign; and</li> <li>v) Recycling of green wastes for composting.</li> </ul> </li> <li>• To carry out licensed food premises grading, dog catching &amp; Council's public toilets grading which in line with MPH LG initiatives</li> <li>• Kindly refer to official memorandum, Ref. no.: MPH LG/PH/40 Jld 1 (44) dated 3 January 2023</li> </ul>
<p><b>Enhance Community Development</b></p>	<p><b>Aged-Friendly City &amp; Community (AFCC)</b></p> <ul style="list-style-type: none"> <li>• To work to improve the relationship between the environment and aged people.</li> <li>• To provide facilities and services that meet the needs of aged people.</li> <li>• Take steps to become more aged-friendly town.</li> </ul> <p><b>Child-Friendly Cities Initiative (CFCI)</b></p> <ul style="list-style-type: none"> <li>• To work to improve the relationship between the environment and children.</li> <li>• To provide facilities and services that meet the needs of children.</li> <li>• Take steps to become more child-friendly town.</li> </ul>

Strategic Objectives	Strategic Initiatives
<p><b>Enhance Community Development</b></p>	<p><b>Climate Change Initiative (CCI)</b></p> <ul style="list-style-type: none"> <li>• To organise and coordinate Climate Change Seminar and Workshop in Sibiu.</li> <li>• To do bench marking for climate change action initiatives.</li> <li>• To come out with Sibiu Climate Change Action Plan.</li> </ul>

## STRATEGIC MAP





**SIBU MUNICIPAL COUNCIL**

# **PART 6**

# **MUNICIPAL**

# **SERVICES**





Local Authorities Ordinance 1996 provides the scope of municipal services provided by SMC. Providing excellent municipal services is the expectation of every taxpayer and rakyat within the jurisdiction of SMC. In doing so, SMC need to be responsive to the emerging needs and expectations of the community. As SMC strives to transform Sibul into city status, the needs to deliver excellent municipal services is becoming more significant to fulfil the criteria of city status.

SMC approaches towards an excellent municipal services:

1. **Government Technology** – Technology wields the power to revolutionize the way municipal services are delivered. From better issue identification and visualization to more strategic planning and execution, technology enables every department to function more efficiently.
2. **Community Capacity Building** – helping communities to strengthen and sustain its ability to set and achieve socio-economic development.

## Strategic Objective And Initiative

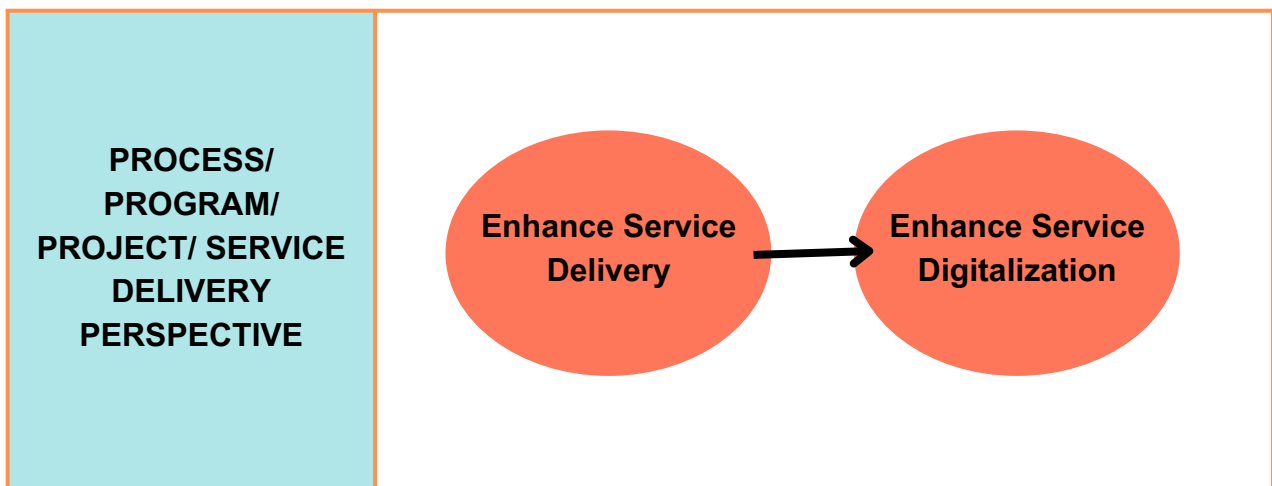
Strategic Objectives	Strategic Initiatives
Enhance Service Delivery	<ul style="list-style-type: none"> <li>• Improve delivery systems, processes, and procedures.</li> <li>• Review Customer Client Charter (Based on MS ISO 9001:2015/ Survey).</li> <li>• Monitoring of Complaints through weekly Helpdesk discussion to ensure all assigned cases are solved effectively.</li> <li>• To implement EKSA according to Garis Panduan Ekosistem Konduksif Sektor Awam (EKSA).</li> </ul>



## Strategic Objective And Initiative

Strategic Objectives	Strategic Initiatives
Enhance Service Digitalization	<ul style="list-style-type: none"> <li>• Improve delivery systems, processes, and procedures.</li> <li>• To create online services in order to enhance the effectiveness &amp; efficiency of municipal services.</li> <li>• To have digitized of external or internal services provided by Council which is applicable in the list of PBT Service by MPHLG. (Refer to official memorandum from MPHLG, Senarai Perkhidmatan PBT untuk rujukan SCS Scorecard Pihak Berkuasa Tempatan (PBT) (IP3M1 : Percentage of Digital Services Provided by Councils), Ref. No.: MPHLG/ICT/6/JLD3 (18) dated 3 April 2023.</li> </ul>

## STRATEGIC MAP





**SIBU MUNICIPAL COUNCIL**

# **PART 7**

# **ENFORCEMENT**



Enforcement of Local Authorities Ordinance, 1996, applicable laws and regulations to ensure safe, healthy, and sustainable living environment under SMC jurisdiction through:

1. Provision of advice and guidance to individuals, businesses or groups,
2. Proactive interventions including inspection and monitoring,
3. Reactive interventions for example to investigate complaints, and
4. Take actions such as issue warning, compound, summon and initiate legal action on offender.

## Strategic Results

Effective enforcement promotes an orderly, organized and conducive environment for trade, business and living.

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

## Strategic Objective And Initiative

Strategic Objectives	Strategic Initiatives
<p><b>Enhance Statutory and Regulatory Compliance</b></p>	<ul style="list-style-type: none"> <li>• <b>Inspection and monitoring</b> <ol style="list-style-type: none"> <li>i) Scheduled inspection</li> <li>ii) Joint inspection/ spot check</li> <li>iii) Patrol</li> </ol> </li> <li>• <b>Investigation and prosecution</b> <ol style="list-style-type: none"> <li>i) Compound, summons</li> <li>ii) Collecting evidence</li> <li>iii) Litigation/ Prosecution of offender in court</li> </ol> </li> </ul>

## STRATEGIC MAP







**SIBU MUNICIPAL COUNCIL**

# **PART 8**

## **CRITERIAS TO ACHIEVE CITY COUNCIL STATUS**



Aspiring to be a city by 2031 within 10 years requires quantum leap and major transformation taking place within SMC jurisdiction. Such great aspiration is not something that is impossible to accomplish when meeting all the mandatory criterias set by the government. Certainly, the next 10 years Sibul will experience major change in its socio-economic development for this to materialize. By focusing on growth as one of the pillars of excellence will accelerate efforts by SMC to achieve the city status by 2031.

## City Status

CRITERIAS		
Jurisdiction Area		Covering the administrative centre area of a state
Population		Not less than 500,000
Revenue Per Annum		With income from fiscally sustainable financial sources with an annual revenue of not less than RM100 million and is able to balance expenses
Municipal Services & Organizational Structure		<ul style="list-style-type: none"> <li>• High level of municipal services (Efficient &amp; Effective)</li> <li>• Strong organizational structure</li> </ul>
Urban Development		<p>Emphasizes on sustainable development as well as focusing on efforts to address municipal issues such as</p> <ul style="list-style-type: none"> <li>• Squatters</li> <li>• Illegal factory operations o Security</li> <li>• Housing for the low-income group; and</li> <li>• Environmental conservation</li> </ul> <p>Sustainable urban incentives as emphasized in the Malaysia Urban Indicator Network (MURNinet) System will also be taken into account.</p>

City Image/Identity		<ul style="list-style-type: none"> <li>• The formation of city image or identity that is appropriate to the function of the city and national culture that symbolizes history &amp; heritage</li> <li>• Areas and buildings that have unique historical, cultural, and architectural value and need to be preserved</li> </ul>
Industrial Centres Financial Institutions Business & Tourism Facilities Hotel Facilities Services Sector		<ul style="list-style-type: none"> <li>• With industrial centres, financial institutions and facilities to conduct business and trade to attract investors</li> <li>• This includes hotel facilities to encourage tourism &amp; business activities</li> <li>• Focus is on the growth of the services sector as well as the development of value- added and knowledge-oriented urban economic activities</li> </ul>
Educational Institutions		<p>With educational institutions complete with</p> <ul style="list-style-type: none"> <li>• Universities</li> <li>• Colleges</li> <li>• Museums</li> <li>• Public libraries</li> <li>• Convention Centre</li> <li>• Art and Gallery</li> </ul>
Cultural Activities		<ul style="list-style-type: none"> <li>• Centre on cultural activities, sports and leisure events as well as conventions at the national and international level</li> </ul>
Infrastructure & Public Utilities		<ul style="list-style-type: none"> <li>• Complete infrastructure facilities &amp; adequate public utilities including user-friendly public parks especially for the disabled</li> <li>• These include public transport facilities, efficient traffic management systems and road networks as well as ICT services</li> </ul>
Recognition		National or International Level of Recognition in line with its status as a city



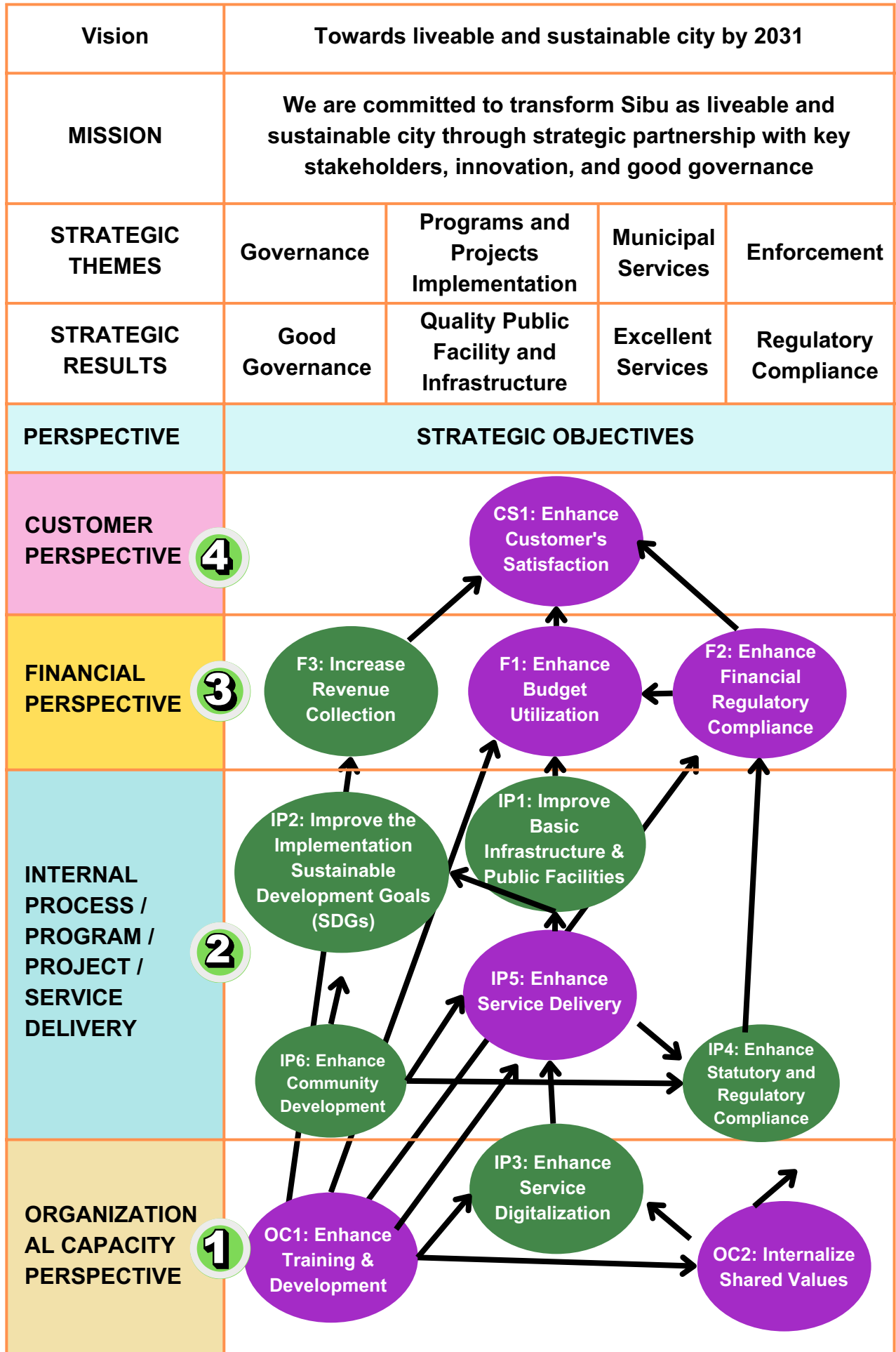


**SIBU MUNICIPAL COUNCIL**

# **PART 9**

# **IMPLEMENTATION AND DELIVERY**





Legend: ● Common ● Functional

The successful implementation of SMC Strategic Plan 2023 – 2031 is crucial in ensuring the organization moves alongside the Sarawak Aspirations 2030. Effective execution of strategic initiatives identified under every strategic objective not only deliver strategic results under the five strategic themes but will drive SMC closer in accomplishing its vision. The high-level strategy provides clear roadmap for the organization to move forward in the right direction. Organizational resources must be mobilized towards achieving results across four perspectives (organizational capacity, financial, customer and process/program/project/service delivery).

The strategic action plan translates the high-level strategy into actionable results with specific performance measures and targets to be accomplished within the 8 years period. To ensure rapid and effective delivery, a clear roles and governance structure to manage the strategic plan is essential. Councillors together with officers and staff from every division needs to work as one team and not operating in silo. While the core business of SMC is principally on municipal services, developing inclusive community is in sync with the strategic direction of Sarawak Government. The operational management of the organization that includes getting systems, processes continuously improved and the capacity of the organization rigorously developed plays important roles in positioning SMC as high performing organization.

The implementation of this strategic plan as strategic tool lies with the Municipal Secretary and the management team. As Chief Administrative Officer of SMC, it is the responsibility of the Municipal Secretary to align all organizational resources towards effectively executes the mission and achieves the vision.

## **Roles of Management Team**

Management team of SMC 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.

### **Alignment**

All divisions in SMC 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.

### **SCS Scorecard Committee**

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

- a. Monitor 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 Secretary (Transformation & Innovation) or Head of Management Services Division is responsible to:-

- a. Present the implementation and performance report to the Municipal Secretary.
- b. Update data and records related to the strategic plan.
- c. Monitor overall performance of the strategic plan using SMC SCS 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 management team and staff of SMC is very important in determining every strategic initiative identified in the plan could be implemented successfully.

## **Working Together as Team**

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

## **Support from Stakeholders and Communities**

Strategic collaboration with stakeholders and strategic engagement with communities will ensure more success and benefit gained from programs and projects outlined in the strategic action plan. SMC needs to continue working closely with local communities, NGOs and relevant strategic partners in leveraging support to its programs and projects.

## **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 SMC as responsible organization that is committed to improving the wellbeing of the rakyat and facilitating rapid economic growth within the next ten years.



## Evaluation Of The Strategic Plan

Changes inside and outside SMC require that the strategic plan be reviewed annually. The review and evaluation of the strategic plan should encompass the following:-

### 1.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 (2025) review of the strategic plan.

### 2.Strategic Initiative

Programs and projects intended to deliver continuous improvement in every strategic objective 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 2023 - 2031 shall be evaluated based on actual performance against targets using SMC Scorecard.

## Strategic Action Plan 2023 – 2031

Strategic Action Plan 2023 - 2031 laid down strategic initiatives to be implemented to accomplish strategic objective, key owners, strategic partners, budget estimates and annual KPI.

- 1.Strategic initiative - selected programs or projects identified and finalized by participants in the workshop for implementation.
- 2.Owner - Division/Section in SMC responsible for the successful implementation of strategic objective in the plan.
- 3.Strategic Partner - agency or institution that can effectively assist in the implementation.
- 4.Budget estimates - estimated budget involved in program/project implementation based on cost variables during the preparation of the plan.
- 5.KPI and Target - the KPIs measure the strategic objectives in achieving annual targets.

## STRATEGIC ACTION PLAN 2023 – 2031

### STRATEGIC THEME: GOVERNANCE

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET								
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030
Enhance Customers' Satisfaction	All HoDs	Customers	> Conduct customers survey for 8 Main Facilities (Public Library , Public Toilet Management, Swimming Pool Management, Maintenance of Public Park, Bus Terminal Management, Parking, Market Management and SMC's Counters at UTC) i) Analyze feedbacks (Hybrid) from survey forms/ comments, complaints and suggestions ii) Prepare Customers Survey Report (Borang Laporan Pencapaian Bulanan Maklum Balas Pelanggan Majlis Perbandaran SibU) quarterly.	Customers Satisfaction Rating	85%	85%	85%	85%	85%	85%	85%	85%

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET								
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030
Enhance Budget Utilization	All HoDs	MPHLG	<p>&gt; <b>Prudent financial management:</b></p> <p>i) Understand council's income and expenditure situation at all times</p> <p>ii) Spend within budgets</p> <p>iii) Implement financial planning</p> <p>iv) Optimum and efficient utilization of funds.</p> <p>&gt; <b>Kindly refer to Official Memorandum JKM/UAD/600-3/1 jld 6 (83) or minute sheet JKM/UAD/600-3/1 JLD 6(82) dated 13 April 2018 from Internal Audit AUnit.</b></p>	Percentage of Budget Utilization	95%	95%	95%	95%	95%	95%	95%	95%
				Percentage Utilization of MARRIS Fund (Maintenance of Road)	90%	90%	90%	90%	90%	90%	90%	90%
Enhance Financial Regulatory Compliance	All HoDs	UAD/MPHLG/JAN	<p>&gt; Monitor compliance according to:</p> <p>i) LAFR</p> <p>ii) Treasury Instruction</p> <p>iii) Inspection of accounting records</p> <p>iv) MS ISO 9001:2015 procedures.</p> <p><b>Kindly refer to Official Memorandum JKM/ UAD/ 600-3/ 1 JLD 6 (82) dated 13 April 2018 from Internal Audit Unit.</b></p>	Percentage of Electronic Compliance Self-Assessment (eCSA)	90%	90%	90%	90%	90%	90%	90%	90%

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performanc e Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Increase Revenue Collection	TRY	All HoDs	> Improve annual revenue : i) Improve billing efficiency, investment, council services & cash-flow management ; ii) Referencing and Assessment ; iii) Mobile counter, promote online payment and other payment channels and stringent Revenue re-engineering (re-assessment exercise, enforcement of Ordinance and By-Laws, etc.); and iv) Diversify other revenue sources (licensing, rental, etc.).	Percentage Increased in Revenue Collected (Other than Government Grant)	3%	3%	3%	3%	3%	3%	3%	3%	
	RPM	Rate Payers	> Collection of current year assessment rates	Percentage of Current Year Assessment Rates Collected	90%	90%	90%	90%	90%	90%	90%	90%	
			> Recover the arrears of assessment rates	Percentage of Assessment Arrears Collected	30%	30%	30%	30%	30%	30%	30%	30%	

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Enhance Training and Development	MSD	All HoDs	<ul style="list-style-type: none"> <li>&gt; Conduct TNA and any courses from MPH LG, KPKT &amp; Jabatan Premier Sarawak</li> <li>&gt; Develop Staff Training Plan</li> <li>&gt; Conduct generic and job specific training</li> <li>&gt; Provide training for staff.</li> <li>&gt; Kindly refer to Official Memorandum Surat Pekeliling Penjawatan Negeri Sarawak Bil. 5 Tahun 2016, (20)JKM/UPSM/57/500-2/12/JLD.1 dated 30 March 2016 from State Human Resource Unit, Chief Minister's Department.</li> </ul>	Percentage of all Staff Achieved Targeted SCS Training Hours Recorded in eLA2	95%	95%	95%	95%	95%	95%	95%	95%	95%
			<ul style="list-style-type: none"> <li>&gt; Implementing culture shared value programs:               <ul style="list-style-type: none"> <li>i) Knowledge Sharing Session</li> <li>ii) Family Day</li> <li>iii) Sport Club activities</li> <li>iv) Appreciations/ recognitions to staff</li> <li>v) Integrity programs</li> </ul> </li> <li>&gt; Kindly refer to official memorandum Surat Pekeliling Penjawatan Negeri Sarawak Bil. 24 Tahun 2016, (19)JKM/SHRU/EA/500-3/1/JLD.1 dated 30 November 2016 from State Human Resource Unit, Chief Minister's Department.</li> </ul>	Internal Culture Rating	80%	80%	80%	80%	80%	80%	80%	80%	80%
Internalize Shared Values													



## STRATEGIC ACTION PLAN 2023 – 2031

### STRATEGIC THEME: PROGRAMS AND PROJECTS IMPLEMENTATION

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Improve Basic Infrastructure and Public Facilities	PDD/ED	EPU/MPHLG/KPKT/Resident Office/LS/BCS	> <b>Project Management:</b> i) Project RTP, BP1, MARRIS, PPKB, RMK-12, <i>Projek Rakyat</i> ii) To have scheduled project monitoring meeting; iii) To submit progress report every month; and iv) Project completed in January to December of the year to be included in current year SCS Scorecard.	Percentage of Projects Implemented on Schedule	85%	90%	90%	90%	90%	95%	100%	100%	100%
	PDD/ED	MSD/TRY/LCU	> <b>Safe Roads:</b> i) Improvement of road; ii) Efficient road safety – road furniture and street lighting; and iii) Maintenance on Road Furniture and Street Lighting completed accordingly and compliance to LAFR & other regulations/circular.	Percentage of Scheduled Maintenance on Road Furniture and Street Lighting	90%	90%	90%	90%	90%	90%	90%	90%	90%

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET										
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Improve Basic Infrastructure and Public Facilities	ED	MPHLG/ PDD/ Contractor/ Developers/ Business/ Community / DID/ JKR	> Sibul Traffic Master Plan	Sibu Traffic Master Plan Study Progress								50%	50%	
			> Drainage Improvement/ Upgrading i) Maintenance and upgrading of drainage in Council's jurisdiction area	Percentage Progress of Improvement/ Upgrading of Council's Drainage (Target 150m per Year)	100%	100%	100%	100%	100%	100%	100%	100%	100%	
	LS	MPHLG/ PDD/ Contractor/ Developers/ Business/ Community	> Sustainable & Prudent Landscaping i) Sibul Urban Greening Master Plan (SUGMP) ii) Safe public space and facilities	Sibu Urban Greening Master Plan Study (SUGMP) Study Progress								50%	50%	
				Planting Progress for Planting Trees in Public Space (No. of Trees)			50 Trees	50 Trees	50 Trees	50 Trees	50 Trees	50 Trees	50 Trees	

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Improve Basic Infrastructure and Public Facilities	BCS	TRY/ LCU	> Current year plan list for upgrading projects for: i) Hawkers' centre; ii) Markets; & iii) Council building. > Spend within budget > Upgrading projects completed accordingly and compliance to LAFR & other regulations / circular.	No. of Upgrading Projects/ Maintenance of Hawker Centre, Market or Council Building (under Quotation & Tender only)	5	5	5	5	5	5	5	5	
				Percentage of all Annual Contracts Without Penalty	85%	85%	90%	90%	95%	95%	100%	100%	100%
	PDD	SPA/ SMA/ MPH/ LG/ PH/ Community / NGOs	Government socio-economic development project: i) Proposed New Sibul Council Building	Percentage of Scheduled Proposed New Sibul Council Building Project Completed									20%

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET										
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Improve Basic Infrastructure and Public Facilities	PDD	SPA/ SMA/ MPH LG/ PH/ Community y/ NGOs	Government socio-economic development project: ii) Sibul Smart City Project	Percentage of Scheduled Sibul Smart City Project Completed	KIV									
Improve the Implementation Sustainable Development Goals (SDGs)	CD/ PH/ LIB	MPH LG/ Community y/ NGOs	> Identified initiative SDGs program to implement and action plan > Initiative meeting and engagement to monitor the progress of SDGs program > Implement SDGs Program > To submit monthly report to MPH LG > To submit Annual Report to MPH LG.	Percentage of Completion Program aligned to Sustainable Development Goals (SDGs)	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Enhance Community Development	CD	MPH LG/ MSD/ Community y/ NGOs	Aged-Friendly City & Community (AFCC) • To work to improve the relationship between the environment and aged people. • To provide facilities and services that meet the needs of aged people. • Take steps to become more aged-friendly town.	Percentage of Planned Aged-Friendly Cities & Community Activities Implemented	Signing of Memorandum of Understanding - 50%  Establishment of Task Force (Technical Working)- 50%									

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Enhance Community Development	CD	MPHLG/ MSD/ Community/ NGOs	Child-Friendly Cities Initiative (CFCI) <ul style="list-style-type: none"><li>To work to improve the relationship between the environment and children.</li><li>To provide facilities and services that meet the needs of children.</li><li>Take steps to become more child-friendly town.</li></ul>	Percentage of Planned Child-Friendly Cities Initiative Activities Implemented	Signing of Memorandum of Understanding - 50%  Establishment of Task Force (Technical Working)- 50%								
			Climate Change Initiative (CCI) <ul style="list-style-type: none"><li>To organise and coordinate Climate Change Seminar and Workshop in Sibul.</li><li>To do benchmarking for climate change action initiatives.</li><li>To come out with Sibul Climate Change Action Plan.</li></ul>	Percentage of Planned Climate Change Initiative Activities Implemented	Seminar & Workshop - 100%								



Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Improve the Implementation Sustainable Development Goals (SDGs)	PH	MPHLG/ CD/ Community/ NGOs	<p>&gt; <b>Recycling activities:</b></p> <p>i) Collaboration with various community based organisation, NGO's, agencies &amp; recycling agent in organizing events / initiative that involved recycling activity</p> <p>ii) Segregation of Waste Campaign (Household/learning institute etc.)</p> <p>iii) Waste to Wealth Campaign</p> <p>iv) E-wastes Collection Campaign</p> <p>v) Recycling of green wastes for composting.</p>	Percentagen of Waste Recycled	2%	3%	4%	5%	6%	7%	8%	9%	10%
				Local Authority Public Health Indicators (LAPHI)	90%	90%	90%	90%	90%	90%	90%	90%	90%
Improve the Implementation Sustainable Development Goals (SDGs)	PH	MPHLG/ CD/ Community/ NGOs	<ul style="list-style-type: none"><li>To carry out licensed food premises grading, dog catching &amp; Council's public toilets grading which in line with MPHLG initiatives</li><li>Kindly refer to official memorandum, Ref. no.: MPHLG/PH/40 Jld 1 (44) dated 3 January 2023</li></ul>										

## STRATEGIC ACTION PLAN 2023 – 2031

## STRATEGIC THEME: MUNICIPAL SERVICES

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performanc e Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Enhance Service Delivery	MSD	All HoDs	> Improve delivery systems, processes, and procedures > Review Customer Client Charter (Based on MS ISO 9001:2015/ Survey)	Operational Efficient Rating (Client Charter Rating)	85%	85%	85%	85%	85%	85%	85%	85%	85%
	CD	All HoDs	>Monitoring of Complaints through weekly Helpdesk discussion to ensure all assigned cases are solved effectively	Percentage of Action Taken from Complaints Within 10 Working Days	90%	90%	90%	90%	90%	90%	90%	90%	90%

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Enhance Service Delivery	MSD	All HoDs	To implement EKSA according to Garis Panduan Ekosistem Konduksif Sektor Awam (EKSA)	EKSA Compliance	EKSA Guidelines - 50% Launching - 50%	First certification -100%	-	Re-certification - 100%	-	Re-certification - 100%	-	Re-certification - 100%	-
Enhance Service Digitalization	CD	CD	> Improve delivery systems, processes, and procedures > To create online services in order to enhance the effectiveness & efficiency of municipal services > To have digitized of external or internal services provided by Council which is applicable in the list of PBT Service by MPHLG	Percentage of Digital Services Provided by Council	85%	85%	85%	85%	85%	85%	85%	85%	85%

## STRATEGIC ACTION PLAN 2023 – 2031

### STRATEGIC THEME: ENFORCEMENT

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Enhance Statutory and Regulatory Compliance	ENF / LCU	PDD/ ED/ PS/ ED/ NGOs/ Government Agencies	>Inspection and monitoring: i) Scheduled inspection ii) Joint inspection/ spot check iii) Patrol	Percentage of Planned Inspection Carried Out in Enforcement Division	100%	100%	100%	100%	100%	100%	100%	100%	100%
				Percentage of Joint Inspection Done with Other Agencies	95%	100%	100%	100%	100%	100%	100%	100%	100%

Strategic Objective	Owner	Strategic Partner	Strategic Initiative	KPI / TARGET									
				Performance Measure	2023	2024	2025	2026	2027	2028	2029	2030	2031
Enhance Statutory and Regulatory Compliance	ENF / LCU	PDD/ ED/ LS/ BCS/ Parking Section (PS)/ Head of ED/NGOs / Government Agencies	> Investigation and prosecution i) Compound, summons ii) Collecting evidence iii) Litigation/ Prosecution of offender in court	Percentage of Compound Paid	30%	30%	30%	30%	30%	30%	30%	30%	30%
				Percentage of Investigation Paper (IP) to be Brought to Court	100%	100%	100%	100%	100%	100%	100%	100%	100%



# SMC - SDGs MATRIX 2023 - 2031

1	No Poverty	2	Zero Hunger	3	Good Health and Wellbeing													
4	Quality Education	5	Gender Equality	6	Clean Water and Sanitation													
7	Affordable And Clean Energy	8	Decent Work And Economic Growth	9	Industry, Innovation And Infrastructure													
10	Reduced Inequalities	11	Sustainable Cities And Communities	12	Responsible Consumption And Production													
13	Climate Action	14	Life Below Water	15	Life on Land													
16	Peace, Justice And Strong Institutions	17	Partnerships for the Goals															
STRATEGIC THEMES / STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES		SUSTAINABLE DEVELOPMENT GOALS																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
STRATEGIC THEME : GOVERNANCE																		
ENHANCE CUSTOMERS SATISFACTION																		
1. Conduct customers survey for 8 Main Facilities (Public Library , Public Toilet Management, Swimming Pool Management, Maintenance of Public Park, Bus Terminal Management, Parking, Market Management and SMC's Counters at UTC): i. Analyze feedbacks (Hybrid) from survey forms/ comments, complaints and suggestions. ii.Prepare Customers Survey Report ( <i>Borang Laporan Pencapaian Bulanan Maklum Balas Pelanggan Majlis Perbandaran Sibu</i> ) quarterly.																		
ENHANCE BUDGET UTILIZATION																		
1. Prudent financial management : i.Understand council's income and expenditure situation at all times. ii.Spend within budgets iii.Implement financial planning iv.Optimum and efficient utilization of funds 2. Kindly refer to Official Memorandum JKM/ UAD/600- 3/1 jld 6(83) or minute sheet JKM/UAD/600-3/1 JLD 6 (82) dated 13 April 2018 from Internal Audit Unit.																		

STRATEGIC THEMES / STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES		SUSTAINABLE DEVELOPMENT GOALS															
		1	2	3	4	5	6	7	9	10	11	12	13	14	15	16	17
STRATEGIC THEME : GOVERNANCE																	
ENHANCE BUDGET UTILIZATION																	
2. Plan list for maintenance of road for current year																	
3. Spend within budget																	
4. Implement maintenance of road accordingly and compliance to LAFR & other regulations/ circular																	
ENHANCE FINANCIAL REGULATORY COMPLIANCE																	
1. Monitor compliance according to:- i. LAFR ii. Treasury Instruction; iii. Inspection of accounting records iv. MS ISO 9001:2015 procedures Kindly refer to official memorandum JKM/UAD/600-3/1 JLD 6 (82) dated 13 April 2018 from internal audit unit.																	
INCREASE REVENUE COLLECTION																	
1. Improve annual revenue : i. Improve billing efficiency, investment, council services & cash-flow management ii. Referencing and Assessment iii. Mobile counter, promote online payment and other payment channels and stringent Revenue re-engineering (re-assessment exercise, enforcement of Ordinance and By Laws, etc.). iv. Diversify other revenue sources (licensing, rental, etc.)																	
2. Collection of current year assessment rates																	
3. Recover the arrears of assessment rates																	

STRATEGIC THEMES / STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES	SUSTAINABLE DEVELOPMENT GOALS																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>STRATEGIC THEME : GOVERNANCE</b>																	
<b>ENHANCE TRAINING AND DEVELOPMENT</b>																	
1. Conduct TNA and any courses from MPH LG, KP KT & Jabatan Premier Sarawak 2. Develop Staff Training Plan 3. Conduct generic and job specific training 4. Provide training for staff Kindly refer to official memorandum Surat Pekeliling Penjawatan Negeri Sarawak Bil.5 Tahun 2016, (20)JKM/UPSM/57/500-2/12/JLD.1 dated 30 March 2016 from State Human Resource Unit, Chief Minister's Department.																	
<b>INTERNALIZE SHARED VALUES</b>																	
1. Implementing culture shared value programs: i. Knowledge Sharing Session ii. Family day iii. Sports club activities iv. Appreciations/ recognitions to staff v. Integrity programs Kindly refer to official memorandum Pekeliling Penjawatan Negeri Sarawak Bil. 24 Tahun 2016, (19)/JKM/SHRU/EA/500-3/1/JLD.1 dated 30 November 2016 from State Human Resource Unit, Chief Minister's Department.																	
<b>STRATEGIC THEME : PROGRAMS AND PROJECTS IMPLEMENTATION</b>																	
<b>IMPROVE BASIC INFRASTRUCTURE AND PUBLIC FACILITIES</b>																	
1. Project Management: i. Project RTP, BP1, MARRIS, PPKB, RMK-12, Projek Rakyat ii. To have scheduled project monitoring meeting iii. To submit progress report every month iv. Project completed in January to December of the year to be included in current year SCS Scorecard																	

STRATEGIC THEMES / STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES	SUSTAINABLE DEVELOPMENT GOALS																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
STRATEGIC THEME : PROGRAMS AND PROJECTS IMPLEMENTATION																	
IMPROVE BASIC INFRASTRUCTURE AND PUBLIC FACILITIES																	
Sibu Traffic Master Plan																	
Drainage Improvement/ Upgrading i) Maintenance and upgrading of drainage in Council's jurisdiction area																	
Sustainable & Prudent Landscaping i) Sibu Urban Greening Master Plan (SUGMP) ii) Safe public space and facilities																	
Current year plan list for upgrading projects for i. Hawkers' centre ii. Markets iii. Council building • Spend within budget • Upgrading projects completed accordingly and compliance to LAFR & other regulations circular																	
Project Compliance Management: i) Improve program and project monitoring; and ii) Improve monitoring of outsourced services																	
Government Socio-economic Development Project: i) Proposed New Sibu Council Building ii) Sibu Smart City Project																	
• Identified initiative SDGs program to implement and action plan • Initiative meeting and engagement to monitor the progress of SDGs program • Implement SDGs Program • To submit monthly report to MPH LG • To submit Annual Report to MPH LG																	

STRATEGIC THEMES / STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES	SUSTAINABLE DEVELOPMENT GOALS																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
STRATEGIC THEME : PROGRAMS AND PROJECTS IMPLEMENTATION																	
IMPROVE BASIC INFRASTRUCTURE AND PUBLIC FACILITIES																	
<b>Aged-Friendly City &amp; Community (AFCC)</b> <ul style="list-style-type: none"> <li>To work to improve the relationship between the environment and aged people.</li> <li>To provide facilities and services that meet the needs of aged people.</li> <li>Take steps to become more aged-friendly town.</li> </ul>																	
<b>Child-Friendly Cities Initiative (CFCI)</b> <ul style="list-style-type: none"> <li>To work to improve the relationship between the environment and children.</li> <li>To provide facilities and services that meet the needs of children.</li> <li>Take steps to become more child-friendly town.</li> </ul>																	
<b>Climate Change Initiative (CCI)</b> <ul style="list-style-type: none"> <li>To organise and coordinate Climate Change Seminar and Workshop in Sibul.</li> <li>To do bench marking for climate change action initiatives.</li> <li>To come out with Sibul Climate Change Action Plan.</li> </ul>																	



STRATEGIC THEMES / STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES	SUSTAINABLE DEVELOPMENT GOALS																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>STRATEGIC THEME : PROGRAMS AND PROJECTS IMPLEMENTATION</b>																	
<b>IMPROVE BASIC INFRASTRUCTURE AND PUBLIC FACILITIES</b>																	
<b>Recycling activities:</b> i. Collaboration with various community based organisation, NGO's agencies & recycling agent in organizing events / initiative that involved recycling activity; ii. Segregation of Waste Campaign (Household/learning institute etc.) iii. Waste to Wealth Campaign; iv. E-wastes Collection Campaign; and v. Recycling of green wastes for composting.																	
<ul style="list-style-type: none"> <li>To carry out licensed food premises grading, dog catching &amp; Council's public toilets grading which in line with MPH LG initiatives</li> <li>Kindly refer to official memorandum, Ref. no.: MPH LG/PH/40 Jld 1 (44) dated 3 January 2023</li> </ul>																	
<b>STRATEGIC THEME : MUNICIPAL SERVICES</b>																	
<b>Enhance Service Delivery</b>																	
1. Improve delivery systems, processes, and procedures [Operational Efficient Rating (Client Charter)] 2.Review Customer Client Charter (Based on MS ISO 9001:2015/Survey) 3. Monitoring of Complaints through weekly Helpdesk discussion to ensure all assigned cases are solved effectively 4. To implement EKSA according to Garis Panduan Ekosistem Konduksif Sektor Awam (EKSA)																	

STRATEGIC THEMES / STRATEGIC OBJECTIVES/ STRATEGIC INITIATIVES	SUSTAINABLE DEVELOPMENT GOALS																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>STRATEGIC THEME : MUNICIPAL SERVICES</b>																	
<b>ENHANCE SERVICE DIGITALIZATION</b>																	
1. Improve delivery systems, processes, and procedures 2. To create online services in order to enhance the effectiveness & efficiency of municipal services 3. To have digitized of external or internal services provided by Council which is applicable in the list of PBT Service by MPH LG (Refer to official memorandum from MPH LG, Senarai Perkhidmatan PBT untuk rujukan SCS Scorecard Pihak Berkuasa Tempatan (PBT) (IP3M1: Percentage of Digital Services Provided by Councils), Ref. No.: MPH LG/ICT/6/JLD3 (18) dated 3 April 2023.																	
<b>STRATEGIC THEME : ENFORCEMENT</b>																	
<b>ENHANCE STATUTORY AND REGULATORY COMPLIANCE</b>																	
<b>1. Inspection and monitoring</b> i. Scheduled inspection ii. Joint inspection / spot check and Patrol																	
<b>2. Investigation and prosecution</b> i. Compound, summons ii. Collecting evidence iii. Litigation / Prosecution of offender in court																	



**SIBU MUNICIPAL COUNCIL**

# SMC CORPORATE SCORECARD

## CORPORATE SCS SCORECARD YEAR: 2023

VISION	Towards Liveable and Sustainable City by 2031			
MISSION	We are Committed to Transform Sibü as Liveable and Sustainable City through Strategic Partnership with Key Stakeholders, Innovation, and Good Governance			
STRATEGIC THEME (S)	Governance	Programs & Projects Implementation	Municipal Services	Enforcement
STRATEGIC RESULT (S)	Good Governance	Quality Public Facility and Infrastructure	Excellent Services	Regulatory Compliance
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
CUSTOMER PERSPECTIVE (30%)				
CS1: Enhance Customers' Satisfaction (30%)	CS1M1: Customers Satisfaction Rating	30 %	80/85/90	<ul style="list-style-type: none"> <li>Conduct customers survey for 8 Main Facilities (Public Library, Public Toilet Management, Swimming Pool Management, Maintenance of Public Park, Bus Terminal Management, Parking, Market Management and SMC's Counters at UTC):                             <ul style="list-style-type: none"> <li>Analyze feedbacks (Hybrid) from survey forms/ comments, complaints and suggestions; and</li> <li>Prepare Customers Survey Report (Borang Laporan Pencapaian Bulanan Maklum Balas Pelanggan Majlis Perbandaran Sibü) quarterly.</li> </ul> </li> </ul>



STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
<b>FINANCIAL PERSPECTIVE (15%)</b>				
<b>F1: Enhance Budget Utilization (6%)</b>	<b>F1M1: Percentage of Budget Utilization</b>	<b>3 %</b>	<b>90/95/100</b>	<ul style="list-style-type: none"> <li>Prudent financial management:               <ul style="list-style-type: none"> <li>Understand council's income and expenditure situation at all times;</li> <li>Spend within budgets;</li> <li>Implement financial planning; and</li> <li>Optimum and efficient utilization of funds.</li> </ul> </li> <li>Kindly refer to official memorandum JKM/UAD/600-3/1 jld 6(83) or minute sheet JKM/UAD/600-3/1 JLD 6 (82) dated 13 April 2018 from internal audit unit.</li> </ul>
	<b>F1M2: Percentage Utilization of MARRIS Fund (Maintenance of Road)</b>	<b>3 %</b>	<b>85/90/95</b>	<ul style="list-style-type: none"> <li>Plan list for maintenance of road for current year;</li> <li>Spend within budget; and</li> <li>Implement maintenance of road accordingly and compliance to LAFR &amp; other regulations/circular.</li> </ul>
<b>F2: Enhance Financial Regulatory Compliance (3%)</b>	<b>F2M1: Percentage of Electronic Compliance Self-Assessment (eCSA)</b>	<b>3 %</b>	<b>85/90/95</b>	<ul style="list-style-type: none"> <li>Monitor compliance according to:               <ul style="list-style-type: none"> <li>LAFR;</li> <li>Treasury Instruction;</li> <li>Inspection of accounting records; and</li> <li>MS ISO 9001 : 2015 Procedures.</li> </ul> </li> <li>Kindly refer to official memorandum JKM/UAD/600-3/1 JLD 6 (82) dated 13 April 2018 from internal audit unit.</li> </ul>



STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
F3 : Increase Revenue Collection (6%)	F3M1 : Percentage Increased in Revenue Collected (Other than Government Grant)	2 %	2/3/4	<ul style="list-style-type: none"> <li>Improve Annual Revenue: <ul style="list-style-type: none"> <li>Improve billing efficiency, investment, council services &amp; cash-flow management;</li> <li>Referencing and Assessment;</li> <li>Mobile counter, promote online payment and other payment channels and stringent Revenue re-engineering (re-assessment exercise, enforcement of Ordinance and By-Laws, etc.); and</li> <li>Diversify other revenue sources (licensing, rental, etc.).</li> </ul> </li> </ul>
	F3M2: Percentage of Current Year Assessment Rates Collected	2 %	85/90/95	<ul style="list-style-type: none"> <li>Collection of current year assessment rates</li> </ul>
	F3M3: Percentage of Assessment Arrears Collected	2 %	25/30/35	<ul style="list-style-type: none"> <li>Recover the arrears of assessment rates</li> </ul>

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
<b>PROCESS/ PROGRAM/ PROJECT/ SERVICE DELIVERY PERSPECTIVE (40%)</b>				
<b>IP1: Improve Basic Infrastructure and Public Facilities (10%)</b>	<b>IP1M1: Percentage of Projects Implemented on Schedule</b>	<b>3 %</b>	<b>80/85/90</b>	<ul style="list-style-type: none"> <li>Project Management:               <ol style="list-style-type: none"> <li>1. Project RTP, BP1, MARRIS, PPKB, RMK-12, <i>Projek Rakyat</i>;</li> <li>2. To have scheduled project monitoring meeting;</li> <li>3. To submit progress report every month; and</li> <li>4. Project completed in January to December of the year to be included in current year SCS Scorecard.</li> </ol> </li> </ul>
	<b>IP1M2: Percentage of Scheduled Maintenance on Road Furniture and Street Lighting</b>	<b>3 %</b>	<b>85/90/95</b>	<ul style="list-style-type: none"> <li>Safe Roads               <ul style="list-style-type: none"> <li>Improvement of road;</li> <li>Efficient road safety – road furniture and street lighting; and</li> <li>Maintenance on Road Furniture and Street Lighting completed accordingly and compliance to LAFR &amp; other regulations/circular.</li> </ul> </li> </ul>
	<b>IP1M3: No. of Upgrading Projects/ Maintenance of Hawker Centre, Market or Council Building (Under Quotation &amp; Tender Only)</b>	<b>2 %</b>	<b>4/5/6</b>	<ul style="list-style-type: none"> <li>Current year plan list for upgrading projects for:               <ul style="list-style-type: none"> <li>Hawkers' centre;</li> <li>Markets; &amp;</li> <li>Council building.</li> </ul> </li> <li>Spend within budget</li> <li>Upgrading projects completed accordingly and compliance to LAFR &amp; other regulations/circular.</li> </ul>

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
<b>IP1:</b> Improve Basic Infrastructure and Public Facilities  <b>IP2 :</b> Improve the Implementation Sustainable Development Goals (SDGs) (9%)	<b>IP1M4:</b> Percentage of all Annual Contracts Without Penalty	2 %	80/85/90	<ul style="list-style-type: none"> <li>Project Compliance Management:               <ul style="list-style-type: none"> <li>Improve program and project monitoring; and</li> <li>Improve monitoring of outsourced services.</li> </ul> </li> </ul>
	<b>IP2M1:</b> Percentage of Completion of Program aligned to Sustainable Development Goals (SDGs)	3 %	80/85/90	<ul style="list-style-type: none"> <li>Identified initiative SDGs program to implement and action plan;</li> <li>Initiative meeting and engagement to monitor the progress of SDGs program;</li> <li>Implement SDGs Program;</li> <li>To submit monthly report to MPH LG; and</li> <li>To submit Annual Report to MPH LG.</li> </ul>
	<b>IP2M2:</b> Percentage of Waste Recycled	3 %	1/2/3	<ul style="list-style-type: none"> <li>Recycling activities:               <ol style="list-style-type: none"> <li>Collaboration with various community based organisation, NGO's, agencies &amp; recycling agent in organizing events / initiative that involved recycling activity;</li> <li>Segregation of Waste Campaign (Household/learning institute etc.);</li> <li>Waste to Wealth Campaign;</li> <li>E-wastes Collection Campaign; and</li> <li>Recycling of green wastes for composting.</li> </ol> </li> </ul>

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
IP2 : Improve the Implementation Sustainable Development Goals (SDGs)	IP2M3: Local Authority Public Health Indicators (LAPHI)	3 %	85/90/95	<ul style="list-style-type: none"> <li>To carry out licensed food premises grading, dog catching &amp; Council's public toilets grading which in line with MPHGLG initiatives</li> <li>Kindly refer to official memorandum, Ref. no.: MPHGLG/PH/40 Jld 1 (44) dated 3 January 2023</li> </ul>
IP3 : Enhance Service Digitalization (3%)	IP3M1: Percentage of Digital Services Provided by Council	3 %	80/85/90	<ul style="list-style-type: none"> <li>Improve delivery systems, processes, and procedures.</li> <li>To create online services in order to enhance the effectiveness &amp; efficiency of municipal services.</li> <li>To have digitized of external or internal services provided by Council which is applicable in the list of PBT Service by MPHGLG (Refer to official memorandum from MPHGLG, SenaraiPerkhidmatan PBT untuk rujukan SCS Scorecard Pihak BerkuasaTempatan (PBT) (IP3M1 : Percentage of Digital Services Provided by Councils), Ref. No.: MPHGLG/ICT/6/JLD3 (18) dated 3 April 2023.</li> </ul>
IP4 : Enhance Statutory and Regulatory Compliance (12%)	IP4M1: Percentage of Planned Inspection Carried Out in Enforcement Division	3 %	95/100/100	<p>Inspection and monitoring :</p> <ul style="list-style-type: none"> <li>Scheduled inspection;</li> <li>Joint inspection/spot check; and</li> <li>Patrol.</li> </ul>

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
IP4 : Enhance Statutory and Regulatory Compliance	IP4M2: Percentage of Joint Inspection Done with Other Agencies	3 %	90/95/100	Inspection and monitoring : <ul style="list-style-type: none"> <li>• Scheduled inspection;</li> <li>• Joint inspection/spot check; and</li> <li>• Patrol.</li> </ul>
	IP4M3: Percentage of Compound Paid	3 %	20/30/40	Investigation and prosecution : <ul style="list-style-type: none"> <li>• Compound, summons;</li> <li>• Collecting evidence; and</li> <li>• Litigation/ Prosecution of offender in court.</li> </ul>
	IP4M4: Percentage of Investigation Paper (IP) on Illegal Parking Offences to be Completed and brought to Court	3 %	95/100/100	
IP5 : Enhance Service Delivery (6%)	IP5M1: Operational Efficiency Rating (Client Charter)	3 %	80/85/90	<ul style="list-style-type: none"> <li>• Improve delivery systems, processes, and procedures</li> <li>• Review Customer Client Charter (Based on MS ISO 9001:2015/ Survey)</li> </ul>



STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPIs)	WEIGHTAGE	TARGET (IV/T/ST)	STRATEGIC INITIATIVES
IP5 : Enhance Service Delivery	IP5M2: Percentage of Action Taken on Complaints Within 10 Working Days	3 %	85/90/95	<ul style="list-style-type: none"> <li>Monitoring of complaints through weekly Helpdesk discussion to ensure all assigned cases are solved effectively</li> </ul>
ORGANIZATIONAL CAPACITY PERSPECTIVE (15%)				
OC1: Enhance Training & Development (7.5%)	OC1M1: Percentage of all Staff Achieved Targeted SCS Training Hours Recorded in eLA2	7.50 %	90/95/100	<ul style="list-style-type: none"> <li>1. Conduct TNA and any courses from MPHILG, KPKT &amp; Jabatan Premier Sarawak;</li> <li>2. Develop Staff Training Plan;</li> <li>3. Conduct generic and job specific training; and</li> <li>4. Provide training for staff.</li> <li>5. Kindly refer to official memorandum Surat Pekeliling Penjawatan Negeri Sarawak Bil. 5 Tahun 2016, (20)JKM/UPSM/57/500-2/12/JLD.1 dated 30 March 2016 from State Human Resource Unit, Chief Minister's Department.</li> </ul>
OC2 : Internalize Shared Values (7.5%)	OC2M1: Internal Culture Rating	7.50 %	75/80/85	<ul style="list-style-type: none"> <li>Implementing culture shared value programs:               <ol style="list-style-type: none"> <li>1. Knowledge Sharing Session;</li> <li>2. Family day;</li> <li>3. Sports club activities;</li> <li>4. Appreciations/ recognitions to staff; and</li> <li>5. Integrity Programs.</li> </ol> </li> <li>Kindly refer to official memorandum Pekeliling Penjawatan Negeri Sarawak Bil. 24 Tahun 2016, (19)JKM/SHRU/EA/500-3/1/JLD.1 dated 30 November 2016 from State Human Resource Unit, Chief Minister's Department.</li> </ul>

## APPENDIX A:

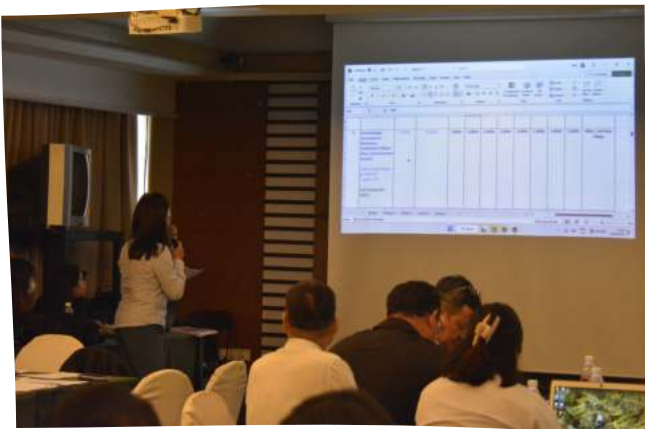
### SIBU MUNICIPAL COUNCIL STRATEGIC PLAN REVIEW EXERCISE FOR YEAR 2023 IN PICTURES

**Date** : 26th June 2023 (Monday)  
**Time** : 8.30 am - 5.00 pm  
**Venue** : Room 8, Level 1, Premier  
Hotel, Sibul





## GROUP 1



## GROUP 2











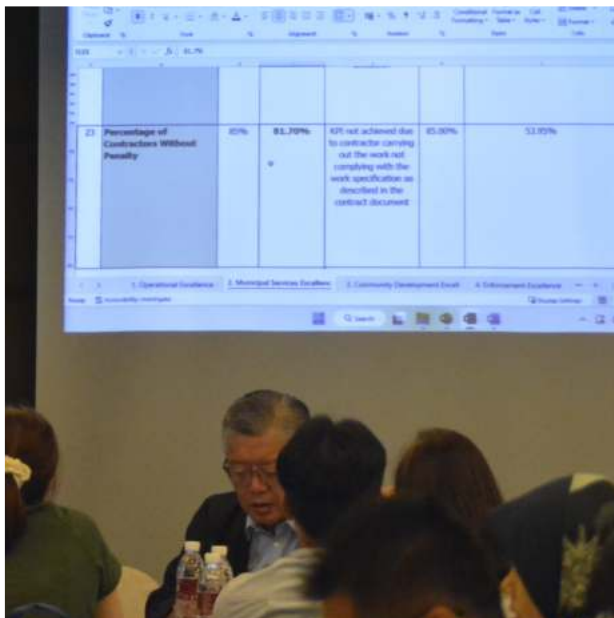
## GROUP 5





## Group Presentation For Strategic Action Plan 2023-2031





# APPENDIX B:

## LIST OF PROPOSED PERFORMANCE MEASURE (KPIs) FOR YEAR 2023 - 2031

**SIBU MUNICIPAL COUNCIL STRATEGIC PLAN REVIEW  
EXERCISE FOR YEAR 2023  
26TH JUNE 2023 AT ROOM 8, LEVEL 1, PREMIER HOTEL, SIBU**

### GROUP 1

#### Councillors

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| 1. Cr. Clarence Ting Ing Horh        | - Council Chairman cum PFE Chairman |
| 3. Cr. Anna Lau King Hoong           | - TB Vice Chairman                  |
| 2. Cr. Christopher Kelebit anak Ansa | - TB Chairman                       |

#### Management Services Division

- |                     |                          |
|---------------------|--------------------------|
| 4. Mr. Yong Ing Chu | - Setiausaha Perbandaran |
|---------------------|--------------------------|

##### Administration Section

- |  |                                |
|--|--------------------------------|
| 5. Madam Teng Ming Min                 | - Pegawai Tadbir, N44          |
| 6. Madam Nur Amalina Fatin binti Osman | - Penolong Pegawai Tadbir, N29 |

##### Transformation & Innovation Section

- |                       |  |
|-----------------------|--|
| 7. Miss Chong Nee Nie | - Pegawai Tadbir, N44 (Lead Secretariat) |
|-----------------------|--|

##### Human Resource Section

- |                                       |                                |
|---------------------------------------|--------------------------------|
| 8. Miss Brenda anak Merdicken         | - Penolong Pegawai Tadbir, N29 |
| 9. Madam Linna Khalida binti Sorbandy | - Pembantu Tadbir, (PIO), N19  |

#### Finance Division

- |                        |                          |
|------------------------|--------------------------|
| 9. Madam Loh Hua Ching | - Akauntan, WA48         |
| 10. Mr. Wong Papk Tung | - Penolong Akauntan, W32 |

#### Valuation & Property Management Division

- |                            |                                   |
|----------------------------|-----------------------------------|
| 11. Mr. Quincy anak Bojeng | - Pegawai Penilaian, W41          |
| 12. Mr. Lau Ung Hieng      | - Penolong Pegawai Penilaian, W32 |



## GROUP 2

### Councillors

- |                                |                             |
|--------------------------------|-----------------------------|
| 1. Cr. Tiong Eng Lee (Raymond) | - <i>BCTB Chairman</i>      |
| 2. Cr. Jiram anak Mardan       | - <i>BCTB Vice Chairman</i> |
| 3. Cr. Ting Hua Sing (Roland)  | - <i>WT Chairman</i>        |
| 4. Cr. Rory Wong Ee Yion       | - <i>WT Vice Chairman</i>   |
| 5. Cr. Siao Chin Ho            |                             |
| 6. Cr. Johnny Kieh Dullah      |                             |
| 7. Cr. Huang Haw Ching         |                             |
| 8. Cr. Toh Yong Kiang          |                             |
| 9. Cr. Teo Ming Pau            |                             |

### Engineering Division

- |  |                                  |
|--|----------------------------------|
| 10. Mr. Jong Thian Puk                 | - <i>Jurutera Perbandaaan</i>    |
| 11. Madam Alice anak Lanchang          | - <i>Jurutera, J41</i>           |
| 12. Mr. Mohammad Nazib bin Abdul Razak | - <i>Penolong Jurutera, JA36</i> |
| 13. Mr. Hussin Onn bin Jateng          | - <i>Penolong Jurutera, JA29</i> |
| 14. Mr. Sa'adi bin Sapiie              | - <i>Penolong Jurutera, JA29</i> |
| 15. Madam Alice anak Suliman           | - <i>Penolong Jurutera, JA29</i> |
| 16. Madam Gelo anak Baring             | - <i>Penolong Jurutera, JA29</i> |
| 17. Mr. Deggie anak Terbie             | - <i>Penolong Jurutera, JA29</i> |

### Planning & Development Division

- |                                   |  |
|-----------------------------------|--|
| 18. Madam Angela Swin             | - <i>Arkitek Lanskap, J44</i>                |
| 19. Mr. Chai Jin Han              | - <i>Penolong Jurutera, JA38</i>             |
| 20. Mr. Raziq Ruknuddin Abdullah  | - <i>Penolong Jurutera, JA36</i>             |
| 21. Mr. Halwis bin Tair           | - <i>Penolong Pegawai Penguatkuasa, KP32</i> |
| 22. Miss Norbaini binti Baharudin | - <i>Penolong Jurutera, JA29</i>             |

## GROUP 3

### Councillors

- |   |   |                          |
|---|---|--------------------------|
| 1. Cr. Ting Ping Kiong (Richard)        | - | <i>PH Chairman</i>       |
| 2. Cr. Yiing Sy Huat                    | - | <i>PH Vice Chairman</i>  |
| 3. Cr. Ling Wang Ngie                   | - | <i>MPT Chairman</i>      |
| 4. Cr. Augustine anak Merikan           | - | <i>MPT Vice Chairman</i> |
| 5. Cr. Wee Kim Choon                    |   |                          |
| 6. Cr. Syed Hamzah bin Wan Hamid Edruce |   |                          |
| 7. Cr. Abg Carrol bin Abg Dris          |   |                          |
| 8. Cr. Kiing Teck Ho                    |   |                          |
| 9. Cr Yii Souk Ming                     |   |                          |

### Public Health & Urban Services Division

- |                                       |   |   |
|---------------------------------------|---|---|
| 10. Mr. Ting Tin Teck                 | - | <i>Pemangku Pegawai Kesihatan Persekitaran, U36</i> |
| 11. Mr. Chua Hock Siong               | - | <i>Penolong Pegawai Kesihatan Persekitaran, U36</i> |
| 12. Mr. Lim Hui Ping                  | - | <i>Penolong Pegawai Kesihatan Persekitaran, U36</i> |
| 13. Madam Jackleen anak Apek          | - | <i>Penolong Pegawai Kesihatan Persekitaran, U32</i> |
| 14. Mr. George Boaster anak Louis     | - | <i>Penolong Pegawai Kesihatan Persekitaran, U32</i> |
| 15. Mr. Dony anak Sandai              | - | <i>Penolong Pegawai Kesihatan Persekitaran, U32</i> |
| 16. Mr. Julian anak Jipon             | - | <i>Penolong Pegawai Kesihatan Persekitaran, U29</i> |
| 17. Madam Jesella anak Philip         | - | <i>Penolong Pegawai Kesihatan Persekitaran, U29</i> |
| 18. Miss Nurjasmin Suraya binti Pauzi | - | <i>Penolong Pegawai Kesihatan Persekitaran, U29</i> |
| 19. Mr. Neojin anak Sandai            | - | <i>Penolong Pegawai Kesihatan Persekitaran, U29</i> |

## GROUP 4

### Councillors

- |   |   |
|---|---|
| 1. Cr. Mohammed Abdullah Izkandar bin Roseley | - Council Deputy Chairman cum<br>SCD Chairman & PFE Deputy Chairman |
| 2. Cr. Michelle Law Wang Ling                 | - SCD Vice Chairman   |
| 3. Cr. Raden Khairulzaman bin Raden Bustari   |   |
| 4. Cr. Sami @ Sammy anak Ngelambai            |   |
| 5. Cr. Norizan binti Hj Sanyut                |   |

### Community & Corporate Development Division

#### Corporate Planning Section

- |   |                                |
|---|--------------------------------|
| 6. Madam Dayangku Suriyati binti Hj Awang Sudin | - Penolong Pegawai Tadbir, N32 |
| 7. Madam Catherine Seng Yiok Chin               | - Pembantu Tadbir (PIO), N22   |
| 8. Madam Caroline anak Jelian                   | - Pembantu Tadbir (PIO), N19   |
| 9. Mr. Arif Safuan bin Mohamed Effendi          | - Pembantu Tadbir (PIO), N19   |

#### Library

- |                                    |                            |
|------------------------------------|----------------------------|
| 10. Madam Magdeline anak Endam     | - Penolong Pustakawan, S32 |
| 11. Miss Nurul Syamisah binti Suti | - Penolong Pustakawan, S29 |

#### Swimming Pool

- |                      |                              |
|----------------------|------------------------------|
| 12. Mr. Freddie Chua | - Pembantu Tadbir (PIO), N22 |
|----------------------|------------------------------|

### Public Health & Urban Services Division

- |                            |   |
|----------------------------|---|
| 13. Madam Inya anak Anchai | - Penolong Pegawai Kesihatan<br>Persekitaran, U32 |
|----------------------------|---|

### Finance Division Urban Transformation Centre (UTC)

- |                                 |                     |
|---------------------------------|---------------------|
| 14. Madam Catherine anak Panyau | - Pengurus UTC, N22 |
|---------------------------------|---------------------|

## GROUP 5

### Councillors

- |                                      |   |                         |
|--------------------------------------|---|-------------------------|
| 1. Cr. Donna anak Petrus Ngelai      | - | <i>GP Chairman</i>      |
| 2. Cr. Lim Tiong Guan                | - | <i>GP Vice Chairman</i> |
| 3. Cr. Abg Kamalludin bin Abg Hamdan |   |                         |
| 4. Cr. Teo Nging Poh                 |   |                         |
| 5. Cr. Mohamad Keprawi bin Johan     |   |                         |
| 6. Cr. Chou Kok Jin                  |   |                         |

### Legal & Contract Management Unit

- |                               |   |                                   |
|-------------------------------|---|-----------------------------------|
| 7. Madam Jestina Teresa Kaben | - | <i>Pegawai Undang-Undang, L44</i> |
| 8. Madam Hii Ping Fong        | - | <i>Penolong Jurutera, JA36</i>    |

### Enforcement Division

- |                                      |   |  |
|--------------------------------------|---|--|
| 9. Mr. Frankie Jampi                 | - | <i>Pegawai Penguatkuasa, KP41</i>          |
| 10. Mr. Robin Eddieson bin David     | - | <i>Penolong Pegawai Penguatkuasa, KP29</i> |
| 11. Mr. Adam Nuraiman Hakim Abdullah | - | <i>Pembantu Penguatkuasa, KP22</i>         |

### Community & Corporate Development Division

- |                           |   |                                   |
|---------------------------|---|-----------------------------------|
| 12. Mr. Ngalang anak Ajan | - | <i>Pembantu Tadbir (P/O), N22</i> |
|---------------------------|---|-----------------------------------|

### Planning & Development Division

- |                               |   |                                    |
|-------------------------------|---|------------------------------------|
| 13. Mr. Mohamad Rasdi bin Mat | - | <i>Pembantu Penguatkuasa, KP22</i> |
|-------------------------------|---|------------------------------------|

## Secretariat

- |  |   |                                     |
|--|---|-------------------------------------|
| 1. Miss Chong Nee Nie                    | - | <i>Pegawai Tadbir, N44</i>          |
| 2. Miss Vayvien Samban anak Libin        | - | <i>Penolong Pegawai Tadbir, N29</i> |
| 3. Madam Nadiana binti Madhie            | - | <i>Pembantu Tadbir (PIO), N19</i>   |
| 4. Mr. Wan Mohamad Alwie bin Wan Shazali | - | <i>Pembantu Tadbir (PIO), N19</i>   |
| 5. Miss Chee Sheau Wen                   | - | <i>Pelajar Praktikal</i>            |

## Rapporteurs

- |                            |   |                                   |
|----------------------------|---|-----------------------------------|
| 1. Mr. Pierce Lee Wen Yian | - | <i>Pembantu Tadbir (PIO), N22</i> |
|----------------------------|---|-----------------------------------|



# APPRECIATION

## Councillors of Sibü Municipal Council

<b>YBhg. Cr. Clarence Ting Ing Horh</b> (Chairman of Sibü Municipal Council)	<b>Cr. Christopher Kelebit anak Ansa</b>
<b>Cr. Mohammed Abdullah Izkandar bin Roseley</b> (Deputy Chairman of Sibü Municipal Council)	<b>Cr. Syed Hamzah bin Wan Hamid Edruce</b>
<b>Cr. Abg Carrol bin Abg Dris</b>	<b>Cr. Raden Khairulzaman bin Raden Bustari</b>
<b>Cr. Anna Lau King Hoong</b>	<b>Cr. Abang Kamalludin bin Abang Hamdan</b>
<b>Cr. Augustine anak Merikan</b>	<b>Cr. Michelle Law Wan Ling</b>
<b>Cr. Donna anak Petrus Ngelai</b>	<b>Cr. Raymond Tiong Eng Lee</b>
<b>Cr. Joseph Lim Tiong Guan</b>	<b>Cr. Huong Haw Ching</b>
<b>Cr. Teo Nging Poh</b>	<b>Cr. Toh Yong Kiong</b>
<b>Cr. Roland Ting Hua Sing</b>	<b>Cr. Ling Wang Ngie</b>
<b>Cr. Richard Ting Ping Kiong</b>	<b>Cr. Chou Kok Jin</b>
<b>Cr. Yii Souk Ming</b>	<b>Cr. Siao Chin Ho</b>
<b>Cr. Jiram anak Mardan</b>	<b>Cr. Rory Wong Ee Yion</b>
<b>Cr. Sami @ Sammy anak Ngelambai</b>	<b>Cr. Yiing Sy Huat</b>
<b>Cr. Mohamad Keprawi bin Johan</b>	<b>Cr. Kiing Teck Ho</b>
<b>Cr. Norizan binti Haji Sanyut</b>	<b>Cr. Wee Kim Choon</b>
	<b>Cr. Teo Ming Pau</b>
	<b>Cr. Dr. Johnny Kieh Dullah</b>

## Management of Sibü Municipal Council

<b>Mr. Yong Ing Chu</b> , <i>Setiausaha Perbandaran</i>	<b>Mr. Ting Tin Teck</b> , <i>Pemangku Pegawai Kesihatan Persekutaran, U41</i>
<b>Mr. Jong Thian Puk</b> , <i>Jurutera Perbandaran, J52</i>	<b>Mr. Chai Jin Han</b> , <i>Penolong Jurutera, JA38</i>
<b>Madam Teng Ming Min</b> , <i>Pegawai Tadbir, N44</i>	<b>Madam Hii Ping Fong</b> , <i>Penolong Jurutera, JA36</i>
<b>Madam Loh Hua Ching</b> , <i>Akauntan, WA48</i>	<b>Mr. Chua Hock Siong</b> , <i>Penolong Pegawai Kesihatan Persekutaran, U36</i>
<b>Madam Jestina Teresa Kaben</b> , <i>Pegawai Undang-Undang, L44</i>	<b>Mr. Lim Hui Ping</b> , <i>Penolong Pegawai Kesihatan Persekutaran, U36</i>
<b>Madam Angela Swin</b> , <i>Arkitek Lanskap, J44</i>	<b>Mr. Mohammad Nazib bin Abdul Razak</b> , <i>Penolong Jurutera, JA36</i>
<b>Miss Chong Nee Nie</b> , <i>Pegawai Tadbir, N44</i>	<b>Mr. Raziq Ruknuddin Abdullah</b> , <i>Penolong Jurutera, JA36</i>
<b>Mr. Quincy anak Bojeng</b> , <i>Pegawai Penilaian, W41</i>	<b>Mr. Wong Papk Tung</b> , <i>Penolong Akauntan, W32</i>
<b>Madam Alice anak Lanchang</b> , <i>Jurutera, J41</i>	<b>Mr. Lau Ung Hieng</b> , <i>Penolong Pegawai Penilaian, W32</i>
<b>Mr. Frankie Jampi</b> , <i>Pegawai Penguatkuasa, KP41</i>	

<b>Madam Jackleen anak Apek</b> , <i>Penolong Pegawai Kesihatan Persekitaran, U32</i>	<b>Miss Brenda anak Merdicken</b> , <i>Penolong Pegawai Tadbir, N29</i>
<b>Mr. George Boaster anak Louis</b> , <i>Penolong Pegawai Kesihatan Persekitaran, U32</i>	<b>Madam Nur Amalina Fatin binti Osman</b> , <i>Penolong Pegawai Tadbir, N29</i>
<b>Mr. Dony anak Sandai</b> , <i>Pen. Pegawai Kesihatan Persekitaran, U32</i>	<b>Miss Vayvien Samban anak Libin</b> , <i>Penolong Pegawai Tadbir, N29</i>
<b>Madam Dayangku Suriyati binti Hj Awang Sudin</b> , <i>Penolong Pegawai Tadbir, N32</i>	<b>Miss Nurul Syamisah binti Suti</b> , <i>Penolong Pustakawan, S29</i>
<b>Madam Magdeline anak Endam</b> , <i>Penolong Pustakawan, S32</i>	<b>Mr. Robin Eddieson bin David</b> , <i>Penolong Pegawai Penguatkuasa, KP29</i>
<b>Mr. Halwis bin Tair</b> , <i>Penolong Pegawai Penguatkuasa, KP32</i>	<b>Mr. Adam Nuraiman Hakim Abdullah</b> , <i>Pembantu Penguatkuasa, KP22</i>
<b>Madam Inya anak Anchai</b> , <i>Penolong Pegawai Kesihatan Persekitaran, U32</i>	<b>Mr. Ngalang anak Ajan</b> , <i>Pembantu Tadbir (PIO), N22</i>
<b>Mr. Hussin Onn bin Jateng</b> , <i>Penolong Jurutera, JA29</i>	<b>Mr. Mohamad Rasdi bin Mat</b> , <i>Pembantu Penguatkuasa, KP22</i>
<b>Mr. Sa'adi bin Sapiie</b> , <i>Penolong Jurutera, JA29</i>	<b>Mr. Ellison anak Rawing</b> , <i>Pembantu Penguatkuasa, KP22</i>
<b>Madam Alice anak Suliman</b> , <i>Penolong Jurutera, JA29</i>	<b>Mr. Freddie Chua</b> , <i>Pembantu Tadbir (PIO), N22</i>
<b>Madam Gelo anak Baring</b> , <i>Penolong Jurutera, JA29</i>	<b>Madam Catherine anak Panyau</b> , <i>Pengurus UTC, N22</i>
<b>Mr. Deggie anak Terbie</b> , <i>Penolong Jurutera, JA29</i>	<b>Madam Catherine Seng Yiok Chin</b> , <i>Pembantu Tadbir (PIO), N22</i>
<b>Miss Norbaini binti Baharudin</b> , <i>Penolong Jurutera, JA29</i>	<b>Madam Nadiana binti Madhie</b> , <i>Pembantu Tadbir (PIO), N19</i>
<b>Mr. Julian anak Jipon</b> , <i>Pen. Pegawai Kesihatan Persekitaran, U29</i>	<b>Madam Caroline anak Jelian</b> , <i>Pembantu Tadbir (PIO), N19</i>
<b>Madam Jesella anak Philip</b> , <i>Pen. Pegawai Kesihatan Persekitaran, U29</i>	<b>Mr. Pierce Lee Wen Yian</b> , <i>Pembantu Tadbir (PIO), N19</i>
<b>Miss Nurjasmin Suraya binti Pauzi</b> , <i>Pen. Pegawai Kesihatan Persekitaran, U29</i>	<b>Madam Linna Khalida binti Sorbandy</b> , <i>Pembantu Tadbir, (PIO), N19</i>
<b>Mr. Neojin anak Sandai</b> , <i>Pen. Pegawai Kesihatan Persekitaran, U29</i>	<b>Mr. Wan Mohamad Alwie bin Wan Shazali</b> , <i>Pembantu Tadbir (PIO), N19</i>
<b>Mr. Yohannes bin Dominic</b> , <i>Pen. Pegawai Kesihatan Persekitaran, U29</i>	<b>Mr. Arif Safuan bin Mohamed Effendi</b> , <i>Pembantu Tadbir (PIO), N19</i>
	<b>Miss Chee Sheau Wen</b> , <i>Pelajar Praktikal</i>



