

An
Bord
Pleanála

INFORMATION BOOKLET

Competition for appointment to the position of:

Director of Transformation and Digital Services

Closing Date for receipt of completed applications:

Monday 02 October 2023 at 3.00 p.m.

AN BORD PLEANÁLA IS AN EQUAL OPPORTUNITIES EMPLOYER

September, 2023

TITLE OF POSITION: Director of Transformation and Digital Services

GRADE: Principal Officer

NATURE OF POST: Permanent, full-time position

LOCATION: 64 Marlborough Street, Dublin 1, D01 V902

1. Background Information

An Bord Pleanála plays a critical role in the Irish planning system deciding appeals of planning decisions made by local authorities, direct applications for strategic infrastructure and other categories of development under the suite of Planning and Development Acts and other Acts, including new functions under the Maritime Area Planning Act 2021. An Bord Pleanála is a quasi-judicial body with a mandate to provide high quality professional planning assessments and independent decisions in a timely manner having regard to the principles of transparency, impartiality and independence.

The increased operational demands in terms of workload and new functions in An Bord Pleanála will require a new organisational approach to enable effective operation of its systems, procedures and its people. This follows the Office of the Planning Regulator Review¹ and the Minister for Housing, Local Government and Heritage's Action Plan for An Bord Pleanála² (October 2022), alongside proposed structural changes which will arise from legislative reform currently underway (Planning and Development Bill 2023).

¹ [Office of the Planning Regulator Publishes Report on Second Phase of An Bord Pleanála Review - The Office of the Planning Regulator \(opr.ie\)](#)

² [gov.ie - Minister O'Brien publishes Action Plan for reform of An Bord Pleanála \(www.gov.ie\)](#)

A new post of Director of Transformation and Digital Services has been created to provide senior leadership in the creation and **implementation** of a Digital Transformation Strategy for An Bord Pleanála. The strategy will include setting out a vision for the future delivery of services, which will require the redesign of business processes to improve efficiencies and efficient decision making now, and in the context of the expected changing structure of the organisation under the new Planning and Development Bill, and in order to comply with the mandatory time lines expected to be set out in the new legislation. The strategy will also set out the development and expansion of on-line services and inhouse tools and systems which are accessible and deliver a programme to embed change across the organisation. The strategy will need to be **flexible and adaptable** to future ways of working and anticipated technologies for staff and Board members. The strategy will align with the principles of “Harnessing Digital – The Digital Ireland Framework” and the ePlanning Project under development by the Local Government Management Agency (LGMA).

Further details on the role and work of An Bord Pleanála can be found at www.pleanala.ie

Staff Structure and Reporting Relationships

An Bord Pleanála currently has 224 employees and 14 Board members with an expected growth in staff numbers to 310 in the coming year. An organisational chart is included at the end of this booklet (**Appendix 1**).

The Director of Transformation and Digital Services will report directly to the Chief Officer and will be a member of the senior leadership team with who the responsibility for leading and managing the overall organisational strategy and objectives set out in Annual Business Plans and Statement of Strategy lies.

Current Organisational Context

An Bord Pleanála continues to uphold its standing as the independent arbiter of planning and sustainable development matters in Ireland, and the current organisational context and focus encompasses the following:

- Reducing the backlog of work and restoring timely decision making to appeals and applications made to the Board.
- Decision making on complex strategic infrastructure developments relating to energy, transport, climate and waste together with new functions under the Maritime Area Act, 2021.
- Implementation of recommendations arising from the reviews by the Office of the Planning Regulator in late 2022 and the Minister's Action Plan of October 2022.
- Expansion of on-line services, receipt of digital planning authority documentation, move to electronic case files, and on going development of case management systems with improved data monitoring and reporting.
- Continual performance improvement with regard to all operational requirements of An Bord Pleanála.
- Preparation for the implementation of comprehensive planning legislation reform which will significantly impact the structures of the Board including mandatory time lines.
- Requirement to deliver systems to enable excellent public services to enhance An Bord Pleanála's capacity to deliver timely, robust, balanced and independent quasi-judicial planning decisions.

2. Purpose of the Role

This is a new role in An Bord Pleanála. The new Director will, working closely within the senior leadership team, lead the co-ordination and delivery of key business process improvements in anticipation of the new mandatory time

limits expected in the new legislation, whilst using the opportunity to deliver key digital transformation objectives through the increased use of electronic documentation leading to a digital file, that will support the organisation in terms of the associated changes to operations. An Bord Pleanála places significant importance on excellent customer services and ongoing innovation and this must be continually delivered through the digital transformation agenda.

The ideal candidate will be highly experienced in leading organisational change, and delivering digital transformation projects in similar sized organisations. The candidate will demonstrate strong leadership skills with a proven ability to influence and motivate others in the context of change and continuous improvement, and an understanding of the overall business needs of An Bord Pleanála in the context of its remit to deliver quality timely planning decisions.

Principal Duties

The Director of Transformation and Digital Services will be empowered to shape, drive, communicate and deliver on a shared vision for strategic digital and operational level transformation and innovation.

Responsibilities will include, but are not limited to, the following:

- Lead in the creation and practical implementation of a Transformation Strategy for An Bord Pleanála;
- Oversee organisational business process review and re-engineering to identify possible productivity opportunities through digitalisation and other change management initiatives;
- Develop and expand its current on-line services with the expansion of the use of electronic documentation towards a digital file;

- Oversee the ongoing development of a new case management system, using flexible and adaptable technologies which allows for any future changes to functions of the Board in terms of case types, timelines etc.;
- Align the strategy with the principles of “Harnessing Digital – The Digital Ireland Framework” and the ePlanning Project under development by the Local Government Management Agency (LGMA);
- Deliver ongoing organisational development, through encouragement of a culture of innovation within An Bord Pleanála, ensuring a constant focus on continuous improvement and growth to consistently deliver better services for the public and staff/Board members;
- Oversee project management and delivery –and engage with the various business areas of An Bord Pleanála and other stakeholders to address issues/barriers to implementation and support accelerated project delivery.
- Contribute as part of the senior management team to the development of An Bord Pleanála’s Strategic Plans, Annual Business Plan, ICT strategy and other initiatives to support public sector reform and continuous improvement.

3. Qualifications and Experience

Essential Requirements

Candidates, must on or before 02 October 2023:

1. Have at least 5 years senior management experience in either the public or private sector
2. Have relevant experience in a similar role of effective delivery of digital, organisational and cultural transformation in a complex operational environment
3. Be able to demonstrate the skills, capacity and track record at a sufficiently senior level in programme management, oversight and

stakeholder engagement, to lead An Bord Pleanála's digital transformation and innovation programme

4. A strong track record of achievement in their career to date demonstrating excellent senior management and leadership experience
5. Have a higher education qualification (minimum of QQI Level 8, or equivalent) in business, project management, ICT or a related discipline
6. Demonstrate significant understanding of the application of ICT and its potential to bring about continuous improvement and innovative ways to deliver services and continued professional development and knowledge and experience in relation to digital and organisational transformation.
7. Demonstrate the competencies set out in Appendix 2 of this booklet.

Person Specification

The ideal candidate should:

- Demonstrate strong leadership and initiative
- Have a clear understanding of, and commitment to, the role of An Bord Pleanála in the planning system and knowledge and understanding of the challenges it faces
- Demonstrate proven understanding and management of an organisational environment associated with successful delivery of change.
- Understand and be committed to always maintaining exemplary public service standards and values
- Have the ability to communicate effectively with peers in senior management, internal and external stakeholders, coupled with the ability to build strong interpersonal relationships across an organisation.
- Have the ability to guide, manage, inspire and empower staff in pursuit and achievement of a shared vision.
- Demonstrate resilience and drive to see projects through to the end

Key Competencies for Effective Performance (Appendix 2)

- Leadership and Strategic Direction
- Judgement and Decision Making
- Management and Delivery of Results
- Building Relationships and Communication
- Drive and Commitment
- Application of Specialist Knowledge and skills and self-development

Selection Process

The Selection Process **may** include some or all of the following:

- A shortlisting of candidates, on the basis of the information contained in their application.
- A competitive interview which may include a presentation.
- A further short listing of candidates following interview with invitation to a second round which may include a presentation.

The interview board will consist of 3 persons for any preliminary interview stage. For final round interview stage, a 4th interview board member may join the panel.

Normally, the number of applications received for a position exceeds that required to fill existing and future posts. While candidates may meet the eligibility criteria of the competition, if the numbers applying for a post are such that it would not be practical to progress all candidates to the next stage of the selection process, An Bord Pleanála may decide that only a certain number may be called for interview / presentation.

In this respect, a short-listing process will be employed based on an examination of the application forms and the essential and desirable

requirements for the posts, to select a group for the next stage of the process who appear to be the most suitable for the position. It is therefore in your own interest to provide a detailed and accurate account of how your skills, personal qualities, qualifications and experience meet the essential and desirable requirements of the post.

If candidates are required to be available for presentation and/or interview(s), it is at their own expense. It is not possible to alter the allocated interview date(s) or time(s). **Candidates who do not attend for presentation and/or interview(s) etc., when and where required, will have no claim for further consideration and their candidature will be deemed to be withdrawn.**

Any candidate who supplies false or misleading information in their application may be disqualified or have their employment terminated. We will endeavour to keep candidates informed of the progress of their application at the earliest possible date. **Candidates should note that canvassing will disqualify and will result in their exclusion from the process.**

How to Apply:

The **Director of Transformation and Digital Services** Application Form must be fully completed and submitted correctly to the specified e-mail address. Incorrectly submitted application forms will not be accepted, so please note the following information carefully:

The application form must be in an editable Word document or in PDF format. Upon completion, please save the document as “**Director of Transformation and Digital Services - your name.docx**”. You will be required to attach it to an e-mail for submission once completed.

Submitting the form:

On completion, you are required to submit the form to the following address

recruitment@pleanala.ie

Only applications fully completed in the appropriate format and submitted online will be accepted into the competition process. If you have difficulty completing or accessing the application form, please email

recruitment@pleanala.ie

We acknowledge receipt of all applications. If you do not receive an acknowledgement within 3 working days of applying, please email

s.byrne@pleanala.ie

Please do not submit a Curriculum Vitae with your application as it will not be considered.

Closing Date:

Monday 02 October 2023 at 3.00pm

Please Note

We endeavour to give as much notice as possible for interview dates etc. It is, however, estimated that presentations / interviews would take place in October/November. Candidates should make themselves available around this time.

Shortlisting

In the event of a shortlisting exercise being employed, the information provided in your application will be examined and assessed against criteria based on the requirements of the position. A panel may be formed from which future temporary or permanent appointments may be made.

References

Please consider names of people you feel would be suitable referees that we might consult (2 - 3 names and contact details). The referees do not have to include your current employer but should be in a position to provide a reference for you. Please be assured that we will only collect the details and contact referees should come under consideration after preliminary interview stage.

AN BORD PLEANÁLA IS AN EQUAL OPPORTUNITIES EMPLOYER

Principal Conditions of Service

General:

The appointment is to an established position in the Public Service. A probationary period of one year from the date of appointment will apply. Notwithstanding this paragraph and the paragraph immediately following below, this will not preclude an extension of the probationary period in appropriate circumstances. During the period of probation, the appointee's performance will be subject to review by the Chief Officer to determine whether the appointee:

- (i) has performed in a satisfactory manner;
- (ii) has been satisfactory in general conduct; and
- (iii) is suitable from the point of view of health with particular regard to sick leave.

Prior to completion of probation, a decision will be made as to whether or not the appointee will be retained. This decision will be based on the appointee's performance being assessed against the criteria set out in (i) to (iii) above.

The detail of the probationary process will be explained to the appointee and the appointee will be given a copy of An Bord Pleanála's guidelines on probation.

2. Salary:

The salary for this position is as follows: **(with effect from 01 March 2023)**

Pay – PPC scale

€	€	€	€	€	€	€
97,207	101,332	105,425	109,548	113,027	116,634 ¹	120,237 ²

Long Service Increment 1 (LSI1) after 3 years' satisfactory service at the maximum.

Long Service Increment 2 (LSI2) after 6 years satisfactory service at the maximum.

Candidates should note that the rate of remuneration may be adjusted from time to time in line with Government pay policy. Increments may be awarded annually subject to satisfactory performance.

Important Note:

Different pay and conditions may apply, if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant.

Payment will be made fortnightly in arrears by Electronic Fund Transfer (EFT) into a bank account of an officer's choice. Payment cannot be made until bank details have been supplied.

3. Tenure:

This position is permanent and pensionable. The employment may be terminated at any time by whichever is the greater of three months' notice in writing on either side, or as set out in the Minimum Notice and Terms of Employment Acts, 1973 to 2005. In the event of misconduct, employment may be terminated at any time without notice or payment in lieu of notice. In any other case, any termination of employment by the Board must be for stated reasons.

4. Duties:

The officer will be required to perform any duties appropriate to the position which may be assigned from time to time.

5. Organisation of the Working Time Act, 1997:

The terms of the Organisation of Working Time Act, 1997 will apply, where appropriate, to this appointment.

6. Hours of Work:

Hours of work will be fixed from time to time but will amount to not less than 41 hours 15 minutes gross per week – 35 hours net of lunch breaks. The

position holder will be required to work a five-day week. The hours of attendance are normally Monday to Friday 9.15 am to 5.30 pm. However, where extra attendance is required to carry out designated duties or assignments, no overtime or additional remuneration is payable. Blended working may be available to staff subject to the requirements of the role.

7. Annual Leave:

The annual leave allowance will be **30** working days a year. This allowance (which is subject to the usual conditions regarding the granting of annual leave) is on the basis of a five-day week and is exclusive of the usual public holidays.

8. Health:

A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service. Those under consideration for a position will be required to complete a health and character declaration.

9. Absence due to illness:

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the An Bord Pleanála's Absence Management Policy and relevant sick leave circulars as amended from time to time.

Appointees, who will be paying the Class A rate of PRSI, will be required to sign a mandate authorising the Department of Social Protection to pay any benefits due under the Social Welfare Acts direct to An Bord Pleanála.

Payment of salary during illness will be subject to the terms and conditions of sick leave in respect of the civil service and/or public service generally and the appointee making the necessary claims for social insurance benefit to the Department of Social Protection within the required time limits.

10. Assignment/Location:

The successful candidate will be based in the Offices of An Bord Pleanála, 64 Marlborough Street, Dublin 1 D01 V902. When obliged to travel on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal civil service regulations.

11. Superannuation:

The successful candidate will be offered the appropriate pension terms and conditions as prevailing in An Bord Pleanála at the time of being offered an appointment. In general, and except for candidates who have worked in a pensionable (non-single scheme terms) public service job in the 26 weeks prior to appointment, (please see important note below) this means being offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme"). Candidates will be notified of which scheme will apply to them, at the time of being offered an appointment.

The Single Scheme, as provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012, came into effect on 1 January 2013. From that date onwards, new public servants will be members of the Single Scheme, which will provide CPI-linked defined-benefit pensions based on career-average pay. The Scheme's minimum pension age will be linked to the State Pension age. Retirement for most members will be compulsory on reaching age 70. For further information in relation to the Single Public Service Pension Scheme for Public Servants please see:
<http://www.per.gov.ie/pensions>.

Pension Accrual

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one existing public service pension scheme will apply. This 40-year limit, which is provided for in the Public Service Pensions (Single Scheme and other Provisions) Act 2012 came into effect on

28 July 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

Additional Superannuation Contribution (ASC)

This appointment is subject to the ASC in accordance with the Public Service Pay and Pensions Act 2017 which is chargeable on pensionable income only.

Important Note

The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment, which will be set out in the employment contract to be agreed with the successful candidate. At the time of being offered an appointment, An Bord Pleanála will, in the light of the appointee's employment history, determine whether he or she is a "new entrant". Appointees will be required to disclose their full public service history.

Declaration:

Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment).

For further information in relation to the pension scheme for Established State Employees please see the following website:

<http://www.cspensions.gov.ie>

12. Confidentiality and Standards of Behaviour:

The Director of Transformation is required to comply with the provisions of An Bord Pleanála's Code of Conduct, and relevant sections of the Planning and Development Act (as amended) including those relating to conflicts of interest and confidentiality and all policies and procedures in place and as may be laid down/amended by the Board from time to time.

13. Ethics in Public Office Act 1995:

The appointee will be subject to the Ethics in Public Office Acts 1995.

14. Code of Conduct – Political Activity:

In accordance with the Board's Code of Conduct an employee must make a declaration to the Secretary regarding membership of any political parties.

15. Staff Requirements:

All employees are required to comply with the Code of Conduct and all policies and procedures in place and as may be laid down/amended by the Board from time to time.

16. Outside Employment:

The position will be whole time and the appointee may not engage in private practice or be connected with any outside business, which conflicts in any way with his/her official duties, impairs performance or compromises his/her integrity.

17. Eligibility to Compete:

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway.

18. Incentivised Scheme for Early Retirement (ISER):

It is a condition of the Incentivised Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are debarred from applying for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

19. Department of Health and Children Circular (7/2010):

The Department of Health Circular 7/2010 dated 1 November 2010 introduced a Targeted Voluntary Early Retirement (VER) Scheme and Voluntary Redundancy Schemes (VRS). It is a condition of the VER scheme that persons availing of the scheme will not be eligible for re-employment in the public health sector or in the wider public service or in a body wholly or mainly funded from public moneys. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years, after which time any re-employment will require the approval of the Minister for Public Expenditure and Reform. People who availed of either of these schemes may not be eligible to compete in this competition.

20. Declaration:

Applicants will be required to declare whether they have previously availed of a public service scheme of incentivised early retirement. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Public Service employment and/or where they have received a payment-in-lieu in respect of service in any Public Service employment.

21. GDPR Privacy Statement- Recruitment Process:

Purpose of Processing Personal Information

An Bord Pleanála conducts a competency-based recruitment process to fill vacancies within the organisation. To complete this, interested individuals are asked to submit an application form for assessment by an interview panel. For the successful candidate, some of the personal information provided will form the basis of the contract of employment (e.g. name and address) and their personnel file

Legal Basis for Processing Personal Information

Necessary for performance of a contract or to enter into such a contract
Compliance with legal obligation Terms of Employment (Information) Acts 1994 – 2014

Recipients

The following shall receive your personal information for reasons outlined below:

Recipient	Reason
HR	Storing application, acknowledging responses and corresponding with applicants
Interview Panel	The Interview Panel will receive your applications to conduct shortlisting and assessing of applicants
Referees	Successful candidates will be asked to provide referees who can be contacted to validate work records and comment on suitability of the applicant for the post applied for. They shall be contacted to complete a form and the applicants

	name/address will need to be provided to receive the reference.
Chief Medical Officer (CMO)	We may use your personal details to refer you to the CMO if any issues are highlighted in your Self-Assessment Health form. A copy of the declaration form will also be sent to CMO in the event of referral.

Details of Data Transfers Outside the EU

No data is processed outside the EU.

Automated Decision Making

This does not apply to this process.

Retention Period for Personal Data

Applications shall be retained for 12 months for unsuccessful candidates. A successful candidate will have their application placed on their employee file and retained during their employment and for an appropriate period thereafter.

Your GDPR Rights in Relation to this Process

Right	Explanation
Access	You can request and receive access to the information requested in the process at any time.
Portability	You can request and receive a copy of this data, in electronic/transferrable format, at any time
Erasure	You can request the data held be erased. We have outlined the anticipated retention period above.
Rectification	You can have any incorrect information, due to this being updated or otherwise, to be corrected. It should be noted that deadlines for applications still apply so no information except for contact information can be changed after the closing date for applications.

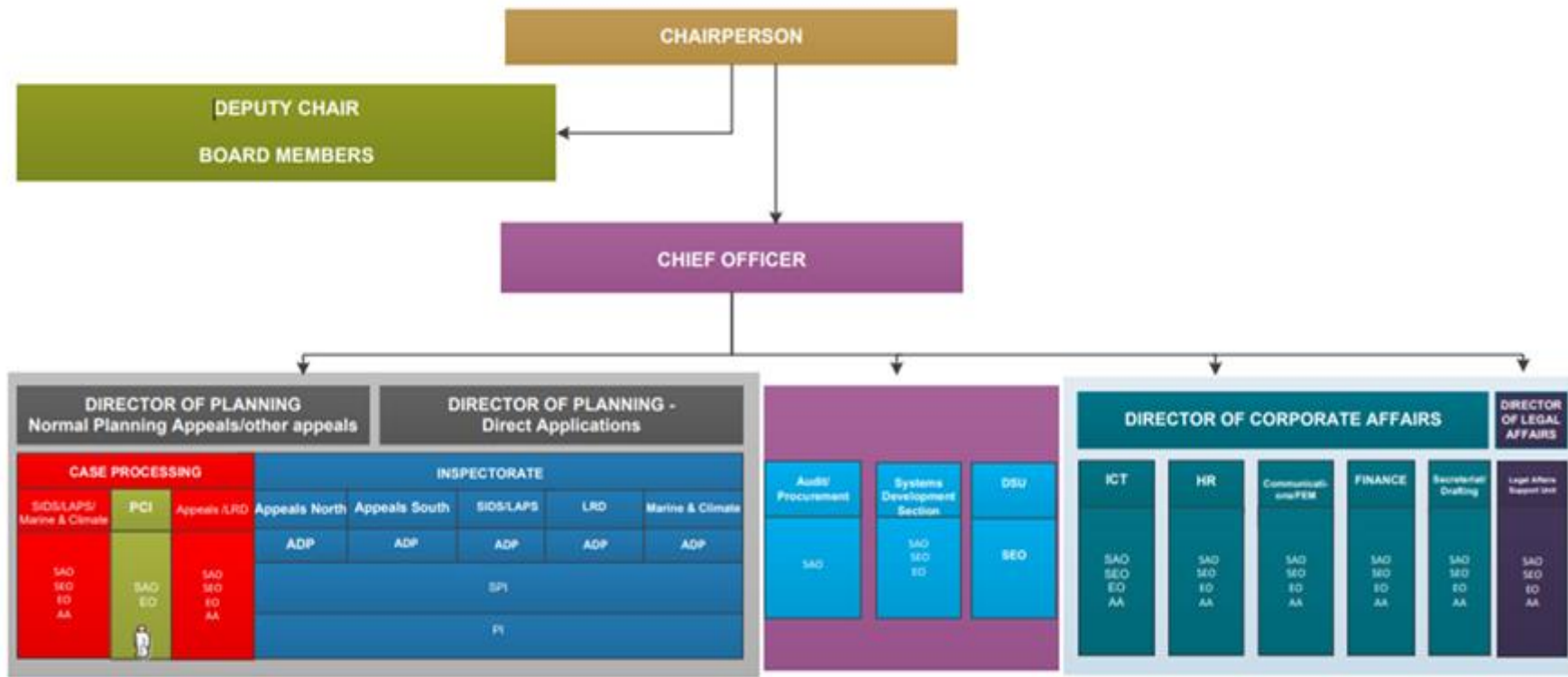
Objection	You can object to this information being processed and ask for your application to be removed from process.
Complain	You can make a complaint to our internal Data Protection Officer (contact details outlined below) and/or make a complaint to the relevant supervisory authority – Data Protection Commission in Ireland.

Contact Details

Name: Data Protection Officer

Email: dataprotection@pleanala.ie


Appendix 1 – Current An Bord Pleanála Organogram

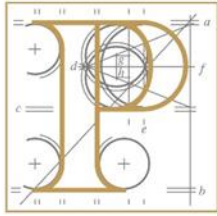


Legend:

ADP = Assist Director Planning
 SPI = Senior Planning Inspector
 PI = Planning Inspector

SAO = Senior Administrative Officer
 SEO = Senior Executive Officer
 EO = Executive Officer
 AA = Administrative Assistant

 Made up of existing staff



Appendix 2 – Director of Transformation and Digital Services Competency Descriptors

Leadership and Strategic Direction
<ul style="list-style-type: none"> • Leads the team, setting high standards, tackling any performance problems & facilitating high performance • Contributes to the shaping of the organisation’s strategy and policy • Develops capability and capacity across the team through effective delegation • Develops a culture of learning & development, offering coaching and constructive/supportive feedback • Leads on preparing for and implementing significant change and reform • Anticipates and responds quickly to developments in the sector/broader environment • Collaborates with relevant stakeholders as appropriate to the function of the Board and its Code of Conduct • Promotes respect and dignity in the workplace and if necessary, actively intervenes to ensure that this approach is fully appreciated in the section/division/organisation.
Judgement and Decision Making
<ul style="list-style-type: none"> • Identifies and focuses on core issues when dealing with complex information/situations • Sees the relationships between issues and quickly grasp and articulates the high level and socio-political implications • Identifies coherent solutions to complex issues • Takes action, making decisions in a timely manner and having the courage to see them through • Makes sound and well-informed decisions, understanding their impact and implications • Strives to effectively balance the financial/legislative and political elements and the impact on the customer.
Management and Delivery of Results
<ul style="list-style-type: none"> • Initiates and takes personal responsibility for delivering results/services in own area • Balances strategy and operational detail to meet business needs • Manages multiple agendas and tasks and reallocates resources to manage changes in focus • Makes optimum use of resources and implements performance measures to deliver on objectives • Ensures the optimal use of ICT and new delivery models • Critically reviews projects and activities to ensure their effectiveness and that they meet organisations requirements

- Instils the importance of efficiencies, value for money and meeting corporate governance requirements
- Ensures team are focused and act on business priorities, even when faced with pressure

Building Relationships and Communication

- Speaks and writes in a clear, articulate and impactful manner
- Actively listens, seeking to understand the perspective and position of others
- Works effectively within the organisational process, recognizing and managing the tensions arising from different stakeholders perspectives
- Proactively engages with colleagues at all levels of the organization and across other bodies and builds strong professional networks
- Makes opinions known when s/he feels it is right to do so

Drive and Commitment

- Consistently strives to perform at a high level
- Demonstrates personal commitment to the role, maintaining determination and persistence
- Is personally trustworthy and honest, delivering on promises and commitments
- Ensures that quality customer service is at the heart of all services provided
- Is resilient, maintaining composure even in adverse or challenging situations
- Promotes a culture that fosters the highest standards of ethics and integrity

Specialist Knowledge, Expertise and Self Development knowledge

- Develops and maintains skills and expertise across a number of areas that are relevant to the planning, environmental, marine and climate legislative field
- Keeps up to date with developments in planning and environmental matters in the courts including judgements and legislation at national and EU levels
- Maintains a strong focus on self-development, seeking feedback and opportunities for growth