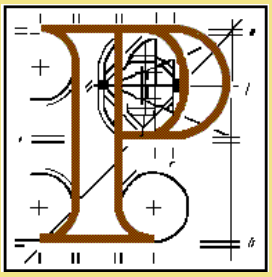
AN BORD PLEANÁLA



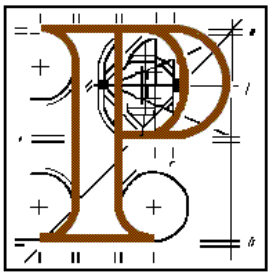
RÁITEAS STRAITÉISE 2011 - 2014

STATEMENT OF STRATEGY 2011 - 2014

LÚNASA 2011

AUGUST 2011

AN BORD PLEANÁLA



RÁITEAS STRAITÉISE 2011 - 2014
STATEMENT OF STRATEGY 2011 - 2014

LÚNASA 2011

AUGUST 2011

CLÁR na nÁBHAR

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RÉAMHRÁ ón bPHRÍOMHOIFIGEACH

Treoir agus fócas straitéiseach a bheidh sa Ráiteas Straitéise seo don Bhord Phleanála sna trí bliana atá amach romhainn.

Ó bunaíodh an Bord Pleanála sa bhliain 1977 d'fheidhmigh sé mar fhoras achomharc náisiúnta pleanála. Sna ceithre bliana is tríocha sin d'fheidhmigh sé i gcomhthéacsanna éagsúla eacnamaíocha agus rialála a raibh tionchar acu ar mhéid agus ar chastacht na n-ábhar a tháinig os a chomhair lena gcinneadh. De thoradh na nAchtanna um Pleanáil agus Forbairt 2000 agus 2006 tháinig leathnú suntasach ar fheidhmeanna an Bhoird. I láthair na huaire tá an Bord ag dul i dtaithí ar chúlú ar bharrleibhéal na gcásanna nua sna blianta 2006-2008 agus tá a oibríochtaí á oiriúnú aige anois don chor atá i réim sa gheilleagar agus don leibhéal cásanna atá ag teacht isteach. Tá cleachgtais agus nósanna imeachta á chur í gcrích aige freisin le go mbeidh ar a chumas déileáil go héifeachtach le cineálacha nua cás-oibre a thiocfaidh den Acht um Pleanáil agus Forbairt (Leasú) 2010. Tá sé curtha in iúl don Bord ag An Roinn Comhshaoil Pobail agus Rialtais Áitiúil go mbeidh sí mar dhualgas ar an mBord sa todhchaí cinntí a dhéanamh ar iarratais d'fhorbairtí ollmhóra atá bearthaithe amach ón gcósta. Fáiltíonn an Bord roimh na dúsláin a bhainfidh le freagrachtaí breise dá leithéid.

Toisc a phróifíl mar an príomhfhoras náisiúnta ag a bhfuil sainordú maidir le tograí forbartha, ba cheart meas a léiriú ar chinntí agus ar oibríochtaí an Bhoird Phleanála agus iad a aithint mar an cleachtas is fearr i gcóras bainistíocht forbartha na hÉireann. Dá réir sin ba cheart do chinntí an Bhoird a bheidh eolasach, slán go teicniúil agus bailí ó thaobh an dlí de. Chomh fada agus is féidir níor mhór do chinntí a bheith bunaithe ar anailís oibiachtúil inchosanta agus iad a bheith in ann dúshlán ar bith a sheasamh i gcúirteanna na hÉireann nó na hEorpa.

Ina cháil mar eagraíocht den earnáil phoiblí is fios don Bhord go rímhaith an gá atá le háirithiú go mbíonn a oibríochtaí, a fheidhmíocht agus a sheirbhísí do chustaiméirí i gcomhréir le tionscnaimh leanúnacha an Rialtais lárnaigh féachaint seirbhís phoiblí a sholáthar a bheidh níos inrochtana, níos éifeachtaí, níos sofhreagraí agus níos cuntasaí. Ceapadh an straitéis seo leis na tosaíochtaí sin a chomhlíonadh agus le háirithiú go mbeidh seirbhísí éifeachtacha ar ardchaighdeán le fáil i gcónaí ag an bpobal ón mBord d'ainneoin na laghduithe atá déanta agus na laghduithe atá beartaithe ar chaiteachas agus ar leibhéil foirne san earnáil phoiblí.

Lé béim faoi leith á chur ar an tseirbhís don chustaiméir féachann an straitéis le hardán teicneolaíochta an Bhoird a uasghrádú agus feidhm a bhaint as chun teacht cianda ar sheirbhísí agus ar fhaisnéis mar gheall ar an riar cásanna reatha a mhéadú. Maidir leis sin, aithníonn an Bord nach raibh sé ar a chumas, de dheasca sriantachtaí áirithe le roinnt blianta anuas, leas a bhaint as cumas na teicneolaíochta sin a mhéad ab fhéidir, ach tá sé beartaithe ag an mBord dul chun cinn suntasach a dhéanamh i dtréimhse an ráitis seo chun an fhaillí sin a chur ina cheart.

FOREWORD BY THE CHIEF OFFICER

This Statement of Strategy for An Bord Pleanála is intended to guide and give strategic focus to the organisation over the next three years.

Since its establishment in 1977 An Bord Pleanála has functioned as the national planning appeals body. Over that period of 34 years it has operated through various different economic and regulatory contexts which have impacted on the volume and complexity of the matters which come before it for decision. The Planning and Development Acts of 2000 and 2006 resulted in a significant expansion in the Board's functions. The Board is currently adjusting to the reversal of the record levels of intake of cases experienced in the years 2006-2008 and is gearing its operations to align with the prevailing economic climate and caseload intake levels. It is also developing practices and procedures to enable it to deal effectively with new types of casework arising from the Planning and Development (Amendment) Act 2010. The Board has been advised by the Department of the Environment, Community and Local Government that in the future it will have responsibility for determining applications for major developments proposed off shore. The Board looks forward to meeting the challenges which will be posed by such additional responsibilities.

Due to its profile as the primary body with a national remit in relation to development proposals, An Bord Pleanála's decisions and operations should be respected and recognised as best practice in the Irish development management system. Board decisions should accordingly be well informed, technically sound and legally valid. The decisions should, insofar as possible, be based on defendable objective analysis and should withstand any challenges in Irish or European Courts.

As a public sector organisation the Board is acutely conscious of the necessity to ensure that its operations, performance and customer services are consistent with on-going central Government initiatives to provide a more accessible, efficient, responsive and accountable public service. This strategy is designed to meet these priorities and to ensure that the Board will continue to provide a high quality and efficient service to the public notwithstanding current and proposed reductions in public sector expenditure and staffing levels.

In placing particular emphasis on customer service the strategy seeks to upgrade the Board's technology platform and to exploit its potential so as to enable greater remote accessibility to the Board's services and information relating to current caseload. In this regard the Board recognises that due to particular constraints over a number of years it was not in a position to develop the potential of such technology to its preferred extent, but it intends to make significant progress in rectifying this deficiency over the period covered by this statement.

Admhaím go mbeidh bainteacht, tiomantas agus saineolas baill an Bhoird agus na foirne, mar dhaoine aonair agus mar fhoirne ildisciplíne, ríthábhachtach chun na cuspóirí a bhainfidh le cur i ngníomh na straitéise seo a chur chun cinn. Déanfaidh an Bord a lándícheall a áirithiú go leanfar de stíl bhainistíochta ar fud na heagraíochta a bheidh bunaithe ar chur chuige rannpháirteach comhpháirtíochta ionas go mbeidh deis ag an uile dhuine inti rannchuidiú go dearfach le gnóthú na spriocanna straitéiseacha atá leagtha amach sa ráiteas seo.

Gabhaim buíochas leo siúd ar fad, san eagraíocht agus lasmuigh de, a bhí páirteach sa chlár comhairliúcháin a bhí mar chuid den phróiseas ullmhúcháin don ráiteas straitéise seo. Is féidir liom a ghealladh do na rannpháirtithe ar fad gur mór againn na tuairimí a chuir siad in iúl dúinn agus go ndearnadh anailís orthu mar chuid den phróiseas.

Ba mhaith liom mo bhuíochas a ghabháil chomh maith leis an Iníon Máire Brady ón bhForas Riaracháin a thug cúnamh agus comhairle don Bhord maidir leis an gcleachtas is fearr agus straitéis á ceapadh.

Pádraic Thornton, Príomhoifigeach.

I wish to acknowledge that the involvement, commitment and expertise of Board members and staff, both as individuals and members of multi-disciplinary teams, are crucial to advancing the objectives to be met in the implementation of this strategy. The Board is committed to ensuring that a participative and partnership approach continues to be the prevailing management style of the organisation so that all in the organisation can positively engage with and make a valued contribution towards the achievement of the strategic goals set out in this statement.

I would like to acknowledge and thank all those, both internal and external to the organisation, who engaged with the consultation programme which was undertaken as part of the process of preparing this statement of strategy. I can assure all such participants that their views, as communicated, are respected and valued and have been fully analysed in the process.

I would also like to acknowledge the assistance and advice provided to the Board by Ms. Maire Brady of the Institute of Public Administration in respect of best practice in the strategy formulation process.

Padraic Thornton, Chief Officer.

RÁITEAS AN CHATHAOIRLIGH

Thar ceann an Bhoird Phleanála is mian liom an Ráiteas Straitéise seo a chur i láthair, ráiteas ina gcuimsítear aidhmeanna na heagraíochta sa tréimhse 2011 go 2014.

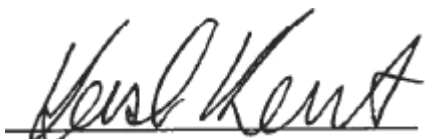
Táim lánchinnte gur féidir leis an mBord ról dearfach suntasach a bheith aige i gcónaí maidir le seirbhís náisiúnta pleanála ar ardchaighdeán a chur chun cinn. Tá an cor reatha sa gheilleagar ag cur dúshlán nach beag faoin mBord agus faoi shochaí na hÉireann i gcoitinne ach táim sásta go n-oireann na tosaíochtaí atá sainaitheanta sa ráiteas straitéise seo do chás na hÉireann i láthair na huaire.

Is mór ag an mBord a neamhspleáchas agus a neamhchlaon maidir le comhlíonadh a fheidhmeanna agus cloífear leis na croíphrionsabail sin i gcónaí agus cinntí á ndéanamh. Admhaíonn sé, leis, go bhfuil muinín an phobail as dílseacht an Bhoird do na prionsabail sin ar cheann de chlocha coirnéil an Bhoird agus féachann sé leis an muinín sin a choimeád trí bheith oscailte agus trédhearcach ina oibríochtaí agus sofhreagrach d'aon ghearáin nó d'aon cheisteanna mar gheall ar na nithe sin.

Ní fhéadfaí bheith ag súil go mbeadh an uile dhuine sásta le cinneadh an Bhoird i gcás ar bith ach is í aidhm an Bhoird gach togra pleanála agus comhshaoil a thagann os a chomhair a mheasúnú go críochnúil agus ar an tslí is fearr ionas gur féidir leis an bpobal lánmhuinín a bheith aige gur toradh é gach cinneadh ar dhianmheasúnú gairmiúil ina gcuirtear na tuairimí a fhaightear ó gach páirtí san áireamh go cuí. Leanfaidh an Bord de bheith ag brath ar inniúlacht agus ar ardchaighdeán na comhairle pleanála agus an tsaineolais eile a chuireann cigirí agus baill an Bhoird ar fáil dó le cinntí ar an gcaighdeán sin a dhéanamh i gcónaí. Mar sin gné lárnach den straitéis seo is ea é an saineolas inmheánach sin a choimeád, a athnuachan agus a neartú. Is amhlaidh go n-aithnítear, leis, go bhfuil caighdeán oibríochtaí an Bhoird i bhfoirm sheirbhísí don phobal bunaithe ar thiomantas agus ar shaineolas na mball agus na foirne riaracháin agus teicniúla.

Ba mhaith liom a admháil chomh maith gur bunchuspóir straitéiseach é de chuid an Bhoird ardleibhéal comhsheasmhach géilliúlachta a bhaint amach sna trí bliana amach romhainn agus lastall de don chuspóir ama reachtúil a bhaineann le cásanna a thagann os a chomhair lena gcinneadh. Maidir leis sin, is fios go rímhaith don Bhord go bhféadfadh aon mhoill neamhriachtanach nó aon mhoill inseachanta ar phróiseáil cásanna iarratais phleanála, cibé an cásanna iad a taisceadh i bhfoirm achomhairc nó mar iarratas díreach ar fhorbairt bonneagair straitéisigh, tionchar diúltach a bheith aige ar shochar eacnamaíoch, lena n-áirítear fostaíocht a d'fhéadfaí a chruthú, a thiocfadh de thionscadail ceadaithe. Níor mhór a thuiscint go soiléir afach go leanfaidh an Bord ar chásanna a chinneadh ar a dtuillteanais faoi threoir phrionsabail dhea -phleanáil agus forbairt inbhuanaithe an cheantair, lena n-áirítear aird chuí a thabhairt ar cheisteanna comhshaoil a bhaineann le hábhar agus deonófar/diúltófar cead de réir mar is iomchuí ar an mbonn sin.

Mar fhocal scoir, is soiléir dom go bhfuil tionchar mór ag cúinsí luaineacha agus éiginnte ar an tír agus ar eagraíochtaí san earnáil phoiblí i láthair na huaire. Dá réir sin is é an cur chuige is stuama agus is cuí sna cúinsí sin ná a bheith solúbtha go leor leis an straitéis seo a oiriúnú nó a leasú le go mbeidh sí ag luí le staideanna nó le sriantachtaí a d'fhéadfadh teacht chun cinn.



Karl Kent, Leaschathaoirleach

CHAIRPERSON'S STATEMENT

On behalf of An Bord Pleanála I am pleased to present this Statement of Strategy for the organisation covering the period 2011 to 2014.

I am confident that the Board can continue to play a positive and significant role in the promotion of a coherent and effective high quality planning service nationally. While the prevailing economic situation in the country provides a challenging environment for the Board and Irish society in general I am satisfied that the priorities identified in this strategy statement are appropriate to the present set of circumstances.

The Board places great value on its independence and impartiality in the discharge of its functions and will continue to adhere to these core principles in its decision making. It also acknowledges that the confidence of the public in the Board's application of these principles is one of the Board's greatest assets and it aims to maintain this confidence by the openness and transparency of its operations and its responsiveness to any complaints or queries relating to same.

While it is to be expected that in any particular case the decision of the Board will not find universal approval the Board's aim is to maintain the thoroughness and quality of its planning and environmental assessment of each proposal before it so that the public can have full confidence that all such decisions are reached only following a rigorous and professional assessment and with due consideration of the submitted views of all parties. The Board will continue to rely on the competence and quality of the professional planning and other expertise of its inspectorate staff and Board members to provide the capability to deliver this quality to the decision outcomes. The maintenance, renewal and strengthening of this in-house expertise is therefore a central feature of the strategy as is the recognition that the overall quality of public service delivery of the Board's operations is based on the dedication and know-how of its members and its administrative and technical staff complement.

I would also acknowledge that achievement of a consistent high level of compliance with the statutory time objective to determine cases before it over the next three years and beyond is a fundamental strategic objective for the Board. In this regard the Board is acutely conscious that any unnecessary or avoidable delays in processing planning application cases whether lodged by way of appeal or by a direct strategic infrastructure development application could negatively impact on the economic benefit, including employment potential, which could be realised from approved projects. However it should in this context be clearly understood that the Board will continue to decide planning cases on their merits by reference to the principles of the proper planning and sustainable development of the area including due regard for relevant environmental considerations and will grant/refuse approval as considered appropriate on this basis.

On a final note, I am conscious that the present set of circumstances affecting the country and public sector organisations in general are volatile and uncertain and that in such a scenario the flexibility to be able to adapt or amend this strategy to align with emerging situations or constraints needs to be acknowledged and appreciated as a prudent and appropriate approach.

Karl Kent, Deputy Chairperson

RÁITEAS MISIN

Ár gcion a dhéanamh mar chomhlacht náisiúnta neamhspleách ar bhealach neamhchlaon, éifeachtach agus oscailte chun a áirithiú go luífeadh forbairt fhisiciúil agus tionscnaimh mhóra bhonneagair in Éirinn le prionsabail na forbartha inbhuanaithe, lena n-áirítear cosaint an chomhshaoil.

SAINORDÚ

Bunaíodh an Bord Pleanála sa bhliain 1977 faoin Acht Rialtais Áitiúil (Pleanáil agus Forbairt), 1976. Is iad príomhchúraimí an Bhoird achomhairc phleanála agus nithe áirithe eile a chinneadh faoi na hAchtanna um Pleanáil agus Forbairt, 2000 go 2011 agus iarratais ar fhorbairt bonneagair straitéisigh a chinneadh, lena n -áirítear móriarratais maidir le bóithre agus iarnród. Tá cúram air chomh maith déileáil le tograí maidir le talamh a cheannach go héigeantach ag údaráis áitiúla agus ag grúpaí eile faoi achtacháin éagsúla. Feidhmeanna eile dá chuid is ea achomhairc a chinneadh faoi na hAchtanna um Thruailliú Uisce agus Aeir agus faoi na hAchtanna um Rialú Foirgníochta. Ina theannta sin tá sé curtha in iúl don Bord ag An Roinn Comhshaoil, Pobail agus Rialtais Áitiúil go mbeidh sé mar dhualgas ar an mBord sa todhchaí, cinnití a dheanamh ar iarratais d'fhorbairtí ollmhóra atá bearthaithe amach ón gcósta.

LUACHANNA

Beidh an Bord Pleanála faoi threoir na gcroíluachanna eagraíochtúla seo a leanas faoi mar a bhaineann sé le comhlíonadh a mhisin agus a shainordú:

Neamhspleáchas agus Neamhchlaon:

Tá an Bord tiomanta dá neamhspleáchas cinnteoireachta a chaomhnú agus a chosaint agus a áirithiú go mbeidh gach cinneadh a dhéanfaidh sé bunaithe ar mheasúnú neamhchlaon ar an gcás sin agus ar an measúnú sin amháin.

Gairmiúlachas agus Sláine:

Is mór ag an mBord saineolas gairmiúil, ionracas, tiomantas agus éiteas seirbhíse poiblí na mball agus na foirne, agus is orthu a bhraitheann sé.

Rannpháirtíocht agus Trédhearcacht

Tá an Bord tiomanta do bheith chomh cuntasach agus is féidir ina oibríochtaí de réir nádúr gar-bhreithiúnach a fheidhmeanna reachtúla agus d'áirithiú go mbeidh a nósanna imeachta oscailte agus go misneoidh siad an pobal le bheith rannpháirteach sa chóras pleanála oiread is féidir.

MISSION STATEMENT

To play our part as an independent national body in an impartial, efficient and open manner, to ensure that physical development and major infrastructure projects in Ireland respect the principles of sustainable development, including the protection of the environment.

MANDATE

An Bord Pleanála was established in 1977 under the Local Government (Planning and Development) Act, 1976 and is responsible for the determination of appeals and certain other matters under the Planning and Development Acts, 2000 to 2011 and determination of applications for strategic infrastructure development including major road and railway cases. It is also responsible for dealing with proposals for the compulsory acquisition of land by local authorities and others under various enactments. It also has functions to determine appeals under Water and Air Pollution Acts and the Building Control Acts. In addition the Board has been advised by the Department of the Environment, Community and Local Government that it will, in the future, also acquire responsibility for the determination of applications for major developments proposed off-shore.

VALUES

In seeking to fulfil its mission and mandate An Bord Pleanála will be guided by the following core organisational values:

Independence and Impartiality:

The Board is committed to preserving and protecting its independence in its decision making functions and to ensure that all decisions made by it are based solely on an impartial assessment of each case.

Professionalism and Integrity:

The Board places great value and reliance on the professional expertise, integrity, dedication and public service ethos of its members and staff.

Participation and Transparency

The Board is committed to providing the maximum degree of accountability in its operations consistent with the quasi-judicial nature of its statutory functions and ensuring that its procedures are open and encourage the fullest possible participation by the public in the planning system.

Meas, Dínit, Comhionannas agus Cothromaíocht:

Tá an Bord tiomanta do chultúr measa, dínite, comhionannais agus cothromaíochta a chothú i ngach déileáil a bhíonn aige leis an bpobal agus ina chaidreamh leis an fhoireann agus sa chaidreamh idir bhaill foirne.

Sársheirbhís do Chustaiméirí agus Nuáil:

Is léir don Bhord gur gá go mbeadh an tseirbhís do chustaiméirí ag freagairt d'ionchais an lae inniu agus don chleachtas is fearr agus tá sé lándáiríre faoi bheith sofhreagrach agus oscailte do bhealaí nua le soláthar na seirbhíse a fheabhsú.

Dea-bhainistíocht Chomhshaoil

Déanfaidh an Bord a dhicheall lena oifigí féin a reáchtáil ar bhealach a bheidh neamhdhíobhálach don chomhshaol trí chur chuige inbhuanaithe a ghlacadh i leith éifeachtúlacht fuinnimh, bainistíocht dramhaíola, cúrsaí iompair agus soláthair, lena n-áirítear cláir um fheabhsú leanúnach.

Sláinte agus Sábháilteacht

Reáchtálfaidh an Bord a oifigí féin de réir na gcaighdeán sláinte agus sábháilteachta is airde.

Respect, Dignity, Equality and Fairness:

The Board is committed to a culture of respect, dignity, equality and fairness in all dealings with the public and also in dealings with and between staff.

Excellent Customer Service and Innovation:

The Board is conscious of the need to ensure that its overall customer service is aligned to current expectations and best practice and is committed to be responsive and open to seeking new ways to improve service delivery.

Good Environmental Management

The Board will seek to operate its own offices in an environmentally friendly manner by employing a sustainable approach to energy efficiency, waste management, transport and procurement including continual improvement programmes.

Health and Safety

The Board will operate its own offices in accordance with best practice health and safety standards.

SPRIOCANNA ARDLEIBHÉIL AN BHORD PLEANÁLA

- Seirbhís phoiblí éifeachtúil ar ardchaighdeán a chur ar fáil trí chinntí a bheidh bunaithe ar eolas, slán go teicniúil agus bailí ó thaobh an dlí de a dhéanamh go tráthúil ar thograí forbartha de réir reachtaíocht na hEorpa agus na reachtaíochta náisiúnta.

- A bheith dírithe ar riachtanais agus ar ionchais an phobail agus bheith sofhreagrach do na riachtanais agus do na hionchais sin i bhfoirm sheirbhís ar ardchaighdeán a chur ar fáil don phobal, lena n-áirítear teacht ar sheirbhísí agus ar shaoráidí an Bhoird agus bheith ag athbhreithniú agus ag déanamh síor-iarrachta na seirbhísí agus na saoráidí sin a fheabhsú.

- A bheith neamhspleách agus neamhchlaon mar eagraíocht, agus cinntí a dhéanamh ar bhealach éifeachtúil, cothrom, comhsheasmhach agus oscailte faoi threoir Bhoird a aithníonn go bhfuil sé de chúram air a áirithiú go ngéilleann an eagraíocht don chleachtas is fearr atá i réim agus do chaighdeáin rialachais le haghaidh eagraíochtaí san earnáil phoiblí i ngach gné dá oibríochtaí, agus an cháil sin a bheith orainn.

- Dul i mbun idirghníomhaíochtaí éifeachtacha leis an Roinn Comhshaoil, Pobail agus Rialtais Áitiúil agus le heagraíochtaí eile san earnáil phoiblí a mbaineann a gcuid feidhmeanna leis an gcóras pleanála nó a bhfuil comhéadan acu leis an gcóras pleanála mar rannchuidiú an Bhoird chun córas rialála níos líomhchóirithe, a chosnódh iomaíochas an náisiúin, a bhaint amach.

- Sláine bhuiséadach na heagraíochta a choimeád trí bhíthin cleachtas bainistíochta fónta airgeadais, lena n-áirítear gach caiteachas agus sruth ioncaim a réiteach go tráthúil agus síorbhéim a choimeád ar rialú stuama caiteachais agus ar éiteas luach ar airgead mar is gá i bhfianaise na gcúinsí eacnamaíochta náisiúnta atá anois i réim.

HIGH LEVEL GOALS OF AN BORD PLEANÁLA

- To deliver a high quality and efficient public service by making well informed, technically sound and legally valid decisions on development proposals in a timely manner in accordance with European and national legislation.

- To be focussed on and responsive to the needs and expectations of the public in terms of quality customer service including access to the Board's services and facilities and to continuously review and strive to improve same.

- To be, and be recognised as, an independent and impartial organisation, which makes decisions in an efficient, fair, consistent and open manner and directed by a Board cognisant of its responsibilities to ensure that the organisation complies with prevailing best practice and standards of governance for a public sector organisation in all areas of its operations.

- To engage in effective interactions with the Department of the Environment, Community and Local Government and other public sector organisations whose functions relate to or interface with the planning system as the Board's contribution towards the achievement of a more streamlined regulatory system which protects national competitiveness.

- To maintain the budgetary integrity of the organisation through sound financial management practice including efficient and timely reconciliation of all expenditure and income streams and with a continued emphasis on prudent control of expenditure and a value for money ethos as required by current national economic circumstances.

STRAITÉISÍ

Gheofar sa chuid seo a leanas den ráiteas breac-chuntas ar na gníomhaíochtaí a bhfuil i gceist ag an mBord a ghabháil ar láimh agus a thabhairt ar aghaidh ar bhealach pleanáilte comhleanúnach ionas go mbainfidh sé amach a spriocanna ardleibhéil agus go gcomhlíonfaidh sé a mhisean agus a shainordú. Is ar ghealltanais shonracha a leagan amach atá an bhéim, gealltanais atá trédhearcach agus intomhaiste agus arbh fhéidir iad a úsáid, dá bhrí sin, chun fócas a thabhairt d'obair an Bhoird, dá lucht bainistíochta agus don fhoireann. Beidh ar chumas an Bhoird úsáid a bhaint as na gealltanais sin chun athbhreithniú agus measúnú a dhéanamh ar cibé an bhfuil a spriocanna straitéiseacha á mbaint amach agus a mhisean á chomhlíonadh ag an mBord.

STRATEGIES

The following section of the statement outlines in broad terms the actions which the Board intends to undertake and progress in a planned and coherent way in order to achieve its high level goals and fulfil its mission and mandate. The emphasis is on setting out specific commitments which are transparent and measurable and can thus be used to give focus to the work of the Board, its management and staff and also enable review and assessment of whether the Board is meeting its strategic goals and achieving its mission.

Sprioc Ardleibhéal 1:

Seirbhís phoiblí éifeachtúil ar ardchaighdeán a chur ar fáil trí chinntí a bheidh bunaithe ar eolas, slán go teicniúil agus bailí ó thaobh an dlí de a dhéanamh go tráthúil ar thograí forbartha de réir reachtaíocht na hEorpa agus na reachtaíochta náisiúnta.

An Comhthéacs:

Is é bunriachtanas an Bhoird a áirithiú go mbíonn caighdeán an mheasúnaithe phleanála a dhéanann sé ar thograí forbartha ar ardchaighdeán i gcónaí agus i gcomhréir lena stádas mar an comhlacht náisiúnta a bhfuil cúram air as measúnú rialaithe forbartha dá shórt a dhéanamh. Gaolmhar leis sin tá an t-aitheantas gur critéar criticiúil feidhmíochta é don eagraíocht an tráthúlacht lena bpróiseáltar agus lena gcinntear cásanna, ag féachaint go háirithe do na cuspóirí ama reachtúla atá leagtha ar an mBord féachaint le cásanna a chinneadh de ghnáth laistigh de 18 seachtaine ó am a fhaightear iad. Glacann an Bord leis an dúshlán an sprioc ama seo a chomhlíonadh i bhformhór na gcásanna ach aithnítear go mbeidh tuilleadh ama de dhíth i líon beag cásanna chun iad a thabhairt chun críche mar ba cheart, toisc a chasta atá siad agus/nó na saincheisteanna ar leith a thagann chun cinn iontu.

Na Straitéisí chun sprioc a chur i gcrích.

- An saineolas pleanála agus saineolas riachtanach eile atá ag gairmithe inmheánacha an Bhoird agus na foirne a choimeád, a athnuachan, a fhorbairt agus a roinnt, agus an fhoireann a stiúradh ar shlí spriocaimsithe chun cuspóirí na heagraíochta a bhaint amach laistigh d'ionad oibre ina léireofar meas ar chion an duine aonair agus ina gcumasófar do gach duine an gealladh ar fad atá fúthu a fhíorú.

- Féachaint le háirithiú go gcuirfear cinntí an Bhoird i ngach cás in iúl i bhfocail shoiléire sothuigthe agus go míneofar an réasúnaíocht laistiar den chinneadh go hiomlán iontu.

- Anailís a dhéanamh i gcónaí ar an aiseolas i dtaobh chinntí an Bhoird a fhaightear ó pháirtithe leasmhara agus é a chur san áireamh mar is iomchuí mar cuid de chóras reatha um próiseáil gearán atá ann.

- A áirithiú go ndéanfar síor-mhonatóireacht agus go soláthrófar aiseolas ar dhul chun cinn cásanna trí chéimeanna éagsúla na próiseála chun aire an uile dhuine san eagraíocht a dhíriú ar na spriocanna inmheánach ama ionas go ndéanfar cinntí laistigh den sprioc-thréimhse ama reachtúil.

- Na córais bhainistíochta daonna ábhartha a ailíniú chun tacú le gnóthú na sprice sin.

High Level Goal 1:

To deliver a high quality and efficient public service by making well informed, technically sound and legally valid decisions on development proposals in a timely manner in accordance with European and national legislation.

Context:

The fundamental requirement for the Board is to ensure that the quality of its planning assessment of proposed development is of a consistently high standard commensurate with its status as the national body responsible for such development control assessment. Allied to this is a recognition that the timeliness of processing and determination of cases is also a critical performance criterion for the organisation particularly having regard to the statutory time objectives on the Board to seek to decide cases generally with 18 weeks of receipt of same. The Board accepts the challenge to meet this deadline in the generality of cases while recognising that in a small minority of cases due to complexity and/or particular issues arising more time will be needed to properly conclude the case.

Strategies to Achieve:

- Retain, renew, grow and share the professional planning and other necessary in-house expertise and know-how at both Board and staff levels and direct same in a manner focussed on delivering organisational objectives within a workplace environment which values and respects the unique contribution of each individual and enables them reach their full potential.

- Seek to ensure that in all cases Board decisions are written in clear and understandable language and that the rationale behind the decision is fully explained in same.

- Consistently analyse and take account as appropriate of on-going feedback from stakeholders in respect of Board decisions as part of the Board's existing complaints processing system.

- Ensure consistent monitoring and feedback on the progress of cases through the various internal stages of processing to provide on-going focus to all in the organisation to adhere to the internal timelines necessary to enable the making of decisions within the statutory objective time period.

- Align relevant human resource management systems to support achievement of the goal.

Cuspóirí/Tréimhsí Ama Intomhaiste

- Plean Gnó um Bainistíocht Acmhainní Daonna a cheapadh agus a chur chun feidhme ina bhforálfar do chórais a d'aithneodh agus a dhíreodh ar aon bhearna shaineolais a thiocfadh chun solais ionas go mbeidh ar chumas an Bhoird gach leibhéal riachtanach de chumas inmheánach a choimeád. Déanfaidh an Plean Gnó sin gach córas AD a chomhdhlúthú agus a ailíniú, lena n-áirítear na córais um bainistíocht agus forbairt feidhmíochta atá ann cheana féin chun tacú le gnóthú na sprice. Glacfar an Plean Gnó roimh dheireadh na bliana 2011.

- Nócha faoin gcéad ar a laghad de na cásanna ar fad, lena n-áirítear achomhairc phleanála agus iarratais maidir le forbairt bonneagair straitéisigh, a bheith á dtabhairt chun críche laistigh den sprioc-thréimhse ama reachtúil faoi dheireadh na bliana 2011 agus dá éis sin.

Relevant Measurable Objectives/Timescales:

- Develop and implement a comprehensive Human Resource Management Business Plan which provides for systems to identify and address any emerging gaps in the pool of expertise so that the Board can maintain the necessary levels of internal capability. This Business Plan will also consolidate and align all HR systems including existing performance management and development systems to support the achievement of the goal. Business Plan to be adopted by end 2011.

- Consistently discharge at least 90% of all cases including planning appeals and strategic infrastructure development applications within the statutory time objective by the end of 2011 and thereafter.

Sprioc Ardleibhéal 2:

Bheith dírithe ar riachtanais agus ar ionchais an phobail agus a bheith sofhreagrach do na riachtanais agus do na hionchais sin i bhfoirm sheirbhís ar ardchaighdeán a chur ar fáil don phobal, lena n-áirítear teacht a thabhairt ar sheirbhísí agus ar shaoráidí an Bhoird agus bheith ag athbhreithniú agus ag déanamh síor-iarrachta na seirbhísí agus na saoráidí sin a fheabhsú.

Comhthéacs:

Tá tionscnaimh leanúnacha ar siúl ag an Rialtas le go mbeidh eagraíochtaí seirbhíse poiblí chun tosaigh maidir lena seirbhísí do chustaiméirí a fheabhsú, lena n-áirítear a éasca atá sé teacht ar na seirbhísí sin, agus is fios don Bhord gur táscaire criticiúil iad na tionscnaimh sin de cibé an bhfuil an earnáil phoiblí sofhreagrach do na hionchais atá i réim san aonú haois is fiche maidir le seirbhísí do chustaiméirí. Gné lárnach de na tionscnaimh sin ná féachaint le teacht níos éasca a thabhairt ar sheirbhísí agus raon na seirbhísí sin a mhéadú trí úsáid chuí a bhaint as an teicneolaíocht.

Na Straitéisí chun an sprioc a chur i gcrích

- Bheith ag lorg aiseolais ó úsáideoirí sheirbhís an Bhoird, anailís a dhéanamh ar an aiseolas sin agus é a chur san áireamh chun síor-fheabhsuithe a dhéanamh ar na seirbhísí sin.

- Déanfaidh an Bord iniúchadh agus athanailís ar an bPlean Gníomhaíochta Seirbhíse do Chustaiméirí atá i bhfeidhm faoi láthair agus cuirfear béim ar leith ar shlite chun an t-ardán agus na córais teicneolaíochta a fheabhsú chun teacht leictreonach cianda níos fearr a thabhairt ar sheirbhísí an Bhoird agus ar eolas atá ina sheilbh aige. Maidir leis seo, geallann an Bord go mbeidh an pobal in ann achomhairc agus aighneachtaí ar chásanna pleanála a thaisceadh (agus aon táillí a ghabhann leis sin a íoc, leis) i modh leictreonach cianda agus go mbeidh teacht leictreonach cianda ag an bpobal ar achomhairc/aighneachtaí maidir le cásanna reatha faoi lár na bliana 2014.

- Déanfaidh an Bord anailís chriticiúil ar na háiseanna sna háiteanna poiblí ina oifigí ag 64 Sráid Mhaoilbhríde, Baile Átha Cliath, féachaint na háiseanna sin a fheabhsú.

- Déanfaidh an Bord athbhreithniú agus anailís ar phróiseas na n-éisteachtaí ó bhéal féachaint oibriú an phróisis sin a athchóiriú chun éifeachta.

- Ó thaobh seirbhísí a chur ar fáil i gcónaí i mBéarla agus i nGaeilge araon athbhreithneoidh an Bord an Scéim Ghaeilge reatha agus coimeádfar bearta i bhfeidhm chun cumas dátheangach mhuintir na heagraíochta a chomhdhlúthú, a athnuachan agus a fheabhsú tríd is tríd.

High Level Goal 2:

To be focussed on and responsive to the needs and expectations of the public in terms of quality customer service including access to the Board's services and facilities and to continuously review and strive to improve same.

Context:

The Board is conscious that on-going Government initiatives in respect of ensuring that public service organisations are proactive in improving customer service including ease of accessibility to services is a critical indicator of the responsiveness of the public sector to prevailing 21st century public expectation for such services. Expanding the ease and range of access to services by the appropriate use of available technology is a central feature of these initiatives.

Strategies to Achieve:

- Continuously seek, analyse and take account as appropriate of feedback from users of the Board services with a view to making improvements to same on an on-going basis.

- The Board will audit and re-analyse its current Customer Service Action Plan with particular emphasis on how it can improve its technology platform and systems to enable greater remote electronic access to its services and information held by it. In this regard the Board commits to enabling the public have the ability to lodge appeals and submissions on planning cases remotely by electronic means (including payment of any associated fees) and to also enable remote electronic access to view appeals/submissions on current cases by the middle of 2014.

- The Board will also critically analyse the facilities in the public areas of its offices at 64 Marlborough Street, Dublin with a view to seeking to improve same.

- The Board will review and analyse its oral hearing process with a view to streamlining the operation of same.

- The Board will also in the context of the continuation of the provision of services in both the Irish and English languages review its current Irish Language Scheme and will maintain measures to consolidate, renew and improve the overall bi-lingual capability of the organisation.

Cuspóirí/Tréimhsí Ama Intomhaiste

- Plean nua Gníomhaíochta Seirbhíse do Chustaiméirí a bheith glactha faoi dheireadh na bliana 2011.

- Plean Gnó TFC a cheapadh agus a chur i ngníomh, plean ina dtabharfar tús áite do chórais a sholáthar a áiritheoidh go ngnóthófar na gealltanais a luadh thuas maidir le teacht leictreonach. An Plean Gnó TFC a bheith glactha roimh dheireadh na bliana 2011.

- An t-athbhreithniú ar phróiseas na n-éisteachtaí ó bhéal a bheith tugtha chun críche faoi lár na bliana 2012.

- Scéim Ghaeilge nua a bheith glactha faoin tríú ráithe de 2011.

Relevant Measurable Objectives/Timelines:

- Adopt a new Customer Service Action Plan by the end of 2011.

- Develop and implement an ICT Business Plan which prioritises delivery of systems to enable the meeting of the above commitments on electronic access. ICT Business Plan to be adopted by end 2011.

- Review of oral hearing process to be completed by mid 2012.

- Adopt a new Irish Language Scheme by 3rd quarter of 2011.

Sprioc Ardleibhéal 3:

Bheith neamhspleách agus neamhchlaon mar eagraíocht, agus cinntí a dhéanamh ar bhealach éifeachtúil, cothrom, comhsheasmhach agus oscailte faoi threoir Bhoird a aithníonn go bhful sé de chúram air a áirithiú go ngéilleann an eagraíocht don chleachtas is fearr atá i réim agus do chaighdeáin rialachais le haghaidh eagraíochtaí san earnáil phoiblí i ngach gné dá oibríochtaí, agus an cháil sin a bheith orainn.

Comhthéacs:

Is eol don Bhord Pleanála gur cuid bhunúsach dá ról sa chóras náisiúnta pleanála neamhspleáchas agus a neamhchlaon an Bhoird. Is eol dó go rímhaith go gcaithfear gníomhú i gcónaí de réir na bprionsabal sin agus fairis sin go gcaithfear iontaoibh na bpáirtithe leasmhara ar fad, an pobal san áireamh, a choimeád go bhfuiltear ag gníomhú dá réir. Ina theannta sin, tá an Bord, ina cháil mar chomhlacht náisiúnta san earnáil phoiblí, tiomanta do chinntiú go mbeidh gach caighdeán, coimirce agus prótacal a bhaineann le reáchtáil agus maoiniú eagraíocht dá sórt i bhfeidhm go trédhearach agus go cuí agus go ndéanfar anailís, deimhniú agus leasú orthu ar bhonn leanúnach de réir mar is gá.

Na Straitéisí chun an sprioc a chur í gcrích

- Anailís chriticiúil a dhéanamh ar an gCód Cleachtais inmheánach reatha do Bhaill agus d'Fhostaithe an Bhoird agus do Dhaoine Áirithe Eile agus leagan nuashonraithe den chód sin a ghlacadh agus a chur i ngníomh.

- Anailís chriticiúil a dhéanamh ar leibhéil ghéilliúlachta na heagraíochta do gach riachtanas ábhartha de chuid an Chóid Chleachtais reatha maidir le Rialachas Comhlachtaí Stáit arna fhoilsiú ag an Roinn Airgeadais, agus aon fhaillí i ngéilliúlacht a cheortú.

- Teagmháil chuiditheach a bheith ag an mBord i gcónaí le Feidhm an Iniúchta Inmheánaigh, leis an gCoiste Iniúchóireachta agus le hOifig an Ard-Reachtaire Cuntas agus Ciste maidir lena hiniúchadh seachtrach bliantúil agus torthaí agus moltaí na ngrúpaí sin a ghlacadh mar threoir.

- Athbhreithniú a dhéanamh ar nósanna imeachta an Bhoird agus na foirne chun a áirithiú go mbíonn cleachtais agus cinntí an Bhoird comhsheasmhach agus oibiachtúil agus nach mbunaítear iad ar bhreithiúnas ná ar luachanna daoine aonair ná ar bhreithiúnais ná ar luachanna suibiachtúla.

Cuspóirí/Tréimhsí Ama Intomhaiste:

- Athbreíthmiú a chríochnú ar an gCód Cleachtais inmheánach reatha do Bhaill agus d'Fhostaithe an Bhoird agus do Dhaoine Áirithe Eile agus leagan nuashonraithe den chód sin a ghlacadh agus a chur i ngníomh roimh dheireadh na bliana 2011.

- Géilliúlacht iomlán do gach riachtanas de chuid an Chóid Chleachtais maidir le Rialachas Comhlachtaí Stáit a chlárú roimh dheireadh na bliana 2011.

High Level Goal 3:

To be, and be recognised as, an independent and impartial organisation, which makes decisions in an efficient, fair, consistent and open manner and directed by a Board cognisant of its responsibilities to ensure that the organisation complies with prevailing best practice and standards of governance for a public sector organisation in all areas of its operations.

Context:

An Bord Pleanála values its independence and impartiality as a fundamental rationale for its role in the national planning system and, in this context, is also acutely conscious of its responsibilities of not only continuing to operate at all times in accordance with these principles but to retain the confidence of all stakeholders including the public that it is so operating. Furthermore, the Board as a national public sector body is committed to ensuring that all of the necessary standards, safeguards and protocols relevant to the overall running and financing of such an organisation are operating in a transparent and correct fashion and are subject to necessary analysis, certification, and amendment where appropriate, on an on-going basis.

Strategies to Achieve:

- Critically analyse the current in-house Code of Conduct for Board Members, Employees and Certain Other Persons and adopt and implement an updated version of same.

- Critically analyse in-house compliance levels with all the relevant requirements of the current Code of Practice for the Governance of State Bodies as published by the Department of Finance and rectify any deficiencies in compliance.

- Continue constructive engagement with and be guided by findings, recommendations and suggestions of the Internal Audit Function, the Audit Committee and the annual external audit by the Office of the Comptroller and Auditor General.

- Review procedures at Board and staff level to ensure that Board practices and decisions are consistent and objective and not based on individual or subjective judgements or values.

Measurable Objectives/Timelines:

- Complete a review of the existing in-house Code of Conduct for Board Members, Employees and Certain Other Persons and adopt and implement an updated version of same by end of 2011.

- Register full compliance with all relevant requirements of the Code of Practice for the Governance of State Bodies by the end of 2011.

Sprioc Ardleibhéal 4:

Dul i mbun idirghníomhaíochtaí éifeachtacha leis an Roinn Comhshaoil, Pobail agus Rialtais Áitiúil agus le heagraíochtaí eile san earnáil phoiblí a mbaineann a gcuid feidhmeanna leis an gcóras pleanála nó a bhfuil comhéadan acu leis an gcóras pleanála mar rannchuidiú an Bhoird chun córas rialacháin níos líomhchóirithe, a chosnódh iomaíochas an náisiúin, a bhaint amach.

An Comhthéacs:

Bíonn caidreamh ag an mBord go tráthrialta le ranna rialtais éagsúla, na húdaráis áitiúla agus údaráis rialála eile a mbaineann a gcuid feidhmeanna leis an gcóras pleanála nó a bhfuil forluí ann idir a bhfeidhmeanna siúd agus an córas pleanála. Cothaítear an caidreamh sin féachaint conas feabhsuithe a dhéanamh ar na córais éagsúla rialála ar mhaithe le héifeachtacht agus comhleanúnachas níos fearr a bhaint amach sna córais sin agus eatarthu. Tá an Bord tiomanta do dhul i mbun caidrimh go cuiditheach chuige sin ionas go mbeidh an córas náisiúnta pleanála níos éifeachtaí agus go mbeidh an comhtháthú sna córais rialála comhchéime níos fearr, rud a rachadh chun tairbhe do rannpháirtithe agus don phobal i gcoitinne.

Na Straitéisí chun an sprioc a chur í grcích

- Acmhainní inmheánacha leordhóthanacha a chur i leataobh, pearsanra san áireamh, chun gur féidir caidreamh cuiditheach a chothú le páirtithe seachtracha i dtaobh nithe a bhaineann le gach taobh.

- Leanúint d'aiseolas cuiditheach a chur ar fáil don Roinn Comhshaoil, Pobail agus Rialtais Áitiúil maidir le hathrú reachtach lena n-áirítear moltaí maidir leis an tslí le díriú ar neamhéifeachtúlachtaí nó ar easnamh sa chóras pleanála, nithe a d'aithneofaí trí thaithí oibríochtúil an Bhoird.

Cuspóirí/Tréimhsí Ama Intomhaiste

- Anailís chriticiúil a dhéanamh ar na Meabhráin Tuisceana agus iad a leasú, más gá, roimh dheireadh na bliana 2011.

- Meabhrán Tuisceana a cheapadh agus a aontú leis an gCoimisiún um Rialáil Fuinnimh faoi lár na bliana 2012.

- Leanúint den chaidreamh le húdaráis áitiúla agus le grúpaí eile i dtaobh na ríomhphleanála i bhfianaise bhallraíocht an Bhoird sa Ghrúpa Feidhmithe Ríomhphleanála atá faoi choimirce na Roinne Comhshaoil, Pobail agus Rialtais Áitiúil. An bhliain 2011 agus ar leanúint.

High Level Goal 4:

To engage in effective interactions with the Department of the Environment, Community and Local Government and other public sector organisations whose functions relate to or interface with the planning system as the Board's contribution towards the achievement of a more streamlined regulatory system which protects national competitiveness.

Context:

The Board regularly interacts with various Government Departments, local authorities and other regulatory authorities whose functions relate to or can interface or overlap with the planning system. These contacts are made in the context of exploring how improvements can be made to the overall efficiency and coherence of and between the various regulatory systems. The Board is committed to constructive engagement in this context so that efficiency in the national planning system and better overall integration of parallel regulatory systems is achieved to the benefit of participants and the public at large.

Strategies to Achieve:

- Dedicate sufficient in-house resources, including personnel, to enable constructive engagement in discussions with external parties in respect of relevant matters.

- Continue process of constructive feedback to the Department of the Environment, Community and Local Government in respect of legislative change including suggestions for addressing inefficiencies or deficiencies in the planning system identified through the Board's operational experience.

Measurable Objectives/Timescales

- Critically analyse and seek to amend, where considered necessary, existing Memoranda of Understanding, by end of 2011.

- Develop and agree a memorandum of understanding with the Commission for Energy Regulation by mid-2012.

- Continue engagement with local authorities and others on e-planning in the context of membership of the e-planning Implementation Group which operates under the aegis of the Department of the Environment, Community and Local Government. 2011 and beyond.

Sprioc Ardleibhéal 5:

Sláine bhuiséadach na heagraíochta a choimeád trí bhíthin cleachtas fónta bainistíochta airgeadais, lena n-áirítear gach sruth caiteachais agus ioncaim a réiteach go tráthúil agus béim a choimeád ar chaiteachas a rialú go stuama agus ar éiteas luach ar airgead mar is gá i bhfianaise na gcúinsí geilleagracha náisiúnta atá anois i réim.

An Comhthéacs:

Mar eagraíocht san earnáil phoiblí a mhaoinítear le Deontas Státchiste (arna fhorlíonadh ag teacht isteach ó tháillí) tá ioncam an Bhoird á laghdú go mór i láthair na huaire agus leanfar den laghdú sin. Admhaítear nach dócha go dtiocfaidh aon athrú chun feabhais ar an staid sin le linn thréimhse na straitéise seo. Tá an Bord faoi shriantachtaí struchtúracha i bhfoirm dhliteanais pinsin maidir le hiarbhaill an Bhoird agus le hiarbhaill foirne, rud a fhágann go bhfuil sé níos deacra ná riamh caiteachas an Bhoird a laghdú tuilleadh. Geallann an Bord, mar sin féin, na héifeachtúlachtaí agus an luach ar airgead is fearr is féidir a bhaint amach maidir le soláthar earraí agus seirbhísí seachtracha a mheastar atá riachtanach le gur féidir leis a fheidhmeanna reachtúla a chur i gcrích.

Na Straitéisí chun an sprioch a chur í gcrích.

- Monatóireacht agus anailís chriticiúil a dhéanamh ar gach sruth caiteachais/ioncaim ar bhonn míosúil mar chuid d'iarrachtaí leanúnacha lucht bainistíochta chun díriú ar chostchiorrú agus ar chaiteachas a laghdú faoi mar is gá sna cúinsí geilleagracha atá i réim agus i bhfianaise bheartas an Rialtais caiteachas poiblí a laghdú tríd is tríd.

- Athbhreithniú a dhéanamh ar Threoirlínte Soláthair Phoiblí na heagraíochta agus iad a leasú agus a fheabhsú más gá chun luach níos fearr ar airgead a fháil.

- Athbhreithniú leanúnach a dhéanamh ar oiriúnacht an struchtúir táillí maidir le hachomhairc/le hiarratais chuig an mBord.

- Athbhreithniú agus measúnú a dhéanamh ar leibhéal na dtáillí a íoctar as seirbhísí comhairleacha agus dlí chun luach ar airgead a áirithiú.

- A áirithiú go mbeidh an uile dhuine san eagraíocht dírithe ar agus ar an eolas faoin ngá atá le hanailís chriticiúil a dhéanamh ar gach caiteachas agus/nó ar úsáid acmhainní atá beartaithe ó thaobh cibé an bhfuil sé riachtanach agus ó thaobh anailís ar chostas/tairbhe agus chun luach ar airgead a fháil i ngach caiteachas faofa dá shórt.

High Level Goal 5:

To maintain the budgetary integrity of the organisation through sound financial management practice including efficient and timely reconciliation of all expenditure and income streams and with a continued emphasis on prudent control of expenditure and a value for money ethos as required by current national economic circumstances.

Context:

As a public sector organisation largely funded through a central Exchequer Grant (supplemented by fee income) An Bord Pleanála is currently subject to a significant and on-going reduction of its income and it is acknowledged that this situation is not likely to improve over the lifetime of this strategy. While structural impediments in the form of pension liabilities to former members and staff make it even more difficult to further reduce expenditure the Board is committed to achieving the best possible efficiencies and value for money in procuring external goods and services which are considered essential to enable it to carry out its statutory functions.

Strategies to Achieve:

- Monitor and critically analyse all expenditure/income streams on a monthly basis as part of a continuing management focus on cost cutting and expenditure reduction as required by the prevailing economic climate and Government policy to reduce overall public expenditure.

- Review the existing in-house Public Procurement Guidelines and amend and improve same as considered appropriate as an aide to improving value for money.

- Review the appropriateness of the fee structure in respect of appeals/applications to the Board on an on-going basis.

- Review and evaluate the level of fees paid for consultancy and legal services to ensure value for money.

- Ensure that all in the organisation are focussed on and reminded of the necessity to critically analyse all proposed expenditure and/or use of resources in terms of necessity and cost/benefit analysis and to secure value for money in all such approved expenditure.

Cuspóirí/Tréimhsí Ama Intomhaiste:

- Treoirlínte Soláthair Phoiblí nuashonraithe a bheith glactha roimh dheireadh na bliana 2011.

- An cumas buiséid chomhardaithe a ghlacadh sa tréimhse 2011 – 2014 agus sláine na mbuiséad sin a choimeád ar bhonn leanúnach i ngach bliain.

Relevant Measurable Objectives/Timescales:

- Adopt updated in-house Public Procurement Guidelines by end 2011.

- Ability to adopt balanced budgets in the period 2011 – 2014 and maintain the integrity of same on an on-going basis in each year.

AGUISÍN – BREAC-CHUNTAS AR AN BPRÓISEAS CEAPTHA STRAITÉISE

Ba iad seo a leanas céimeanna éagsúla an phróisis faoinar ceapadh an straitéis seo:

- Bhí ceardlann/plé lasmuigh den eagraíocht a raibh baill an Bhoird agus baill den Choiste Bainistíochta bainteach leis chun fócas ceannasaíochta a thabhairt trí dhréacht-spriocanna ardleibhéil a mholadh.

- Bhí comhairliú seachtrach ann le páirtithe leasmhara agus leis an bpobal i gcoitinne i bhfoirm chomhfhreagras díreach le raon leathan páirtithe leasmhara lena n-áirítear gach údarás pleanála agus comhlacht forordaithe faoi na hAchtanna Pleanála agus le grúpaí eile a bhaineann úsáid go tráthrialta as seirbhísí an Bhoird. Cuireadh fógraí sna nuachtáin náisiúnta ag tabhairt cuiridh don phobal i gcoitinne aighneachtaí a chur chugainn ar an straitéis. Rinneadh suirbhé seachtrach, leis, ar an tseirbhís do chustaiméirí.

- Chuathas i gcomhairle leis an fhoireann trí struchtúir Chomhpháirtíochta agus Cheardchumainn.

- Chuathas i gcomhairle leis an fhoireann trí fhócasghrúpaí a bhí ionadaíoch do gach rannóg den eagraíocht.

- Bhí comhairliú breise ann leis an bhfoireann i bhfoirm chuireadh oscailte chun tuairimí scríofa a chur ar aghaidh ar an tsaincheist i gcomhar le suirbhé ar chustaiméirí inmheánacha.

- D'fhaomhaigh an Bord Pleanála an Dréacht-Ráiteas Straitéise agus cuireadh ar aghaidh é dá thuairimí chuig an Aire Comhshaoil, Pobail agus Rialtais Áitiúil faoi mar is gá faoi pharagraf 2.15 den Chód Cleachtais maidir le Rialachas Comhlachtaí Stáit.

- Ghlac an Bord Pleanála an Straitéis tar éis aon tuairimí de chuid an Aire Comhshaoil, Pobail agus Rialtais Áitiúil a bhreithniú.

APPENDIX – OUTLINE OF STRATEGY FORMULATION PROCESS

The strategy formulation process was undertaken in accordance with the following steps: -

- Off-site workshop/discussion involving Board members and members of Management Committee to give leadership focus by proposing draft high level goals.

- External consultation with stakeholders and the public at large by way of direct correspondence with a wide range of stakeholders including all planning authorities and prescribed bodies under the Planning Acts and others who regularly interact with the Board's services and a national newspaper notice inviting submissions from the general public on the strategy. An external survey on customer service was also undertaken.

- Internal consultation with staff via Partnership and Trade Union structures.

- Internal consultation with staff by way of focus groups comprised of balanced cross sections of the organisation.

- Additional consultation with staff by way of open invitation to all to make individual written observations on the issue in conjunction with an internal customer survey.

- Draft Strategy Statement formally approved by An Bord Pleanála and forwarded for any views to the Minister for the Environment, Community and Local Government as required by paragraph 2.15 of the Code of Practice for the Governance of State Bodies.

- Adoption of Strategy by An Bord Pleanála following consideration of any views of the Minister and the Department of the Environment, Community and Local Government.