



An Roinn Cosanta  
Department of Defence



Óglaigh  
na hÉireann  
DEFENCE FORCES IRELAND

**DEPARTMENT OF  
DEFENCE  
AND  
DEFENCE FORCES  
ANNUAL REPORT 2017**

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Department of Defence and Defence Forces

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Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2017.



*Maurice Quinn*

**Maurice Quinn**  
**Secretary General**



*Mark Mellett*

**Vice Admiral Mark Mellett DSM**  
**Chief of Staff**

## FOREWORD BY AN TAOISEACH AND MINISTER FOR DEFENCE



I welcome the publication of the Annual Report of the Department of Defence and the Defence Forces for 2017. As Taoiseach and Minister for Defence, I share the great pride that Irish people rightly have in both our Defence Forces and Civil Defence. On a number of occasions, both at home and overseas, I witnessed at first hand the very significant contribution that Defence Forces personnel made during 2017, frequently in very dangerous and challenging environments. Civil Defence also continued to play an important role, as part of the local government response, in supporting their local communities in times of adversity. Volunteerism has always been held in high regard by Irish society and the commitment of the members of both the Reserve Defence Force and Civil Defence is a testament to the continued spirit of voluntary service that enriches Irish society in so many ways.

The White Paper on Defence continued to drive the identification of priorities for 2017, and along with the Programme for a Partnership Government informed many of the strategic goals, objectives and actions outlined in the new Strategy Statement 2017- 2020. I am pleased with the progress made to date on White Paper implementation. This work lays solid foundations for many of the developmental aspects of the White Paper. In addition, I also welcome the considerable progress that the Department of Defence and the Defence Forces made during 2017 on the wide range of commitments made in the Programme for a Partnership Government.

I wish to thank the Secretary General, the Chief of Staff and all personnel within the Department and the Defence Forces for their hard work and considerable efforts throughout 2017.

A handwritten signature in black ink, which appears to read 'Leo Varadkar'. The signature is fluid and cursive, written in a professional style.

**Leo Varadkar T.D.**

**AN TAOISEACH AND MINISTER FOR DEFENCE**



## **FOREWORD BY MINISTER WITH RESPONSIBILITY FOR DEFENCE**

I am very pleased to receive the 2017 Annual Report of the Department of Defence and the Defence Forces. Despite challenges faced, the year just past was a very productive one for the Department of Defence and the Defence Forces and this is reflected very well in the wide range of important activities that are outlined in this Annual Report.

As an example of the diversity of effort undertaken, I note that over 3,400 Aid to the Civil Power supports were provided to An Garda Síochána; over 750 Defence Forces personnel, and Civil Defence volunteers, deployed in flood relief works, including assisting local authorities with the recovery efforts following ex-Hurricane Ophelia; the Air Corps completed over 350 Emergency Aeromedical Support missions; Naval Service vessels were on hand to rescue nearly 1,900 people from the Mediterranean; while over 1,600 personnel served overseas. Meanwhile, some 750 new personnel were inducted into the Permanent Defence Force following a number of very successful recruitment campaigns during the year. I wish to compliment all of those involved in this work, and more, all which of course was underpinned by the pivotal role played by the staff of the Department of Defence.

Finally, I wish to thank the Secretary General, the Chief of Staff and all of the personnel of both the Department of Defence and the Defence Forces for the work undertaken during 2017. I also want to express my appreciation to the volunteers of Civil Defence for their continued outstanding contribution to their communities during the year.

A handwritten signature in black ink, appearing to read 'Paul Kehoe', followed by a stylized flourish.

**Paul Kehoe T.D.**  
**MINISTER WITH RESPONSIBILITY FOR DEFENCE**

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# Introduction

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2017. Performance is reviewed against each of the Strategic Goals set out in the Department of Defence and Defence Forces Strategy Statement 2017 – 2020.

The Strategy Statement for the period 2017 – 2020 establishes the High Level Goal of the Defence Organisation<sup>1</sup> as:

*To provide for the military defence of the State, contribute to national and international peace and security and fulfil all other roles assigned by Government.*

There are three distinct but complementary strategic dimensions required to deliver the High Level Goal. These are:

1. Defence Policy
2. Ensuring the Capacity to Deliver
3. Defence Forces Operational Outputs

These headings form the basis of individual sections in this Report.

This Report fulfils the requirements of Section 4(1)(b) of the Public Service (Management) Act 1997 for an annual report to the Minister on performance against strategic objectives.

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<sup>1</sup> The terminology used in this Annual Report is as follows: the term “Defence” is used to refer in a broad sense to defence provision in Ireland comprising civil and military elements; the “Defence Organisation” refers to the civil and military organisation; the “Defence Forces” refers to the military organisation.

# Section 1: Defence Policy

## **Strategic Goal - PROVISION OF TIMELY AND RELEVANT POLICY AND MILITARY ADVICE**

Defence policy encompasses all areas of Defence provision and underpins the requirement to ensure that the State retains and develops appropriate defence capabilities having regard to the defence and security environment. In addition, the Department of Defence provides a broad range of supports to the Minister to assist him in his role as head of the Department.

The Defence Organisation has civil and military elements, which work collaboratively to ensure that the Minister's and Government's requirements for Defence are delivered. The Secretary General is the Minister's principal policy adviser, while the Chief of Staff is the Minister's principal military adviser.

In respect of domestic security and support, the defence policy framework encompasses, among other things, defence policy and defence policy inputs to the State's overarching security framework, the work of the Office of Emergency Planning, Civil Defence and the development of Memoranda of Understanding and Service Level Agreements with other government departments and state agencies, across a diverse range of roles.

The defence policy framework also encompasses, in collaboration with the Department of Foreign Affairs and Trade, defence inputs to the maintenance of global and regional peace and security, including the ongoing development of the EU's Common Security and Defence Policy (CSDP), Ireland's support for multilateralism and collective security through participation in United Nations authorised peace support and crisis management operations, our engagement in NATO's Partnership for Peace and support to the Organisation for Security and Co-operation in Europe (OSCE). Throughout 2017, Ireland continued to participate in the ongoing development of EU military and civilian crisis management capabilities under CSDP, within the framework of the commitment to the primacy of the United Nations in the maintenance of international peace and security. During the year, there were five ministerial meetings (three formal meetings of the EU Foreign Affairs Council with Defence Ministers, and two informal meetings) and Ireland was represented at all of these meetings. Ireland was represented at all five meetings of Defence Policy Directors and the five Chiefs of Defence (CHODs) meetings (EU x 2, UN x 1, NATO PfP x 2). Ireland maintains bilateral relationships with other countries at both policy and operational levels, and the Defence Forces have regular staff to staff meetings with other militaries to exchange information and experiences. During 2017, some 20 bilateral meetings were held with a range of EU Member States and other organisations, such as the United Nations, the European External Action Service, the European Defence Agency and NATO.

Throughout 2017, strategic defence issues were discussed by the Strategic Management Committee (SMC). The SMC is a joint civil-military committee comprising the Secretary General of the Department of Defence (Chairman), the Chief of Staff, the three Assistant Secretary Generals, the two Deputy Chiefs of Staff, the Director and the Assistant Chief of Staff. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. Close co-operation on all matters between civil and military elements is a priority. The SMC meets on a monthly basis and meetings are occasionally attended by the Minister.

The High Level Planning and Procurement Group (HLPPG) is a high level joint civil-military group whose role is to develop and implement multi-annual rolling plans for equipment procurement and disposal, and infrastructural development based on the policy priorities in the White Paper. The HLPPG met on nine occasions in 2017.

The Office of the Minister for Defence provides a link between the Secretary General and the Minister, the Department, the military authorities, and the general public and is responsible for the monitoring and co-ordination of the Department's contribution to parliamentary business. During 2017, the Minister answered a total of 802 Parliamentary Questions while a further 535 representations to the Minister were administered during the year, amongst a wide range of other parliamentary and Ministerial business.

During 2017, Military Intelligence provided 156 briefings and assessments including monthly intelligence and security briefings, pre-deployment and post-deployment briefings for personnel on Peace Support Operations, and Ministerial briefings. Military Intelligence also conducted multiple internal awareness and security briefings for military career courses and staffs of the Defence Forces.

### **Strategic Goal - IMPLEMENT THE WHITE PAPER ON DEFENCE**

The White Paper on Defence provides the defence policy framework out to 2025. Since publication, a total of 88 separate projects were identified to be completed over a ten year period.

A Joint White Paper Implementation Facilitation Team (Joint Team) provides support and monitors the progress of these White Paper projects. The Joint Team is a civil-military team which operates in an oversight capacity. The Joint Team reports monthly on the progress of implementation to the SMC as part of the governance framework put in place to oversee implementation and to embed a project management approach to implementation. These monthly reports are used to inform programme decisions and provide high quality information to the Minister and to senior civil and military management, while the use of a project management framework to facilitate implementation of the White Paper has allowed the Defence Organisation to take a dynamic and practical approach to implementation.

Implementation of the White Paper Programme progressed in planned phases throughout 2017. This phased process was kept under review across the year and was subject to change or update as issues arose and other business dictated. Decisions about which projects to progress at any stage take into account the priorities set out in the Programme for a Partnership Government, existing workloads facing the Defence Organisation and available resources, linkages identified, and initiatives that are already underway.

A total of 36 White Paper projects have been initiated since the beginning of the implementation programme in June 2016. Of these, five projects were fully completed and closed in 2017, with several others due to close in 2018. White Paper projects that are currently active cover a broad range of areas and are at various stages of development. All active projects are being managed by a joint civil-military project team.

A second tranche comprising eleven projects, due to be initiated in 2018, was approved by the Minister in the final quarter of 2017. Training of project teams who will be progressing the second tranche of projects also began in the final quarter of 2017, while ongoing professional development in the area of Project Management of all project teams was facilitated by the Joint Team at key junctures in 2017. The Joint Team was also actively involved in the work of the Civil Service Project Managers' Network throughout 2017 in order to continue to share in the development and propagation of best practice in project management.

In accordance with a commitment in the White Paper, a new fixed cycle of defence reviews will be put in place, at three yearly intervals. Each three years there will be a White Paper update which will consider progress made and any revisions required in light of changing circumstances. Each alternate three year review will be more comprehensive in nature and be styled a strategic defence review. During 2017, work continued on a White Paper implementation project aimed at establishing the new fixed cycle of defence reviews.

## **Strategic Goal - CONTRIBUTE TO NATIONAL AND INTERNATIONAL SECURITY AND DEFENCE POLICY**

### **CABINET COMMITTEE F (NATIONAL SECURITY)**

During 2017 the Government established a number of new Cabinet Committees which are chaired by the Taoiseach. One of these is Cabinet Committee F (National Security) and during 2017 it met on 20<sup>th</sup> July and 7<sup>th</sup> November. The role of the Committee is to keep the State's systems for the analysis of, preparation for, and response to, threats to national security under review as well as to provide for high-level co-ordination between relevant departments and agencies on related matters. The Cabinet Committee allows greater ministerial involvement in preparing for and managing major security threats.

The committee comprises Ministers of relevant departments along with their officials and representatives of An Garda Síochána and the Defence Forces.

#### **NATIONAL SECURITY COMMITTEE**

The National Security Committee continued to meet and receive briefings throughout 2017. It is primarily concerned with monitoring high level security issues and ensuring that the Taoiseach and Government are advised of these and the responses to them. The Committee is chaired by the Secretary General to the Government, and comprises the Secretary General of the Department of Justice and Equality, the Garda Commissioner, the Secretary General of the Department of Defence, the Chief of Staff of the Defence Forces, and the Secretary General of the Department of Foreign Affairs and Trade. In 2017, the Committee received threat assessments from the Garda Commissioner and the Chief of Staff and reviewed the overall security situation in the domestic and international environment.

#### **EU GLOBAL STRATEGY ON FOREIGN AND SECURITY POLICY**

During 2017, in response to the ongoing security challenges in the EU neighbourhood, issues in the area of security and defence within the EU continued to have increased importance with an accelerated pace of development and implementation. This was following on from the presentation by the High Representative for Foreign Affairs and Security Policy of the new EU Global Strategy on Foreign and Security Policy to the European Council in June 2016, and an associated Implementation Plan to Foreign and Defence Ministers in November 2016.

Implementation of initiatives, which got underway in 2017, included deliverables on Operational Planning and Conduct Capability; in particular, the establishment of a Military Planning and Conduct Capability (MPCC) within existing structures. This will work in parallel and in a coordinated way with the Civilian Planning and Conduct Capability (CPCC) and is responsible at the strategic level for the operational planning and conduct of non-executive military missions working under the political control and strategic guidance direction of the Political and Security Committee. In addition 25 EU Member States, including Ireland, launched the Permanent Structured Cooperation (PESCO) in December 2017. PESCO provides a mechanism whereby military crisis management capabilities can be developed by Member States in support of CSDP Operations. A further initiative was the launch of the trial run of the Coordinated Annual Review on Defence. This initiative aims to create greater transparency amongst Member States by sharing information on future defence policy, capability development, budgets and investment in order to support Member States in identifying opportunities for greater collaboration in the development and procurement of military capabilities, including equipment, training and support services. In tandem with these deliverables, progress was also made in 2017 on the Commission's European Defence Action Plan with the launch by the Commission of the European Defence Fund on 7<sup>th</sup> June 2017. The purpose of the Fund is to promote research and innovation and contribute to the strengthening of the European defence technology and industrial base, and to further stimulate the development of key defence capabilities.

The Department remained fully engaged in this process at EU level, negotiating and promoting Ireland's interests in accordance with the policies set out in the White Paper, in consultation with the Department of Foreign Affairs and Trade and other relevant government departments.

### **EU-NATO COOPERATION**

In 2017 work continued on a Common Set of Proposals for the implementation of the Joint Declaration on EU-NATO Cooperation made on 8<sup>th</sup> July 2016 by the Presidents of the European Council and European Commission, together with the NATO Secretary General. These proposals focus on cooperation in the key areas of Countering Hybrid Threats, Operational Cooperation including maritime issues, Cyber security and defence, Defence capabilities, Defence Industry and Research, Exercises and Defence and security capacity building.

On 14<sup>th</sup> June 2017, the EU and NATO issued a joint report on the progress of implementation on the Common Set of Proposals. The report sets out achieved results in the implementation of all proposals with the degree of progress dependent on the specific nature of the action. A further set of new additional "*action orientated proposals*" building on the key areas set out above were agreed on 5<sup>th</sup> December, including new topics, such as counter-terrorism, military mobility and women, peace and security.

Ireland welcomed further EU-NATO co-operation in 2017 as it contributes to international peace and security and is focused on avoiding duplication of structures, systems and interoperability standards. Ireland supports such cooperation between the two organisations in accordance with the EU Treaties and the specific character of the security and defence policy of any Member States including Ireland.

### **MEMORANDUM OF UNDERSTANDING WITH THE UK**

Work continued during 2017 on the various actions provided for in the Action Plan of the Memorandum of Understanding (MoU) between Ireland and the UK on the enhancement of bilateral engagement on certain aspects of defence and security co-operation. The MoU, and the associated Action Plan, fully respects the differing policy positions and security arrangements of both States.

### **BREXIT**

During 2017, the Department of Defence remained fully engaged with planning for Brexit to address the potential challenges arising. The senior official with responsibility for Brexit related matters represented the Department on the Interdepartmental Senior Officials, EU and Brexit Groups which are chaired by the Department of the Taoiseach and are engaged with the identification of key strategic, operational and policy issues arising from Brexit. Department officials also attended the Brexit Co-ordinators Group and relevant Sectoral Groups, which are chaired by the Department of Foreign Affairs and Trade. During 2017, the Defence Forces also continued to engage in prudent planning for a broad range of

contingencies. There is ongoing close liaison between An Garda Síochána and the Defence Forces regarding security matters and regular coordination and liaison meetings take place.

### **EUROPEAN DEFENCE AGENCY (EDA)**

During 2017, Ireland continued to participate in three EDA projects in the areas of Counter Improvised Explosive Devices (C-IED), Maritime Surveillance and cyber defence. The Counter Manual Neutralisation Techniques project was completed in 2017.

In November 2017, Government and Dáil Éireann approved Ireland's participation in two further EDA projects. The first project relates to C-IED – *European Centre for Manual Neutralisation Capabilities* – and its objective is to continue to develop Manual Neutralisation capabilities to the highest standards to retain capacity in dealing with Improvised Explosive Devices (IEDs) when it is not possible to destroy or disrupt the device through other means. The second project, a Joint Procurement Arrangement for EU SatCom Market, aims to provide commercially available satellite communications (fixed and mobile), as well as related services, through the establishment of one or more Framework Agreements on behalf of the contributing Members to promote ease of access and improve efficiency.

In addition, Ireland also continued to participate in various EDA meetings throughout 2017.

### **PARTNERSHIP FOR PEACE (PFP)**

Ireland's relationship with NATO is conducted through the PFP Planning and Review Process (PARP) mechanism. Ireland's involvement in PARP is focused on enhancing Defence Forces interoperability in multi-national operations and contributing to the development of military capabilities in accordance with international standards. During 2017, Ireland continued to make progress in meeting the requirements of its Partnership Goals. Ireland has completed 24 Goals since its engagement with Partnership for Peace.

In line with the White Paper on Defence, Ireland continued to engage with the Partnership Interoperability Advocacy Group (PIAG) and continued its participation in the Operational Capabilities Concept (OCC) (Evaluation & Feedback Pillar) during 2017. PIAG provides a unique opportunity to maximise interoperability and to foster, develop and enhance cooperation and dialogue with other members. Ireland took up the Chairmanship of the PIAG on 7<sup>th</sup> December 2017, which will run for one year. The main benefit to participation in OCC is that Defence Forces training is benchmarked to an international standard through both internal and external validation.

In March 2017, a bilateral meeting was held with NATO officials in Ireland to discuss Ireland's PARP Assessment document and a subsequent multilateral meeting was held in NATO HQ in May to finalise and sign off on this.

In November 2017, Ireland hosted a second "Advanced Commanders' Course on Counter-Marauding Terrorist Attack". The objective of the course was to provide Emergency Service commanders with relevant tactical information on the potential threats involved in Marauding Terrorist Attack incidents and to examine the probable challenges likely to be encountered when directing multi-agency operations in the first hour of an incident. The course also looked at developing relevant manuals to encompass interagency activities and make recommendations on future innovative equipment development. This course builds on the integrated comprehensive approach to deal with such incidents.

A White Paper implementation project relating to our engagement with NATO (PfP) was completed ahead of schedule in 2017.

### **UNITED NATIONS PEACEKEEPING CAPABILITY READINESS SYSTEM (PCRS)**

Ireland and other troop contributing countries are obliged to register capabilities and contingents available for deployment to UN Peacekeeping Operations overseas on the PCRS system. These capabilities are additional to those already deployed or committed to other operations. The purpose of the PCRS system is to provide the UN with a dynamic up to date catalogue of actual trained and available forces to draw from when establishing or reinforcing a UN mission. Following Government approval, Ireland pledged additional capabilities in February 2017, for a twelve month period, to augment the UNIFIL and UNDOF missions. Pledges are subject to review on a regular basis. Prior to a UN Peacekeeping Defence Ministerial Conference in Vancouver in November 2017, Ireland renewed its existing pledge. During the Conference, Ireland made a further pledge to provide additional training courses - both in Ireland and in host countries - for troop contributing countries preparing to deploy troops overseas on UN mandated missions.

### **INSTITUTE FOR PEACE SUPPORT AND LEADERSHIP TRAINING**

The White Paper on Defence included a commitment to evaluating the potential development of a new Institute for Peace Support and Leadership Training at the Defence Forces Training Centre, Curragh Camp. The Programme for a Partnership Government also included a commitment to developing this Institute. It is foreseen that the new Institute will have international standing and contribute to the overall development of knowledge and experience in the areas of peace support, leadership and conflict resolution.

Scoping work on the proposal continued in 2017. Arising from this initial scoping work, it was decided to conduct a formal feasibility study of the concept. Following a tender competition, a contract to carry out the formal feasibility study was awarded in December 2017.

## **Strategic Goal - ENHANCE CROSS CUTTING POLICY COLLABORATION**

There are important cross-departmental dimensions to the work of the Defence Organisation and meeting our goals and objectives is often critically dependent on the inputs and co-operation of other departments and agencies. Equally, their success can be dependent on the inputs and co-operation of the Defence Organisation. Throughout 2017, Department officials and Defence Forces personnel were represented on a wide range of inter-departmental groups and committees – see Appendix 2 for a full list.

The Defence Organisation has pioneered the use of Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs) covering services delivered to a range of other departments and agencies. The Department continued to develop this approach during 2017 and a list of all MOUs and SLAs is contained at Appendix 3.

The White Paper on Defence reflects the importance of whole of government approaches to the security of the State. During 2017, the Department of Defence continued to collaborate with a range of Departments and agencies that have security responsibilities. Developments in relation to some of these cross-cutting relationships during 2017 are outlined below.

### **GOVERNMENT TASK FORCE ON EMERGENCY PLANNING**

The Government Task Force (GTF) on Emergency Planning provides strategic direction and coordination of national-level emergency planning. It comprises Ministers and/or senior officials from all government departments and key public bodies. The GTF met on six occasions in 2017. The Office of Emergency Planning (OEP) supports the Minister with Responsibility for Defence in his role as Chair of the Task Force whilst the National Emergency Coordination Centre (NECC), located in Agriculture House in Dublin, is managed by the OEP. The NECC hosted all meetings of the Government Task Force during 2017 as well as a wide range of other emergency planning groups, training seminars and exercises.

### **STRATEGIC EMERGENCY MANAGEMENT: NATIONAL STRUCTURES AND FRAMEWORK**

As part of the work of the GTF, a review of the existing national-level structures and processes was initiated in 2014 and this culminated in the production of the “*Strategic Emergency Management (SEM): National Structures and Framework*” document. Having been agreed by the GTF, the draft was subsequently approved by Government on 26<sup>th</sup> July 2017. The aim of the SEM document and its associated annexes is to ensure that all state bodies can react quickly and efficiently to any large-scale emergency. It provides strategic guidance and direction on emergency management to government departments and agencies under their aegis and it replaces the “*Strategic Emergency Planning Guidance*” document of 2004 and associated annexes.

## **NATIONAL RISK ASSESSMENT FOR IRELAND**

Throughout 2016 and 2017, as part of requirements under the EU Civil Protection Mechanism, the Office of Emergency Planning (OEP) coordinated a review of the National Risk Assessment (NRA) for Ireland, which was first published in 2013. The OEP engaged with key stakeholders across all government departments, public authorities, agencies and other stakeholders in this review. Dublin City University provided academic oversight of the process, including moderating the Focus Groups established to carry out the assessment of risks. The purpose of this NRA is to identify hazards facing the State across a broad range of emergencies, to assess the likelihood and impact of these hazards and to inform actions at national level aimed at mitigating such risks, including the allocation of resources. Following the NRA's endorsement by the GTF on 8<sup>th</sup> March 2017, the Minister with Responsibility for Defence, as Chair of the GTF, submitted the NRA for Ireland 2017 to Government on 21<sup>st</sup> November 2017 and it was subsequently published at <http://www.emergencyplanning.ie> and forwarded to the European Commission to continue the deliberative process at an EU and national level under the EU Civil Protection Mechanism. The next step in this process will be the assessments by Member States of their risk management capabilities. The NRA for Ireland 2017 also forms a subset of the wider strategic level "National Risk Assessment – Overview of Strategic Risks" process undertaken by the Department of the Taoiseach on an annual basis. This separate annual process sets out a list of strategic risks, both financial and non-financial, which Ireland faces.

## **'BE WINTER READY' CAMPAIGN**

As Chair of the GTF, the Minister with Responsibility for Defence jointly, with four other Ministerial colleagues<sup>2</sup>, launched the Government's *Be Winter-Ready 2017-2018 Information Campaign* on 8<sup>th</sup> November 2017. The launch focussed on health preparedness for older people, including the promotion of influenza vaccination, in addition to the publication of a specific leaflet concentrating on practical advice for older people and providing a reminder to everyone to check on older relatives and neighbours during the winter months. This practical *Be Winter Ready* advice and further information is available through a dedicated website at <http://www.winterready.ie>.

## **NATIONAL EMERGENCY COORDINATION GROUP (NECG) FOR SEVERE WEATHER**

Severe weather events continue to be the main reason for convening a National Emergency Coordination Group (NECG). In January 2017 a precautionary NECG meeting was convened ahead of predicated severe cold spells and Orange Weather warnings, which passed without major incident.

On Saturday 14<sup>th</sup> October 2017, Met Éireann issued Red wind warnings, forecasting that ex-Hurricane Ophelia would move up over the country on Monday 16<sup>th</sup> October. The NECG, supported by the OEP,

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<sup>2</sup> The Minister for Health, the Minister for Transport, Tourism and Sport, the Minister for Rural and Community Development, the Minister of State with special responsibility for Housing and Urban Development and the Minister of State with responsibility for the OPW and Flood Relief.

commenced monitoring the arrival of ex-Hurricane Ophelia in the National Emergency Coordination Centre.

The NECG for Severe Weather, led by the Department of Housing, Planning and Local Government, managed the national level response and provided regular media and Government briefings. With public safety being a priority and following careful consideration, the NECG issued a statement on 15<sup>th</sup> October advising the public to avoid all unnecessary travel while ex-Hurricane Ophelia passed over the country, and advised that all public buildings and schools should close on Monday 16<sup>th</sup> October. Unfortunately, three people tragically lost their lives during the storm. Electricity and water supplies were severely impacted and structural damage and severe flooding also occurred, particularly along coastal counties.

The NECG continued to meet over the days following ex-Hurricane Ophelia to assess the impacts and to oversee the recovery phase. In addition, the NECG held a number of de-briefing meetings to inform a report on ex-Hurricane Ophelia being prepared by the Department of Housing, Planning and Local Government and due to be presented to Government in 2018.

#### **CYBER SECURITY**

As part of the implementation of the White Paper on Defence, a civil-military project team was established to formalise, by means of putting a SLA in place, existing arrangements for the provision of Defence Forces support to the National Cyber Security Centre in the Department of Communications, Climate Action and Environment with the overall aim of improving the cyber-security of the State.

Following the signing of a MOU between the Secretaries General of the two departments in late 2016, a number of project team meetings were held in 2017 to negotiate the terms and conditions of the SLA and in December this was signed by the Department of Defence, the Defence Forces and the Department of Communications, Climate Action and Environment.

#### **STATE CEREMONIALS AND COMMEMORATIONS**

The Defence Organisation was involved in planning for and participating in more than 50 significant State and Military ceremonial events in 2017.

The annual State commemoration ceremonies that were supported included the Commemoration of the 101<sup>st</sup> anniversary of the Easter Rising at the GPO, O'Connell Street on 16<sup>th</sup> April; the annual Commemoration at Arbour Hill on 3<sup>rd</sup> May; the National Day of Commemoration at the Royal Hospital, Kilmmainham on 9<sup>th</sup> July; and the National Famine Commemoration held at the Famine War House 1848, Ballingarry, Co. Tipperary on 30<sup>th</sup> September.

State Ceremonial honours were afforded on the occasion of the State Visit to Ireland of the President of the Republic of Croatia in April, for wreath laying ceremonies during the visit of HRH Prince Charles in May, and for the outgoing State Visit by President Higgins to Australia and New Zealand in October.

The Defence Forces also participated in a series of monthly ceremonies at Áras an Uachtaráin where a total of 29 Ambassadors presented their credentials of office to President Higgins.

Under the Decade of Centenaries programme 2012-2022, a number of ceremonies were held both at home and abroad. On 7<sup>th</sup> June, the Defence Forces participated in two Ireland/UK joint wreath laying ceremonies in Messines, Belgium, to mark the centenary of the Battle of Messines. One ceremony took place at the Commonwealth War Graves Commission Cemetery in Wytschaete and the second was at the Island of Ireland Peace Park. The Defence Forces also participated in a wreath laying ceremony at the grave of Willie Redmond MP in Locre. On 30<sup>th</sup> July the Defence Forces participated in a Commemoration Ceremony in Ypres, Belgium to mark the centenary of the Third Battle of Ypres (Passchendaele). They also participated in ceremonies held in Slane, Co. Meath to commemorate the centenary of the death of the Irish poet, Francis Ledwidge, during World War I and at Glasnevin Cemetery in September to commemorate the centenary of the death of Thomas Ashe.

The Defence Forces also continued its weekly ceremonies, during summer months, at the National Memorial, Merrion Square, remembering those members who have given their lives in the service of the State.

In addition, a ceremony was held on 2<sup>nd</sup> December in Custume Barracks, Athlone, during which the Minister with Responsibility for Defence presented a specially commissioned medal, *An Bonn Jadotville*, to each of the surviving veterans of "A" Company, 35<sup>th</sup> Infantry Battalion, and to the families of deceased members. The medal was presented in recognition of their courage and valiant defence whilst serving with the UN Peacekeeping Mission at Jadotville, Congo, in September 1961.

## **MILITARY ARCHIVES**

The Military Service (1916-1923) Pensions Collection (MSPC) project is a joint Department of Defence and Defence Forces contribution to the Decade of Centenaries. The project is mandated to preserve and make available the files and records of the Department of Defence dealing with the service of qualifying members of the Irish Volunteers, the Irish Citizen Army, the Hibernian Rifles, Cumann na mBan, Na Fianna Éireann and the Irish Republican Army from the period April 1916 to the 30<sup>th</sup> of September 1923. This involves cataloguing and partially digitising in excess of 300,000 files.

Public release of material from the Collection is made available online through the Military Archives website <http://www.militaryarchives.ie>. To-date, a number of online releases have been completed with

the most recent publication taking place on 24<sup>th</sup> October 2017. This release comprised of close to 5,000 files relating to 1,576 individual veterans who had active service in the period between 1916 and 1923.

### **DEFENCE FORCES EMPLOYMENT SUPPORT SCHEME**

In line with the Programme for a Partnership Government and the White Paper on Defence, a Defence Forces Employment Support Scheme was developed in 2016 in an effort to help provide a path to economic independence for participants, aged between 18 and 24 years, who are at a serious disadvantage owing to their current socio-economic situation. The programme aims to provide participants with new skills, knowledge, competencies and self-development that enhances their capacity to pursue employment, work experience or further educational opportunities.

Two iterations of the programme successfully took place in 2017 as follows:

- (i) Sarsfield Barracks, Limerick, from 22<sup>nd</sup> May to 28<sup>th</sup> July with 15 participants, and
- (ii) Gormanston Camp, Co. Meath from 9<sup>th</sup> October to 15<sup>th</sup> December 2017 with 16 participants.

### **CIVIL DEFENCE**

Civil Defence was very active in assisting the Principal Response Agencies in responding to severe weather events during 2017. Volunteers were deployed across the country to assist local authorities during ex-Hurricane Ophelia which struck the country on 16<sup>th</sup> October. Volunteers were also deployed following the flooding that occurred in Inishowen, Co. Donegal in August and also in response to the flooding which occurred in both Mountmellick and Portarlinton, Co. Laois in November.

Throughout these events, Civil Defence volunteers were involved in a wide range of activities including:

- filling, distributing and deploying sand bags;
- pumping flood waters from affected areas;
- monitoring water levels;
- setting up command and control centres;
- assisting in the evacuation of householders;
- delivering food and fuel to isolated households;
- distributing bottled water;
- distributing public health notices;
- checking on vulnerable people in isolated areas; and
- transporting health workers.

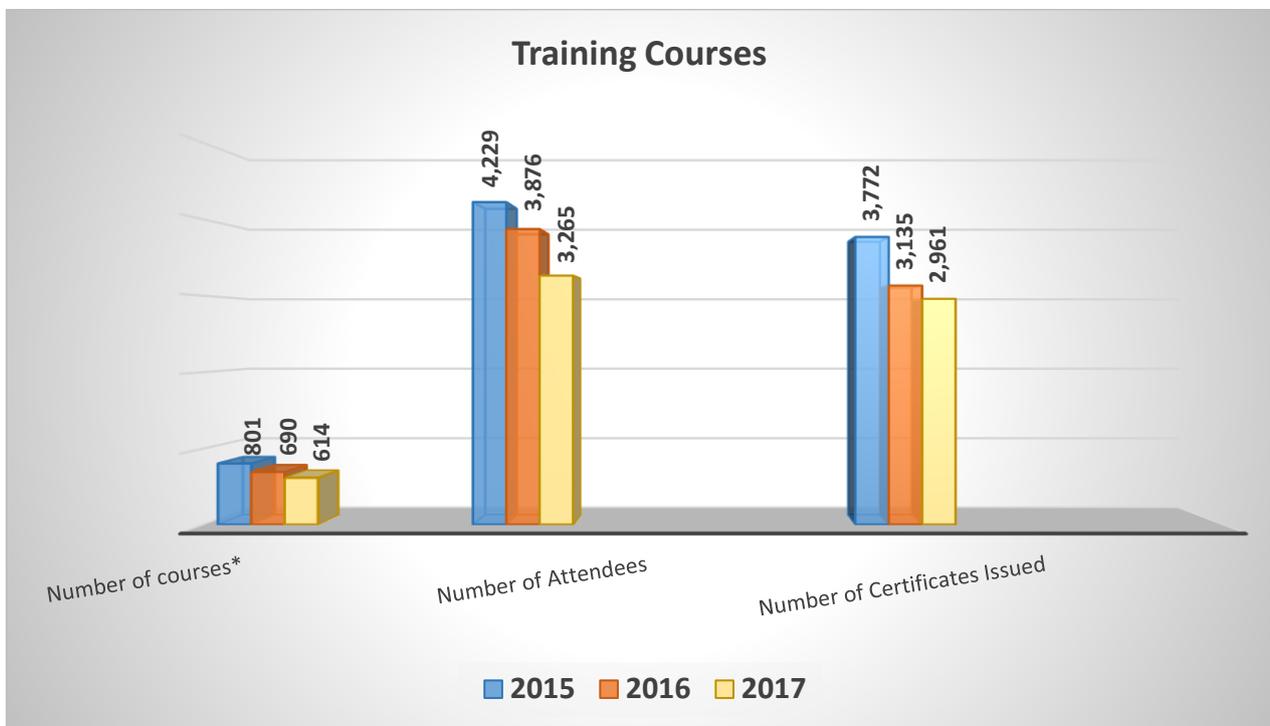
During the year, Civil Defence volunteers also participated in over 70 searches for missing persons in support of the Gardaí and the Irish Coast Guard. This included many weeks of searching for the missing crew of Coast Guard helicopter Rescue 116 which was tragically lost off the Mayo coast on 14<sup>th</sup> March.

Civil Defence volunteers also assisted at over 1,400 community, local authority and sporting events throughout the year.

The Inter-agency Guidance Team, set up to help ensure that Civil Defence services and capabilities are developed in light of the needs of the Principal Response Agencies, had very positive engagements and the Team provided valuable feedback which will contribute to policy development in 2018. This work will help ensure that Civil Defence services and capabilities are developed around the central strategic objective of supporting the Principal Response Agencies under the Framework for Major Emergency Management.

At the end of 2017, there were 3,451 active volunteers in Civil Defence, compared to 3,452 at the end of 2016 and 3,686 at the end of 2015. Chart 1.1 below indicates the number of training courses delivered throughout 2017, with figures for 2015 and 2016 also provided for comparison purposes. It should be noted that there were a number of reasons for the decrease in numbers attending Civil Defence courses in 2017, including the fact that arising from the improvement in the economy some volunteers have returned to full-time employment and education and are therefore unavailable to attend courses. Also, the cyclical nature of the certification requirements for some courses can mean that for large numbers renewal occurs concurrently at three to four yearly intervals.

Chart 1.1: Details of Civil Defence courses delivered and certificates issued 2015 – 2017



\* This does not include locally delivered uncertified training.

### **ATLANTIC YOUTH TRUST INITIATIVE**

The Atlantic Youth Trust (AYT) is a youth development charity aimed at providing educational and personal development opportunities to young people. AYT proposes building and operating a new sail training vessel on an all-island basis to facilitate youth development, mentoring, and training. As part of the Government's commitment to the Stormont Agreement and Implementation Plan of November 2015, the Government undertook to work with the Northern Ireland Executive to seek agreement on a funding plan for the AYT project. The Department of Defence is the lead Department in this jurisdiction for the initial stage of the project with the Department for Communities leading on behalf of the Northern Ireland Executive. During 2017 there was ongoing engagement between officials North and South regarding the economic analysis of the AYT proposals.

## **Section 2: Ensuring the Capacity to Deliver**

### **Strategic Goal - DEVELOPMENT AND MAINTENANCE OF CAPABILITIES**

#### **HLPPG OUTPUT AND MAJOR PROCUREMENT IN 2017**

During 2017, the High Level Planning and Procurement Group (HLPPG) progressed a number of major equipment procurement projects, including the acquisition of force protection equipment for overseas service. Amongst the projects were the mid-life upgrade and maintenance programme for the Defence Forces' fleet of MOWAG Armoured Personnel Carriers, which will extend the utility of the fleet and provide greater levels of protection, mobility and firepower; the 12.7mm Heavy Machine Gun replacement programme; a new Artillery Observation Post Suite; the upgrade of the Defence Forces' Unmanned Aerial Vehicle systems; the ongoing upgrade of the Explosive Ordnance Disposal robot; and the procurement of a number of armoured logistics and utility vehicles for use overseas. Acquisition of ammunition for training and overseas deployments also continued throughout the year, including the purchase of Bolid missile systems for the recently upgraded RBS70 Surface to Air Missile system.

A replacement PC-9M aircraft for Air Corps' cadet training was delivered in July 2017, and in December a contract was signed with Pilatus Aircraft Ltd. for the provision of three new PC-12 fixed wing utility aircraft, suitably equipped for Intelligence, Surveillance, Target Acquisition and Reconnaissance tasks, which are to replace the Air Corps' fleet of Cessna aircraft.

Transport related procurement also continued in 2017. The main acquisitions included 20 minibuses, 13 motorcycles, 13 vans and three recovery vehicles. In addition, funding was provided on a continuous basis for the required maintenance of vehicles in the military transport fleet, both at home and overseas.

#### **MAJOR EQUIPMENT DISPOSALS IN 2017**

The policy of disposing of equipment which is obsolete or surplus to military requirements continued in 2017. The Naval Service vessel LÉ Aisling was decommissioned in 2016 after 36 years of service in the context of the impending entry into service of LÉ William Butler Yeats, the third new ship in the current Naval Service Vessel Replacement Programme. LÉ Aisling was sold by public auction in March 2017 realising €110,000 for the Exchequer.

#### **MAJOR INFRASTRUCTURE INVESTMENT IN 2017**

In 2017, some €13m was spent on capital building works in military installations and barracks across the country. These infrastructure projects were developed as part of the ongoing Defence Forces' Built Infrastructure Programme. This Programme is designed to modernise and enhance the training, operational and accommodation facilities available to members of the Defence Forces. It is based on operational requirements and is compiled on a priority basis by the Department of Defence in conjunction with the Defence Forces.

The capital element of the Programme focuses mainly on infrastructural projects comprising the construction of new buildings and the refurbishment of existing buildings and facilities. In any one year, the Programme provides for new start projects and for the continuation of capital building projects already underway from previous years. At the end of 2017, some €35m worth of capital projects were at various stages, from design tender to construction, including:

- Phase Two replacement of a major secure storage facility at the Defence Forces Training Centre; €10m
- Construction of new Gymnasias at Sarsfield Barracks, Limerick and at Stephens Barracks, Kilkenny; €5m
- Locker Block refurbishment at Cathal Brugha Barracks, Dublin; €3.7m
- Upgrade and refurbishment works to the Cookhouse and Dining Hall at Custume Barracks, Athlone; €3.3m
- Upgrade of Accommodation Blocks B & D at Pearse Barracks at the Defence Forces Training Centre; €3.1m
- Upgrade and refurbishment works to the Apprentice Hostel at Casement Aerodrome, Baldonnel, Co. Dublin; €2.8m
- Upgrade Oil Wharf, and Fire Detection & Firefighting System at the Naval Base in Haulbowline; €2.4m
- Upgrade of Accommodation facilities in Blocks 1 and 2 at Cathal Brugha Barracks, Rathmines, Dublin; €1.8m
- Upgrade of Block 7 Accommodation facility at Connolly Barracks, Defence Forces Training Centre; €1.7m

In addition to major capital projects, there are ongoing works required under the Programme to ensure the upkeep and repair of buildings and provide facilities generally for personnel. These works amounted to some €8.1m in 2017.

In accordance with the White Paper on Defence, work continued during 2017 on the development of a five-year infrastructure development plan, which included completion of an infrastructure needs assessment. This is expected to be finalised in 2018.

#### **PROPERTY DISPOSALS DURING 2017**

The policy of disposing of properties that are surplus to military requirements continued in 2017. The total receipts received in 2017 for disposals was €468,500 - see details of individual sales overleaf:

Table 2.1: Details of major property disposals during 2017

Property	Location	Details
Part of former training camp	Knockalisheen, Co. Clare	1.28 hectares to Parkville FC, Knockalisheen, Co. Clare
Part of former military barracks	Longford town	4.22 hectares to Longford County Council
Part of former military barracks	Longford town	0.125 hectares to OPW
Part of former military barracks	Nenagh, Co. Tipperary	0.131 hectares to Edmund Rice Schools Trust Ltd

### **CAPABILITY DEVELOPMENT PLAN**

A joint civil-military project team, established as a result of a White Paper commitment, continued to make progress during 2017 on the production of a Capability Development Plan. When completed, this will underpin the capacity of the Defence Forces to continue to fulfil all roles assigned by Government.

### **REVIEW OF HIGH-LEVEL COMMAND AND CONTROL**

Also arising from a commitment made in the White Paper, a joint civil-military project team made progress during 2017 on a review of high-level Command and Control pertaining to the Defence Forces. As part of the review, the project team reviewed existing structures with regard to operations and intelligence and also carried out an analysis of approaches followed in other states.

### **DEFENCE ENTERPRISE COMMITTEE**

Three White Paper projects are being progressed by the Defence Organisation to further develop the Defence Enterprise Initiative. These projects include developing a strategy for the Initiative and an Intellectual Property Policy, as well as setting up a Security and Defence Enterprise Group with Enterprise Ireland.

Meetings continue to take place between the Defence Organisation and Enterprise Ireland in the form of the Defence Enterprise Committee; the Defence Organisation continued to provide assistance to Enterprise Ireland and Enterprise Ireland companies throughout 2017.

There was significant Defence Forces' involvement during 2017 in Horizon 2020 proposals. Horizon 2020 is the largest EU research and innovation programme on record with almost €80 billion of funding available over seven years (2014-2020). The Defence Forces are currently participating in three Horizon 2020 projects of relevance to Defence Forces capability development. The Department will continue to ensure that all interested parties are kept abreast of EDA, EU Commission and Horizon 2020 developments in order to ensure that the Defence Organisation's involvement in collaborative projects is fully supported, thus ensuring their best possible chance of success.

The Halpin Centre for Research and Innovation at the National Maritime College of Ireland is the maritime research centre for Cork Institute of Technology. Throughout 2017, the Naval Service continued its ongoing engagement with the Halpin Centre on a number of projects.

#### **TRAINING AND EDUCATION OUTPUTS DURING 2017**

The primary focus of the Defence Forces, when not on operations, continues to be training and education. During 2017, this continued to be central to capability development. Table 2.2 summarises the outputs delivered by the Defence Forces Training Branch during the year.

*Table 2.2: Details of Training Courses completed during 2017*

	<b>Instructor</b>	<b>Skills</b>	<b>Career</b>	<b>Total</b>
<b>Number of Courses</b>	28	1,335	39	1,402
<b>Number of Students</b>	266	16,383	650	17,299

Career progression in the Defence Forces is facilitated by successful completion of the relevant primary career progression courses. During 2017, a total of 400 personnel completed eleven primary career progression courses across a range of areas as seen in Table 2.3. However, a further ten career courses that commenced in 2017 will terminate in 2018 which represents a further 242 students who commenced training in 2017.

*Table 2.3: Details of Primary Career Courses conducted*

<b>Course Title</b>	<b>No. of Courses</b>	<b>No. of Students</b>
Potential NCO (Naval Service)	1	30
Potential NCO (Army)	1	45
Potential NCO (Air Corps)	1	45
Logistics Accountancy Course	1	20
Standard NCO Course (Naval Service)	1	17
Standard NCO Course (All Corps)	5	68
All Arms Standard NCO Course	2	98
Young Officers Course (All Corps)	2	8
Junior Command and Staff Course	2	48
Junior Command Operations Course (Naval Service)	1	6
Senior Command and Staff Course	1	15
<b>Totals</b>	<b>18</b>	<b>400</b>

## RECRUIT INDUCTION TRAINING

In 2017, a total of 615 Permanent Defence Force (PDF)\* and 139 Reserve Defence Force (RDF) recruits were inducted into the Defence Forces as per the breakdown provided in Table 2.4 which also provides comparison with recent years.

Table 2.4: Details of Recruit Induction Training during 2015, 2016 and 2017

	PDF *			RDF		
	2015	2016	2017	2015	2016	2017
<b>1 Brigade</b>	125	203	231	110	47	51
<b>2 Brigade</b>	79	243	222	20	17	41
<b>Defence Forces Training Centre</b>	41	55	100	40	11	25
<b>Naval Service</b>	44	89	62	--	--	22
<b>Totals</b>	<b>289</b>	<b>590</b>	<b>615</b>	<b>170</b>	<b>75</b>	<b>139</b>

\* Excluding Air Corps Apprentices, Military Medicine Officers and Direct Entry Naval Officers.

## TRAINING FOR OVERSEAS

The conduct of essential Pre-Deployment Training, for both units and individuals, being deployed to overseas missions, including UNIFIL, UNDOF and EUTM Mali, was coordinated by Defence Forces Training and Education Branch in collaboration with the Military College during 2017. In addition, four Mission Readiness Exercises were conducted for larger troop deployments to UNIFIL and UNDOF involving approximately 1,134 troops before deployment to their respective mission areas.

The Defence Forces also engages in external and foreign training and education activities to facilitate organisational learning and to ensure that training, education and capability development gaps are identified and addressed. This engagement also ensures that the Defence Forces remain up-to-date with regard to best international practice in terms of military thinking and practice and ensures that the Defence Forces remains interoperable at home and overseas.

## RESERVE DEFENCE FORCE (RDF) TRAINING

The Reserve Defence Force continued to prepare and train for its role in augmenting the Permanent Defence Force in times of crisis. The focus during 2017 continued to be on implementation and further development of the Single Force concept. The funding available for RDF training in 2017 was maintained at a level to support planned training and a total of 1,133 Reservists utilised 17,488 man-days in pursuit of professional development through career courses, continuous professional development seminars and participation in integrated exercises.

## **LEADERSHIP, MANAGEMENT AND DEFENCE STUDIES PROGRAMME**

During 2017, the Leadership, Management and Defence Studies (LMDS) Programme for enlisted personnel continued to develop and to be a source of success for the Defence Forces and its members. On 3<sup>rd</sup> November 2017, 169 personnel were conferred with awards by the Institute of Technology Carlow, including 40 with a Higher Level Certificate in LMDS (Level 6), 89 with a Minor Award in LMDS (Level 7) and 40 being conferred with a BA (LMDS) (Level 7). This brings to 902 the number of personnel conferred with awards by IT Carlow relating to the LMDS Programme since its inception in 2012. The Defence Forces Training and Education Branch continues to promote the benefits of the Programme among soldiers, sailors and airmen of 3\* rank and to attract them to join the LMDS Programme. In 2017, the number of Defence Forces personnel who have joined the Programme rose to 2,448.

In addition, NUI Maynooth conferred 44 Special Purpose Awards at Level 7 (LMDS) associated with Cadet training, 27 Higher Diploma (Leadership, Defence and Contemporary Security Studies) associated with the Junior Command and Staff Course, and 17 MA (LMDS) associated with the Senior Command and Staff Course. Meanwhile, the National Maritime College Ireland conferred Leadership, Management and Naval Studies awards at Level 6 to 25 personnel.

A further 22 Officers were conferred at Level 9 through the various Army Corps' Young Officer courses.

## **ARMY RANGER WING**

A joint civil-military project team, established to examine the capabilities of the Army Ranger Wing with a view to further enhancing and increasing the strength of the unit, continued to progress its work during 2017.

## **MEDICAL SERVICES REVIEW**

Arising from the shortage of medical professionals within the Medical Corps, a review of how medical services are delivered continued to be led during 2017 by a joint civil-military Standing Committee. The Standing Committee, which is tasked with advancing the development of a sustainable integrated medical service and addressing the appropriate means of delivering key medical capabilities, made progress on a number of fronts during 2017. These included the publication of a Request for Tender for GP services and the completion of reviews of medical mental health services and radiology services. Dental and pharmacy services reviews were also progressed. Full operational capability, with the exception of an e-referrals module, was achieved for the clinical ICT solution. The first two participants in the Military Medicine Training Scheme, designed to give GP and Military Medicine specialisms, commenced this five year programme. A Service Level Agreement was also signed with the HSE National Ambulance Service to facilitate clinical skills maintenance for Defence Forces' paramedics.

## **LEGISLATION**

During 2017 work continued in relation to the preparation of the following Bills:

- **Defence Forces (Forensic Evidence) Bill**

Substantial progress was made on the drafting of this technical piece of legislation.

- **Red Cross Bill**

Work continued on the preparation of revised heads of a Bill to update the Red Cross Acts 1938 to 1954.

- **Defence (Amendment) Bill**

Progress was made on the preparation of draft heads of a Bill to provide for further revision of the Defence Acts in relation to the deployment of military personnel overseas and other matters.

Work also continued during 2017, in conjunction with the military authorities, on the amendment and modernisation of various Defence Force Regulations made pursuant to the Defence Act 1954.

### **Strategic Goal - EFFICIENT AND INNOVATIVE MANAGEMENT OF RESOURCES**

#### **FINANCIAL MANAGEMENT**

Comprehensive details of Defence Vote expenditure and Army Pensions Vote expenditure during 2017 are provided at Appendix 1 of this Report.

In terms of compliance with Prompt Payment obligations, 99.7% of all payments made in 2017, within the Defence Sector, were paid within 30 days, with 92.6% of all payments being made within 15 days. Prompt Payment interest of €917.76 for late payments was paid on 87 invoices (totalling €117,433) in accordance with the Prompt Payment of Accounts Act 1997 (Late Payments in Commercial Transactions Regulations, 2002).

*Table 2.5: Details of the volume of transactions processed during 2015, 2016 and 2017*

<b>Metrics</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
No. of non-payroll payments made (invoices, etc.)	38,685	36,981	34,031
No. of payroll payments made*	541,181	434,652	120,906
No. of Travel & Subsistence claims processed	18,500	16,900	16,140
No. of new pensions approved (service, disability & dependants)	396	480	473
No. of cases processed on death of a pensioner	300	336	279
No. of payroll family law queries	21	31	25
No. of pay statements provided to employees	2,480	2,862	2,700
No. of pensions family law queries	374**	887	858
No. of pensions benefit statements provided	368***	1,663	1,927

\* In 2015 the processing of payrolls in respect of civil servants, civilians and pensioners transferred to the National Shared Services Office (NSSO). During 2017 processing of the Department's military payrolls also transferred to the NSSO.

\*\* 2015 Pensions family law queries only include written queries.

\*\*\* 2015 only includes written benefit statements issued.

## **INVENTORY MANAGEMENT**

During 2017 Inventory Management was focused on preparations for the rollout of the Financial Managed Shared Service (FMSS) framework in January 2019. This preparation included a number of initiatives such as; rollout of the Monthly Close Procedure, Data Cleansing Workshops and Legacy in Transit Items Project.

Collaboration with the FMSS Project team through meetings, Inventory Conversion workshops, and Conference Room Pilots on data migration were held throughout the year.

While the process of cleansing is slow due to its nature and complexity, the following data cleansing tasks were completed in 2017:

- 4,765 new DOD codes were created,
- 4,720 DOD codes were cleansed.
- 2,600 duplicate DOD codes were processed and cleansed.

The rollout of the Defence Forces' Stock Management Policy continued during 2017.

## **INTERNAL AUDIT**

The Department's Internal Audit Section is an independent unit which provides the internal audit service in respect of the Defence Organisation and reports directly to the Secretary General. As a service provider, the section follows the audit standards published by the Department of Public Expenditure and Reform. During 2017, the section worked to its annual audit plan, which was approved by the Secretary General, and which covered a range of systems, compliance and stores audits. The section's work was reviewed on an ongoing basis by the Department's Audit Committee which comprises two external members (one of whom is the Chair) and one representative from each of the civil and military branches of the Department. During 2017, the section carried out some 65 audits.

## **STRATEGY STATEMENT 2017-2020**

In accordance with the provisions of the Public Service Management Act 1997, a new Department of Defence and Defence Forces Strategy Statement, covering the period 2017–2020, was approved by the Taoiseach, as Minister for Defence, on 17<sup>th</sup> December 2017. Development of the Strategy Statement followed consultation with staff throughout the Defence Organisation, the Oireachtas Committee on Foreign Affairs and Trade, and Defence, as well as with the Defence Forces' Representative Associations. The Strategy Statement provides the strategic framework for the Department and the Defence Forces for the period 2017-2020 and is available to view on the Department of Defence website <http://www.defence.ie>.

## INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

Progress continued in 2017 on the implementation of the new ICT Strategy which seeks to address the complex challenges and changes in new technologies, service delivery and the rapidly evolving security threat landscape. The Strategy will also ensure that a strategic approach is taken to the ongoing development of ICT services and capabilities and that the focus of ICT delivery is fully aligned with the business needs of the Department over the coming years.

## FREEDOM OF INFORMATION

The Department of Defence and the Defence Forces are treated as separate bodies for the purposes of the Freedom of Information (FOI) Act. Charts 2.1.1 and 2.1.2 below provide details of the number of FOI requests processed by both bodies during 2017 with details for 2015 and 2016 also provided for comparison purposes.

Chart 2.1.1: Details of FOI Requests processed by the Department of Defence

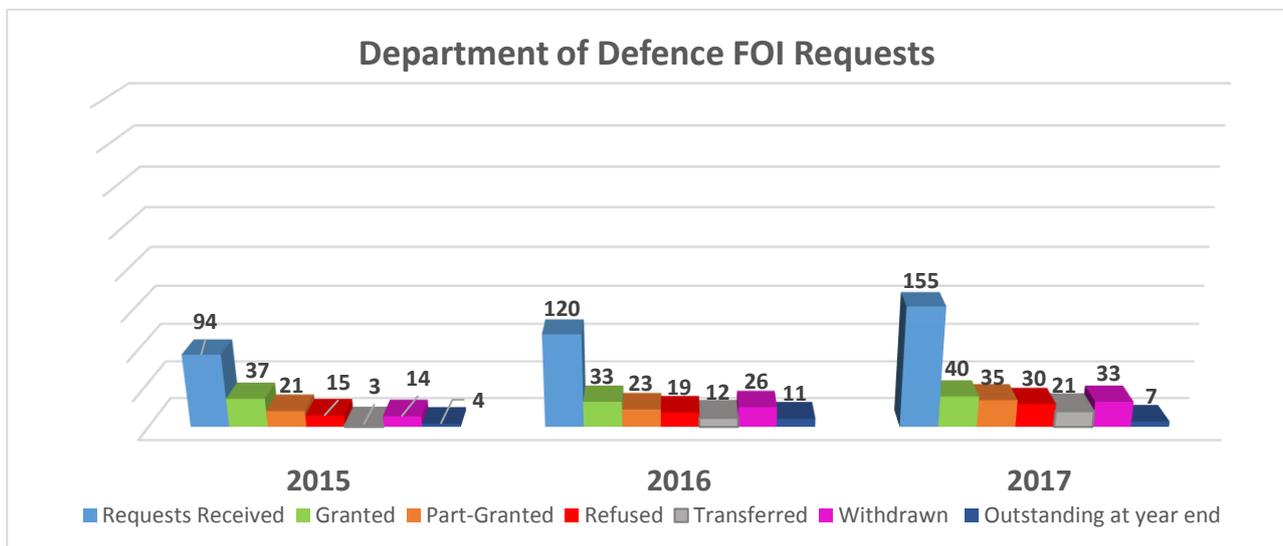
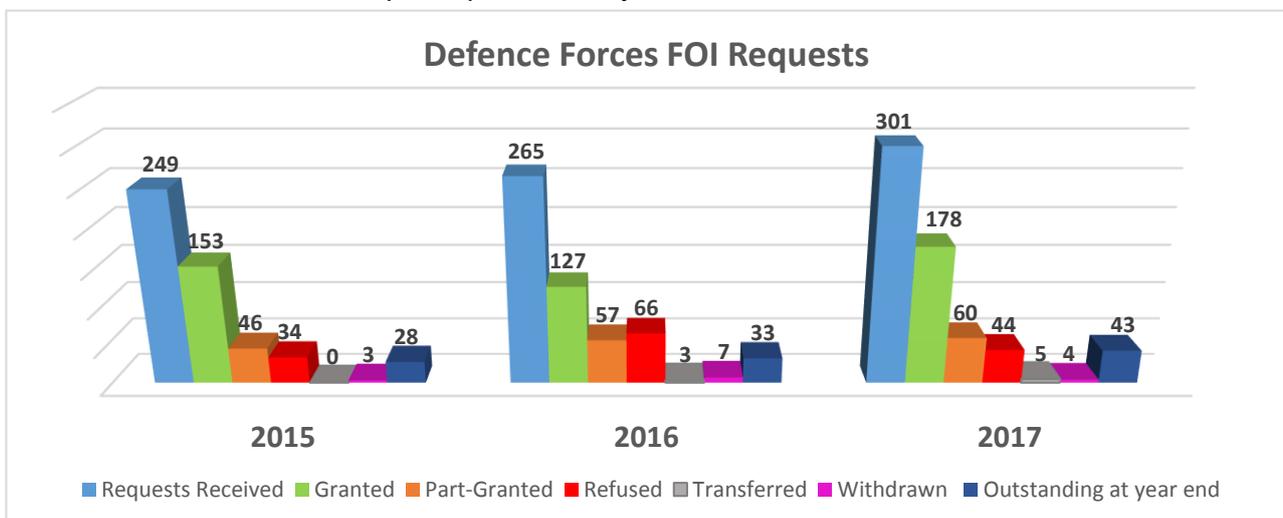


Chart 2.1.2: Details of FOI Requests processed by the Defence Forces



## LITIGATION

The Department's Litigation Branch manages cases taken against the Minister for Defence, including Personal Injuries Claims, Judicial Reviews, Plenary Summonses and Civil Bills. In doing so, the Branch works closely with both the State Claims Agency (SCA) and the Chief State Solicitor's Office (CSSO). During 2017 the Branch continued to participate on the Risk Management Liaison Group, whose members also include representatives from the Defence Forces and the State Claims Agency. In addition, Litigation Branch managed one complaint made to the Medical Council in 2017. Table 2.6 provides details of the position in relation to all litigation cases handled during 2017. Total expenditure on all cases during 2017 amounted to €3,767,052, as broken down in Table 2.7.

Table 2.6: Details of Litigation cases during 2017

Case Type	Managed By	On Hand 1/1/2017	Received in 2017	Cleared in 2017	On Hand 31/12/2017
Personal Injury	SCA/CSSO	330	118	102	346
Judicial Review	CSSO	4	5	6	3
Plenary Summonses	CSSO	17	7	2	22
Supreme Court / Court of Appeal	CSSO	3	2	2	3
Civil Bill	CSSO	21	3	5	19
Employment Equality Authority	CSSO	1	0	1	0
<b>Totals</b>		<b>376</b>	<b>135</b>	<b>118</b>	<b>393</b>

Table 2.7: Details of Litigation expenditure during 2015, 2016 and 2017

	CSSO			SCA			Other			Total		
	<i>Employment</i>			<i>Personal Injury</i>			<i>Miscellaneous</i>					
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
	€	€	€	€	€	€	€	€	€	€	€	€
Settlements	105,500	149,233	188,820	2,108,482	2,155,041	1,979,491	--	--	--	2,213,982	2,304,274	2,168,311
Plaintiff Legal Costs	191,346	299,346	131,083	794,639	684,639	782,114	--	--	--	985,985	983,985	913,197
Medical Costs	--	--	--	54,248	83,618	86,731	--	--	--	54,248	83,618	86,731
Agency Solicitors Fees	--	--	--	176,949	205,013	152,203	--	--	--	176,949	205,013	152,203
Agency Counsel Fees	--	--	--	185,419	132,713	222,969	--	--	--	185,419	132,713	222,969
Injuries Board Assessment Fees	--	--	--	12,461	17,400	7,800	--	--	--	12,461	17,400	7,800
Miscellaneous Costs	--	--	--	48,076	61,794	100,115	52,971	40,661	6,528	101,047	102,455	106,643
DMP Legal Costs	--	--	--	--	--	--	--	70,536	109,198	--	70,536	109,198
<b>Totals</b>	<b>296,846</b>	<b>448,579</b>	<b>319,903</b>	<b>3,380,274</b>	<b>3,340,218</b>	<b>3,331,423</b>	<b>52,971</b>	<b>111,197</b>	<b>115,726</b>	<b>3,730,091</b>	<b>3,899,994</b>	<b>3,767,052</b>

## **IRISH RED CROSS SOCIETY**

The Department of Defence provides an annual grant of €869,000 to the Irish Red Cross Society which includes a contribution of €739,000 towards the salary and administration costs of running the Society's headquarters. The remaining €130,000 represents the Government's annual contribution to the International Committee of the Red Cross.

During 2017 the Government established two temporary emergency humanitarian schemes for small businesses and community, sporting and voluntary bodies who through no fault of their own could not obtain flood insurance but experienced flood damage to their business premises. The first scheme was set up following a severe rainfall event in Donegal in August and the second one was established following a similar occurrence in Laois in November. There were 64 applications under the Donegal scheme and three under the Laois scheme. The total paid out under these two schemes at the end of 2017 was €473,000.

## **Strategic Goal - DEVELOP MANAGEMENT STRUCTURES, ORGANISATION AND PEOPLE**

### **PERMANENT DEFENCE FORCE STRENGTH**

The Permanent Defence Force (PDF) consists of the Army, the Air Corps and the Naval Service. The Government is committed to maintaining a PDF establishment of 9,500 serving personnel, comprising of 7,520 Army Personnel, 886 Air Corps Personnel and 1,094 Naval Service Personnel.

The strength of the PDF as at 31<sup>st</sup> December 2017 was 9,173 (whole time equivalent) personnel comprising 7,386 Army personnel, 734 Air Corps personnel, and 1,053 Naval Service personnel.

### **FEMALE PARTICIPATION IN THE PDF**

As at the 31<sup>st</sup> December 2017, the number of female personnel in the PDF stood at 600. This comprised of 496 Army personnel, 34 Naval Service personnel and 70 Air Corps personnel. The Programme for a Partnership Government, agreed in 2016, set as a target the goal of doubling the rate of female participation from 6% to 12% over a five-year period. In each of the two General Service Recruitment campaigns conducted in 2017, approximately 13% of the applicants were female. A total of 52 female General Service Recruits and 20 female Cadets were inducted in 2017. This represents 8.5% of the General Service intake and 19.8% of the Cadet intake.

### **RESERVE DEFENCE FORCE STRENGTH**

The RDF consists of the First Line Reserve (FLR), the Army Reserve (AR) and the Naval Service Reserve (NSR). In accordance with the White Paper on Defence, the primary role of the RDF is to augment the PDF in crisis situations and to contribute to State ceremonial events.

The FLR comprises former PDF personnel. The strength of the FLR as at 31<sup>st</sup> December 2017 was 271 personnel. The effective strengths of the AR and the NSR were 1,732 and 124 respectively at the end of 2017.

### FEMALE PARTICIPATION IN THE AR AND NSR

As of the 31<sup>st</sup> December 2017, the number of female personnel (effective) serving in the AR and NSR was 260. Of these 239 served in the AR while 21 served in the NSR.

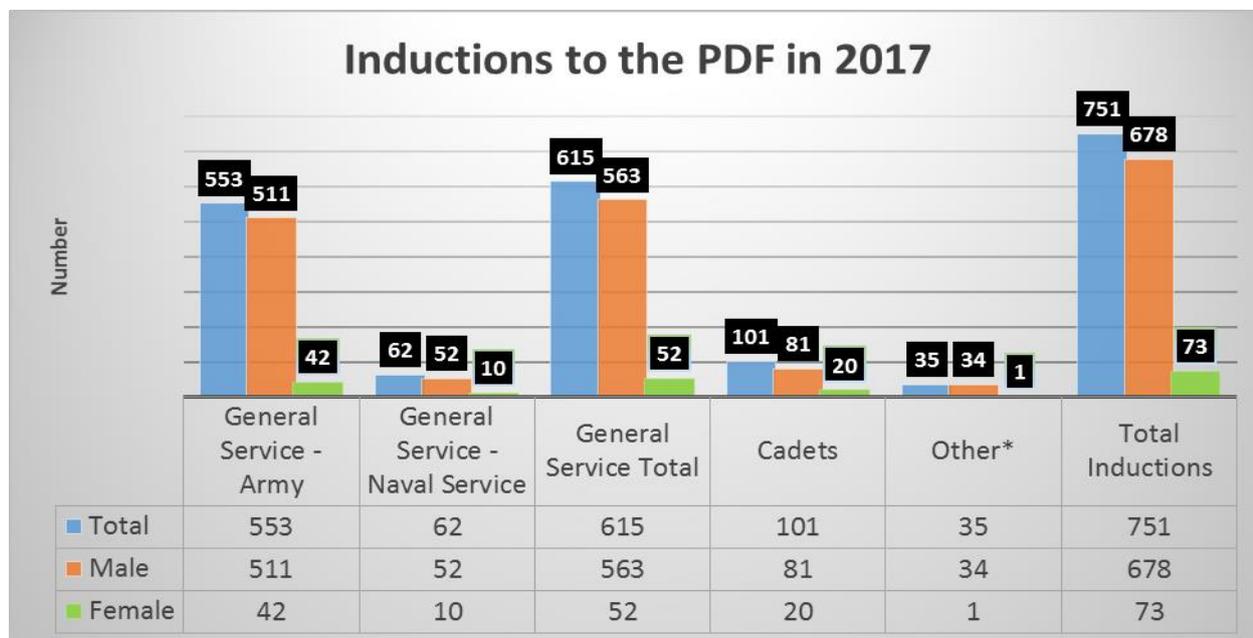
### SPECIALIST RESERVE

The White Paper implementation project focusing on the commitment to conduct a skills survey to identify individuals in the FLR, AR and NSR with relevant professional qualifications and availability, was merged with the related project which was focused on the establishment of a panel of professionally qualified members of the Reserve, to be known as the Specialist Reserve. Work on this amalgamated project progressed well during 2017 with a skills survey of RDF personnel successfully completed.

### RECRUITMENT TO THE PERMANENT DEFENCE FORCE

During 2017, there were a total of 751 inductions to the Permanent Defence Force, as outlined in Chart 2.2 below. With regard to General Service recruitment, these inductions comprised of 553 Army Recruits and 62 Naval Recruits. There were also 74 Army Cadets, ten Air Corps Cadets, 17 Naval Service Cadets, 22 Apprentices, eleven Direct Entry Naval Officers and two Military Medicine Officers inducted in 2017.

Chart 2.2: Details of inductions to the PDF during 2017



\* Includes Air Corps Apprentices, Military Medicine Officers (incl. one female) and Direct Entry Naval Officers.

## **RETENTION OF PERSONNEL**

There are a number of initiatives in place that address recruitment and retention in the Defence Forces. One of the key policies supporting personnel retention is the opportunity for extensive personal and professional development offered by the Defence Forces through accredited courses, and the unique features of the military environment. However, it is also the case that the extensive professional training that personnel receive makes them very attractive to employers within the private sector.

The manpower requirement of the Defence Forces is monitored on an ongoing basis in accordance with the operational requirements of each of the three services. Personnel are posted on the basis of operational needs across the organisation both at home and overseas. As there is significant turnover of personnel in the Permanent Defence Force, targeted recruitment takes place so as to maintain personnel numbers at or near the agreed strength levels. The number of personnel discharged, including through voluntary retirement, in the course of training and on expiry of service, from the Permanent Defence Force in 2017 totalled 707 which, for the second consecutive year, meant that the overall numbers inducted exceeded the numbers discharged. Significant work continued in 2017 aimed at addressing these particular challenges and will remain a priority. In this context, in 2017 the Public Service Pay Commission undertook to further examine the issue of the recruitment and retention challenges within the Defence Forces, in accordance with the provisions of the Public Service Stability Agreement 2018 – 2020.

## **GENDER, EQUALITY AND DIVERSITY IN THE DEFENCE FORCES**

The Defence Forces Women, Peace and Security Action Plan continued to institutionalise a Gender Perspective, to co-ordinate professional development and training in this field, and to monitor the application of UNSCR 1325 across all of the Defence Forces activities at home and abroad. Gender Perspective in military operations briefs are included in all career courses such as the Command & Staff and Adjutant Courses and in Overseas Pre-deployment training. Gender Focal Points (GFP) are included in the units deploying to UNDOF, UNIFIL and OP SOPHIA.

The Defend with Pride Support Network continued to support lesbian, gay, bisexual, transgender and allies (LGBTQA) throughout 2017. The Network conducted a roadshow which aimed to serve as an education piece and to provide support, information and guidance for LGBT personnel and allies who wish to support colleagues, family and friends.

The Defence Forces Women's Network (DFWN) continued its activities throughout 2017. The DFWN conducted a total of five facilitated meetings in each Brigade/Formation and three large Defence Forces wide events. The aim of the Network is to support females in their work and lead to greater female participation at all levels.

The White Paper on Defence recognised a requirement to develop a Diversity and Inclusion Strategy and this, along with the associated Action Plan, was achieved in 2017.

### **INDEPENDENT MONITORING GROUP**

The Independent Monitoring Group (IMG) was established in May 2002 to oversee the implementation of recommendations arising from a report on the extent of harassment, bullying, discrimination and sexual harassment within the Defence Forces. Reports of the IMG issued in 2004, 2008 and 2014. The third IMG Report, published in 2014, focused on developments since 2008 and made a total of 35 recommendations. The position at the end of 2017 was that of these 35 recommendations, 22 have been closed, twelve were ongoing and one remained to be addressed. A further five actions have been added to the original 35 and of the five, only one remained ongoing at the end of 2017.

### **DEFENCE FORCES CLIMATE SURVEY**

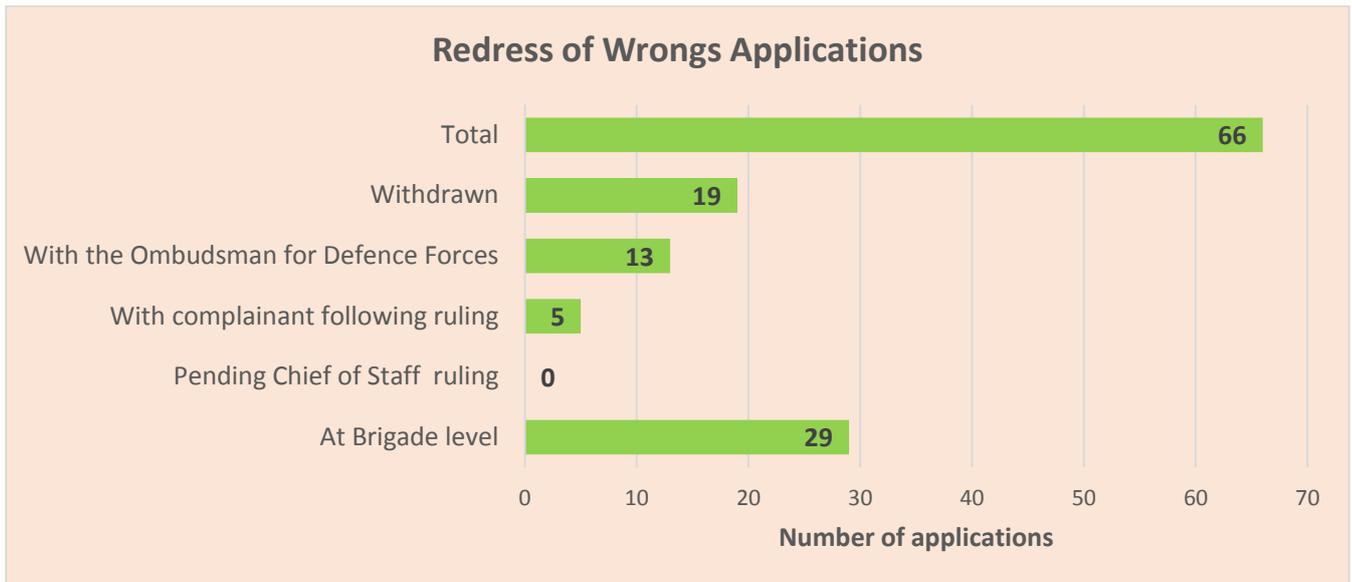
The Defence Forces Climate Survey, which was published in 2016, was commissioned on foot of a recommendation contained in the third IMG Report.

Follow up work to the initial findings in the Survey was conducted by the University of Limerick researchers *via* focus groups. The resulting report entitled *Workplace Climate in the Defence Forces Phase 2: Results of the Focus Group Research* was published in July 2017 and further explored the issues raised in the original survey. The comments quoted therein cover a wide range of issues relating to human resource management. These included pay and conditions (particularly pay for the lowest paid members of the Defence Forces), vacancies, recruitment and retention, promotion systems, performance management, leadership, culture, morale, stress and work-life balance. The focus groups pre-dated further pay increases (see later section on Public Service Stability Agreement). Work to progress many of the issues raised was already underway as part of the implementation of the White Paper on Defence, and other White Paper projects are being brought forward and commenced that will address other issues.

### **REDRESS OF WRONGS**

Chart 2.3 provides end of year details in respect of 66 Redress of Wrongs applications received during 2017. A Working Group comprising of Department of Defence and Defence Forces personnel is to be established with a view to finalising the ongoing Redress of Wrongs review.

Chart 2.3: Details of Redress of Wrongs applications as at 31<sup>st</sup> December 2017



#### **SUPPORT TO VETERANS GROUPS**

During 2017, quarterly meetings were held with the recognised veterans associations. The Minister with Responsibility for Defence attended the meetings held in December with the Organisation of National Ex-Service Personnel (ONE), the Irish United Nations Veterans Association (IUNVA) and the Association of Retired Commissioned Officers (ARCO). Matters of interest to veterans were discussed at these meetings. The Minister also attended the 4<sup>th</sup> annual Defence Forces Veterans Day which took place at the Defence Force Training Centre, Curragh Camp, on 8<sup>th</sup> October 2017.

The Government remains committed to supporting and providing funding to ONE and IUNVA. Annual grants of €44,000 and €11,000 were paid to ONE and IUNVA respectively in 2017.

#### **DRUG TESTING DURING 2017**

In 2017, the Defence Forces drug testing team conducted random drug tests in twelve different locations, testing 1,187 personnel. Of these, there were 15 positive results. Details of drug testing are provided in Charts 2.4 and 2.5 below, along with comparisons with recent years.

In terms of targeted drug testing, five personnel were in a targeted drug testing programme entering 2017, while an additional three entered the programme during the year. At the end of 2017, four personnel remained in the targeted drugs testing programme. In all, 16 targeted drug tests were carried out during 2017 and all were negative.

Chart 2.4: Details of Compulsory Random Drug Tests from 2013 to 2017

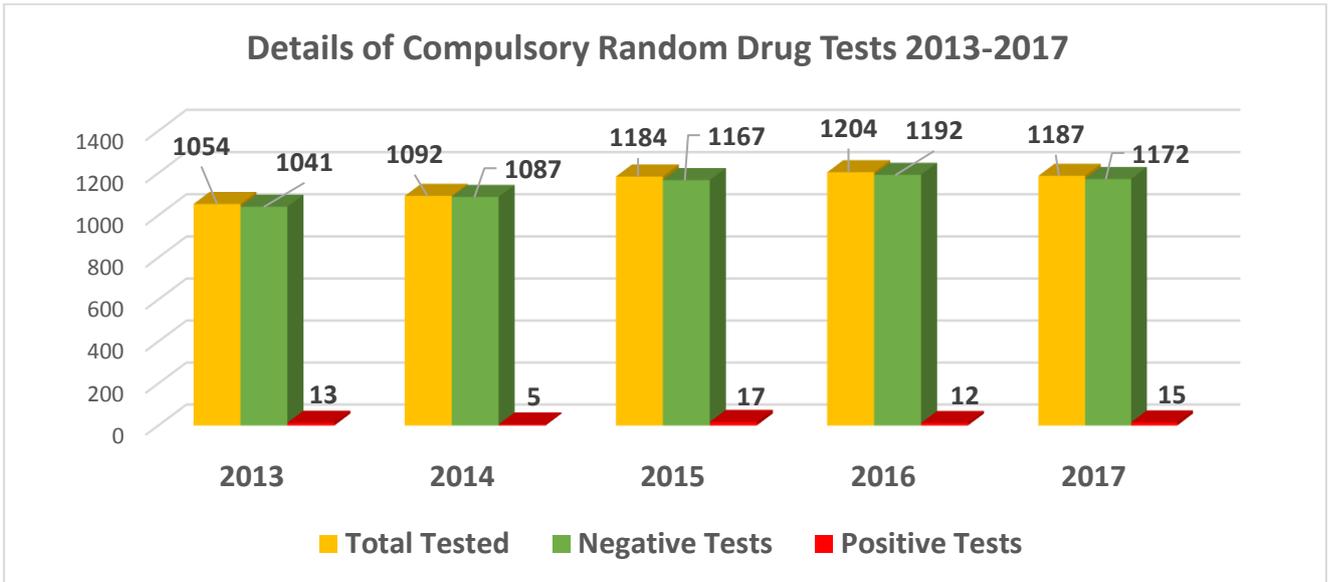
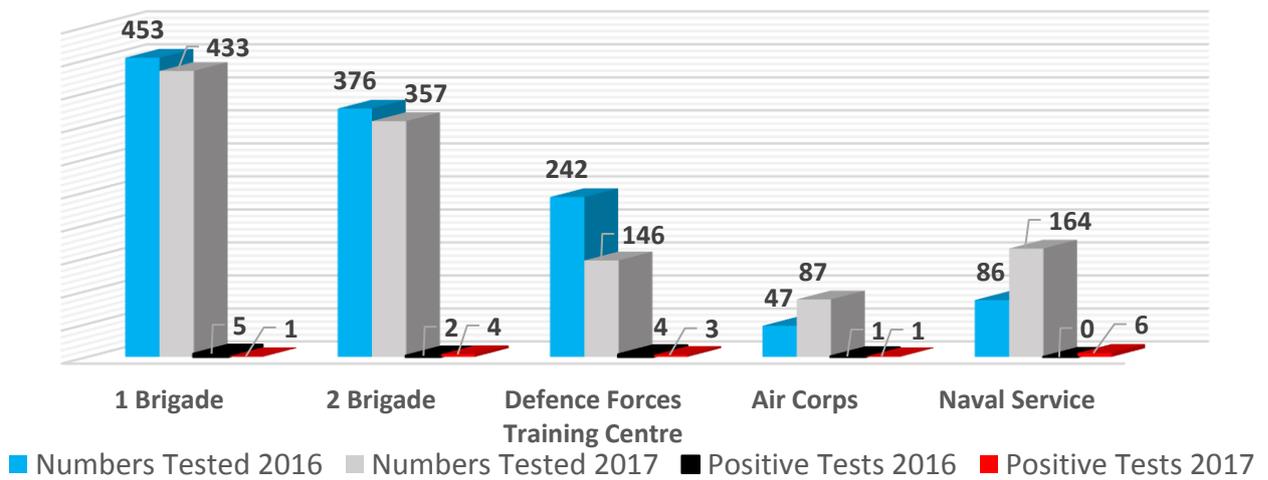


Chart 2.5: Compulsory Random Drug Tests completed by location in 2016 and 2017



### CONCILIATION AND ARBITRATION

A Scheme of Conciliation and Arbitration (C&A) for members of the Permanent Defence Force provides a formal mechanism for the Permanent Defence Forces Representative Associations, i.e. RACO (for officers) and PDFORRA (for enlisted personnel) to engage with the Official side on matters, which come within the scope of the scheme.

The scheme operates under terms which were agreed between the parties in 1998. There have been many changes in the industrial relations landscape in the intervening period. In this regard, in the final quarter of 2017, the Minister with Responsibility for Defence announced his intention to complete a fundamental review of the scheme in 2018, to ensure that it remains efficient and effective for all parties.

During 2017, RACO presented eleven new claims at Conciliation Council. There were six Council meetings and six Pay and Allowance Sub-committee meetings held during the year. There were six Agreed Conciliation Council Reports and two Disagreed Conciliation Council Reports signed in 2017. There was also one adjudication hearing arising through the Conciliation and Arbitration process.

RACO attended four meetings of the Defence Forces Headquarters (DFHQ) Military Forum at which a range of personnel and training issues were discussed.

PDFORRA presented 15 new claims at Conciliation Council during 2017. There were six Council meetings, six Pay and Allowances Sub-committee meetings and six meetings of other sub-committees during the year. There were four Agreed Conciliation Council Reports and nine Disagreed Conciliation Council Reports signed in 2017.

PDFORRA attended four meetings of the Defence Forces Headquarters (DFHQ) Military Forum during the year.

#### **PUBLIC SERVICE STABILITY AGREEMENT 2013 – 2018**

In March 2017, PDFORRA signed up to the terms of the Public Sector Stability Agreement 2013-2018 (the Lansdowne Road Agreement). The finalisation of negotiations under the Agreement allowed for the commencement of the process for the implementation of pay increases and arrears, which were paid to personnel of ranks represented by PDFORRA, during July and August 2017.

The pay scales for general service recruits and privates who joined the Permanent Defence Force since 1<sup>st</sup> January 2013 were revised and improved following agreement between PDFORRA and the Official Side. The pay rates were backdated to 1<sup>st</sup> July 2016 and the new rates of pay and arrears due were paid to relevant personnel in August 2017.

#### **PUBLIC SECTOR STABILITY AGREEMENT 2018-2020**

Following the publication of the Public Service Pay Commissions report on 9<sup>th</sup> May 2017, the Government initiated negotiations on an extension to the Lansdowne Road Agreement with the relevant parties, including the Permanent Defence Force Representative Associations.

The Public Service Stability Agreement 2018-2020 contains proposals for phased increases in pay ranging from 6.2% to 7.4% over the lifetime of the Agreement. In December 2017, both PDFORRA and RACO confirmed that their membership had voted to accept the terms of the agreement.

## **CIVIL SERVICE LEARNING AND DEVELOPMENT**

The Department continues to invest in developing its staff. During 2017, training was provided for 1,015 participants on training courses, at conferences/seminars, at briefings, and at lunch and learn events. Expenditure on Learning and Development amounted to €210,725 of which €119,000 was spent on external training providers. The Department continued its commitment to developing the shared learning model *One Learning* and worked collaboratively, supporting and coordinating new arrangements for a streamlined approach for delivery of training across the Civil Service. The Department continues to participate in pilot courses ensuring Defence Learning and Development requirements are addressed.

## **CUSTOMER SERVICE**

The Department of Defence and the Defence Forces are committed to the provision of the highest standard of Customer Service to the individuals and organisations with whom we interact. In 2017, in conjunction with the Defence Forces, the Department published its new Customer Charter for 2017 – 2019. This Charter sets out the standards of service we aim to provide in accordance with the principles of Quality Customer Service, as approved by Government. During 2017, the Department was contacted on a total of 152,374 occasions either by telephone, post or e-mail. These included one item of correspondence received in Irish. 99% of correspondence received was acknowledged within three working days.

## **IRISH LANGUAGE SCHEME**

The Department of Defence is committed to fulfilling the obligations set out in the Official Languages Act 2003 with regard to the level of service provided through Irish. The Department's fourth Irish Language Scheme 2017 – 2020 came into effect on 5<sup>th</sup> September 2017. The Scheme outlines the Department's commitments regarding services that will be provided through the media of Irish and English (collectively and individually), and the measures to be adopted to ensure any service not provided by the Department through the medium of Irish will be provided in an agreed timeframe.

## **CIVIL SERVICE RENEWAL PLAN**

During 2017, the Department of Defence continued to contribute to the development and implementation of Civil and public service renewal and development programmes. The Department was shortlisted with nominations for two projects – *Implementation of the White Paper 2015* and *Work Positive Critical Incident* (<http://www.workpositive.ie>) in the 2017 Civil Service Excellence and Innovation Awards. The Department also took part in the Civil Service Employee Engagement Survey and the Department's high response rate demonstrated strong engagement by its employees.

## **CIVIL SERVANTS AND CIVILIAN EMPLOYEES**

The number of civil service staff employed by the Department of Defence as at 31<sup>st</sup> December 2017 was 351.

The Department of Defence employs civilian staff at various military installations to support the upkeep and maintenance of military infrastructure and equipment. The grades employed are spread across a wide spectrum and include craft workers (Electricians, Carpenters, Plumbers, Fitters, Welders etc.), services (general operatives), administrative (Clerks, Storemen), healthcare professionals (Social Workers, Physiotherapists, Pharmacists) and other specialist grades (Archivists, Aircraft Inspector/Instructor, Technicians, Quantity Surveyors, Draughtsmen).

In 2017, 17 civilian appointments were made from external competitions and there were 16 internal promotions. The number of civilian employees employed by the Department at the end of 2017 was 469 (463 whole time equivalent).

## **EQUALITY**

The Department of Defence continues to operate in a non-discriminatory environment in accordance with the Equality Acts and aims to ensure that the principles of employment equality are implemented in recruitment, promotion, training and work experience.

In compliance with Part 5 of the Disability Act 2005, the Department of Defence undertook, where practicable, to promote and support the employment of people with disabilities. The percentage of civil servants with a disability was 5.7% and the percentage of civilian employees with a disability was 4.3% at end of 2017.

The Department's policy is that all personnel be accorded equality of opportunity and treatment and includes a commitment to the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by women. In 2017, 34% of Assistant Principals and 47% of Principals were women. Overall, 35.5% of staff at the grades of Assistant Principal and upwards were filled by women.

## **SHARED SERVICES**

During 2017, the Department's military payrolls and travel and subsistence were successfully migrated to the Payroll Shared Services Centre (PSSC), within the National Shared Service Office (NSSO). The payrolls and travel and subsistence for enlisted personnel, officers and reservists are now processed by the PSSC, along with all the other Department payrolls already operated by that organisation. All Defence payroll migrations to the NSSO (PSSC) are now finished and the Department has ceased payroll production.

Throughout 2017, the Department and Defence Forces worked closely with the Department of Public Expenditure and Reform project team in contributing to the design of the financial and inventory management solution as part of the Financial Management Shared Services (FMSS) project. Personnel from the Department's Finance Branch also actively participated on working groups dealing with the

FMSS project. The analysis and design work undertaken in 2017 will form the basis for the solution build in early 2018 with a view to achieving user acceptance testing in late 2018 in order to prepare for cut-over in 2019.

#### **OFFICE OF GOVERNMENT PROCUREMENT**

Procurement is a key element of the Government's public service reform agenda and represents a very significant portion of overall spending. The Office of Government Procurement (OGP) was established to ensure that public procurement is carried out in a co-ordinated and efficient way and delivers sustainable savings for the taxpayer.

During 2017, the Defence Organisation continued to pursue the potential for enhanced cooperation in joint procurement activities through the Defence and Security Sector Category Council, established under the auspices of the OGP. This Category Council is chaired by the Department of Defence and includes representation by personnel with responsibility for procurement from An Garda Síochána and the Irish Prison Service. The Defence Organisation is also represented on relevant Category Councils for other expenditure portfolios (Health, Education and Local Government). The Defence Organisation uses central framework contracts to acquire goods and services that are common to the Public Service.

The Department of Defence is represented on the OGP Procurement Executive at Principal level, and this met on eleven occasions during 2017.

## Section 3: Defence Forces Operational Outputs

### Strategic Goal - DELIVER OPERATIONS SUCCESSFULLY

#### AID TO THE CIVIL POWER

Domestic security is primarily the responsibility of the Department of Justice and Equality and An Garda Síochána. The Defence Forces have a key role in providing Aid to the Civil Power (ATCP) support on request. Table 3.1 illustrates the number and type of ATCP operations where the Defence Forces provided support to An Garda Síochána during 2017 and it also provides comparison with recent years.

Table 3.1: Details of ATCP operations during 2015, 2016 and 2017

Type of ATCP Operation	Number of Operations		
	2015	2016	2017
Garda Air Support Unit missions	1,021	1,350	991
Central Bank patrols	1,010	1,040	1,095
Airport security duties	331	396	293
Explosive production security guard	365*	366*	365*
Central Bank security guard <sup>3</sup>	365*	366*	365*
Prisoner escorts	142	120	159
Explosive Ordnance Disposal callouts	141	96	100
Naval Service diving operations	18	4	4
Explosive escorts	12	13	8
EURO Cash in Transit escorts	11	8	4
Hospital guard	11	8	14
VIP visits	--	2	2
Search Operations	--	--	8
<b>Totals</b>	<b>3,427</b>	<b>3,769</b>	<b>3,408</b>

\* refers to days

In addition, during 2017 the Defence Forces continued to carry out a 365 day armed guard at both Government Buildings and at Portlaoise Prison which are missions that arise from Government direction rather than an ATCP request from An Garda Síochána.

<sup>3</sup> The Department of Defence recoups the full economic cost incurred as a result of escort and security services provided to the Central Bank in the previous year. The total cost of this service in 2016 was €1.33m and this amount was received from the Central Bank in 2017.

## **OVERSEAS DEPLOYMENTS [ON PEACE SUPPORT OPERATIONS]**

In planning and supporting overseas operations, the combined engagement of the Defence Forces and Departmental staff is an essential element in the effective management of deployments. This includes reviewing potential operations, rotation planning, procurement planning and training. The Department and the Defence Forces work together to ensure the maximisation of options available to Government to meet its international obligations in furtherance of Ireland's foreign and defence policy objectives.

During 2017, 1,639 members of the Permanent Defence Force served overseas in various missions. Table 3.2 provides a breakdown of mission categories and troop deployments on 1<sup>st</sup> January 2017 and 31<sup>st</sup> December for the years 2015, 2016 and 2017.

### United Nations Interim Force in Lebanon (UNIFIL)

In 2017, the Defence Forces served as part of a joint Irish/Finnish Battalion based in Sector West of UNIFIL's area of operations. Since May 2015 an Estonian Platoon has formed part of the Finnish Contingent. Major General Michael Beary has acted as Head of Mission and Force Commander, UNIFIL since July 2016. He was extended in the post during 2017, for a twelve month period to July 2018. There were two troop rotations during 2017. In May, the 110<sup>th</sup> Infantry Battalion replaced the 109<sup>th</sup> Infantry Battalion and in November the 110<sup>th</sup> Infantry Battalion was replaced by the 111<sup>th</sup> Infantry Battalion. The Government remains strongly committed to the maintenance of peace and security in Lebanon through our continued participation in UNIFIL.

### United Nations Disengagement Observer Force (UNDOF)

The Irish contingent deployed with UNDOF in the Golan Heights is tasked primarily to serve as the Force Mobile Reserve, providing a Quick Reaction Force, which is on standby to assist with on-going operations within the UNDOF area of responsibility. There were two rotations during 2017. In March 2017 the 55<sup>th</sup> Infantry Group replaced the 54<sup>th</sup> Infantry Group and in October 2017 the 56<sup>th</sup> Infantry Group replaced the 55<sup>th</sup> Infantry Group. The continued presence of the UNDOF mission remains an important element in ensuring stability on the Golan Heights and in the Middle East region and is supported and welcomed by both Syria and Israel.

### European Union Force (EUFOR) – Bosnia and Herzegovina (BiH)

Operation 'ALTHEA' in Bosnia and Herzegovina (BiH) continues to focus on maintaining a safe and secure environment while overseeing the transfer of military tasks to national authorities. This mission remains an important part of the EU's comprehensive efforts in BiH to support a political process aimed at enabling BiH, on the basis of necessary reforms, to continue to move forward in the EU integration process. Seven members of the Defence Forces were deployed to the mission headquarters in Sarajevo in January 2017, reducing to six members in February and reducing further to five members in May 2017.

### European Union Training Mission – EUTM Mali

The objective of this mission is to improve the capacity of the Malian Armed Forces to maintain security in Mali and restore the authority of the Malian Government and the territorial integrity of the Malian State. Alongside standard infantry training, training is being provided in international humanitarian law, the protection of civilians and human rights. A contingent of the Permanent Defence Force (PDF) has been deployed to EUTM Mali since March 2013. Ireland's contribution to the mission increased from 18 to 20 Permanent Defence Force PDF personnel in June 2017. Irish personnel are based in the mission headquarters in Bamako and in Koulikoro Training Centre.

### Kosovo Force (KFOR)

Ireland continues to contribute to the UN-authorized and NATO-led Peace Support Operation in Kosovo (KFOR). Twelve Defence Forces personnel served in the KFOR Headquarters in Pristina during 2017.

### United Nations Truce Supervision Organisation (UNTSO)

Ireland deployed twelve Defence Forces personnel as military observers within the UNTSO Mission area of Lebanon, Syria and Israel during 2017.

### **NAVAL SERVICE DEPLOYMENT TO THE MEDITERRANEAN**

The deployment of Irish Naval Service vessels to assist the Italian Authorities with the migrant crisis and to engage in humanitarian search and rescue tasks has been an important element in Ireland's response to the migration crisis in the Mediterranean. Overall, 17,509 migrants have been rescued since Naval Service vessels were first deployed in the Mediterranean in May 2015 as part of Operation Pontus. During 2017, two vessels, LÉ Eithne and LÉ William Butler Yeats, were deployed to this humanitarian mission from May to October and rescued 1,888 persons.

In July 2017, Government and Dáil approval was secured for the redeployment of Naval Service vessels from primarily humanitarian search and rescue operations, to primarily security and interception operations, as part of EUNAVFOR MED Operation Sophia. Operation Sophia specifically seeks to counter human trafficking and smuggling in the Southern Central Mediterranean by taking action against the criminal networks and disrupting the smugglers business model. The mission is also providing capacity building and training to the Libyan Coastguard and Navy. By improving maritime security, Operation Sophia is actively contributing to EU and international efforts for the return of stability in Libya.

LÉ Niamh and crew deployed on 6<sup>th</sup> October 2017 to join the EU naval mission and returned to Ireland on 20<sup>th</sup> December 2017. This was the first time an Irish Naval vessel had participated in an EU mission.

Table 3.2: Details of Overseas Postings 2015, 2016 and 2017

Mission	01-Jan-15	31-Dec-15	01-Jan-16	31-Dec-16	01-Jan-17	31-Dec-17
<b>United Nations led operations</b>						
UNTSO (Middle East)	12	13	13	12	12	12
MINURSO (Western Sahara)	3	3	3	3	3	3
MONUSCO (Democratic Rep Congo)	4	4	4	4	4	4
UNOCI (Cote d'Ivoire)	2	2	2	1	1	0
UNIFIL HQ (Lebanon)	9	9	9	30	30	30
UNIFIL Infantry Battalion (Lebanon)	186	184	184	341	341	341
UNIFIL Sector West HQ (Lebanon)	4	4	4	8	8	8
UNDOF Infantry Group (Golan Heights)	130	131	131	130	130	130
UNDOF HQ (Golan Heights)	8	8	8	6	6	6
<b>SUB-TOTAL (UN)</b>	<b>358</b>	<b>358</b>	<b>358</b>	<b>535</b>	<b>535</b>	<b>534</b>
<b>European Union led operations</b>						
EUFOR (Bosnia & Herzegovina)	7	7	7	7	7	5
Nordic Battlegroup HQ	14	0	0	0	0	0
German-led Battlegroup 2016	0	10	10	10	10	0
UK-led Battlegroup 2016	0	5	5	5	5	0
EUTM Mali	10	9	9	18	18	20
Operations HQ/Floating HQ (Operation Sophia HQ)	0	0	0	0	0	3
<b>SUB-TOTAL (UN Mandated Missions)</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>40</b>	<b>40</b>	<b>28</b>
<b>NATO led operations</b>						
KFOR HQ	12	12	12	12	12	12
RSM (Resolute Support Mission in Afghanistan)	7	7	7	0	0	0
<b>SUB-TOTAL (NATO/PfP)</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>OSCE led operations</b>						
OSCE	3	2	2	2	2	1
<b>SUB-TOTAL (OSCE)</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>Military Reps/Advisers/Staff Postings</b>						
UNNY (New York)	1	1	1	1	1	1
EUMS (Brussels)	5	3	3	4	4	4
NATO/PfP (Belgium)*	5	5	5	5	5	5
Irish Delegation to OSCE (Vienna)	1	1	1	1	1	1
CSDP/PSC (Brussels)*	9	9	9	9	9	8
<b>SUB-TOTAL (MIL. REPS/ADVISERS/STAFF)</b>	<b>21</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>20</b>	<b>19</b>
<b>TOTAL PERSONNEL OVERSEAS</b>	<b>432</b>	<b>429</b>	<b>429</b>	<b>609</b>	<b>609</b>	<b>594</b>

\*Both civil and military staff from the Defence Organisation are deployed to CSDP/PSC and NATO/PfP offices in Brussels.

## AID TO THE CIVIL AUTHORITY

During 2017 the Defence Forces were called upon, in accordance with the Framework for Major Emergency Management (MEM), to support the Principal Response Agencies in response to five incidents (see Table 3.3 below). The support included engineering support, the provision of equipment, deployment of air assets and transport assistance. The following table contains details of the locations and the numbers of personnel deployed during 2017.

*Table 3.3: Details of ATCA support under Framework for MEM during 2017*

<b>Month</b>	<b>Locations/Event</b>	<b>Numbers of personnel deployed</b>
May	Sligo & Galway – Gorse & Forest Fires	54
July	Drogheda/Navan – Burst Water Mains	135
August/September	Donegal – Flooding	215
October	Kerry, Kilkenny, Cork & Limerick – ex-Hurricane Ophelia	225
November	Mountmellick – Flooding	123
<b>TOTAL</b>		<b>752</b>

Table 3.4 below provides details of the level of support to civil authorities, including other government departments and state agencies, provided by the Naval Service in 2017.

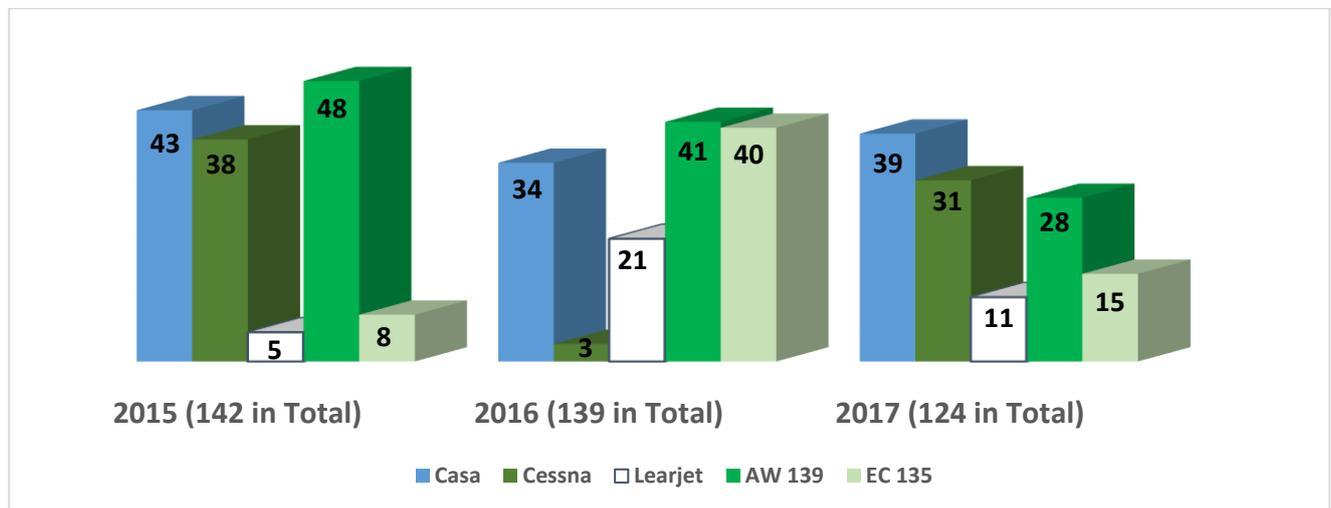
*Table 3.4: Details of civil assistance operations undertaken by the Naval Service during 2017*

<b>Operation</b>	<b>No. of Days</b>
Search and Recovery operation for Irish Coast Guard (IRCG) helicopter R116	31
LÉ RÓISÍN provided high line team for a IRCG MEDEVAC from a Russian fishing vessel	1
LÉ RÓISÍN provided high line team for a IRCG MEDEVAC from a Russian fishing vessel overnight with Sick Berth Attendant providing medical assistance	2
Naval Service vessels supported the IRCG by providing the initial response to six Search and Rescue missions	6
A Naval Service vessel supported the IRCG by acting as On Scene Coordinator for a search, off Skerries, Co. Dublin, for a sunken fishing vessel	2
A Naval Service vessel supported the IRCG by acting as On Scene Coordinator in a missing person search in Galway Bay	2
Naval Service personnel conducted a hull inspection in Moneypoint, at the request of the Revenue Customs Service	2
Operation LUCKY – Annual Hailing Operation in conjunction with the Revenue Customs Service	5
A Naval Service vessel on patrol conducted Water Sampling at the request of the Environmental Protection Agency	2
<b>Total number of days</b>	<b>53</b>

Chart 3.1 below provides details of the level of support to civil authorities, including other government departments and state agencies, provided by the Air Corps during 2017, with details for 2015 and 2016 also provided for comparison purposes. Such missions include search and rescue support to the Irish Coast Guard, delivery and collection of ballot boxes to and from the islands, flood relief missions, response to major accidents, bog surveys and wildlife surveys.

These missions also include the inter-hospital Air Ambulance Service which provides for emergency transfers of patients and transport of emergency organ retrieval teams, including paediatric organ transplant transfers to the UK. The HSE's Aeromedical Desk in its National Emergency Operations Centre is responsible for the co-ordination of the transport arrangements for these patients.

*Chart 3.1: Details of civil assistance missions flown by the Air Corps during 2015, 2016 and 2017*



### **FISHERY PROTECTION**

Fishery protection services provided during 2017 were based on outputs agreed with the Sea Fisheries Protection Authority (SFPA). During the year, the Naval Service carried out a total of 1,091 fishery patrol days while the Air Corps carried out a total of 227 separate patrols. Charts 3.2.1 and 3.2.2 and Table 3.5 provide details of Air Corps and Naval Service patrol activities during 2017 with details for 2015 and 2016 also provided for comparison purposes.

Chart 3.2.1: Details of Air Corps fishery patrols  
(Number of missions)

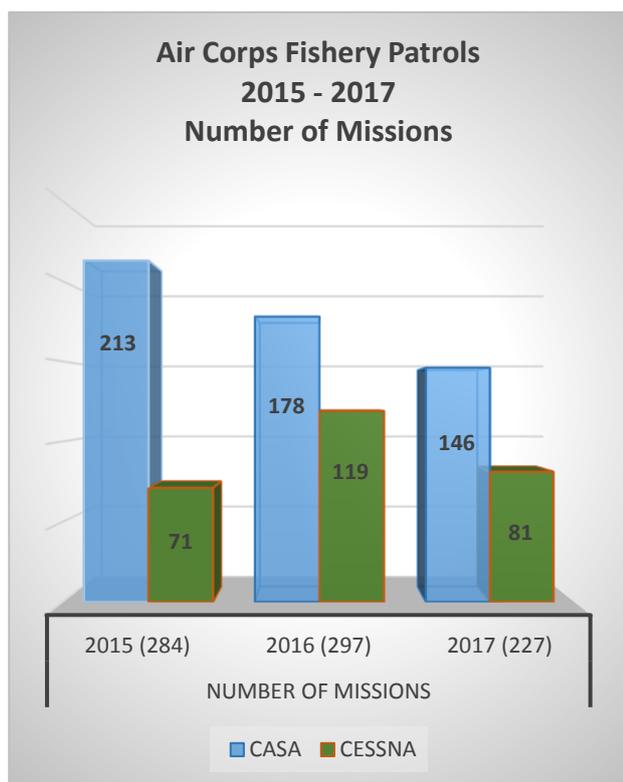


Chart 3.2.2: Details of Air Corps fishery patrols  
(Total flight hours)

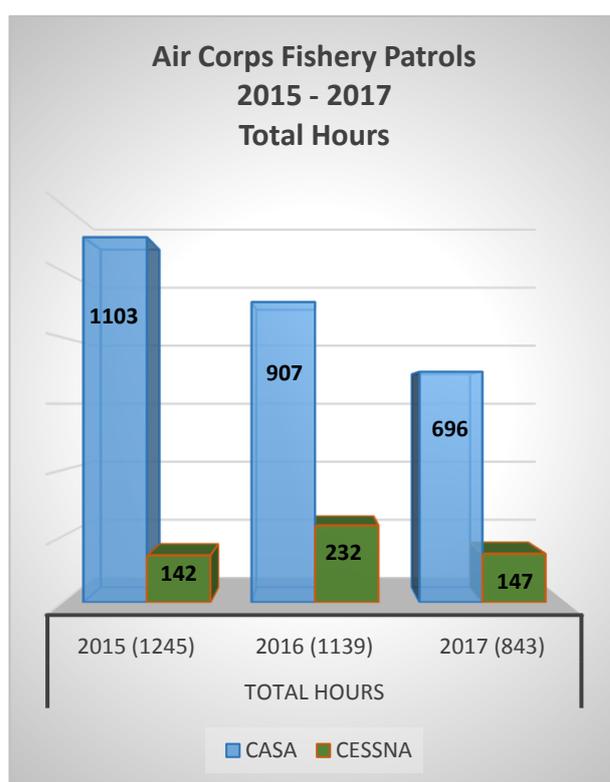


Table 3.5: Details of Naval Service fishery protection activity during 2015, 2016 and 2017

Fishing Vessel Nationality	Sightings			Boardings			Detentions			Infringements		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Irish	534	686	791	493	605	634	7	2	5	2	2	12
Spanish	266	295	255	248	246	207	--	--	--	--	--	--
UK	109	150	127	99	136	108	3	1	1	3	2	2
French	207	268	272	196	241	220	--	--	--	--	--	2
Belgian	3	3	16	3	2	15	--	--	--	--	--	--
German	7	7	13	7	4	11	--	--	--	--	--	1
Dutch	13	18	15	10	10	11	--	--	--	--	--	--
Lithuanian	2	1	--	2	1	--	--	--	--	--	--	--
Russian	8	14	25	8	2	12	--	--	--	1	--	--
Norwegian	11	3	3	11	1	1	--	--	--	--	--	--
Faroese	--	2	2	--	--	1	--	--	--	--	--	--
Mongolian	--	1	--	--	1	--	--	--	--	--	--	--
Danish	2	--	1	2	--	1	--	--	--	--	--	--
<b>Totals</b>	<b>1,162</b>	<b>1,448</b>	<b>1,520</b>	<b>1,079</b>	<b>1,249</b>	<b>1,221</b>	<b>10</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>17</b>

Charts 3.3.1, 3.3.2 and 3.4.1 and 3.4.2 below provide details of the Air Corps' support to the HSE's Emergency Aeromedical Support (EAS) service which operates on a daily basis out of Custume Barracks, Athlone. This service provides rapid patient transport to an appropriate facility where the land transit time, given the patient's condition and its severity, would not be clinically acceptable.

Chart 3.3.1: Details of EAS missions completed during 2017

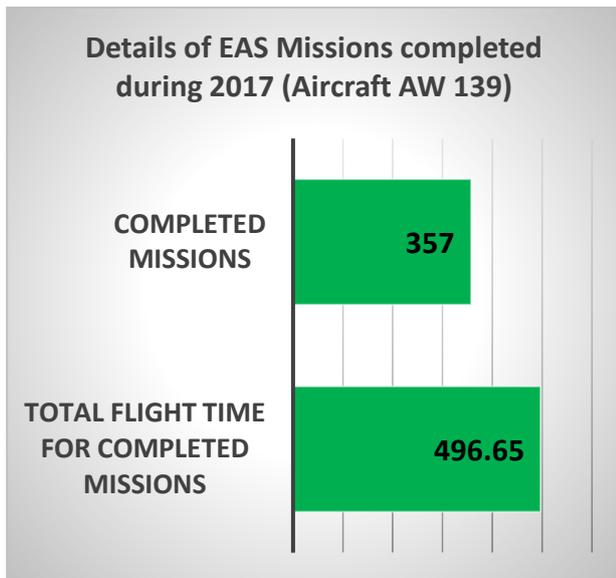


Chart 3.3.2: Comparison of total operational times with recent years



\* Includes missions where the AW139 was stood down

Chart 3.4.1: Nature of EAS missions completed during 2017

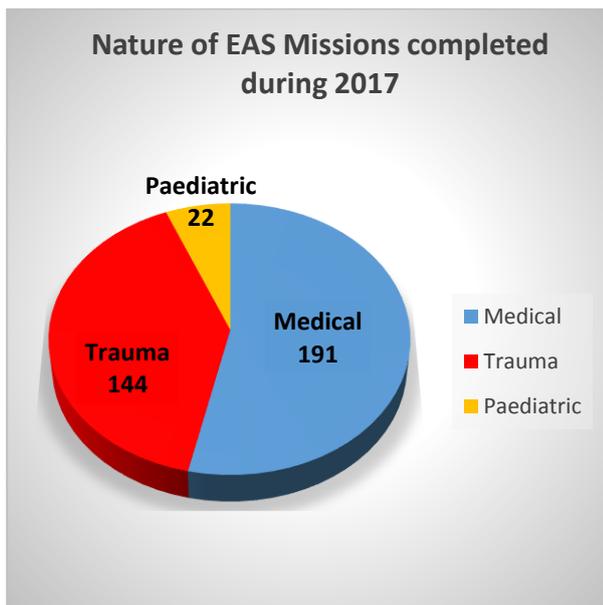
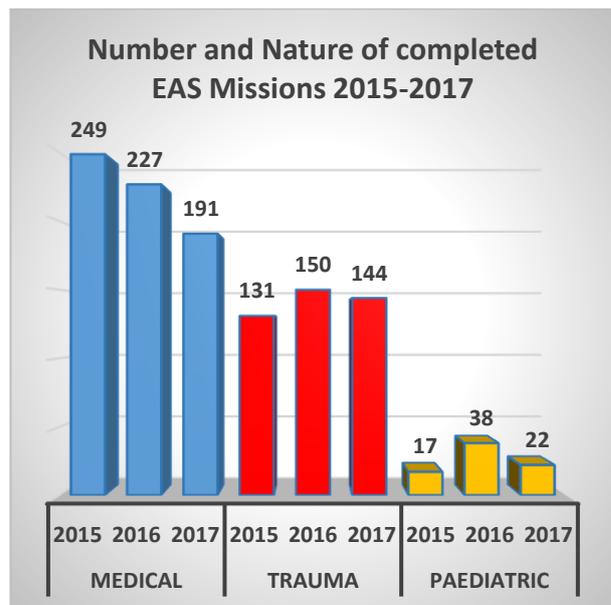


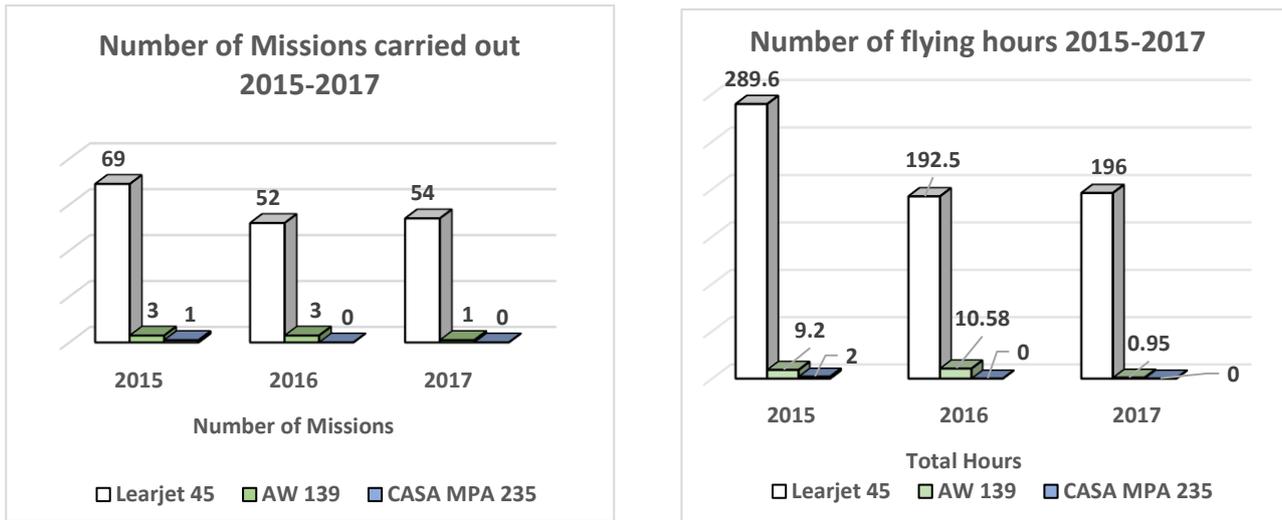
Chart 3.4.2: Details of EAS missions completed 2015-2017



**MINISTERIAL AIR TRANSPORT SERVICE**

The Ministerial Air Transport Service is provided by the Air Corps to assist the President and members of the Government in fulfilling their official engagements at home and abroad. Updated statistical information relating to the use of the Service is published on the Department of Defence website on a monthly basis. Charts 3.5 below contains summary details in respect of 2017 with similar details for 2015 and 2016 also provided for comparison purposes.

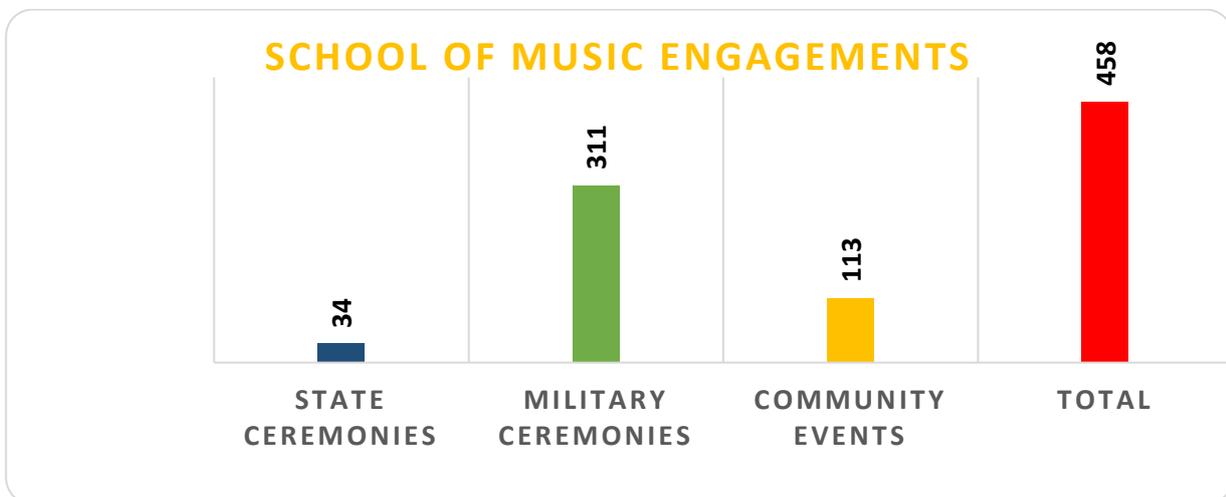
*Charts 3.5 Details of Ministerial Air Transport Service missions during 2015, 2016 and 2017*



**CEREMONIAL SERVICES**

The Defence Organisation plays a highly significant and noteworthy role in many of the State commemoration ceremonies. Chart 3.6 provides summary details of engagements by the Defence Forces School of Music Military Bands during 2017 while Table 3.6 provides details of the Defence Forces contribution to both State and Military ceremonial events during 2017

*Chart 3.6: The following chart contains summary details of engagements by Defence Forces School of Music Military Bands during 2017*



*Table 3.6: Details of the Defence Forces contribution to both State and Military ceremonial events during 2017*

<b>Date</b>	<b>Event</b>	<b>Total no. of DF personnel</b>
20 Jan	International Operational Service medal Parade, Haulbowline	107
22 Jan	Presentation of 1916 Centenary medals to families of deceased DF members	27
25 Jan	Visit by Maltese CHOD, Defence Forces Training Centre	117
02 March	Credentials Ceremony	118
17 March	Presidential Escort on St. Patrick's Day	29
23 March	Credentials Ceremony	118
24 March	Ministerial Review, 55 Inf Gp UNDOF	152
30 March	Cpl Patrick Gallagher (USMC) Memorial, Ballyhaunis	21
03–05 April	State Visit by the President of Croatia	309
16 April	Easter Sunday wreath laying, Glasnevin	13
16 April	1916 Commemoration at the GPO	294
27 April	Credentials Ceremony	118
03 May	Annual Arbour Hill Commemoration	225
05 May	Ministerial Review, 110 Inf Bn UNIFIL	348
12 May	Wreath laying ceremonies (x2), Glasnevin (Prince Charles)	58
16 May	Credentials Ceremony	118
19 May	Visit by New Zealand CHOD, Cathal Brugha Barracks	117
07 June	Commemorations (x4) to mark the Centenary of the Battle of Messines Ridge, Belgium (Locre: 7 DF personnel, Island of Ireland Peace Park: 22 DF, Wytschaete: 17 DF personnel, Menin Gate: 11 DF personnel)	57
14 June	Visit by NATO DGIMS, Cathal Brugha Barracks	117
15 June	Credentials Ceremony	118
24 June	Francis Ledwidge Commemoration Ceremony	5
09 July	National Day of Commemoration	327
10 July	Medical Officer Commissioning Ceremony	14
15 July	Merrion Square Guard Ceremony	38
22 July	Merrion Square Guard Ceremony	38
29 July	Merrion Square Guard Ceremony	38
05 Aug	Merrion Square Guard Ceremony	38
12 Aug	Merrion Square Guard Ceremony	38
19 Aug	Merrion Square Guard Ceremony	38
05 Sept	Credentials Ceremony	118
17 Sept	All-Ireland Football Final	12
21 Sept	Credentials Ceremony	118
22 Sept	Centenary of the death of Thomas Ashe Commemoration Ceremony	10
22 Sept	Ministerial Review, 56 Inf Gp UNDOF	164
22 Sept	Visit of the Governor General of Australia	89
30 Sept	National Famine Commemoration	84
04 Oct	Departure of President Higgins on State Visit to Australia/New Zealand	165
07 Oct	State Funeral of former Taoiseach, Mr. Liam Cosgrave	94
08 Oct	Defence Forces Veterans Day	145
26 Oct	Ministerial Review, 111 Inf Bn UNIFIL	356
30 Oct	Return of President Higgins from State Visit to Australia / New Zealand	29
03 Nov	DF Deceased Members Commemoration	113
14 Nov	Credentials Ceremony	118
02 Dec	Jadotville Medal Presentation Ceremony	49
13 Dec	Defence Forces Carol Service	51
19 Dec	Credentials Ceremony	118

### **Army Equitation School**

On the 27<sup>th</sup> of May 2017, the then Taoiseach, Mr Enda Kenny T.D., the Minister with Responsibility for Defence, Mr Paul Kehoe T.D., and former Taoiseach Mr Liam Cosgrave, participated in the renaming ceremony of the W.T Cosgrave Arena, in the Equitation School, McKee Barracks.

During 2017, the School competed in 17 international horse shows, winning four international competitions (including being part of a Nations Cup winning Irish team). Army horses also competed in 22 national competitions throughout the country, including the Dublin Horse Show at the RDS. The school currently has a staff of 39 personnel, including four Riding Officers, and a total stock of 36 horses made up of show jumpers and eventers. Four new horses were purchased during 2017.

# APPENDICES

## Appendix 1

### Details of Defence Vote expenditure for 2015, 2016 and 2017 by Category\*

Expenditure Category	2015		2016		2017*	
	€m	%	€m	%	€m	%
PDF Pay and Allowances	417	62.1	414	61.7	429	63.1
Pay and Allowances of Civilian Employees and RDF	24	3.6	23	3.4	22	3.2
Defensive Equipment	24	3.6	31	4.6	73	10.7
Air Corps: Equipment, fuel, maintenance, etc.	17	2.5	19	2.8	16	2.4
Naval Service: Equipment, fuel, maintenance, etc.	65	9.7	64	9.6	14	2.1
Barracks expenses, repairs and maintenance of lands	23	3.4	22	3.3	21	3.1
Buildings – Capital (incl c/o)	8	1.2	7	1.0	13	1.9
Military Transport: New vehicles, fuel, repairs and maintenance	12	1.8	12	1.8	13	1.9
Compensation	4	0.6	4	0.6	4	0.6
Other non-pay military expenditure	45	6.8	47	7.0	46	6.8
Administrative Budget	21	3.1	22	3.3	22	3.2
Civil Defence	5.2	0.8	5.1	0.8	4.9	0.7
Irish Red Cross Society	5.8	0.8	0.9	0.1	1.6	0.3
<b>Total (Gross)</b>	<b>671</b>	<b>100</b>	<b>671</b>	<b>100</b>	<b>680</b>	<b>100</b>

\*Provisional outturn figures for 2017 (Minor discrepancies may arise due to rounding)

### Details of Army Pensions Vote expenditure for 2015, 2016 and 2017 by Category\*

Expenditure Category	2015		2016		2017*	
	€m	%	€m	%	€m	%
Defence Forces (Pensions) Scheme & Payments in respect of Transferred Service	219	96.0	225	95.9	230.7	96.1
Wound & Disability Pensions, allowances and gratuities, to or in respect of former members of the Defence Forces	8	3.6	9	3.8	8.9	3.7
Payments in respect of dependants of Veterans of the War of Independence & other miscellaneous expenditure	1	0.4	0.7	0.2	0.5	0.2
<b>Total (Gross)</b>	<b>228</b>	<b>100</b>	<b>234.7</b>	<b>99.9</b>	<b>240.1</b>	<b>100</b>

\* Provisional outturn figures for 2017 (Minor discrepancies may arise due to rounding)

## Appendix 2

### Cross-Departmental Working Groups with Input from Defence

- Brexit Coordination Meeting Group
- CISM Network (Critical Incidence Stress Management Network)
- Civil Service Employee Assistant Service Advisory Committee
- Civil Service Project Managers' Network
- Civil Service Renewal Working Group on cross-cutting issues
- Corepay Users Group
- Court Martial Rules Committee
- Department of the Taoiseach National Risk Assessment Steering Group
- Disability Liaison Officers Network
- Electronic Recording System (ERS) Implementation Group (Fisheries)
- European Social Fund (ESF) Programme Monitoring Committee, chaired by the Department of Education & Skills' ESF Managing Authority;
- Finance Officers Network
- Garda Air Support Unit Steering Group
- Government Contracts Committee for Construction (GCCC)
- Government Task Force on Emergency Planning
- Government Task Force on Emergency Planning sub-group on Risk
- Government Task Force on Emergency Planning sub-group on Strategic Emergency Management – National Structures and Framework
- Government Task Force on Emergency Planning sub-group on Electricity Contingency Planning
- Health Threats Co-ordination Group
- High Level Steering Group on Cyber Security
- Irish Government Economic and Evaluation Service (IGEES) Management Board
- Inter-Agency Group on Illness and Maternity Benefits
- Inter-departmental Committee on Conventional Weapons
- Inter-departmental Committee on Development
- Inter-departmental Committee on EU Engagement
- Inter-departmental Committee on Non-Proliferation of Weapons of Mass Destruction
- Inter-departmental Committee on Peacekeeping
- Inter-departmental Committee on the Security of Government Buildings Complex
- Inter-departmental Committee to implement the UN Convention on the Rights of Persons with Disabilities
- Inter-departmental Group on EU and Brexit
- Inter-departmental Meeting on the Council of Europe
- Inter-departmental meetings on Post 2015 Sustainable Development Goals
- Inter-departmental meetings on the Diaspora
- Inter-departmental National Security Authority Group.
- Inter-departmental Planning Group for 1916 Easter Sunday Commemoration
- Inter-departmental Planning Group for the National Day of Commemoration
- Inter-departmental Steering Group on the Military Service Pensions Collection project
- Inter-hospital Air Ambulance Steering Group
- Irish Aeronautical Maritime Emergency Advisory Group
- Irish Marine Search and Rescue Committee
- Irish Prison Service Interagency Contingency Planning Group
- Malaria Chemoprophylaxis Working Group
- Marine Co-ordination Group
- Marine Strategy Framework Directive Implementation Group
- Maritime Surveillance (MARSUR) Committee and Working Group
- Oversight Group of Ireland's second National Action Plan on Women, Peace and Security (2015 – 2018)
- National Aeromedical Group
- National Airspace Policy Body (Flexible Use of Airspace)
- National Civil Aviation Security Committee

- National Committee on International Humanitarian Law
- National Co-ordination Group on Severe Weather Events
- National Emergency Planning Group on Nuclear Accidents (NEPNA)
- National Famine Commemoration Committee
- National Implementation Committee for Disused Radioactive Source Management
- National Office of Suicide Preventions Connecting for Life Cross Sectoral Steering Group progressing the implementation of the National Strategy to Reduce Suicide 2015-2020.
- National Security Committee
- National Steering Group on Major Emergency Management
- OFGUG (Oracle Financials Government User Group)
- OGCIO (Office of the Government Chief Information Officer) ICT Advisory Board
- OGP (Office of Government Procurement) Category Councils
- OPW Catchment Flood Risk Assessment and Management (CFRAM) Steering Group
- OPW Interdepartmental Flood Policy Co-ordination Group
- Personnel Officers Executive Committee
- Personnel Officers Network
- Public Service Management Group
- Quality Customer Service Officers Network
- Risk Management Liaison Group
- Sea Fisheries Protection Authority SLA Management Groups Levels 1 and 2
- Sea Fisheries Protection Authority Consultative Committee
- Sectoral Workforce Planning Forum
- Senior Officials Group on EU Affairs
- Shared Services Leadership Network
- Single Pension Scheme Programme Board
- Financial Management Shared Services – Process Design Authority
- Various Working Groups related to the Financial Management Shared Services project
- Financial Management Shared Services – Evaluation Panel
- Training Officers Network
- Working Group on Corporate Manslaughter

## Appendix 3

### Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs)

#### The Department of Defence has completed MOU's with:

- Department of Agriculture, Food and the Marine
- Department of Transport, Tourism and Sport
- Department of Health
- Department of Foreign Affairs and Trade
- Department of Housing, Planning and Local Government
- Office of Revenue Commissioners
- Department of Communications, Climate Action and Environment
- Department of Employment Affairs and Social Protection
- State Claims Agency
- United Nations
- Ministry of Defence, UK
- Ministry of Defence, Finland

#### SLAs have been agreed with:

- The Department of Education and Skills – regarding ESF funding relating to the Defence Forces Employment Support Scheme.
- Marine Institute (MI) – regarding surveys, information sharing and training between the MI and the Naval Service.
- Medico – in relation to training assistance provided by the Naval Service to Medico.
- Air Accident Investigation Unit (AAIU) – in relation to services provided by the Defence Forces to the AAIU in the event of an air accident.
- Irish Coast Guard – regarding Search and Rescue (SAR) support and other services provided by the Defence Forces to the IRCG.
- Met Éireann – regarding the exchange of meteorological data between the Naval Service and Met Éireann.
- Department of Health/Health service Executive (HSE) – regarding an Air Ambulance Service provided by the Air Corps.

- Marine Survey Office (MSO) – in relation to port security services provided by the Naval Service to MSO.
- Garda Síochána Ombudsman Commission (GSOC) – for the provision by the Air Corps of an air transport service to GSOC Investigators.
- Irish Aviation Authority (IAA) – regarding Air Navigation Services between the IAA and the Air Corps.
- Department of Justice and Equality – regarding the Garda Air Support Unit.
- Office of Public Works – in relation to services provided by the Air Corps to the OPW during extreme weather events.
- Irish Aid – in relation to a range of services provided by the Defence Forces regarding the Rapid Response Initiative.
- Sea Fisheries Protection Agency (SFPA) – in relation to services provided by the Naval Service and Air Corps to the SFPA in regard to fisheries protection.
- An Garda Síochána - Terms of service between Civil Defence and An Garda Síochána in relation to emergency incidents.
- Environmental Protection Agency (EPA) and the Department of Housing, Planning, Community & Local Government – regarding the provision of services by the Defence Forces and Civil Defence.
- State Claims Agency (SCA) – in relation to services provided to the Department of Defence in respect of litigation.
- The Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs (National Parks and Wildlife Service) – regarding the provision of services by the Defence Forces and Civil Defence.
- The Department of Transport – regarding the provision of services by the Defence Forces to the Dublin Airport Authority.
- Health Service Executive (HSE) (National Ambulance Service) – regarding a pilot scheme for availability of a Defence Forces ambulance and crew to the National Ambulance Service

## Appendix 4

### Energy Consumption 2017

#### DEPARTMENT OF DEFENCE

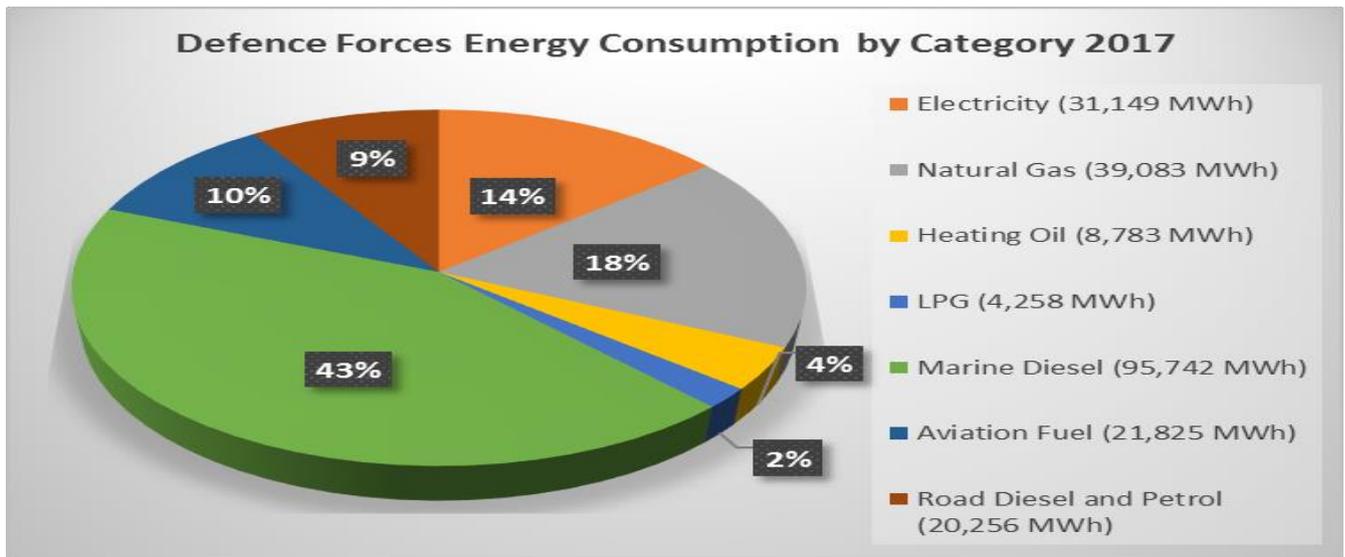
The Department of Defence continued to take a very proactive approach during 2017 throughout its buildings in Newbridge, Renmore and Roscrea in progressing energy-efficient initiatives. All staff received regular reminders of energy awareness initiatives and instructions to switch off electrical appliances when not in use.

The Department of Defence was chosen for a pilot energy study in 2007 and as such refers to 2007 as its base year. The total usage of energy in Renmore during 2017 was 566,583kWh which represents a reduction in energy consumption of 36% compared to the base year of 2007. Total energy usage for the Roscrea building in 2017 was 295,716 kWh which represents a reduction of 42% when compared to 2007 figures. The total energy consumed in the Newbridge building in 2017 was 1,654,352 kWh which represents a reduction of some 18.9% when compared with 2011, the first full year of occupation.

#### DEFENCE FORCES

In 2017, the Defence Forces consumed 221,096 MWh of energy. This represented a decrease in absolute Energy Consumption of 13,567MWh (5.8%) below 2016 consumption which was 234,663 MWh. Overall, the Defence Forces has reduced absolute energy consumption by 9.1% since 2009. Energy use remains high due to a number of operational factors, the main consumer being the Naval Service operations in the Mediterranean. The Defence Forces continues to maintain certification to the international energy management standard ISO 50001. As part of the certification process six locations were audited in 2017 by an external agency.

The main sources of energy use within the Defence Forces during 2017 were utilities including Electricity, Natural Gas, LPG and Heating Oil, and Transport Fuel including Aviation Fuel, Marine Fuel and Road Diesel and Petrol. The most significant uses of Defence Forces energy remain Marine Gas Oil (43%) which is followed by Natural Gas (18%), and Electricity (14%). The total consumption for each energy use is illustrated in the chart overleaf.



### EUROPEAN DEFENCE AGENCY (EDA) COLLABORATION - ENERGY

The Defence Forces continue to engage with the European Defence Agency on a number of energy initiatives. Since 2014, the Defence Forces have participated in the EDA's Energy and Environment Working Group. This Working Group examines opportunities to improve energy performance across the Defence Sector.

In 2017, Ireland also participated in the European Commission's '*Consultation Forum for Sustainable Energy in the Defence & Security Sectors*' (CFSEDSS) which is being coordinated by the EDA. This consists of a series of conferences which examine the applicability of EU energy legislation and how it can be implemented by European militaries. The core themes of the consultation forum are energy efficiency, energy management and renewable energy and there is also a separate strand on the protection of critical energy infrastructure. The aims of the forum are to improve the capabilities of the defence sector and to facilitate the defence sector of each Member State in contributing to the EU and national strategic objectives on Energy Efficiency and Renewable Energy. Phase 1 of the consultation forum has ended with phase 2 commencing in 2018.

In 2017 Ireland continued its participation in the EDA '*Smart Blue Camps*' Water Management initiative along with Greece, Italy, Spain, Portugal and Cyprus. This project attempts to address energy and environmental concerns with regard to water usage and management in military installations. The Project will be conducted over approximately three years which is broken down into two phases. Phase 1 consists of an onsite assessment, identifying problems, and prioritising solutions and Phase 2 will select and evaluate solutions, monitor performance, and share knowledge. The group visited the Defence Forces Training Centre on 3<sup>rd</sup> and 4<sup>th</sup> October for the sixth meeting. Stage 2 will involve modelling of the selected sites of Member States. It is expected that the most likely proposals will involve recycling water and rain water harvesting.