



جابتن فرانچغ باندر دان ديسا  
JABATAN PERANCANG BANDAR DAN DESA

**DEPARTMENT OF  
TOWN AND COUNTRY PLANNING  
STRATEGIC PLAN  
2025 - 2030**







جابتن قرانچع باندر دان ديسا  
JABATAN PERANCANG BANDAR DAN DESA

# DEPARTMENT OF TOWN AND COUNTRY PLANNING

## STRATEGIC PLAN

### 2025 - 2030



MALAY VERSION



ENGLISH VERSION

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# OUR TEAM



*Department of Town and Country Planning Strategic Plan 2025-2030 launching ceremony,  
02 July 2025*

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# TITAH EXCERPT

“

*Kejayaan dalam merealisasikan Wawasan Brunei 2035, menuntut perancangan pembangunan yang teliti, penyelarasan dan pensejajaran yang kukuh serta komitmen tinggi daripada / kepada semua pihak, ia juga bergantung kepada pelaksanaan yang cekap sebagai asas kepada pembangunan mampan, inklusif dan berdayatahan.*

”

*Titah of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah  
Ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien,  
Sultan and Yang Di-Pertuan Negara Brunei Darussalam  
during the First Meeting of the Wawasan Brunei 2035 Supreme Council for 2025,  
29 April 2025*

# MESSAGE

## FROM COMMISSIONER FOR TOWN AND COUNTRY PLANNING

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Assalamualaikum warahmatullahi wabarakatuh and warm greetings.

Alhamdulillah, all praise to Allah the Almighty. With His grace and blessings, Department of Town and Country Planning Strategic Plan 2025-2030 has been successfully launched on 2nd July 2025 in conjunction with 2025 TCP Convention. This Strategic Plan serves as a revision to the department's previous strategic plan, taking into consideration important aspects that need to be aligned with Ministry of Development Strategic Plan 2024-2029.

This Strategic Plan is formulated based on comparative gap research analysis with other international Town and Country Planning institutions. The preparation also involved the identification of strategic challenges (both external and internal) through several focus group sessions with internal staffs and key stakeholders, as well as analysing the context of current and future development trends. To strengthen the department's role, amendments have been made to the existing Vision, Mission and Core Values, as well as replacing the title of one of the department's core functions, 'Development Control' with 'Physical Development Management'.

Such amendments are aimed to emphasise the department's role and intended strategic outcome targets in leading land use planning and managing physical development towards sustainable growth for a high quality of life. This Strategic Plan comprises of three (3) Strategic Goals, fourteen (14) Key Initiatives and twenty-nine (29) Key Performance Indicators (KPIs).

The Critical Success Factor in realising the strategic goals and key initiatives outlined in this strategic plan is a paradigm shift from the current status quo. This requires strong commitment from all department staffs and a willingness to change, not only in terms of adapting work processes, but also in cultivating a strategic thinking mindset, as well as fostering a teamwork spirit that is disciplined, possesses integrity, trustworthiness and responsibility. Most importantly, it calls for a high level of professionalism and resilience. In addition, the department's collaboration with stakeholders and the public, along with increased awareness of diverse development needs, must be emphasised comprehensively and balanced effectively to ensure sustainable, inclusive and resilient development outcomes.

Lastly, I would like to take this opportunity to extend my heartfelt congratulations and appreciation to *Jawatankuasa Pandu Pelan Strategik dan KPI Jabatan Perancang Bandar dan Desa*, department's staffs and all parties involved in the preparation of this plan. Your commitment and thoughtful contributions are truly valued.

#TogetherforBetterBrunei



**Yang Mulia  
Dr Marsita binti Omar**

Commissioner for  
Town and Country Planning

# FOREWORD

## FROM DEPUTY COMMISSIONER AND ACTING ASSISTANT COMMISSIONER FOR TOWN AND COUNTRY PLANNING

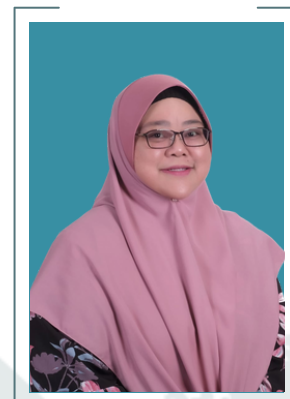
Assalamualaikum warahmatullahi wabarakatuh and warm greetings.

I would like to extend my heartfelt congratulations to all members of the Town and Country Planning Department (TCP) on the successful completion of TCP Strategic Plan 2025-2030. This strategic plan is an important guide that outlines the department's direction for the next five years. It has been carefully prepared based on the analysis of current challenges, future opportunities in line with the national development agenda, as well as the increasingly complex needs of urban and rural development.

I believe that the successful implementation of this plan depends on the collective commitment of all parties – not only within the department but also involving other government and private agencies. This plan is not only a strategic guide for the department, but also a document that promotes multi-stakeholder collaboration towards achieving Brunei Vision 2035.

Therefore, I urge all members of the department to embrace the contents of this plan, make it a primary reference in daily work commitments, and implement every strategy with determination, integrity, and professionalism.

With the implementation of this plan, I hope TCP will continue to strengthen its role in leading land use planning and shaping a balanced, sustainable, and livable physical environment for all.



**Yang Mulia  
Hajah Nani Kartini  
Haji Abd Rahman**  
Deputy Commissioner  
for Town and Country Planning



**Yang Mulia  
Dr Hana Hafiza  
Haji Hamzah**  
Acting Assistant  
Commissioner for Town  
And Country Planning

Assalamualaikum and warm greetings.

Alhamdulillah, Town and Country Planning Department has successfully prepared the Strategic Plan 2025-2030. This new Strategic Plan has been developed to ensure that urban and rural planning remains relevant in addressing the ever-changing challenges and development needs over time.

A total of three (3) main goals have been established, supported by key initiatives covering various aspects of the department's operations, including strengthening human resources, managing physical development, and development planning.

This Strategic Plan will serve as the main reference and strategic guidance in carrying out the department's tasks. In this regard, strong support from everyone and close cooperation are expected in coordinating key initiatives to achieve these main goals.

Last but not least, I would like to extend my heartfelt congratulations to all staffs, especially Strategic Planning Section, for their efforts in producing this Strategic Plan.



# **MAQASID SYARIAH**

# MAQASID SYARIAH

This strategic plan is driven by the five Objectives (Maqasid) of the Shari'ah.

## **Preservation of Faith**

Safeguard the principles of Islamic religious sanctity and defend the sovereignty of the nation as well as the position of Islam as the official religion.



### **Department Instrument:**

- Development Plan
- Land Use Planning and Physical Development Management Policy
- Planning Guidelines and Standards

## **Preservation of Life**

Preserve brotherhood, social equality, justice, and safety of life while maintaining the nation's security and well-being.



### **Department Instrument:**

- Development Plan
- Land Use Planning and Physical Development Management Policy
- Planning Guidelines and Standards
- Enforcement

## **Preservation of Mind**

Preserve and nurture the intellect with noble values and knowledge while protecting it from elements that could lead to the loss or corruption of the intellect.



### **Department Instrument:**

- Development Plan
- Land Use Planning and Physical Development Management Policy
- Enforcement
- Planning Guidelines and Standards in relation to educational or social facilities

## **Preservation of Progeny**

Preserve the purity of lineage and produce a healthy, productive, and effective society in the development of the community's social system.



### **Department Instrument:**

- Development Plan
- Land Use Planning and Physical Development Management Policy
- Enforcement
- Planning Guidelines and Standards in relation to a healthy and harmonious community

## **Preservation of Wealth**

Protect against injustice and denial of rights, oppression, and misappropriation in building a sustainable, inclusive, and resilient economy.



### **Department Instrument:**

- Development Plan
- Land Use Planning and Physical Development Management Policy
- Enforcement
- Planning Guidelines and Standards



**SUSTAINABLE  
DEVELOPMENT  
GOALS (SDGs)**



**11 SUSTAINABLE CITIES AND COMMUNITIES**



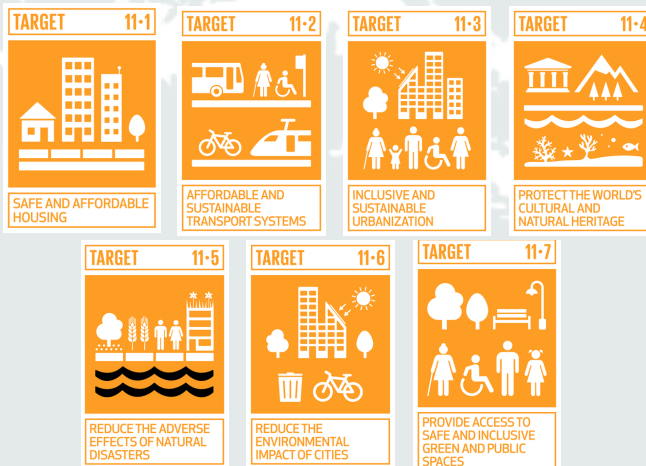
**MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE**

Creating an inclusive, safe, resilient, and sustainable environment for development and human settlement through comprehensive land use planning and physical development management.

**Department Instrument:**

Town and Country Planning Act (Chapter 248), Development Plans, Planning Guidelines and Standards, Strengthening of Enforcement Actions, Good Governance, and effective use of information technology.

The department integrates the Sustainable Development Goals (SDGs), particularly Strategic Goal 11, through land use planning and physical development management (development control). This enables the department to strategically align SDG goals through the integration of Sustainable Development Goal Framework in respective development plan and planning guideline and standards, while remaining attentive to local development contexts, trends, and the diverse needs of the community.





# **STRATEGIC CHALLENGES**

# EXTERNAL CHALLENGES



## **Sustainable Development Goals**

At the global level, the United Nations has set 17 Sustainable Development Goals (SDGs) to achieve inclusive, fair, and sustainable development by the year 2030. Integrating these global targets into national land use planning and physical development management is important to ensure a balance between the integration of respective sustainability goals and national strategies on economic growth (Economic Blueprint), environmental sustainability, and social inclusivity (Social Blueprint and Manpower Blueprint).

## **Global Climate Change and Disaster Risks**

The impacts of global climate change, if not managed in an integrated manner with the relevant parties, can increase the occurrence of disasters such as floods, landslides, coastal erosion and rising sea levels. These challenges need to be addressed efficiently by identifying potential risks and taking steps to enhance urban and rural preparedness and resilience through policies and strategies for effective mitigation and adaptation in land use planning and physical development management.



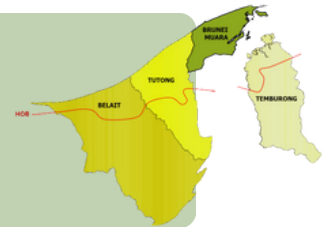
## **Evolution of Information Technology and Infocommunication**

The evolution of information technology and infocommunication, including artificial intelligence and big data, requires adjustments to land use planning and physical development management approaches, including the delivery of services to the public in a smart manner.

# INTERNAL CHALLENGES

## **Scarcity of Land and Imbalanced Development Between Districts**

The existing land supply is limited, and the imbalanced development between districts require optimal land use planning policy to meet diverse current and future needs.



## **Strategic Alignment of Land Use Planning Policies and Strategies with the National Socio-Economic Growth Policy**

The strategic alignment of land use planning with national socio-economic growth strategies (Economic, Social, and Manpower Blueprints), as well as responsiveness to changes in development trends, require that land use planning policy and physical development management (development control) be reviewed.



## **Implementation of Planning Proposal**

The implementation of projects planned under respective Development Plans, whether by government agencies or the private sectors, requires effective implementation strategy and collaboration through conducive legal framework, funding model as well as effective and inclusive platform to reach out to diverse stakeholders.



## **Alignment of Planning Guidelines and Standards with Sustainable Development Goals to Achieve Sustainable Urban and Rural Development**

Planning guidelines and standards for physical development management need to be reviewed in a coordinated manner to ensure their relevance to meet current dynamic development situation, while taking into account feedback from various parties for inclusive development. This includes the adoption of the Urban Design Framework for Healthy Cities, prepared by the department in 2024.



# INTERNAL CHALLENGES

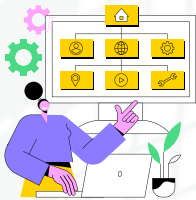


## **The management of physical development that requires an effective and holistic strategy**

This covers aspects such as connectivity and inclusive public facilities, attractive green areas (landscapes), and the provision of clean and well-managed facilities and infrastructure.

## **General understanding of the role and regulations of planning needs to be strengthened**

Raising awareness and knowledge about the functions and regulations in land use planning is important to gain support and cooperation from other authorities, key stakeholders, and the public.



## **Planning information must be managed systematically, in an integrated and effective way**

Systematic, integrated, and effective management of planning information is essential to ensure the effectiveness of land use planning and physical development management.

## **Adjustment of Workforce Resources and Capacity**

Along with advancements in information and communication technology, the need to adjust workforce resources and capacity becomes increasingly challenging. Progress in ICT and digital work methods requires a more skilled and prepared workforce. Therefore, employees must receive training and upskilling to perform their tasks more efficiently and effectively in line with current demands.



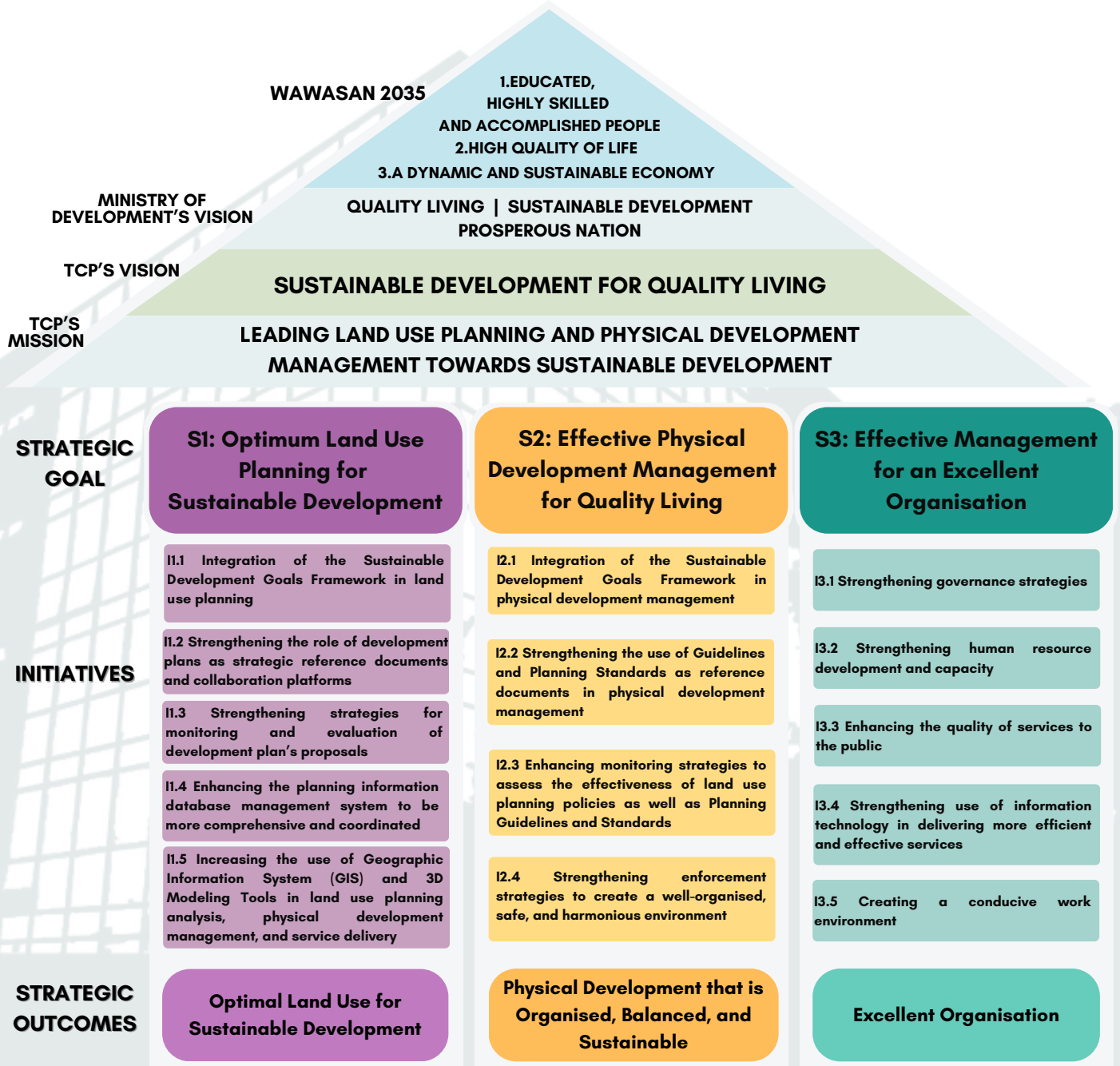
## **Improving Customer Service Quality**

Continuous improvement of services to the public requires adaptation to diverse community needs. This includes providing online services and effective two-way communication platforms with key stakeholders and the public.



# **DIRECTION AND CORE VALUES**

# STRATEGIC ALIGNMENT MAP





# VISION

***Sustainable Development for Quality Living***

# MISSION

***Leading Land Use Planning and Physical Development Management towards Sustainable Development***

# CORE VALUES

## **Transparency:**

Ensuring clear and open processes for land use planning and physical development management.

## **Green Spaces:**

Prioritising the maintenance and realisation of green areas for the welfare of the environment and community.

## **Technology Integration :**

Optimising the use of information technology for land use planning and physical development management that is efficient and effective.

## **Engagement:**

Involving key stakeholders and the public to generate sustainable, resilient, and inclusive progress.

## **Optimised Use of Land Resources:**

Focusing on the optimal use of land resources for sustainable development.

## **Equitable Use and Distribution of Land Resources:**

Ensuring fair use and allocation of land and open opportunities for inclusive development.

## **Holistic Approach:**

Taking into consideration of all factors including impacts on the environment, social, and economic aspects comprehensively.

## **Resilience:**

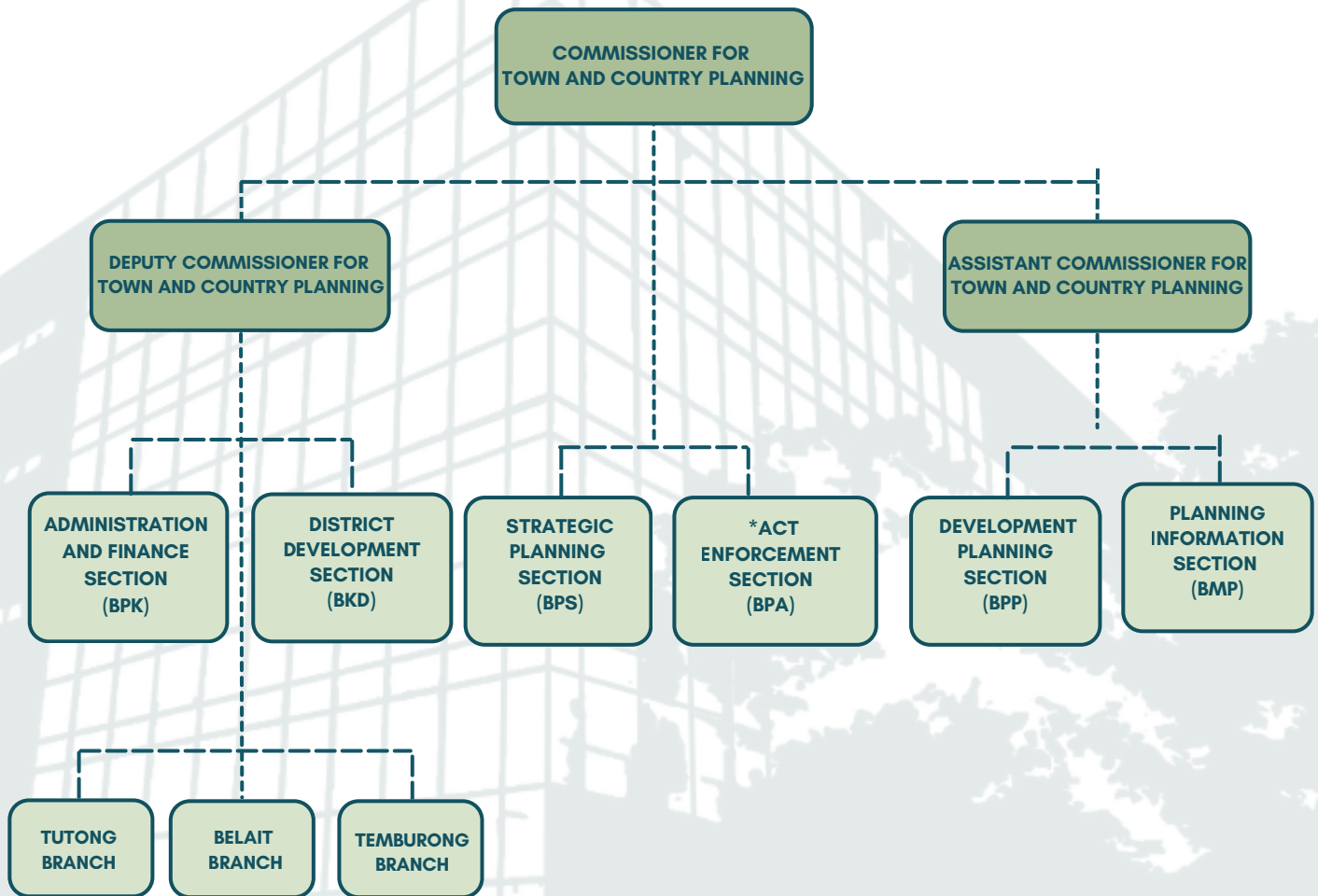
Focusing on land use planning and physical development management strategies that are adaptable to current and future development contexts.

# TOGETHER



# **ORGANISATIONAL CHART**

# ORGANISATIONAL CHART



Note:

- i. The Enforcement Unit was previously under the District Development Section. Effective 08 October 2020, it was established as a separate unit under the Commissioner in an effort to strengthen the department's enforcement actions.
- ii. The Enforcement Unit was upgraded to Act Enforcement Section effective 02 July 2025.



**STRATEGIC GOALS,  
KEY INITIATIVES AND KEY  
PERFORMANCE INDICATOR (KPI)**



**S1:  
OPTIMUM LAND USE  
PLANNING FOR SUSTAINABLE  
DEVELOPMENT**

# **3 STRATEGIC GOALS**

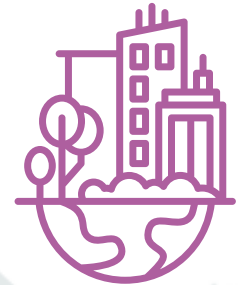


**S2:  
EFFECTIVE PHYSICAL  
DEVELOPMENT MANAGEMENT  
FOR QUALITY LIVING**



**S3:  
EFFECTIVE MANAGEMENT  
FOR AN EXCELLENT  
ORGANISATION**

# ***STRATEGIC*** ***GOAL*** **1**



## **OPTIMUM LAND USE PLANNING FOR SUSTAINABLE DEVELOPMENT**

# STRATEGIC GOAL 1

## S1 : OPTIMUM LAND USE PLANNING FOR SUSTAINABLE DEVELOPMENT



Optimum land use planning aims to maximise the potential of land use and development of an area in a balanced, efficient, inclusive, and sustainable manner, in line with the goals of sustainable development from economic, social, and environmental aspects.

## Key Initiatives



**11.1:** Integration of the Sustainable Development Goals (SDGs) Framework, including the Urban Design Framework for Healthy Cities (TCP, 2024), into development plans, including the alignment of land use planning policies with the country's socio-economic growth strategies (Economic, Social, and Manpower Blueprints).



**11.2:** Strengthening the role of development plans as strategic reference documents and collaborative platforms with stakeholders and the public.



**11.3:** Strengthening monitoring and evaluation strategies for development plan's achievement through scheduled reviews.



**11.4:** Enhancing the planning information database management system to ensure it is comprehensive, integrated, and efficient.



**11.5:** Increasing use of Geographic Information Systems (GIS) and 3D Modeling tool in land use planning analysis, physical development management, and service delivery to the public.

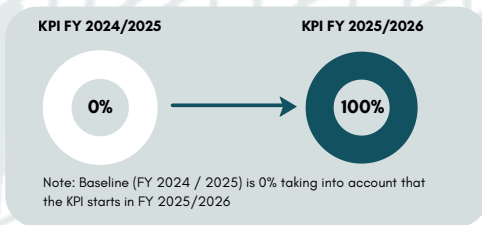
### Initiative 1.1



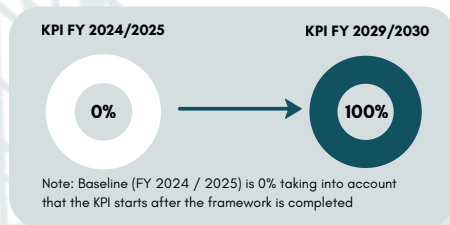
Integration of Sustainable Development Goals Framework (SDGs Framework), including the Urban Design Framework for Healthy Cities (TCP, 2024), into development plans, including the alignment of land use planning policies with the country's socio-economic growth strategies (Economic, Social, and Manpower Blueprints).

#### Key Performance Indicator (KPI)

i. % completion of SDG Framework



ii. % use of SDG Framework in land use planning



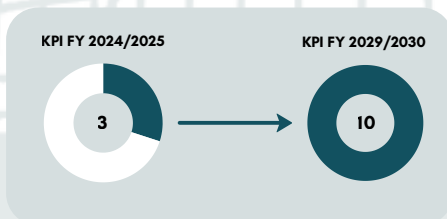
### Initiative 1.2



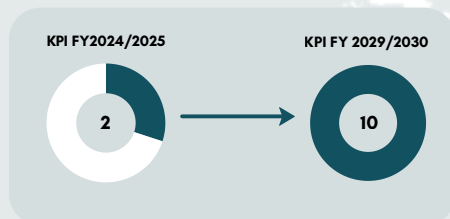
Strengthening the role of development plans as strategic reference documents and collaborative platforms with stakeholders and the public.

#### Key Performance Indicator (KPI)

i. Number of Development Plans (including District Plans, Planning Schemes and Local Plans) that have been reviewed / newly prepared



ii. Number of collaborative / engagement / joint venture projects with stakeholders



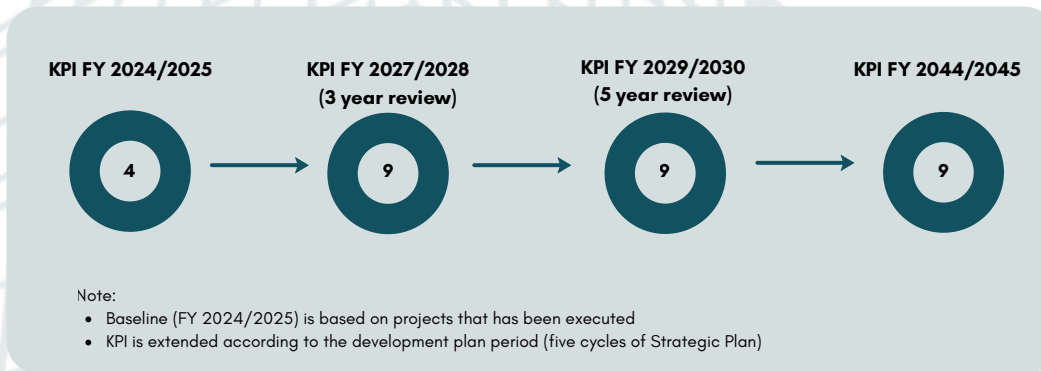
### **Initiative 1.3**



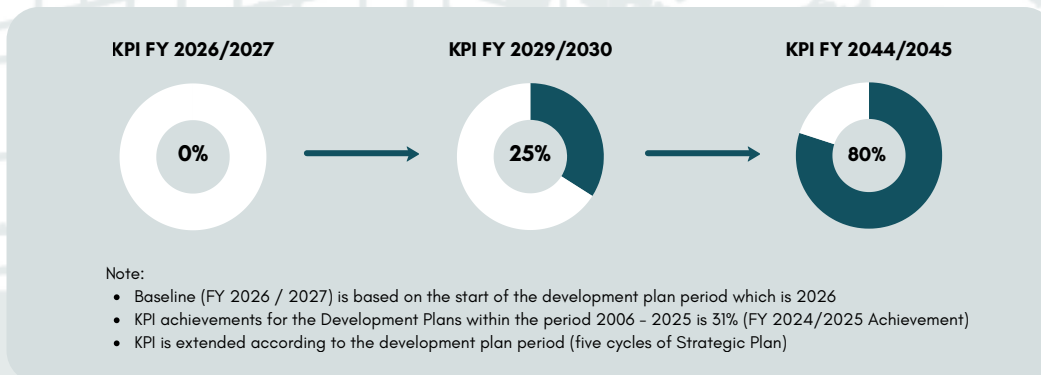
Strengthening monitoring and evaluation strategies for development plan’s achievement through scheduled reviews.

### **Key Performance Indicator (KPI)**

i. Number of evaluations of development plan’s achievement conducted on a scheduled basis over a 20-year period



ii. % of projects planned in the District Plan implemented within a 20-year period



### **Initiative 1.4**



Enhancing the planning information database management system to ensure it is comprehensive, integrated, and efficient.

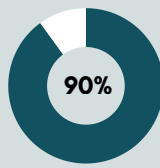
#### **Key Performance Indicator (KPI)**

i. % planning database managed in a comprehensive, integrated and efficient way

**KPI FY 2024/2025**



**FY 2029/2030**



Note:

Baseline (FY2024/ 2025) refers to the project for the development status in Growth Centres.

ii. Number of computerised systems developed

**FY 2024/2025**

2

**FY 2029/2030**

14

0 2 4 6 8 10 12 14

### **Initiative 1.5**

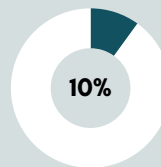


Increasing use of Geographic Information System (GIS) and 3D Modeling Tools in land use planning analysis, physical development management, and service delivery.

#### **Key Performance Indicator (KPI)**

% use of GIS and 3D Modeling tools in planning analysis, physical development management, progress monitoring and dissemination of information to the public.

**KPI FY 2024/2025**



**KPI FY 2029/2030**



***STRATEGIC***  
***GOAL*** 2



**EFFECTIVE PHYSICAL  
DEVELOPMENT MANAGEMENT  
FOR QUALITY LIVING**

# STRATEGIC GOAL 2

## S2 : EFFECTIVE PHYSICAL DEVELOPMENT MANAGEMENT FOR QUALITY LIVING



Effective physical development management ensures that progress is carried out with orderly planning and in compliance with planning guidelines and standards, while ensuring a safe, well-managed, and conducive environment to generate sustainable development. This includes continuous collaboration with respective agencies in the provision/management of essential facilities and infrastructure, as well as environmental management.

### Key Initiatives



**I2.1:** Integration of the Sustainable Development Goals (SDGs) Framework, including the Urban Design Framework for Healthy Cities (TCP, 2024), into planning guidelines and standards for the benefit of the wider community.



**I2.2:** Increasing use of Planning Guidelines and Standards as reference documents for effective physical development management.



**I2.3:** Enhancing strategies for monitoring and evaluating the effectiveness of policies, guidelines, and planning standards in creating an orderly, balanced, and sustainable physical development environment to foster quality living.



**I2.4:** Strengthening enforcement strategies to create an orderly, safe, and harmonious environment.

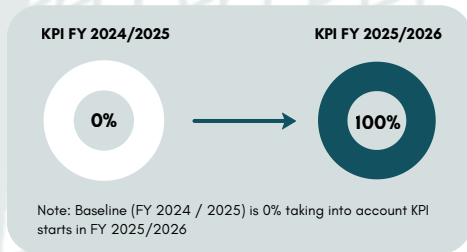
### Initiative 2.1



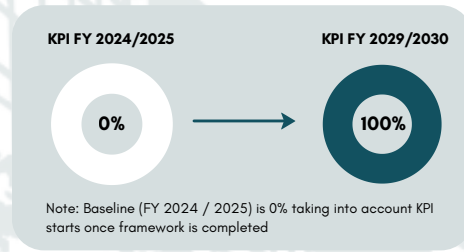
Integration of Sustainable Development Goals (SDGs) Framework, including the Urban Design Framework for Healthy Cities (TCP, 2024), into planning guidelines and standards that focuses on physical development management for the benefit of the wider community.

#### Key Performance Indicator (KPI)

i. % completion of Sustainable Development Goals (SDGs) Framework



ii. % utilisation of Sustainable Development Goals (SDGs) Framework in planning guidelines and standards



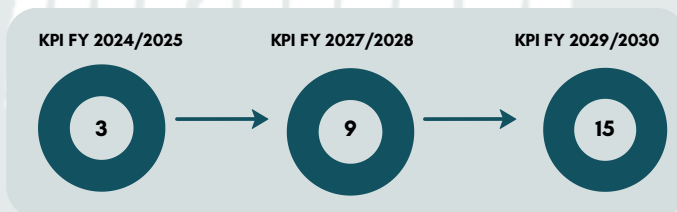
### Initiative 2.2



Increasing use of Planning Guidelines and Standards as reference documents for effective physical development management.

#### Key Performance Indicator (KPI)

i. Number of Planning Guidelines and Standards reviewed / newly published



ii. Number of collaboration / engagement session with stakeholders



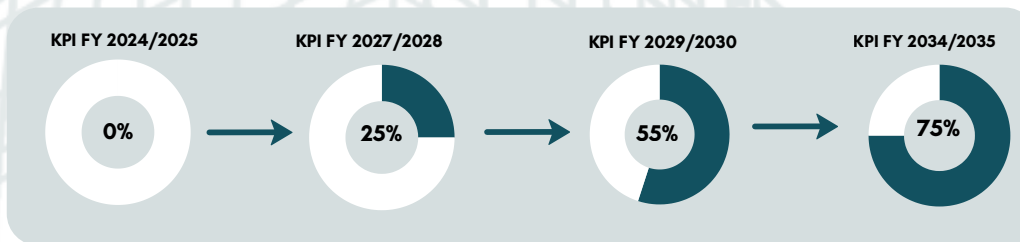
### **Initiative 2.3**



Enhancing strategies for monitoring and evaluating the effectiveness of policies, guidelines, and planning standards in creating an orderly, balanced, and sustainable physical development environment to foster quality living.

### **Key Performance Indicator (KPI)**

% satisfaction level with the quality of landscaping, public space amenities, connectivity, cleanliness, and the provision of facilities and infrastructure in identified areas, based on surveys or community feedback



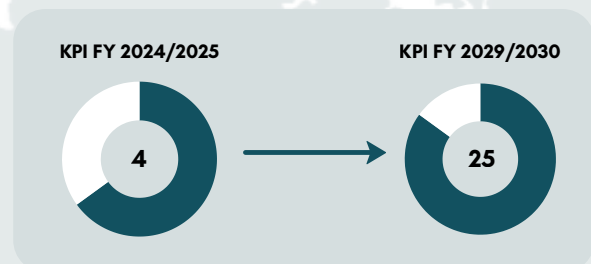
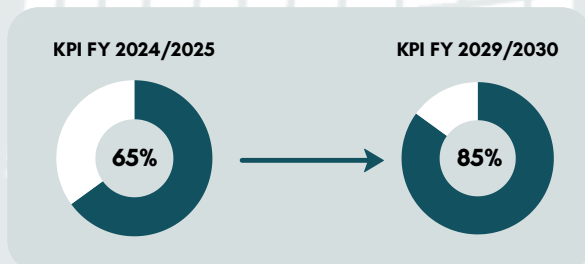
### **Initiative 2.4**

Strengthening enforcement strategies to create an orderly, safe, and harmonious environment.

### **Key Performance Indicator (KPI)**

i. % of incompliance of the Town and Country Planning Act that were taken enforcement action

ii. Number of public engagements / dialogue sessions with other enforcement agencies



**STRATEGIC**  
**GOAL 3**



**EFFECTIVE MANAGEMENT  
FOR AN EXCELLENT  
ORGANISATION**

# STRATEGIC GOAL 3

## S3 : EFFECTIVE MANAGEMENT FOR AN EXCELLENT ORGANISATION



Effective management to achieve organisational excellence involves the implementation of strategic initiatives to enhance efficiency, service quality, and employee well-being. This ensures that systems and resources operate optimally, delivering a positive impact to the community and all stakeholders as a whole.

## Key Initiatives



**13.1:** Strengthening governance strategies, including aspects of legal frameworks, policies, standards, public service efficiency, internal work processes, as well as financial and workforce capabilities.



**13.2:** Improving human resource development and capacity through the provision of competency frameworks and capacity-building programs.



**13.3:** Enhancing quality of customer service.



**13.4:** Strengthening use of information technology in delivering more efficient and effective customer service.



**13.5:** Creating a conducive work environment.

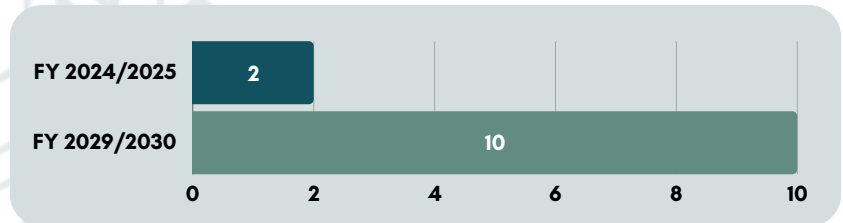


### **Initiative 3.1**

Strengthening governance strategies, including aspects of legal frameworks, policies, standards, public service efficiency, internal work processes, as well as financial and workforce capabilities.

#### **Key Performance Indicator (KPI)**

Number of audits conducted.

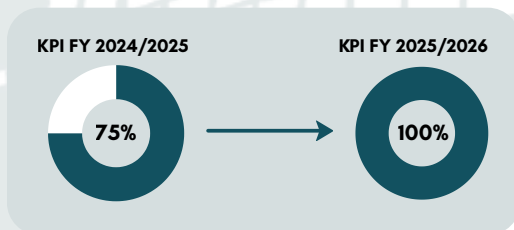


### **Initiative 3.2**

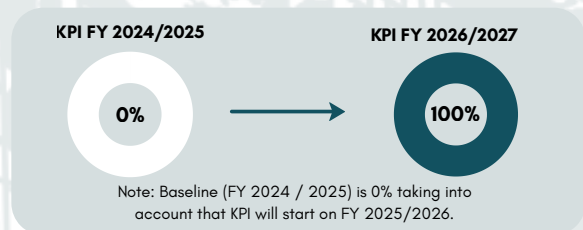
Improving human resource development and capacity through the provision of competency frameworks and capacity-building programs.

#### **Key Performance Indicator (KPI)**

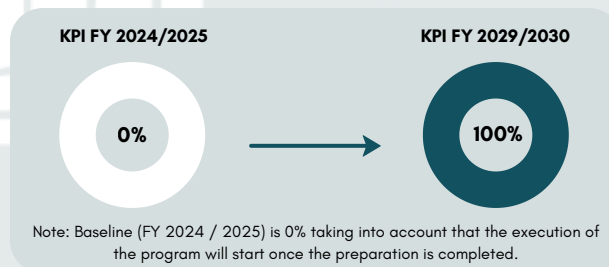
i. % completion of Competency Framework



ii. % completion of Capacity Building Programs



iii. % implementation of human resource and work capacity programs



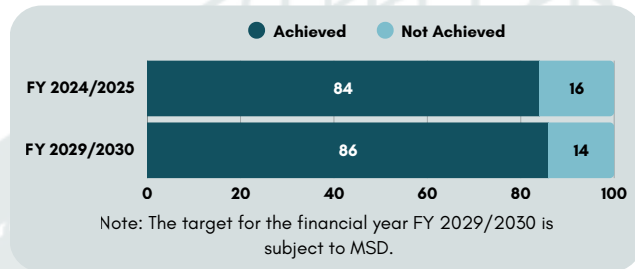


### **Initiative 3.3**

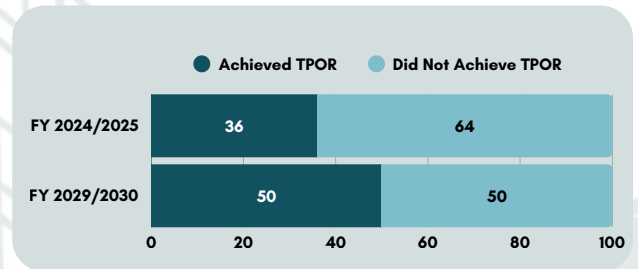
Enhancing service quality to the public.

#### **Key Performance Indicator (KPI)**

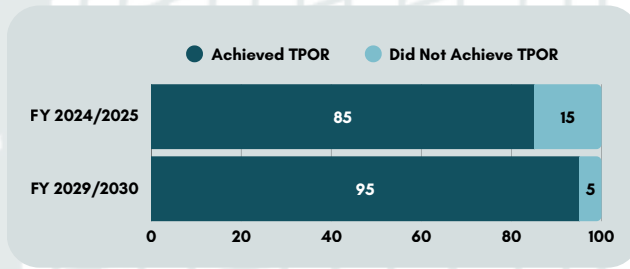
i. % customer satisfaction (based on survey)



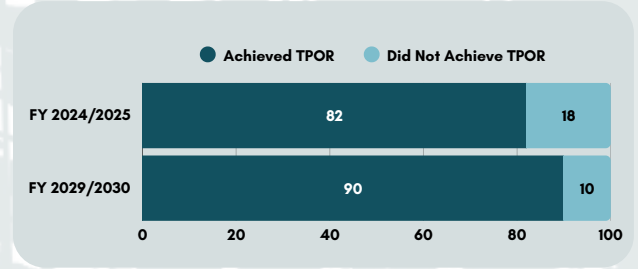
ii. % complaints resolved within Tekad Pemeduliaan Orang Ramai (TPOR) period



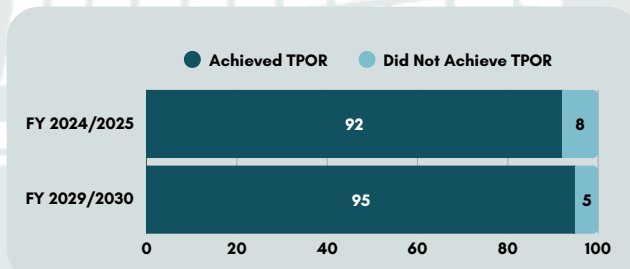
iii. % TPOR Achievement for Planning Permission Application



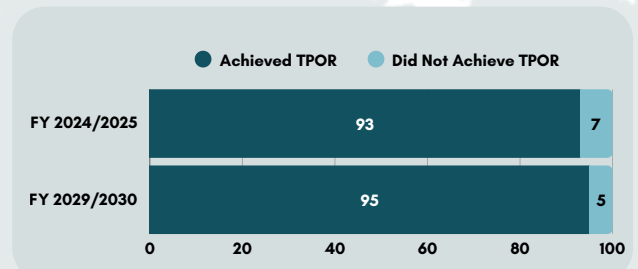
iv. % TPOR Achievement for Site Application



v. % TPOR Achievement for Land Subdivision / Consolidation Application



vi. % TPOR Achievement for Land Search Application





### **Initiative 3.4**

Strengthening use of information technology in delivering more efficient and effective services.

### **Key Performance Indicator (KPI)**

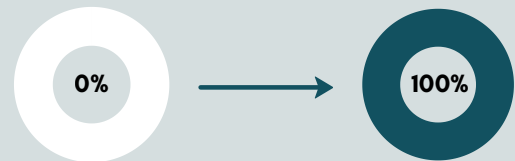
i. Number of online services offered by the department



ii. % customer satisfaction towards online services offered by the department

KPI FY 2024/2025

KPI FY 2029/2030



Note: Baseline (FY 2024/2025) is 0% taking into account that KPI starts in FY 2025/2026.



### **Initiative 3.5**

Creating a conducive work environment.

FY 2024/2025

1

FY 2029/2030

4

### **Key Performance Indicator (KPI)**

Number of wellness / welfare programs implemented according to plan



# ENABLERS

# ENABLERS

## ADMINISTRATION



- Strengthening legal framework
- Strengthening land use planning policies and physical development management
- Review / Preparation of Work Procedure Manuals
- Improving TPOR monitoring strategies
- Scheduling surveys and audits
- Updating / Improving work processes to enhance governance and efficient customer service delivery

## FINANCE



- Prudent budget management
- Strengthening financial capacity
- Effective revenue collection management, including initiatives to increase the department's existing revenue collection

## HUMAN RESOURCE



- Succession Planning
- Training Needs Analysis
- Capacity Building Programs, including strengthening leadership abilities, professionalism, strategic thinking and action as well as efficient management of tasks within teams

## INFORMATION TECHNOLOGY



- Integrated, efficient, and effective management of planning and land use databases
- Efficient management of hardware, software, systems, and computer networks
- Management of technical capacity development, including training and programs to enhance computer literacy



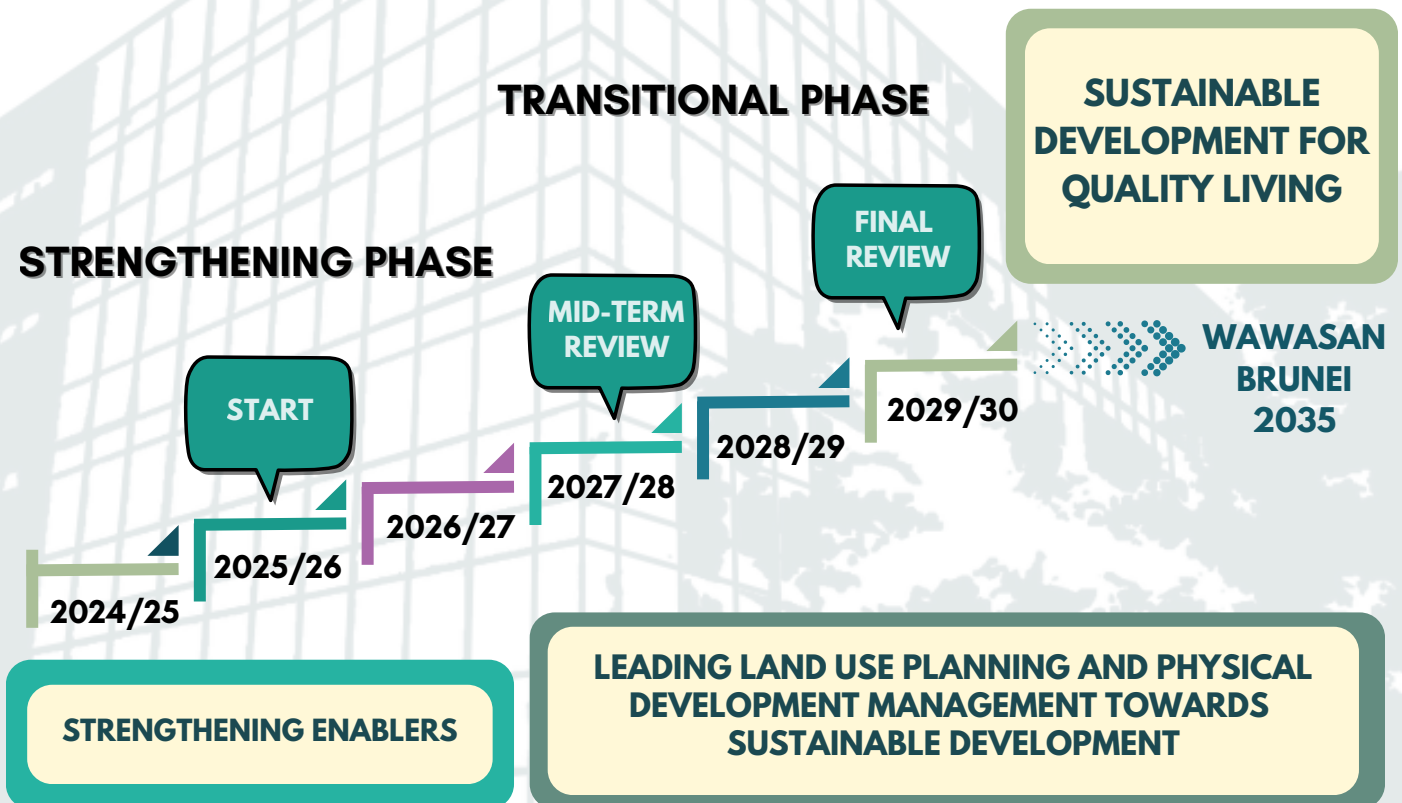
# **IMPLEMENTATION TIMELINE**

# IMPLEMENTATION TIMELINE

## TRANSFORMATION PHASE

## TRANSITIONAL PHASE

## STRENGTHENING PHASE



## ***STRENGTHENING PHASE*** **(STRENGTHENING ENABLERS)**

- Preparation of the Sustainable Development Goals (SDGs) Integration Framework in land use planning and physical development management
- Review of Development Plans
- Review of Planning Guidelines and Standards
- Review of Legislation
- Upgrading of Enforcement Unit to Act Enforcement Section
- Upgrading the department's database management system and the use of comprehensive and integrated information technology
- Preparation of the Core Competency Framework and workforce resource and capacity development programmes
- Review of the Work Procedure Manual
- Governance audit
- Review/Preparation of the Department Safety Programme (HSSE)

**IMPLEMENTATION  
PHASE**

**2025 - 2030**

**2025 / 26**



**2029 / 30**

## **TRANSFORMATION PHASE**

- Excellent customer service
- Optimum land use planning for sustainable, inclusive, and resilient development
- A conducive environment to foster quality living
- Efficient and smart automation of work processes
- A skilled workforce

**2026 / 29**

## **TRANSITIONAL PHASE**

- Use of the Sustainable Development Goals (SDGs) Integration Framework in Development Plans and Planning Guidelines and Standards
- Development Plans and Planning Guidelines and Standards as reference documents and platforms for collaboration in physical development management
- Use of GIS and 3D modelling tools in land use planning, development control management, and service delivery to the public
- Efficient public service
- Strengthening enforcement actions
- Enhancing monitoring and evaluation strategies for development plans and Planning Guidelines and Standards
- Implementation of human resource development and capacity programmes
- Strengthening the work environment to be conducive and safe

# SUMMARY

## What is the TCP Strategic Plan 2025-2030?

The Department of Town and Country Planning (TCP) Strategic Plan 2025-2030 is a long-term reference document that outlines the 3 Strategic Goals, 14 Key Initiatives, and 29 Key Performance Indicators (KPIs). It is aimed to provide clear strategic direction for the department over a five-year period in support of the Brunei Vision 2035. This document serves as a living document, a dynamic plan that will be reviewed periodically to ensure its relevance and effectiveness in addressing current and future challenges.

## How can the sections and branches under TCP get involved in achieving the target outcomes of the strategic plan?

Each section and branch under the Town and Country Planning Department will align respective key initiatives with their respective annual work plans, including monitoring work outcomes through their established section (branch and individual) KPIs.

## TARGET GOALS

S1. Optimum Land Use Planning for Sustainable Development

S2. Effective Physical Development Management for Quality Living

S3. Effective Management for an Excellent Organisation

## How will TCP achieve these targets?

The outcomes in the TCP Strategic Plan 2025-2030 will be achieved through the implementation of 14 key Initiatives.



I1.1 Integration of Sustainable Development Goals Framework in development plans preparation

I1.2 Enhancing the role of development plans as reference documents and collaboration platforms

I1.3 Strengthening strategies for monitoring and evaluation of development plan's achievement

I1.4 Enhancing the planning information database management system to be more comprehensive and coordinated

I1.5 Increasing use of Geographic Information System (GIS) and 3D Modeling Tools in land use planning analysis, physical development management, and customer service delivery



I2.1. Integration of the SDGs Framework into physical development management

I2.2 Increasing use of Guidelines and Planning Standards as reference documents in physical development management

I2.3 Enhancing monitoring strategies to assess the effectiveness of physical development management policies as well as Guidelines and Planning Standards

I2.4 Strengthening enforcement strategies to create a well-organised, safe, and harmonious environment



I3.1. Strengthening governance strategies

I3.2 Improving human resource development and work capacity

I3.3 Enhancing customer service quality

I3.4 Strengthening use of information technology in delivering more efficient and effective customer services

I3.5 Creating a conducive work environment

# ACKNOWLEDGEMENTS

Our deepest appreciation and sincere thanks are extended for the contributions, collaboration, valuable insights, and support in the preparation of this Department's Strategic Plan to:

## **Ministry of Development**

Yang Mulia Permanent Secretary of Ministry of Development as Planning Authority

## **Steering Committee for Department of Town and Country Planning's Strategic Plan and KPI**

Commissioner for Town and Country Planning (Chairman)

Deputy Commissioner for Town and Country Planning

Acting Assistant Commissioner for Town and Country Planning

Head of Strategic Planning Section, TCP

Head of Development Planning Section, TCP

Head of District Development Section, TCP

Head of Administration and Finance Section, TCP

Head of Planning Information Section, TCP

Head of Act Enforcement Section, TCP

Head of Belait District Branch, TCP

Head of Tutong District Branch, TCP

Head of Temburong District Branch, TCP

## **Secretariat**

Officers and Technical Staffs,  
Strategic Planning Section, TCP

**As well as the staffs and key stakeholders involved  
in the focus group discussion sessions**

## FOCUS GROUP DISCUSSION SESSIONS



*Focus Group Discussion Session with the officers and staffs from Sections and Branches under TCP, 15 May 2024*



*Focus Group Discussion Session with officers and staffs from Sections and Branches under TCP, 15 May 2024*



*Focus Group Discussion Session with Qualified Persons (QP), Registered Building Draughtsman (RBD), Licensed Land Surveyors (LLS) and Department of Technical Services (DTS), 22 July 2024*



*Focus Group Discussion Session with Qualified Persons (QP), Registered Building Draughtsman (RBD), Licensed Land Surveyors (LLS) and Department of Technical Services (DTS), 22 July 2024*



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