



An Roinn Cosanta
Department of Defence



Óglaigh
na hÉireann
IRISH DEFENCE FORCES

Department of Defence
and Defence Forces

**Annual Report
2020**

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Foreword

BY SECRETARY GENERAL
AND CHIEF OF STAFF



Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2020. This Report provides a comprehensive record of the extensive range of policy approaches, activities and operational outputs undertaken throughout the year.

2020 will be long remembered for the COVID-19 pandemic. We have all had to adapt to new circumstances, new ways of working and new ways of living. The outstanding response from the Defence Organisation's personnel in providing surge support to our health services by bolstering their capacity and providing them with the resilience needed to respond to the COVID-19 threat underlined the value of the Defence Organisation in supporting national resilience in times of crises. Furthermore, in addition to the supports offered to the HSE, throughout 2020 the Organisation continued uninterrupted to discharge our role in maintaining services, meeting demands and conducting operations at home and overseas. The realisation of all of these commitments required enormous effort and flexibility by our staff and they are to be highly commended and thanked for their significant contribution to the national effort during the unprecedented events of 2020.

The Defence Organisation has a unique civil-military structure. During 2020 both military and civil branches have worked together cohesively to successfully achieve our objectives. This civil-military approach facilitates business planning processes in the Defence Organisation, with a common view of the strategic goals, objectives and actions identified within the Strategy Statement 2017 - 2020.

A handwritten signature in black ink that reads "Jacqui McCrum".

Jacqui McCrum
Secretary General

In 2020, the civil-military Joint White Paper Implementation Facilitation Team continued to report on the progress of White Paper projects. These reports provided up-to-date status information to the Minister and to senior civil and military management as part of the governance framework. Of the 95 projects, 44 have been formally initiated to date with 25 of these closed by the end of 2020.

A new Programme for Government was agreed in June 2020 and contains a number of significant commitments in respect of the defence sector including commitments relating to retired members, the Institute for Peace Support and Leadership, access to health care for enlisted personnel and the application of the Organisation of Working Time Act. December 2020 saw the establishment of the Commission on the Defence Forces. The Commission has been tasked with carrying out a comprehensive review of the Defence Forces in accordance with the Terms of Reference approved by Government. The Defence Organisation will engage with the Commission and it will have the commitment and support of everybody in delivering on a challenging agenda.

Finally, we wish to express a special thank you to all members of the Defence Organisation both at home and overseas for their commitment and professionalism throughout what has been an extraordinary year.

A handwritten signature in black ink that reads "Mark Mellett".

Vice Admiral Mark Mellett DSM
Chief of Staff

The logo of the Department of Defence, featuring a stylized harp and a sword.

An Roinn Cosanta
Department of Defence

Foreword

BY MINISTER FOR DEFENCE



I am very pleased to receive the 2020 Annual Report of the Department of Defence and the Defence Forces. This annual report provides a detailed account of the activities undertaken and outputs delivered in 2020, which required distinct but complementary efforts from the Department and the Defence Forces (including the Reserve). 2020 proved to be a very difficult year for the country with the arrival of COVID-19 and the cross Government response required to reduce its impact. There has been a sustained and dedicated response to the challenges presented by COVID-19 across the Defence Organisation which has been of enormous benefit to the HSE and other arms of the State battling this pandemic on a daily basis. The main elements of the supports given are outlined in this report and exemplifies the proactive and cooperative approach taken by my Department, the Defence Forces and Civil Defence in supporting the country. This report also sets out the many other activities undertaken on top of the work in responding to COVID-19 showing the broad range of activities undertaken by the Defence Organisation throughout 2020.

In line with the Government's commitment to the White Paper the *Defence Forces Built Infrastructure Programme* and the *Equipment Development Plan* were published in 2020, both are rolling five year plans. The Built Infrastructure Programme details €145m worth of investment in facilities over the next five years, ensuring that the necessary infrastructure is available to enable the Defence Forces to undertake their roles. The Equipment Development Plan builds on previous plans for the continued re-equipment of the Defence Forces. It is being funded under the National Development Plan – Project Ireland 2040.

Ireland, as a country, had a very proud moment in June when we were elected to the United Nations Security Council allowing us to play a central role in contributing to international peace and security. Gaining the seat is a clear indication of Ireland's standing internationally and this comes from almost 65 years of UN membership and a steadfast commitment to building peace and investing in conflict prevention. Ireland has a long and proud tradition of participation in UN mandated peace support operations and in 2020 an impressive total of 1,607 members of the Permanent Defence Force served overseas in various missions.



During the year the “Civil Defence-Towards 2030” policy document was published reaffirming the Government’s commitment to the continued development of Civil Defence. The document sets out Civil Defence roles and services into the future. As we have seen during the COVID-19 pandemic the commitment of Civil Defence volunteers comes to the fore during times of emergency. I would like to pay tribute to the significant role that Civil Defence has played in the Government’s efforts to combat COVID-19 in 2020.

The Department of Defence and the Defence Forces continued to deliver on the ambitious programme of work set out amongst the commitments made in the Programme for a Partnership Government, which was agreed in June 2020. One of these commitments being the Commission on the Defence Forces which was established in December 2020. In establishing this Commission, which contains impressive national and international high-level expertise and experience, the Government are seeking to ensure that the outcome of this process will be a Defence Forces that is agile, flexible and adaptive in responding to dynamic changes in the security environment, including new and emerging threats and technologies.

We also had a change of Secretary General during the year so I warmly welcome our new Secretary General, Jacqui Mc Crum and want to thank our previous Secretary General Maurice Quinn for all his hard work and commitment to the Department over the years. I also wish to take this opportunity to convey my thanks to the Secretary General, the Chief of Staff and their civil and military personnel for the significant work undertaken in what has been a challenging year and for their continued efforts, at home and overseas. Finally, I would like to thank my predecessor, Minister Paul Kehoe, T.D., for his drive, commitment and his support to the delivery of the achievements in 2020.

Simon Coveney, T.D.,
Minister for Defence

Introduction

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2020. 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 Organisation¹ 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.

¹ 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, 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 (PfP) and support to the Organisation for Security and Co-operation in Europe (OSCE). Throughout 2020, 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. The constraints of COVID-19 had a significant impact on the in-person attendance at meetings in 2020. Aside from the first Ministerial meeting of the year and first Defence Policy Directors meeting, the majority of meetings were attended by Video Teleconference (VTC). In total, there were five informal Ministerial meetings during 2020 - three informal meetings of EU Defence Ministers and two formal meetings of the EU Foreign Affairs Council with Defence. Ireland was represented at all four Defence Policy Directors meetings held during the year (with three taking place by VTC), at a NATO Chief of Defence (CHOD) meeting in January and at three EU CHOD meetings by VTC in May, July and November. Chief of Staff (COS) visits took place from 16th to 19th February to Norway, and from 1st to 4th March 2020 to the Permanent Mission United Nations New York (PMUN NY) in support of Security Council (SECCO 20).

Ireland maintains bilateral relationships with other countries at both policy and operational levels, and the Defence Forces have regular staff-to-staff virtual meetings with other militaries to exchange information and experiences. During 2020, a number of virtual 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 discussing areas such as the COVID-19 pandemic, EU CSDP, transatlantic relationships and bilateral cooperation.

Throughout 2020, strategic defence issues were discussed by the Strategic Management Committee (SMC) on a monthly basis. The SMC is a joint civil-military committee comprising the Secretary General of the Department of Defence (Chairperson), 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 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 ten occasions in 2020.

The White Paper devoted a chapter to Human Resources (HR) and referred to “the most important defence asset, its people”. HR is a key component of capability development and to this end during 2019, a new high-level civil-military Strategic HR Group (SHRG) was established by the Minister with responsibility for Defence. The Group is comprised of senior civil and military personnel and is co-chaired by the Assistant Secretary, Capability (People) Division, and the Deputy Chief-of-Staff (Support). The role of the Group is to identify strategic HR priorities within the policy framework of the White Paper on Defence and, in this context, to coordinate the plans and activities of the civil and military elements of the Defence Organisation to ensure delivery. The SHRG met three times in 2020.

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 2020, the Minister answered a total of 676 Parliamentary Questions while a further 537 representations to the Minister were administered during the year, amongst a wide range of other parliamentary and Ministerial business.

During 2020, Military Intelligence provided 151 briefings, of which 94 were verbal briefings and 57 were written briefs, 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.

COMMISSION ON THE DEFENCE FORCES

In accordance with a commitment made in the Programme for Government, the Government gave their approval on 15th December 2020 to establish an independent Commission on the Defence Forces, with a mandate to report within 12 months.

The establishment of an independent Commission on the Defence Forces underpins the Government's commitment to ensuring that the Defence Forces are fit for purpose, both in terms of meeting immediate requirements and also in terms of seeking to develop a longer term vision beyond 2030. In establishing the Commission, which contains impressive national and international high-level expertise and experience, the Government are seeking to ensure that the outcome of this process will be a Defence Forces that is agile, flexible and adaptive in responding to dynamic changes in the security environment, including new and emerging threats and technologies.

The terms of reference and membership of the Commission are set out at Appendix A; the terms of reference were the result of a wide consultation exercise encompassing the following groups:

- » Joint Oireachtas Committee on Foreign Affairs and Defence.
- » Defence Forces representative associations (PDFORRA, RACO and RDFRA).
- » Defence Forces veterans associations (ONE, ARCO and IUNVA).
- » Unions/associations representing Department staff and civilian employees (FORSA, AHCPs and SIPTU).
- » All other Government Departments.
- » Institute of International and European Affairs (IIEA) and Royal Irish Academy (RIA).

STRATEGIC GOAL

Implement the White Paper on Defence

The White Paper on Defence sets the defence policy framework out to 2025. Since publication of the White Paper, a total of 95 separate projects have been identified for completion over a ten-year period. Project and Programme Management Governance were put in place to monitor the ongoing status of individual projects and to review the scope of projects within the programme.

The Joint White Paper Implementation Facilitation Team (Joint Team) is a civil-military team which operates in an oversight capacity, providing support and monitoring the progress of these White Paper projects. During 2020, the Joint Team continued to report on the progress of implementation to the SMC as part of the governance framework. These reports provide up-to-date status information to the Minister and to senior civil and military management, while the use of a project management framework to facilitate White Paper implementation has allowed the Defence Organisation to take a focused and practical approach to implementation.

Ongoing planning of programme scope and prioritisation of projects has evolved in response to a changing environment. Implementation of all actions and projects is being carried out by civil-military teams on a phased basis which is necessary in order to reflect both the Programme for Government and the Strategy Statement commitments. The project management framework governing implementation ensures that projects are being monitored and progressed in line with commitments made in the White Paper. Periodic status reviews of the programme ensures that there are opportunities to consider project prioritisation. Of the 95 projects, 44 have been formally initiated to date with 25 of these closed by the end of 2020.

STRATEGIC GOAL

Contribute to national and international security and defence policy



NATIONAL SECURITY COMMITTEE

The National Security Committee (NSC) is chaired by the Secretary General to the Government. The NSC comprises senior representatives of the Departments of the Taoiseach, Justice, Defence, Foreign Affairs, together with the Defence Forces and An Garda Síochána. The Committee's main remit is security but it is available as a high level resource during an emergency in which there is a security dimension.

NATIONAL SECURITY ANALYSIS CENTRE (NSAC)

Arising from the recommendations in the Report of the Commission on the Future of Policing, a new National Security Analysis Centre (NSAC) was established during 2019 under the aegis of the Department of the Taoiseach. The purpose of the NSAC is to provide the Government with comprehensive strategic analysis on threats to Ireland's national security, through co-ordination between the various State bodies with national security functions.

A Director and Deputy Director were appointed to lead the NSAC, including support staff. A number of personnel with a range of analytical expertise were assigned to the Centre from the partner Departments and bodies. Two experienced personnel from the Defence Organisation, one civil and one military, were assigned in 2019, on the basis that defence policy and operations form a centrally important aspect of this work, given the nature of the threat environment.

NSAC have prioritised work on the development of an integrated National Security Strategy. The aim of the Strategy is to set out a whole of Government approach for how the State can protect its national security and vital interests from current and emerging threats. An expert policy forum and a public consultation process provided significant inputs for this process. While further consultation was constrained by the COVID-19 restrictions, the Centre continued its strategy preparations and delivering on its other key objectives throughout 2020.

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. 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.

During 2020, Ireland pledged personnel and equipment to the UN PCRS and also pledged to deliver training in Ireland and overseas, for troop contributing countries, deployed to UN missions. However, due to the COVID-19 pandemic, this training was unable to proceed. Deficits in training act as a barrier to effective peacekeeping and the courses being pledged and delivered by Irish Defence Force personnel are responding to the identified needs of the UN.

EU GLOBAL STRATEGY ON FOREIGN AND SECURITY POLICY

During 2020, in response to the ongoing security challenges in the EU neighbourhood, development and implementation of initiatives in the area of security and defence within the EU continued apace. Developments in 2020 followed on from the presentation, by the High Representative for Foreign Affairs and Security Policy (HRVP), of the EU Global Strategy on Foreign and Security Policy to the European Council in June 2016, and the associated Implementation Plan to Foreign and Defence Ministers in November 2016. The 2016 EU Global Strategy identifies five priorities for EU foreign policy: the security of the Union; state and societal resilience to the East and South of the EU; the development of an integrated approach to conflicts; cooperative regional orders; and global governance for the 21st century. In June 2019, HRVP Mogherini presented the third annual progress report on the EU Global Strategy titled *'The EU Global Strategy: Three Years On, Looking Forward'* to the European Council. The progress report listed a number of key achievements and also called for enhanced EU action in terms of the EU's Common Foreign and Security Policy.

In the Council Decision establishing Permanent Structured Cooperation (PESCO), two consecutive initial phases were agreed; 2018-2020 and 2021-2025 respectively. As 2020 marked the end of the first initial phase, a strategic review was initiated at the November 2019 Foreign Affairs Council Meeting, and proceeded throughout 2020, including informally through a number of workshops hosted by the EDA and formally through council structures and working groups. The Strategic Review provided an opportunity for participating Member States to assess what was achieved and to consider *'updating, and enhancing if necessary the more binding commitments in light of achievements made through PESCO in order to reflect the Union's evolving security environment'*. The Strategic Review identifies the 26 PESCO projects, which are expected to deliver concrete results or reach full operational capability before the end of 2025. It also stresses the need to fulfil the more binding commitments and achieve concrete outputs and tangible deliverables by 2025. At the Foreign Affairs Council with Defence Ministers on 20th November, Ministers exchanged views on the strategic review of PESCO, with the Council approving conclusions. This approval brought to an end the formal process of the 2020 PESCO Strategic Review.

In November 2020, the Council established the general conditions under which non-EU countries could exceptionally be invited to participate in individual PESCO projects, thereby paving the way for stronger and more ambitious defence cooperation with third country partners within the EU framework.

As a participant in PESCO, Ireland is required to participate in at least one PESCO project. The 47 PESCO Projects that are being developed cover areas such as training, land, maritime, air, cyber, and joint enabling. In 2020, Ireland remained as Participant in one PESCO project (Greek led 'Upgrade of Maritime Surveillance') and also has Observer status on a further nine PESCO projects.

The European Peace Facility (EPF) proposal was published, with Commission support, by High Representative Mogherini on the 13th June 2018. The aim of the EPF is to provide the EU with a single off-budget fund for the period 2021 to 2027, to run alongside the next Multi-annual Financial Framework (MFF), to finance all Common Foreign and Security

Policy (CFSP) actions having military or defence implications. The Facility will streamline existing instruments and expand their scope. It would succeed the Athena mechanism (for the financing of EU military Common Security and Defence Policy [CSDP] missions) and the African Peace Facility (APF), financing capacity building and peace support operations in Africa. With the budget agreed at €5.7 billion as part of the MFF negotiations in July 2020, the examination of the draft Council Decision, and the negotiations on its content took place through various working groups in Brussels and with colleagues in the Department of Foreign Affairs to the end of 2020, with agreement finally reached on the 18th December. Ireland was satisfied that we achieved our core objectives throughout the negotiations, which included the option for a Member State to abstain from a decision, and thus not contribute to funding the provision of lethal equipment under proposed assistance measures. Officials closely engaged in the intense negotiations, both at EU level and bilaterally, in order to ensure that the outcome appropriately reflected Ireland's interests and Government policy.

The Coordinated Annual Review (CARD) on Defence is a two-year cycle and aims to create greater transparency by sharing Member States information on future defence policy, capability development, budgets and investment. The initial CARD process commenced in 2017 and Ireland has participated fully in all phases. The first full CARD cycle commenced with CARD bilateral dialogues between Member States and the EDA taking place from September 2019 – March 2020 and provided a comprehensive review on the state of the European defence capability landscape. The Aggregated CARD Analysis, which incorporates all Member States data, was finalised in June 2020 and Ministers adopted the CARD Report in November 2020. The CARD report and its findings will support Member States to be better placed and more informed to enable greater coordination with their defence planning and spending and engage in collaborative projects, improving consistency in Member States defence spending and overall coherence of the European capability landscape.

The Preparatory Action on Defence Research (PADR) is one of the two precursor funding programmes to the European Defence Fund. PADR provided grants for collaborative defence research projects, with a budget of €90 million for 2017-2019. The second fund, the European Defence Industrial Development Programme (EDIDP), was established in 2018 and has a budget of €500 million to co-finance the joint development of defence products and technologies. On the basis of these two programmes, the Council adopted its position on the European Defence Fund, proposed by the European Commission in the context of the Multi-annual Financial Framework (MFF) for 2021-2027, to “foster the competitiveness, efficiency and innovation capacity of the European defence industry”. As part of the negotiations on the Multiannual Financial Framework 2021-2027 a final budget which translates into a current value of just under €8 billion was agreed in July 2020. It will be split between a research budget of €2.651 billion and a capability budget of €5.302 billion.

Meetings and negotiations on the EDIDP calls for proposals, as well as subsequent negotiation and work programme of the European Defence Fund (EDF), were serviced by the staff from the Brussels based Department of Defence and the Department of Enterprise, Trade and Employment. The Department of Defence will continue to work closely with the Department of Enterprise Trade and Employment to ensure Irish enterprise and research institutes can avail of the opportunities which the EDF presents.



The Strategic Compass was a new initiative proposed in 2019, and progressed through 2020, with the aim to define policy orientations and specific goals and objectives in areas such as crisis management, resilience, capability development and partnerships. The development of the “Strategic Compass” will be further elaborated under the EU Council presidencies of Portugal and Slovenia and adopted during 2022, under the French Presidency. The topic was discussed throughout the year at various levels through working groups and workshops and also at the August and November 2020 Informal meeting of EU Ministers of Defence. Following Defence Forces’ input into the first phase, the Threat Analysis, the Defence Organisation will continue to provide input into the second phase, the Strategic Dialogue during 2021. It is hoped that this engagement will provide better orientation and clarity around how the initiatives such as CARD, PESCO and the EDF evolve and have the desired impact in helping to define the right objectives and concrete goals for the EU Common Security and Defence Policy.

Launched in 2018, the Military Mobility Action Plan aims to facilitate military movements within and beyond the EU. In their Council Conclusions on 17th June 2019, the Joint Foreign Affairs Council with Defence Ministers welcomed the first progress report on the implementation of the Action Plan. The Action Plan recognises that full respect will be given to the sovereignty of EU Member States over their national territory and national decision making processes regarding military movements. In October 2020, The Commission and the High Representative of the EU for Foreign Affairs and Security Policy presented the Second Joint Report on the implementation of the Military Mobility Action Plan. The Joint Report recognises the continued commitment by the EU Heads of State and Government to invest in transport infrastructure to adapt it to the military needs in instances where this can also benefit civilian movements. The report also reflects the update of the military requirements and the updated gap analysis between civilian and military requirements, as well as significant progress in regulatory issues, such as the adoption of an EU Form 302 to streamline and simplify customs processes. Military Mobility is supported as a project through PESCO on which Ireland is an observer.

The Department of Defence remained fully engaged in the corresponding processes across all of these defence and security initiatives at EU level, negotiating and promoting Ireland's interests in accordance with the policies set out in the White Paper, incorporating requested Defence Forces' military advice and in consultation with the Department of Foreign Affairs and other relevant government departments and agencies.

EUROPEAN DEFENCE AGENCY (EDA)

Ireland's interaction and participation in the EDA means that the opportunity is afforded to keep track of best practice in relation to modern technology and the development of capabilities that can assist the Defence Forces in its peacekeeping role. It provides access to research and information on developing and maintaining professional capabilities that we cannot self-generate for crisis management and international Peace Support Operations. It also allows us to keep abreast of best practice and new developments in the defence environment particularly as it impacts on multinational crisis management operations.

In 2020, Ireland continued to participate in a number of meetings and project teams within the EDA. Whilst many meetings could not be held in physical format, the work of the EDA continued. Ireland is engaged in projects which focus on such areas as maritime surveillance, military search training, counter improvised training techniques, satellite communications and energy.

EU-NATO COOPERATION

During 2020, work continued on a Common Set of Proposals for the implementation of the Joint Declaration on EU-NATO Cooperation made in 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. In June 2020, the EU and NATO published the fifth progress report on the implementation of the EU-NATO common set of proposals - a total of 74 actions - endorsed by the EU and NATO Councils on 6th December 2016 and 5th December 2017. The report highlights the significant progress achieved in areas such as: political dialogue, military mobility, countering hybrid threats, operational cooperation including on maritime issues, cyber security and defence, and defence capabilities.

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. Ireland continued to make progress in meeting the requirements of its Partnership Goals. In 2020 Ireland commenced the process of reviewing its existing PARP goals in light of a new PARP cycle commencing in 2021.

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 2020. The PIAG provides a unique opportunity to maximise interoperability and to foster, develop and enhance cooperation and dialogue with other members of the group. The main benefit to participation in OCC is that Defence Forces training is benchmarked to an international standard through both internal and external validation and it provides assurances that the highest interoperable standards are being reached. It is an on-going process whereby different units or elements of the Defence Forces may be nominated for evaluation. Ireland successfully completed the first OCC Evaluation and Feedback Assessment of the 1st Armoured Cavalry Squadron in 2018. In 2020, a unit from the Army Ranger Wing and a Naval Service ship undertook an OCC self-evaluation process in preparation for a further international level evaluation by NATO in 2021.

MEMORANDUM OF UNDERSTANDING WITH THE UK

Cooperation on certain areas of defence takes place under the 2015 UK-Ireland Memorandum of Understanding (MOU). This MOU is a voluntary, non-binding arrangement which placed already existing cooperation arrangements in the Defence area, between Ireland and the UK, on a more formal and transparent footing. In April 2019, under the remit of the over-arching MOU, a further MOU between Ireland and the UK concerning the protection of defence classified information was agreed. Work continued during 2020, although impacted by COVID-19, 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

Throughout 2020, the Defence Organisation remained fully engaged to address the potential challenges arising from Brexit. The senior official with responsibility for Brexit related matters represented the Department on the inter-departmental Senior Officials, and, EU and Brexit Groups which are chaired by the Department of the Taoiseach and the Department of Foreign Affairs 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. During 2020, the Defence Forces also continued to engage in prudent planning for a broad range of contingencies with regular and close liaison between An Garda Síochána and the Defence Forces' management regarding security matters.

INSTITUTE FOR PEACE SUPPORT AND LEADERSHIP TRAINING

The White Paper on Defence includes 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. A formal feasibility study was undertaken by the CIRCA Group of consultants and an interim report found that the proposal merited further consideration.

The second stage of the study is examining the proposal with specific reference to potential academic linkages, staffing, governance, funding, infrastructure, and risks and constraints. The final report is expected to be completed in the first quarter of 2021, which will inform the next steps to be taken in the project.

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 2020, Department officials and Defence Forces personnel were represented on a wide range of inter-departmental groups and committees – see Section 4.9 for a full list.

The Defence Organisation has developed the use of Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs) covering services delivered to a range of other departments and agencies. At the end of 2020, the Defence Organisation had 51 MOUs and SLAs in place with other Government Departments and Organisations in support of the Defence Organisation's high-level goals. In line with the whole of Government approach to Brexit preparedness, two SLAs were put in place in order to ensure continuity of service in two key areas where mitigating the potential impact of Brexit was required. These agreements are as follows: an SLA with the Department of Health/HSE for the provision of a contingency emergency service to the HSE by the Air Corps for the air transportation of radiopharmaceuticals and certain compounded medicines in the aftermath of Brexit, and an SLA with the Commissioner of Irish Lights for the provision of a contingency emergency service by the Air Corps to the Commissioners of Irish Lights in the aftermath of Brexit. A list of all MOUs and SLAs is contained at Section 4.10.

The White Paper on Defence reflects the importance of whole of government approaches to the security of the State. During 2020, the Defence Organisation 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 2020 are outlined below.

GOVERNMENT TASK FORCE ON EMERGENCY PLANNING

The Government Task Force (GTF) on Emergency Planning continued to provide strategic direction and coordination of national-level emergency planning throughout 2020. The GTF comprises Ministers and senior officials from all government departments and key public bodies. Due to the impacts of the COVID-19 virus, the GTF met on four occasions in 2020, normally it would meet at least six times per year. The Office of Emergency Planning (OEP), which is a joint civil-military branch of the Department, supports the Minister for Defence in his role as Chair of the Government Task Force. The National Emergency Coordination Centre (NECC), located in Agriculture House in Dublin, is managed by the OEP and supports the Lead Government Departments responsible for managing National-level emergency incidents. The NECC hosted all meetings of the GTF during 2020, three of which were held virtually by using the video conferencing facilities in the NECC. These virtual communications capabilities also facilitated the holding of other high-level Government-related meetings whilst COVID-19 restrictions have been in place.



STRATEGIC EMERGENCY MANAGEMENT: NATIONAL STRUCTURES AND FRAMEWORK

Due to the impact of COVID-19 and the prioritisation of efforts by Government, the agreed work programme of the GTF in 2020 had to be curtailed and re-prioritised so as not to put unnecessary or additional strains on the workloads of Departments and Agencies during this exceptional period of National crisis.

Despite these constraints, the GTF Subgroups on Risk, Critical Infrastructure Resilience, Winter Resilience and Emergency Communications continued to work on key areas tasked by the GTF. This included work on the National Risk Assessment 2020, which is due to be completed in early 2021, ongoing review of Critical Infrastructure Resilience, the launch of the 'Be Summer Ready' and 'Be Winter Ready' Government Information Campaigns, the holding of a virtual seminar on the use of social media during emergencies and the development of further SEM guidelines on Climate Change Adaptation.

Other areas of work have had to be put on hold, particularly the work of the GTF Subgroup on Capability Development which included the NECC Upgrade Project. A decision was taken to postpone the physical upgrading of the NECC and resources were instead concentrated on enhancing the virtual meeting capabilities within the location and on ensuring that the physical space is as safe and flexible as possible given the impacts of COVID-19 restrictions and social distancing requirements for essential meetings. The GTF Programme of Work will be reviewed early in 2021 and projects rescheduled in light of the continuing impacts of COVID-19.

NATIONAL EMERGENCY COORDINATION GROUP

No meetings of the National Emergency Coordination Group (NECG) took place in 2020. The COVID-19 response was coordinated by the Department of the Taoiseach and the Department of Health. Both departments recognised the important role of Strategic Emergency Management – National Structures and Framework, which contemplates that a pandemic could arise and would require National-level coordination. Due to the severity of the impact to economic life that COVID-19 represents, adapted structures were introduced to manage these responses. These included the establishment of a Cabinet Committee to oversee the cross-Government response, a Senior Officials Group and a Communications Committee along with the support from the National Public Health Emergency Team (NPHET) and the HSE.

'BE SUMMER READY' CAMPAIGN

The inaugural "Be Summer Ready" information campaign was launched by Minister Coveney on 16th July 2020. This was the culmination of important work by all contributors over the previous year. The public safety information is now on the website www.gov.ie/summerready. The campaign was conducted over social media primarily on the OEP Twitter account (@emergencyIE) and was also supported by other Departments and Agencies. Following positive feedback from its roll-out, this information campaign will be further developed with the continued support of Government Departments and Agencies and preparations are being put in place for a campaign in summer 2021.

‘BE WINTER READY’ CAMPAIGN

The 2020/2021 annual “Be Winter Ready” campaign was launched by Minister Coveney and Minister of State Naughton on 4th November 2020 with the support of Met Éireann’s Head Forecaster, Ms. Evelyn Cusack. Information on the campaign is available on the www.winterready.ie website. As well as the traditional annual media route (Radio adverts on both National and local radio stations and an article in a national newspaper), it was also supplemented in 2020 with a social media campaign. This was the first time OEP used this method of communicating the campaign to the public and analysis indicates that it received over 600,000 impressions on Twitter. Due to COVID-19, the OEP was unable to promote the campaign directly to the public at events such as the National Ploughing Championships, which had been very well received over previous years.

CYBER SECURITY

During 2020, the Department of the Environment, Climate and Communications oversaw the roll out of Ireland’s National Cyber Security Strategy which was published in December 2019. Officials from the Department of Defence actively participate on the Inter-Departmental Committee overseeing implementation of this Strategy. The Critical National Infrastructure Cyber Risk Assessment Steering Group was also established in 2020 and its membership includes representation from both the Defence Forces and the Department of Defence. In addition, a member of the Defence Forces was seconded to the ‘Cooperative Cyber Defence Centre of Excellence’ in Tallinn, Estonia in 2020. Also of note is that the Department of Defence and the Defence Forces have a Memorandum of Understanding and a Service Level Agreement in place with the Department of the Environment, Climate and Communications to provide support in the area of national cyber security. Their overall aim is to improve the cyber security of the State through various types of assistance and support while also ensuring the operational requirements of the Defence Forces are prioritised.





CEREMONIALS AND COMMEMORATIONS

The Defence Forces participated in almost 20 significant military and State ceremonial events in 2020.

Due to the COVID-19 crisis, many planned commemorations during 2020 were either significantly scaled back with minimal attendance or cancelled. The focus and priority at this extraordinary time was to protect and safeguard the health, safety and welfare of citizens and as such, commemorations had to conform to public health and social distancing protocols in accordance with Government advice, together with guidelines on non-essential travel and restrictions on mass gatherings.

The Defence Forces participated in the State commemoration of the 104th anniversary of the Easter Rising at the GPO, O'Connell Street on Easter Sunday; the 1916 Leaders Commemoration at Arbour Hill and Áras an Uachtaráin; the National Famine Commemoration held this year at the Delaney Famine Monument, St Stephen's Green; and at the National Day of Commemoration at the National Museum, Collins Barracks, Dublin.





State ceremonial honours were afforded to the Duke and Duchess of Cambridge at a wreath laying ceremony in the Garden of Remembrance during their official visit to Ireland in March, and on the occasion of the State Visit to Ireland of the President of Greece in January.

The Defence Forces also participated in two ceremonies at Áras an Uachtaráin where a total of six Ambassadors presented their Credentials of Office to President Higgins.

The Defence Forces took part in a special ceremony titled “Ireland Remembers” in the Garden of Remembrance in April to commemorate those that had lost their lives to COVID-19.

The Defence Forces Remembrance Ceremony was held at the National Memorial, Merrion Square, in November to remember the eight members of the Defence Forces who lost their lives in the past 12 months. As part of this ceremony, the Chief of Staff laid a wreath at the National Memorial.

The 60th Anniversary of the Niemba Ambush was marked with wreaths being laid at the Niemba plaque in Cathal Brugha Barracks. Throughout 2020, members of the Defence Forces in support of State and other ceremonial events, performed a variety of other ceremonial and support duties across the country.



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 MSPC owes its origins to the decision of the Oireachtas of Saorstát Éireann in June 1923 to recognise and compensate wounded members, and the widows, children and dependents of deceased members of Óglaigh na hÉireann, including the National Forces, the Irish Volunteers, the Irish Republican Army and the Irish Citizen Army through the payment of allowances and gratuities. Over time, provision was enhanced and broadened to include members of the Hibernian Rifles, Cumann na mBan, Fianna Éireann and certain members of the Connaught Rangers. Two streams of legislation are relevant to the material in the collection:

- » The Army Pensions Acts from 1923 to 1953
- » The Military Service Pensions Acts, 1924, 1934 and 1949.

The MSPC 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 these organisations from the period April 1916 to the 30th of September 1923. This involves cataloguing and digitising in excess of 275,000 files.

Public release of material from the collection is made available online through the Military Archives website www.militaryarchives.ie. To date there have been nine online releases of material, the most recent release was in October 2020. Since its first release of material, over 100,000 files have been processed with approximately 40,000 files scanned. Over 2 million individual pages have been digitised since the commencement of the project.



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 through detailed consultation involving the Department of Defence, the Defence Forces, the Department of Social Protection and the Dublin and Dun-Laoghaire Education and Training Board.

The objective of the Scheme is to help develop 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.

Six iterations of the Scheme have taken place to date. An iteration of the programme was due to commence in Galway in June 2020, however, it was necessary to postpone this due to the emergence of COVID-19. The situation will be reviewed in 2021 in light of developments.

CIVIL DEFENCE

At the end of 2020 there were 3,072 active volunteers in Civil Defence. During 2020, these volunteers undertook a total of 6,084 operations. Many of these activities were COVID-19 related. From 17th March to 31st December, Civil Defence completed 5,420 COVID-19 related taskings providing sustained support to communities throughout the country. During this period 44,100 volunteer hours were provided by Civil Defence personnel.

These volunteers were supported by a fleet of Civil Defence Vehicles including four-wheel drive jeeps, vans, ambulances and minibuses.

Tasks undertaken by Civil Defence volunteers included;

- » Transporting patients to hospitals, nursing homes and testing centres,
- » Delivering medications and medical equipment to patients homes,
- » Transporting test samples for the HSE,
- » Assisting vulnerable persons by delivering food and medications and collecting their post,
- » Delivering PPE to hospitals and nursing homes,
- » Transporting healthcare workers, and
- » Distributing PPE for the local authority sector.

In 2020, the Government provided an additional €1m in funding to Civil Defence from the Dormant Accounts Fund. This was used to purchase 32 new four wheel drive vehicles to improve the organisation's capability and capacity. In late 2020,

Civil Defence was awarded a further €1m in Dormant Accounts funding, and this funding will be utilised in 2021 to upgrade the fleet which will ensure that Civil Defence can continue to fulfil its role of supporting the Principal Response Agencies, as set out in the White Paper on Defence.

A review of the roles and responsibilities of Civil Defence was launched in 2018 by the Minister with responsibility for Defence. This work was completed in 2020 with the publication in June of the new policy document 'Civil Defence-Towards 2030'. The policy document reaffirms the Government's commitment to the continued development of Civil Defence.

The policy document "Civil Defence - Towards 2030" sets out the five core Civil Defence services going forward - Emergency Response, Search and Rescue, Medical Response, Community Assistance and Radiation Monitoring.





CIVIL DEFENCE TRAINING

Training delivered through the Civil Defence College is designed and developed to meet the needs of the Principal Response Agencies as outlined in the White Paper on Defence. The Civil Defence College certifies volunteer instructors, who then provide training to volunteer responders in local units. During the first two months of 2020 training for Swiftwater and Flood Instructors was interrupted by severe weather conditions while Emergency First Response Assessments were impacted by COVID-19.

Most college training was stopped during the first set of Government restrictions in March 2020. To ensure that volunteers stayed engaged, the Civil Defence College provided a list of courses on the Civil Defence website, that are relevant to the role of the Civil Defence volunteer and that were freely available to complete online. Certifying agencies including the Pre Hospital Emergency Care Council (PHECC) and Rescue 3 extended certification for specific qualifications. Manual Handling and People Handling certification was not extended. The Health and Safety Authority provided guidance for the delivery of training within the constraints of government restrictions.

A number of Local Authorities had the resources available to deliver local training when Government guidelines around COVID-19 allowed training to recommence. This local training was supported by the Civil Defence College through issue of course numbers, training documentation and ultimately certification. College Instructors researched training delivery and assessment options for remote learning and assessment during COVID-19 restrictions. The development of new assessment approaches allowed the Civil Defence College certify over 70 responders and recertify over 250 instructors during 2020. In addition, 342 Civil Defence Emergency Medical Technicians (EMTs), Paramedics and Advanced Paramedics who provide pre-hospital care were privileged and authorised to practice for Civil Defence.



2020 saw the beginning of the process to provide passenger licences for Civil Defence Watercraft in line with the recommendations of the Marine Survey Office of the Department of Transport. The survival course in the National Maritime College, which is mandated by the Civil Defence Boating Standard Operating Guidelines issued in 2019, was impacted severely by COVID-19 restrictions.

During 2020, the Department of Defence procured two replacement drones to replace older ones in service and these were allocated to Roscommon and Wexford. This maintains the Civil Defence strength of 23 drones available to Civil Defence units. 2020 saw Civil Defence Branch, which had been a registered training facility of the Irish Aviation Authority, become a “Designated Unmanned Aerial System Training Organisation” in compliance with new European Regulations.

Chart 1.1 outlines the number of courses provided, the numbers trained and the number of certificates issued during 2020, and provides a comparison with 2019 and 2018.

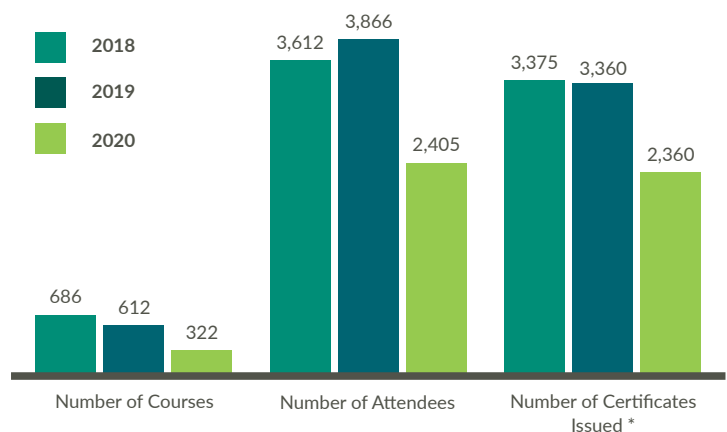


Chart 1.1
Details of Civil Defence courses delivered and certificates issued 2018 - 2020

* The figures include certificates issued before the 15 Jan 2020 and does not include locally delivered uncertified training.

SAIL TRAINING IRELAND

For many years, the State provided funding, through the Department of Defence, for the national sail training vessel Asgard II. This scheme was terminated following the loss of Asgard II in 2008. Sail Training Ireland was established in 2011 by some of those previously involved with Asgard II. Sail Training Ireland places young people, mainly from disadvantaged backgrounds, on voyages for the purpose of youth development as well as teaching young people to sail. The Government agreed to provide €85,000 to Sail Training Ireland in both 2019 and 2020, subject to the group providing additional sail training experiences for young people from disadvantaged backgrounds. While no sail training took place in 2020 due to COVID-19 restrictions, it was agreed to pay €21,750 (25% of the €85,000) in 2020 to assist with the administrative costs as set out in the Performance Delivery agreement between the Department of Defence and Sail Training Ireland. The balance will be paid in 2021, subject to the resumption of sail training and compliance with the Performance Delivery Agreement, which was entered into between the Department of Defence and Sail Training Ireland in 2019.

Sail Training Ireland was also allocated €50,000 from Dormant Accounts in 2020 to be drawn down in 2021 subject to conditions to be set down by the Department of Defence.





Section 2

Ensuring the Capacity to Deliver

STRATEGIC GOAL

Development and maintenance of capabilities

PERMANENT DEFENCE FORCE STRENGTH

The Permanent Defence Force (PDF) consists of the Army, the Air Corps and the Naval Service. The establishment of the PDF is 9,500 personnel, comprised of 7,520 Army personnel, 886 Air Corps personnel and 1,094 Naval Service personnel.

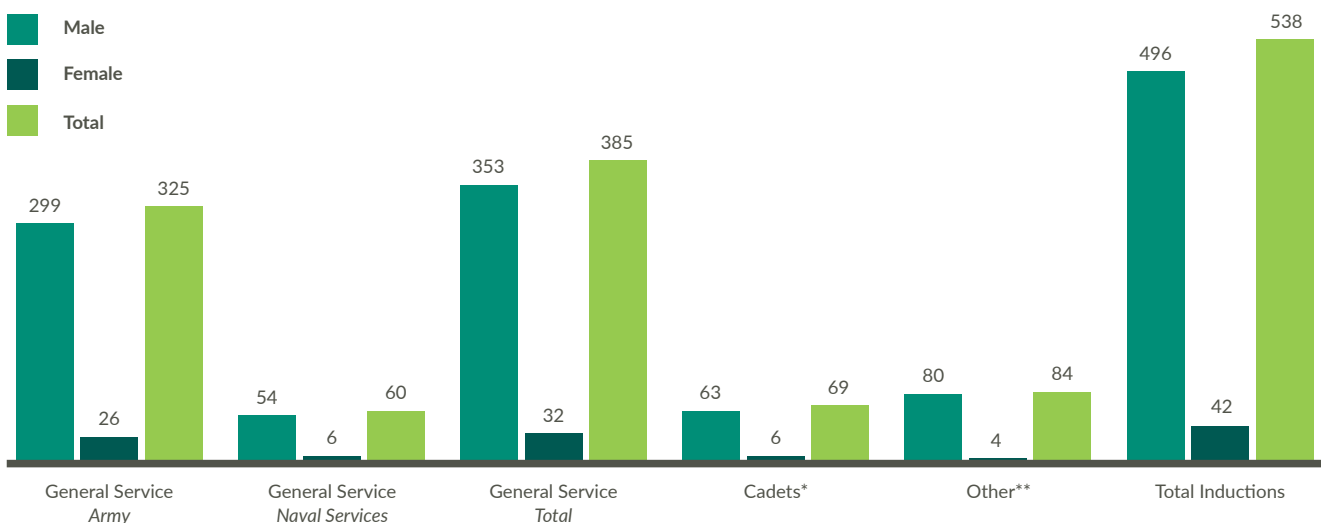
As of 31st December 2020, the strength of the PDF in whole time equivalent (WTE) posts stood at 8,572 personnel, comprising of 6,923 Army personnel, 746 Air Corps personnel and 903 Naval Service personnel.

RECRUITMENT TO THE PERMANENT DEFENCE FORCE

While COVID-19 resulted in the postponement of the majority of general service recruit inductions that were planned to take place in the first half of the year, the Defence Forces continued those aspects of the induction process that could be conducted remotely throughout the year. Inductions and training have been resumed taking public health guidelines into account.

In addition to General Service recruitment, recruitment competitions also encompassed Cadets, Air Corps Apprentices, and eight Naval Service direct entry competitions for Engine Room Artificers, Hull Artificers, Electrical Artificers, Radio/Radar Technicians, Chefs and Officers for Bridge Watch-keeping, Marine Engineering and Electrical Engineering roles. Despite the challenges posed by COVID-19, a total of 538 personnel were inducted in 2020 as per Chart 2.1 below.

Chart 2.1
Details of Inductions to the PDF in 2020



* The cadet inductions in this category include five serving soldiers who were awarded a Cadetship.

** Includes Air Corps Apprentices, Re-Commissioned Officers, Re-Enlisted Personnel, Military Medicine Doctors, Direct Entry Officers and Direct Entry NCOs.



RETENTION OF PERSONNEL

The Government has acknowledged the ongoing recruitment and retention challenges facing the Defence Forces which are not unique to Ireland's military and are also impacting other military forces internationally. A range of factors can influence an individual's decision to stay in the Defence Forces. These include career progression opportunities, pay, personal development opportunities, work-life balance, job stimulation, work environment and external job opportunities.

HIGH LEVEL IMPLEMENTATION PLAN: “STRENGTHENING OUR DEFENCE FORCES – PHASE ONE”

The High Level Implementation Plan (HLIP) “Strengthening our Defence Forces”, developed in 2019, provides for the full implementation of the recommendations of the Public Service Pay Commission’s Report to deal with recruitment and retention issues in the Permanent Defence Force.

In line with action 10 of Our Public Service (OPS) 2020², a project management approach was adopted in order to drive necessary actions set out in the High Level Plan. A civil-military Programme Management Office (PMO), within the Department of Defence, was established to co-ordinate, facilitate, support and monitor implementation of the Defence aspects of the Plan. The PMO reports weekly on the progress of implementation of the Plan to designated programme sponsors and monthly to the Strategic Management Committee on the progress of implementation and to the Strategic HR Group.

The overall programme of work comprises 15 individual projects, four of which related to immediate pay measures, which were implemented in late 2019. A further three pay related projects are linked to the ongoing pay agreement process which commenced in late 2020. Of the remaining eight projects, three are completed with an additional three nearing completion, one project (Barriers to extended participation in the PDF) has been subdivided into two parts, with the first part almost complete and the second commenced. The final project (Workforce planning) is a long-term project and is being progressed in the Department’s Strategic Human Resources Group (SHRG). A full list of all 15 projects arising from the High Level Plan is contained in Table 2.1.

Table 2.1
High Level Implementation Plan Projects

No.	Project Title	Project Leads	Current Status
Value Members of the PDF			
V1	Review of Pay Structures	DPER	This Project is linked to the wider Public Sector Pay negotiations and will be considered in that context.
V2	Increase MSA	DPER	Completed – Payment made Oct/Nov 2019.
V3	Restore Allowances Cut Under HRA	DPER	Completed – Payment made Oct/Nov 2019.
V4	Restore Weekend Premium Rates	DPER	Completed – Payment made Oct/Nov 2019.
Retain the Best People in the PDF			
R1	Restore Pilot Service Commitment Scheme	DPER	Completed – Scheme Promulgated November 2019.
R2	Tech 2-6 Arrangements	Defence	2 Reports completed – October 2019 and January 2020 - These project reports are linked to the wider Public Sector Pay negotiations and will be considered in that context.
R3	Incentivised long service arrangements - NCO and Officer ranks	Defence / DPER	Draft Report submitted – October 2019 - This project report is linked to the wider Public Sector Pay negotiations and will be considered in that context.
R4	Barriers to extended participation in the PDF	Defence	Phase 1 - Report completed subject to clarification on outstanding pension issue from DPER. Phase 2 - ongoing.
R5	Bespoke management training for leaders and managers	Defence	Completed – July 2020.
R6	Professional Military Education (PME) Strategy	Defence	This Report is nearing finalisation.
R7	Mental Health and Wellbeing Strategy	Defence	Completed and launched by Minister – December 2020.
R8	Non Pay Retention Measures in the PDF	Defence	Completed – October 2020.
R9	Additional specialist posts for high turnover/ long lead-in appointments	Defence	This Report is nearing finalisation.
Attract the Best People to the PDF			
A1	Recruitment methods for the Permanent Defence Force	Defence	This Report is nearing finalisation.
A2	Workforce Planning	Defence	This is a long term project that will be progressed in the Department’s Strategic Human Resources Group.

² Our Public Service (OPS) 2020 is a framework that establishes the overall strategy for development and innovation in the Public Service to 2020 and beyond.

MENTAL HEALTH AND WELLBEING

Progress was also made in the domain of mental health and wellbeing with the publication in 2020 of the Mental Health and Wellbeing Strategy for the Defence Forces 2020–2023.

The aim of the strategy is to provide a co-ordinated and effective mental health and wellbeing support system for the personnel of the Defence Forces through the adoption of a series of measures between 2020 and 2023. It builds upon the wide range of medical services and supports currently in place for members of the Defence Forces.

A Defence Forces Mental Health and Wellbeing Standing Committee has been established to bring together professional mental health and wellbeing perspectives within the Defence Forces to implement the strategy over the next three years. It is intended that at the end of 2023, mental health and wellbeing support within the Defence Forces will be delivered in a coordinated, multi-disciplinary and directed manner that is designed to produce the best outcomes for the organisation and for military personnel and their families.

FLYING OFFICERS SERVICE COMMITMENT SCHEME

The 2019 Air Corps Flying Officers Service Commitment Scheme, which was introduced arising from the implementation of the Public Service Pay Commission's report on recruitment and retention in the Defence Forces, saw 15 Air Corps Officers making successful applications.

The Scheme provides for an annual payment of just over €22,000 per annum to Flying Officers holding the ranks of Captain, Commandant or Lieutenant Colonel. Applicants in the rank of Colonel receive 50% of this amount.

The Scheme was launched again in 2020 with 10 Air Corps Flying Officers participating, bringing the total number of Officers availing of the scheme to 25. Under the terms of the Scheme applicants must commit to a three, five or eight year employment term. Payments for service commitments are made through staged annual payments. A terminal bonus payment is made to those pilots who commit to a full period of five years or eight years and in certain other limited circumstances.

SEA-GOING SERVICE COMMITMENT SCHEME

Following consultations with the Representative Associations for members of the Permanent Defence Force a sea-going service commitment scheme for Naval Service personnel was introduced in 2020, effective from 01 January 2021. The commitment is aimed at retaining experienced personnel and incentivising those personnel to undertake sea going duties. In order to be eligible for the Scheme, personnel must have three years' service in the rank of Able rating or above (in the ranks of enlisted personnel), or Ensign and above (in the rank of Commissioned Officer) and to be serving in a sea-going appointment. The number of personnel that will be eligible for the sea-going service commitment scheme will vary dependent on assignments to sea-going duties. The Scheme offers eligible participants an opportunity to receive €10,000 for a two-year sea-going service commitment. This payment is in addition to existing allowances, including patrol duty allowance.

TAX CREDIT FOR SEA-GOING NAVAL PERSONNEL

A special tax credit was introduced in the 2019 Finance Act to incentivise sea going duties. A sea going naval personnel tax credit of €1,270 was applied in the 2020 tax year for members of the Naval Service who served 80 days or more at sea on board a naval vessel in 2019. This tax credit has been increased to €1,500 for the 2021 tax year.



SCHEMES TO REJOIN THE PERMANENT DEFENCE FORCE (PDF)

Re-enlistment Scheme

In April 2020, the former Minister with Responsibility for Defence, Paul Kehoe, T.D., launched a scheme to re-enlist former Permanent Defence Force (PDF) enlisted personnel. The focus of the scheme is on those former PDF personnel with particular skillsets identified by the Chief of Staff which are not available within the Defence Forces.

The re-enlistment of former personnel with the relevant skills and experience is one of the many actions being pursued to address skills shortages in the PDF. While the scheme is a medium to long term initiative, the development of which pre-dates COVID-19, it will continue to assist both in the PDF response to the crisis and beyond. The legal underpinning for the Scheme was brought forward to be provided in the Emergency Measures in the Public Interest (COVID-19) 2020 Act.

The Permanent Defence Force has shortages of personnel in a number of specialised posts such as technicians, fitters, chefs, communications and IT specialists, naval staff, and avionics experts. In some cases it can take up to four years to train individuals to the standard required to fill these positions.

The scheme provides a means to facilitate the re-enlistment of suitably qualified former enlisted members of the Defence Forces to fill such critical technical positions. Under the terms and conditions of the scheme, which were agreed with the Representative Association for enlisted ranks, PDFORRA, the scheme allows for initial re-enlistment for a minimum of six months and up to 3 years and the duration of the re-enlistment offered depends on the vacancies that exist. An extension to the period of enlistment may be offered to the individual concerned, subject to the recommendation of Chief of Staff to the Minister as to the suitability of the applicant in terms of continuing to address a deficiency in military capability or expertise in the PDF and a suitable vacancy existing in the establishment.

Overall, there was a positive response to the scheme during 2020, with over 720 applications received. A large number of those applicants, over 400, unfortunately did not ultimately meet the criteria for re-enlistment, with many exceeding the maximum age limit for service in the PDF i.e. 50 years for ranks up to and including sergeant and 56 years for senior NCOs. During 2020, 59 candidates were approved by the Minister on foot of recommendations from the Chief of Staff with 42 re-enlisted. Further recommendations from the Chief of Staff for the Minister's consideration are expected in 2021.



Recommissioning Scheme

There have been particular challenges with vacancies in certain specialist officer posts such as Pilots, Air Traffic Controllers and Engineers. One of the measures to address such shortages is the scheme to recommission former officers, which was launched in 2019 and initially focused on Flying Officers. The Scheme was extended to other officers in 2020.

The terms and conditions for the recommissioning scheme include the provision that the re-commissioning of former officers of the PDF shall only be considered in specific circumstances where the Chief of Staff has identified a deficiency in personnel, military capability or expertise in the PDF, that cannot be resolved in a sustainable or timely manner from within existing personnel resources.

During 2020, over 60 applications were received under the terms of the Recommissioning scheme. Since the launch of the scheme in 2019, 13 officers have been recommissioned into the Air Corps, one officer into the Naval Service and three Officers to the Army, bringing the total number of recommissioned officers at year-end to 17.

A review of both schemes, including the Terms and Conditions, Assessment Process and overall policy intent, will take place during Q1 2021.

FEMALE PARTICIPATION IN THE PDF

The strength of females in the PDF at 31st December 2020 was 603 Whole Time Equivalent (WTE) personnel comprising of 496 Army personnel, 39 Air Corps personnel and 68 Naval Service personnel. This represents 7.03% of the current (WTE) strength of 8,572.

ARMY RANGER WING

Work on examining the capabilities of the Army Ranger Wing with a view to enhancing and increasing the strength of the unit was completed in 2020. Arising from this examination a Framework Document outlining recommendations and options for further consideration was approved. The next stage in the process will be to set up a joint civilian/military implementation group to progress implementation of the recommendations.







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RESERVE DEFENCE FORCE STRENGTH

The Reserve Defence Force (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 establishment of the AR is 3,869 personnel while the NSR establishment is 200. The primary role of the RDF is to augment the PDF in crisis situations and to contribute to State ceremonial events.

The FLR is comprised of former members of the PDF who have undertaken to, either voluntarily or on foot of a contractual commitment, complete a period of service in the FLR. The Army Reserve (AR) and Naval Service Reserve (NSR) consist of individuals, from a broad variety of backgrounds, who have voluntarily committed to complete a period of military service.

At the end of 2020, the strength of the Reserve Defence Force was 1,850 personnel consisting of:

- » First Line Reserve: 262 personnel; (comprising 132 Army, 106 Naval Service, and 24 Air Corps)
- » Army Reserve: 1,463 personnel
- » Naval Service Reserve: 125 personnel.

The ability to conduct RDF inductions during 2020 was severely impacted by the COVID-19 public health pandemic. Nevertheless, 69 additional new members were inducted during the year, 62 of which were inducted into the AR and seven into the Naval Service Reserve.

The independent Commission on the Defence Forces, established in 2020, as part of its Terms of Reference, will examine the role and contribution of the RDF, including its legislation, the regulations governing the RDF, the development of the First Line Reserve (FLR) and whether specialists from the RDF should be able to serve overseas.



Approval was obtained from Government in 2020 to bring forward amendments to the Defence (Amendment) Bill 2020, to enable members of the RDF to support the PDF within the State and overseas, where required, on a voluntary basis. These amendments facilitate the implementation of any recommendations the Commission may make, which would, of necessity, require legislative amendment.

Considerable progress was made in 2020 by civilian-military Branches on the Review of Defence Force Regulation DFR R5 underpinning the Reserve. It is expected that the revised Regulation will be presented to the Minister for signing in early 2021.

FEMALE PARTICIPATION IN THE AR AND NSR

As of 31st December 2020, a total of 213 women are members of the Army Reserve (AR) and Naval Service Reserve (NSR), representing over 13% of the combined effective strength of both services.



HLPPG OUTPUT AND MAJOR PROCUREMENT IN 2020

Throughout 2020, the High Level Planning and Procurement Group (HLPPG) approved a number of major equipment projects, including the acquisition of enhanced levels of force protection equipment for overseas service and an additional PC12 NG aircraft as a contingent capability in order to provide very immediate additional fixed wing capacity, and enhanced contingent capability, to meet the unique situation arising from the COVID-19 pandemic.

Progress was also made throughout 2020 on the multi-annual mid-life maintenance and upgrade programme in respect of the Army's fleet of MOWAG Armoured Personnel Carriers. When completed, this will extend the utility of the fleet and provide greater levels of protection, mobility and firepower. The upgrade of the Explosive Ordnance Disposal robot was also completed during 2020. The acquisition of ammunition for training and overseas deployments continued throughout the year, including the placing of framework agreements for the purchase of medium calibre ammunition and small arms ammunition natures.

The build and fit out of three new PC-12 fixed wing utility aircraft, suitably equipped for ISTAR (Intelligence, Surveillance, Target Acquisition and Reconnaissance) taskings was completed in 2020 with the delivery of these aircraft in April which will replace the Air Corps' fleet of Cessna aircraft purchased in 1972.

Good progress was made on the build of the two new C-295 Maritime Patrol Aircraft to replace the Air Corps' two CASA 235 Maritime Patrol Aircraft. The new aircraft, when delivered, will enhance the Air Corps' maritime surveillance capability and will also provide a greater degree of utility for transport and cargo carrying tasks.

Work also commenced during 2020 on the Mid-Life Extension programme for the Naval Service vessel LÉ Roisín while planning commenced for a similar Mid-Life Extension programme for LÉ Niamh. The White Paper project to replace the Naval Service flagship LÉ Eithne with a new Multi-Role Vessel, enabled for helicopter operations and with freight carrying capacity, was also progressed during 2020.

Transport related procurement also continued throughout 2020. The main acquisitions included the procurement of 70 three quarter tonne 4 x 4 vehicles, 30 4 X 4 Troop Carrying Trucks, one coach, eight electric saloons, eight diesel saloons, two artic tractor units, eleven 4 X 4 stores vehicles, five crew cabs, six grass cutting machines, seven tractors, two material handlers, ten electric buggies, six small off-road vehicles, four stores vehicles, one ration vehicle and one refueller. Funding was also provided on an ongoing basis for the maintenance of vehicles in the military transport fleet, both at home and overseas.

Also, during 2020, the HLPPG oversaw substantial progress, made through joint civil-military working, with the publication in June of a new five-year Equipment Development Plan process. The Plan provides strategic oversight and visibility to the equipment acquisition process, in terms of cost, schedule and capability development planning requirements for the Army, Air Corps and Naval Service. This updated process will also provide governance for the prioritisation of defensive equipment procurement and ongoing review of equipment planning requirements in accordance with the Capability Development function that was prioritised in the White Paper Update 2019.



PROPERTY MANAGEMENT AND MAJOR INFRASTRUCTURE INVESTMENT 2020

The Defence property portfolio consists of a diverse range of facilities from conventional military barracks to forts, camps, married quarters and training lands. At the end of 2020, the portfolio consisted of some 70 sites, including 14 permanently occupied military installations, together with lands comprising over 20,000 acres.

In January 2020, the first ever five year infrastructure programme for the Defence Forces was published. This Infrastructure Programme focusses on ensuring that the Defence Forces have the necessary infrastructure to enable them to undertake their roles. The Programme reflects the complex environment in which the Defence Forces operate and the corresponding need for appropriate infrastructure to provide for accommodation and training of personnel, maintenance and storage of equipment for land, sea and airborne operational requirements.

It is projected that over its five-year lifespan, some €145m will be invested to ensure that infrastructure is modernised in line with existing and future requirements. It is intended that the programme will be used as a planning tool and will be subject to joint periodic review throughout the lifetime of the White Paper.

In 2020, approximately €20.5m was spent on building works in military installations and barracks across the country under the capital element of the Defence Forces Built Infrastructure Programme. This included a programme of ongoing works to ensure the upkeep and repair of buildings and facilities generally for Defence Forces personnel. These works are treated as current expenditure under the Programme and the amount spent in 2020 amounted to some €9m.

The capital element of the Programme focused mainly on infrastructural projects comprising the construction of new buildings and the refurbishment of existing buildings and facilities. At the end of 2020, some €60.5m worth of capital projects were at various stages, from design, tender to construction, including:



- » Upgrade of Blocks 8 and 9 at the Naval Base, Haulbowline and construction/upgrade of Block 1 at Collins Barracks, Cork; €13.9m
- » Upgrade and refurbishment of two buildings at McKee Barracks, Dublin 7; €10m
- » Upgrade of Former USAC Block, Galway, €8.1m
- » New CIS Workshop Facility, Defence Forces Training Centre, €7.3m
- » Construction of new gymnasias at Sarsfield Barracks, Limerick and at Stephens Barracks, Kilkenny; €6.2m
- » Upgrade of the Oil Wharf and installation of Fire Detection and Firefighting System at the Naval Base, Haulbowline; €2.9m
- » Cadet School HQ- Defence Forces Training Centre, €2.1m
- » Provision of Electric Target Range and associated AMS installation, Defence Forces Training Centre, €2.1m
- » Remediation of Spencer Jetty at the Naval Base, Haulbowline, Cork, €1.5m
- » Upgrade of underground services at barracks' Casement Aerodrome, Baldonnel; €1.3m
- » External Upgrade to Barracks HQ, McKee Barracks, €1.2m
- » Upgrade to waste and water services at Coolmoney Camp, Glen of Imaal, Co. Wicklow; €0.425m
- » Upgrade of watermains and extension of gas main supply at Kilkenny Barracks, €1m
- » Central Heating Boiler Decentralisation, Dundalk, €0.6m
- » Gas, watermains and Electrical Upgrade Works at Galway Barracks, €0.5m
- » Military Training Facility, No Danger Area Range, Kilworth, Cork, €0.36m
- » Military Training Facility, No Danger Area Range, Gormanstown, Meath, €0.4
- » Water and Gas Mains Upgrade Works at Finner Camp, €0.4m
- » Proposed Personnel Support Services Resource Centre, Camp Field, Collins Barracks, Cork, €0.364m

MANAGEMENT OF THE CURRAGH PLAINS

The Curragh Plains are an important working facility for the Defence Forces, the horse racing industry and sheep owners availing of long established rights of pasture. While the Plains are unique lands of national importance given the local ecology and long history, there are a range of challenges presenting to the Department arising from misuse of the Plains, such as illegal camping, inappropriate treatment and anti-social behaviour including fly tipping and illegal dumping.

The Land Management Team of the Curragh numbers three personnel (civilian employees) the “Maor” and two “Fó Mhaor”. The increase in staffing levels in recent times, and provision of new recognisable vehicles has had a positive effect. Through this increased provision the Department has a greater and more visible presence on the ground to monitor everyday activity on the Plains. Since late 2019 a new contractor was appointed to deal with the collection of all rubbish dumped on Curragh lands and its subsequent removal to an approved waste facility. In addition, in Spring and Summer 2020 the Lands Team liaised extensively with the local Garda Síochána and Military Police in monitoring and patrolling Curragh lands on which illegal encampments had been established. The constant monitoring during the COVID-19 lockdown ensured that no additional trespassers were able to set up camp.

In December 2019 the Department of Defence and Kildare County Council agreed to procure the services of a multidisciplinary consultancy team to address a series of issues and identify opportunities for the improved management and presentation of the Curragh Plains.

In June 2020 The Paul Hogarth Company was appointed as consultants for the Curragh Plains Consultancy Study. The cost of the Study is €148,600 (ex VAT) and is co-funded by the Department and Kildare County Council.

The objectives of the Study is to deliver a:

- » Comprehensive Conservation Management Plan that will provide a framework for the future sustainable management of the Curragh Plains
- » An Interpretation/Branding Plan incorporating an orientation and wayfinding strategy that will deliver a visual identity for the Curragh Plains.

The Study will include public consultation and it is anticipated that the Study will be completed in 2021.

CAPABILITY DEVELOPMENT PLAN

A joint civil-military project team, established as a result of a White Paper commitment, continued to review progress during 2020 on the production of a Capability Development Plan with a view to completion of the project in early 2021. 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, during 2020 a joint civil-military project team continued their review of high-level Command and Control pertaining to the Defence Forces.



DEFENCE ENTERPRISE COMMITTEE

Three White Paper projects were identified by the Defence Organisation to further develop the Defence Enterprise Initiative. All of these Enterprise related White Paper projects are now complete and closed. As part of these projects, a Feasibility Study was also completed which examined potential options to support research and technology innovation for capability development within the Defence Organisation. The recommendations reported in this Feasibility Study will be further explored and developed in 2021.

During 2020, meetings between the Defence Organisation and Enterprise Ireland continued through the Defence Enterprise Committee; while the Defence Organisation also provided assistance to Enterprise Ireland and Enterprise Ireland companies throughout the year. The Defence Forces also continued to participate in two Horizon 2020 projects, ROCSAFE and CAMELOT, which are both of relevance to capability development. ROCSAFE was fully completed in 2020 and CAMELOT is due to be completed in 2021. 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 Organisation, with the support of Enterprise Ireland, will engage in the future Horizon 2020 programme, Horizon Europe, where there is relevance to capability development.

TRAINING AND EDUCATION OUTPUTS DURING 2020

The primary focus of the Defence Forces, when not on operations, is training and education. During 2020, these activities continued to be central to retaining and developing capability. Table 2.2 below summarises the outputs delivered by the Defence Forces' Training and Education Branch during the year.

Career progression in the Defence Forces is facilitated by successful completion of the relevant primary career progression courses. During 2020, a total of 396 personnel completed 17 primary career progression courses across a range of areas, as illustrated hereunder in Table 2.3.

Table 2.2
Details of Training Courses completed during 2020

	Instructor Courses	Skills Courses	Career Courses	Totals
Number of Courses completed in Defence Forces training installations	31	1,251	27	1,309
Number of Students	315	18,791	508	19,614*

* The COVID-19 Health and Safety brief was given a skill code and recorded as a course on the Training Management System in order for it to be captured on the Officer and Other Rank Record Sheets. This has resulted in an increased number of courses and students in 2020 by 6,000+.

Table 2.3
Details of Primary Career Courses conducted

Course Title	No. of Courses	No. of Students
Potential NCO (Naval Service)	1	23
Potential NCO (Army) (1 Course ongoing)	2	88
Potential NCO (Air Corps)	0	0
Logistics Accountancy Course	0	0
Standard NCO Course (Naval Service)	1	23
Standard NCO Course (All Corps)	6	124
All Arms Standard NCO Course	1	46
Young Officers Course (All Corps)	4	40
Land Command and Staff Course	1	28
1st Joint Command and Staff Course (Ongoing)	1	24
Totals	17	396



RECRUIT INDUCTION TRAINING

In 2020, a total of 385 Permanent Defence Force (PDF) and 69 Reserve Defence Force (RDF) recruits were inducted into the Defence Forces. Table 2.4

below provides a breakdown by formation and service and comparison with recent years.

Table 2.4
Details of Recruit Induction Training during 2018, 2019 and 2020

	PDF*			RDF		
	2018	2019	2020	2018	2019	2020
1 Brigade	187	210	131	51	36	40
2 Brigade	168	175	155	49	26	22
Defence Forces Training Centre	43	0	28	16	13	0
Naval Service	94	102	60	13	17	7
Air Corp	0	0	11**	0	0	0
Totals	492	487	385	129	92	69

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

** Due to a shortfall in Apprentice applicants, the additional training capacity was used in the Air Corps to train GS recruits who had applied for the Army.







TRAINING FOR OVERSEAS

Throughout 2020, the conduct of essential Pre-Deployment Training, for both units and individuals being deployed to overseas missions, (e.g. UNIFIL, UNDOF and EUTM Mali), was coordinated by Defence Forces' Training and Education Branch in collaboration with the Military College in the Defence Forces Training Centre (DFTC) and assisted by the lead formation.

Four Mission Readiness Exercises were conducted for larger troop deployments to UNIFIL and UNDOF involving 954 troops in order to certify minimum capability and competence prior to deployment. A further three Overseas Qualification Courses were conducted for 64 personnel who deployed on smaller Missions.

The Defence Forces also engaged in external and foreign training and education activities during 2020 to facilitate organisational learning and to ensure that training, education and capability development gaps are identified and addressed. In total, the Defence Forces participated in 75 on island activities during 2020, involving 214 personnel and a further 28 foreign activities involving 74 personnel (the latter figure is down substantially on previous years due to COVID-19). This engagement helps to ensure that the Defence Forces remain up-to-date with regard to best international practice in terms of military thinking and expertise, and ensures that the Defence Forces remain interoperable both at home and overseas.





RESERVE DEFENCE FORCE (RDF) TRAINING

The RDF continued to prepare and train for its role in augmenting the PDF in times of crisis. This is achieved by the integration of PDF and RDF capabilities within the Single Force concept.

The funding available for RDF training in 2020 was maintained at a level to support planned training. A total of 11,408 man-days were utilised during 2020. 635 RDF members utilised 9,527 paid man-days, and 35 RDFRA members used 424 man-days, in pursuit of professional development through career courses, continuous professional development seminars and participation in integrated exercises as part of the Single Force concept, in addition to 1,457 deployed COVID-19 duty days.

During 2020, as members of the Permanent Defence Force continued to contribute to the Government's response to the COVID-19 pandemic, some members of the RDF who have skills required in that response, and whose personal circumstances have allowed them to do so, undertook authorised COVID-19 duties on a voluntary basis, in support of the PDF. RDF members voluntarily involved in such activities received the equivalent rates of pay as PDF personnel.

Table 2.5
Reserve Defence Force Training

	No. of Reservists Paid	Total No. of Man-days
Standard Training *	635	9,527
Deployments **	131	1,457
RDFRA ***	35	424

* RDF Training days are down significantly due to cancellation of usual training camps this year.

** Deployment days: Reservists were deployed throughout 2020 in support of the DF response to COVID-19/Operation Fortitude. They were deployed on Naval Service ships during the first wave of COVID-19. They were continuously deployed on patient transfer, testing and marshalling duties at COVID-19 testing centres including the AVIVA Stadium, and Army Reserve officers were used in the Joint Task Force Headquarters.

*** RDFRA man-days are used by RDFRA for association duties.

LEADERSHIP, MANAGEMENT AND DEFENCE STUDIES PROGRAMME

During 2020, the Leadership, Management and Defence Studies (LMDS) Programme for enlisted personnel continued to develop and to be a source of significant success for the Defence Forces and its members. On November 5th, 141 personnel were conferred with awards by the Institute of Technology (IT) Carlow, including 77 with a Higher Level Certificate in LMDS (Level 6), 43 with a Minor Award in LMDS (Level 7) and 21 being conferred with a BA (LMDS) (Level 7). This brings the total number of personnel conferred with awards by IT Carlow relating to the LMDS Programme to 1,402 since its inception in 2012. The Defence Forces' Training and Education Branch continues to promote the benefits of the Programme among soldiers, sailors and aircrew of 3* Private rank and to attract them to join the LMDS Programme. In 2020, the total number of Defence Forces personnel who have joined the Programme rose to 4,051.

Also during 2020, Maynooth University conferred 85 Special Purpose Awards at Level 7 (LMDS) associated with Cadet training and 21 MAs (LMDS) associated with the 2nd Joint Command and Staff Course (formerly known as the Senior Command and Staff Course). The National Maritime College of Ireland also conferred Leadership, Management and Naval Studies awards, at Level 6, to 21 personnel and at Level 7 to 11 personnel and seven officers were awarded Level 9 Certificate in Senior Command Operations.

In addition, five Officers were conferred at Level 9 through the CIS Corps Young Officer Course, seven Officers were conferred at Level 9 through the Engineer Corps Young Officers Course and three Officers were conferred at Level 9 through the Ordnance Corps Young Officers Course.

TRAINEE TECHNICIAN SCHEMES

A total of 28 personnel qualified under the Trainee Technician Scheme (TTS) in 2020. Successful trainees comprised 13 CIS Corps students (Level 7), one Transport Corps student (Level 6), six Engineer Corps students (Level 6) and eight Ordnance Corps students (Level 7).

553 students have now qualified under the Army TTS since 2000. At the end of 2020, there are 212 TTS students, drawn from the CIS, Transport, Engineer and the Ordnance corps in training, across 28 training locations.

Within the Naval Service (NS) during 2020, eight personnel successfully qualified under the Naval Service Trainee Technician Scheme. These comprised three Programmers, two Armourers and three Hull Artificers. A further eight NS personnel completed their technical training elements and will fully qualify upon completion of their respective career course.

In addition, 13 graduates from the Defence Forces' School of Catering received Level 5 Quality and Qualification Ireland (QQI) accredited awards on completion of the Young Entry Cooks Course.

MEDICAL SERVICES REVIEW

Arising from the difficulty in recruiting medical professionals to the Medical Corps, a review of how medical services are delivered continued to make progress during 2020 led by a joint civil-military Standing Committee which has implemented solutions to a number of service delivery areas in recent years. 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 2020.

The review of the Army Nursing Service commenced in 2020 and is scheduled to be completed in 2021. The ongoing reviews of Physiotherapy, Dental and Pharmacy services were progressed during the year and are nearing finalisation.

A contracted consultant civilian psychiatrist was appointed in July 2020 to provide an in-house psychiatry service, thereby filling the vacancy which previously existed.

In line with a Programme for Government commitment to ensure that all enlisted members of the Defence Forces have the same access to health care as Officers, a civil/military Working Group has been established to examine the extension of private healthcare to enlisted personnel, including estimating the likely costs involved and the most effective means of service provision. Its work is currently ongoing and will inform the necessary next steps to be taken.

LEGISLATION

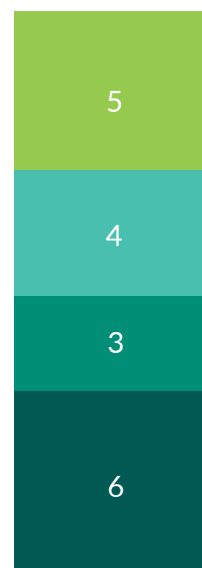
During 2020, in relation to primary legislation, progress was made in relation to the Defence (Amendment) Bill which was published in January. The second stage Dáil debate on the Bill was completed in September and the committee stage debate in November. The Defence Forces (Evidence) Bill was restored to the Dáil Order Paper at committee stage.

Regarding secondary legislation, work continued during 2020, in conjunction with the military authorities, on the amendment and modernisation of various Defence Force Regulations made pursuant to the Defence Act 1954.

WORKPLACE RELATIONS COMMISSION COMPLAINTS

The Department's Defence Forces Personnel Policy Branch manages cases taken against the Minister for Defence to the Workplace Relations Commission and the Labour Court. In doing so, the Branch works closely with the Chief State Solicitor's Office (CSSO).

Chart 2.2
Details of Workplace Relations Complaints (CSSO) during 2020



STRATEGIC GOAL

Efficient and innovative management of resources

FINANCIAL MANAGEMENT

Comprehensive details of Defence Vote expenditure and Army Pensions Vote expenditure during 2020 are provided at Sections 4.1 and 4.2 of this Report while Section 4.3 contains details of the volume of transactions processed.

In terms of compliance with Prompt Payment obligations, 99.2% of all payments made in 2020, within the Defence Sector, were paid within 30 days, with 89.5% of all payments being made within 15 days. Prompt Payment interest of €4,772 for late payments was paid on 242 invoices (totalling €641,515) in accordance with the Prompt Payment of Accounts Act 1997 (Late Payments in Commercial Transactions Regulations, 2002).

The National Shared Services Office has recently set out an updated plan for the Financial Management Shared Services (FMSS) programme of work for 2021, focussing on preparations for migration of Wave 1 public sector bodies at end-2021. As the Department of Defence is scheduled to migrate as part of Wave 2, and no date is available yet for this Wave, work has commenced to ensure we maintain the stability and resilience of our existing systems.

COVID-19 had an unprecedented effect on all elements of the Defence Organisation in 2020 with additional unforeseen expenditure of over €15 million incurred in 2020. All additional expenditure was met from within the overall Defence Vote allocation for 2020. Prudent contingency planning and enhanced remote working facilities put in place throughout 2020 ensured that the Finance Branch was able to continue with the efficient processing of payments to suppliers, Defence Forces Personnel and Army Pensioners throughout the year. This provided great assurance, both internally and externally, during a prolonged period of crisis.

IRISH RED CROSS SOCIETY

The Department of Defence made an annual grant payment of €965,000 to the Irish Red Cross in 2020, which includes a contribution of €835,000 towards the salary and administration costs of running the Society's headquarters. The remaining €130,000 is Ireland's contribution to the International Committee of the Red Cross.

The Irish Red Cross, like many other charities faced financial challenges in 2020 due to COVID-19 and in this regard the Department of Defence supported their application for funds from the Department of Rural and Community Development's COVID-19 Stability Fund for the Community and Voluntary Sector. The Irish Red Cross was allocated €200,000 from this fund.

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). Chart 2.3 and Table 2.6 provide details of the position in relation to all litigation cases handled during 2020.

Chart 2.3
Details of Litigation Cases during 2020

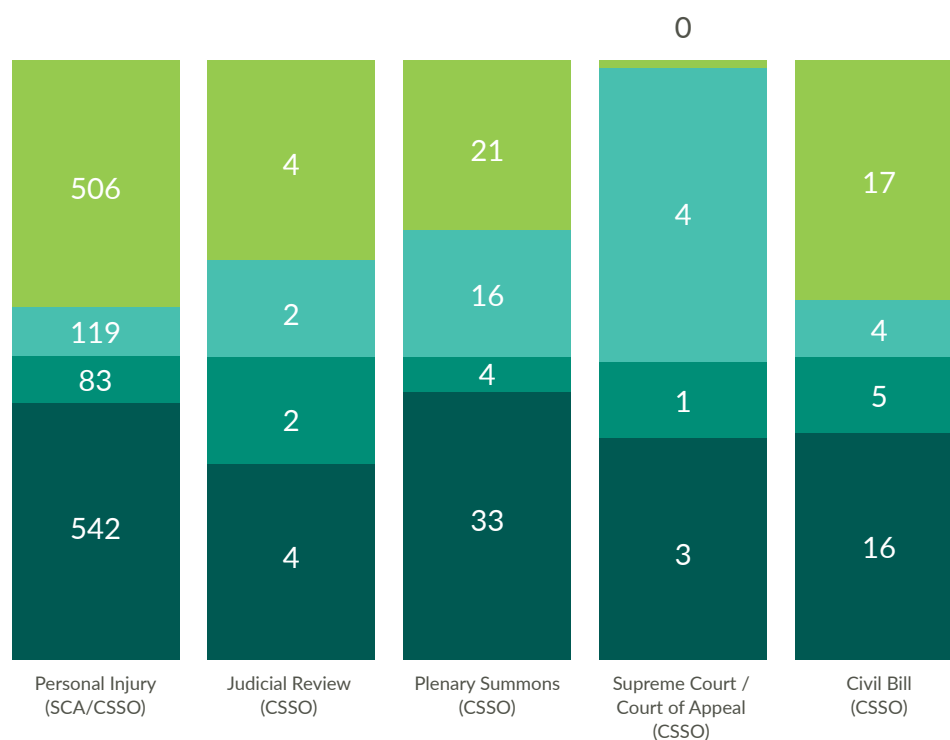
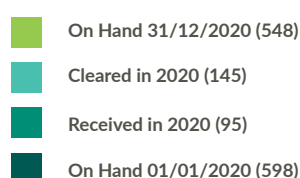


Table 2.6
Details of Litigation expenditure during 2018, 2019 and 2020

	CSSO			SCA			Other			Total		
	Employment			Personal Injury			Miscellaneous					
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
	€	€	€	€	€	€	€	€	€	€	€	€
Settlements	399,976	43,200	296,081	3,374,961	3,177,131	2,870,302	-	-	-	3,774,937	3,220,331	3,166,383
Plaintiff Legal Costs	420,113	1,149,496	747,703	1,900,846	862,458	1,723,800	-	-	-	2,320,959	2,011,954	2,471,503
Medical Costs	-	-	-	95,298	124,872	114,054	-	-	-	95,298	124,872	114,054
Agency Solicitors Fees	-	-	-	317,007	314,876	967,584	-	-	-	317,007	314,876	967,584
Agency Counsel Fees	-	-	-	459,144	570,108	179,604	-	-	-	459,144	570,108	179,604
Injuries Board Assessment Fees	-	-	-	21,369	10,668	5,400	-	-	-	21,369	10,668	5,400
Miscellaneous Costs	-	-	-	78,565	133,541	86,348	2,277	14,948	394	80,842	148,489	86,742
DMP Legal Costs	-	-	-	-	-	-	30,788	15,025	5,585	30,788	15,025	5,589
Totals	820,089	1,192,696	1,043,784	6,247,190	5,193,654	5,947,092	33,065	29,973	5,979	7,100,344	6,416,323	6,996,855

STRATEGIC GOAL

Develop management structures, organisation and people

CONCILIATION AND ARBITRATION

A scheme of Conciliation and Arbitration (C&A) for members of the PDF provides a formal mechanism for the 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.

REVIEW OF THE CONCILIATION AND ARBITRATION SCHEME FOR PDF MEMBERS

A revised Conciliation and Arbitration scheme for members of the PDF came into effect from January 2020. The revised scheme which was agreed by all parties to the Scheme incorporates the recommendations from the review of the Scheme completed in 2018.

One of the recommendations arising from the Review was that the Chairperson of Council should be independent of the parties. Mr Declan Morrin was appointed as the independent Chairperson in March 2020.

REPRESENTATIVE ASSOCIATION OF COMMISSIONED OFFICERS (RACO)

During 2020, RACO lodged five new claims at Conciliation Council. There were six meetings of Council, five Pay and Allowance sub-committee meetings, and one Induction sub-committee meeting. Four Conciliation Council reports were signed with RACO in 2020, one agreed and three disagreed.

PERMANENT DEFENCE FORCES OTHER RANKS REPRESENTATIVE ASSOCIATION (PDFORRA)

PDFORRA lodged six new claims at Conciliation Council during 2020. There were six meetings of Council and three Pay and Allowance sub-committee meetings during the year. Five Conciliation Council reports were signed with PDFORRA in 2020, three agreed and two disagreed.

PUBLIC SERVICE STABILITY AGREEMENT (PSSA) 2018-2020

The Public Service Stability Agreement 2018-2020, provided for increases in pay ranging from 6.2% to 7.4% over the lifetime of the Agreement. The unwinding of the Financial Emergency Measures in the Public Interest Acts (FEMPI) provided for a fiscally sustainable programme of public service pay measures which were paid to members of the Defence Forces in 2020 as follows:

- » Annualised salaries up to €32,000 were increased by 0.5% from 1st January 2020; and
- » All annualised salaries were increased by 2% from 1st October 2020.

The 5% cut in allowances by the Financial Emergency Measures in the Public Interest (No.2) Act 2009, was restored from 1st October 2020, in accordance with Section 24 of the Public Service Pay and Pensions Act 2017.

BUILDING MOMENTUM: A NEW PUBLIC SERVICE AGREEMENT 2021-2022

Negotiations on a new public service pay agreement commenced at the end of November 2020. The talks were facilitated by the Workplace Relations Commission (WRC). The WRC circulated proposals on a new collective agreement to all parties, including the PDF representative associations, on 11th December 2020, for consideration.



WORKING TIME DIRECTIVE

The Government has committed to bringing the Defence Forces (and An Garda Síochána) within the scope of the Organisation of Working Time Act 1997, which transposed the EU Directive on Working Time (Council Directive 93/104/EC of 23rd November 1993) into Irish law.

The Department of Enterprise, Trade and Employment has responsibility for preparing the legislative framework and the Department of Defence continued to actively engage with this Department on this matter during 2020.

The Working Time Directive (WTD) recognises the unique nature of certain military activities and allows for derogations and exemptions of such activities. A significant amount of work has been undertaken by civil and military management in determining the military activities that fall within the scope of the Directive. It is determined that while some activities may qualify for exemption or derogation under WTD provisions, a high percentage of the normal everyday work of the Defence Forces is already in compliance with the Working Time Directive.

Deliberations on these matters continued during 2020 between civilian and military management and will continue into 2021, with a view to informing the approach to be taken by the Department of Enterprise, Trade and Employment, who are responsible for developing the appropriate legislative mechanism to remove the blanket exemption for the Permanent Defence Force from the provisions of the Working Time Directive and to further provide for any exemptions and derogations so required.

A subcommittee of the Defence Conciliation and Arbitration Council (comprising of the Representative Associations, military and civil management) has been established to discuss, where appropriate, matters relating to implementation of the Working Time Directive. Arising from those discussions, amended practices regarding compensatory rest have already been introduced. This builds upon existing work practices relating to compensatory rest which comply with the Directive. Discussions with the Defence Forces Representative Associations will continue to be undertaken, through this forum, as the current work evolves.

GENDER, EQUALITY AND DIVERSITY IN THE DEFENCE FORCES

In line with Ireland's third National Action Plan for the implementation of UNSCR 1325, the Defence Forces (DF) launched the DF Third Action Plan for the Implementation of UNSCR 1325 and Related Resolutions in December 2020. The third DF plan articulates the organisation's priorities for the implementation of the Women Peace and Security (WPS) agenda. It aims to build upon and effectively capture achievements to date, as well as pave the way for future developments in respect of the wider WPS sphere. The third iteration of the Defence Forces Action Plan has three key priorities spanning the life of the plan, namely, reinforcing initiatives already in place whilst aiming to capture their effectiveness, the consideration of the effects of harmful masculinities and discriminatory gender norms and the development of DF processes addressing Sexual Exploitation and Abuse (SEA) and Gender Based Violence (GBV). The DF continued its representation in 2020 on the Oversight Group for Ireland's national level plan, as well as its active participation as a member of the Irish Consortium on Gender Based Violence (ICGBV). The Defence Forces have continued to engage with NATO activities in 2020 via its holding of the appointment of military adviser to the NATO Secretary General's Special Representative for Women, Peace and Security.

As part of the White Paper Implementation programme, a survey to identify impediments to the advancement of women in the Permanent Defence Force was prepared in 2020. This White Paper Project will be completed in 2021 following the evaluation and publication of the data from the survey. Work continued in 2020 on a White Paper Project to explore the contribution of gender focused measures in peacekeeping, particularly in relation to the deployment of female personnel. 2020 also saw the creation of a Defence Forces Working Group set up to examine ways of increasing the strength of female personnel within the organisation, which will report in 2021.



Following the launch of the National LGBTI+ Inclusion Strategy (2019-2021) in 2019, a monitoring committee comprising representatives from government departments, key public bodies, Non-Governmental Organisations (NGOs) representing LGBTI+ persons and representatives of employers and employees, was established by the Department of Justice and Equality in 2020. The aim of the National LGBTI+ Inclusion Strategy is “to promote inclusion, protect rights and to improve quality of life and wellbeing for LGBTI+ people enabling them to participate fully in Ireland’s social, economic, cultural and political life.” The Department of Defence and the Defence Forces are represented on the Committee and have participated in three meetings held virtually in 2020. The strategy will help to ensure that LGBTI+ inclusion is a core feature of organisational and HR policy within the Defence organisation and that it is subject to ongoing review.

In further acknowledgement that a modern Defence Forces must reflect the demographics of Irish society, a joint civil-military working group was established in 2019 to progress the development of a Transgender Employment Policy for the Defence Forces and work continued on this initiative in 2020.

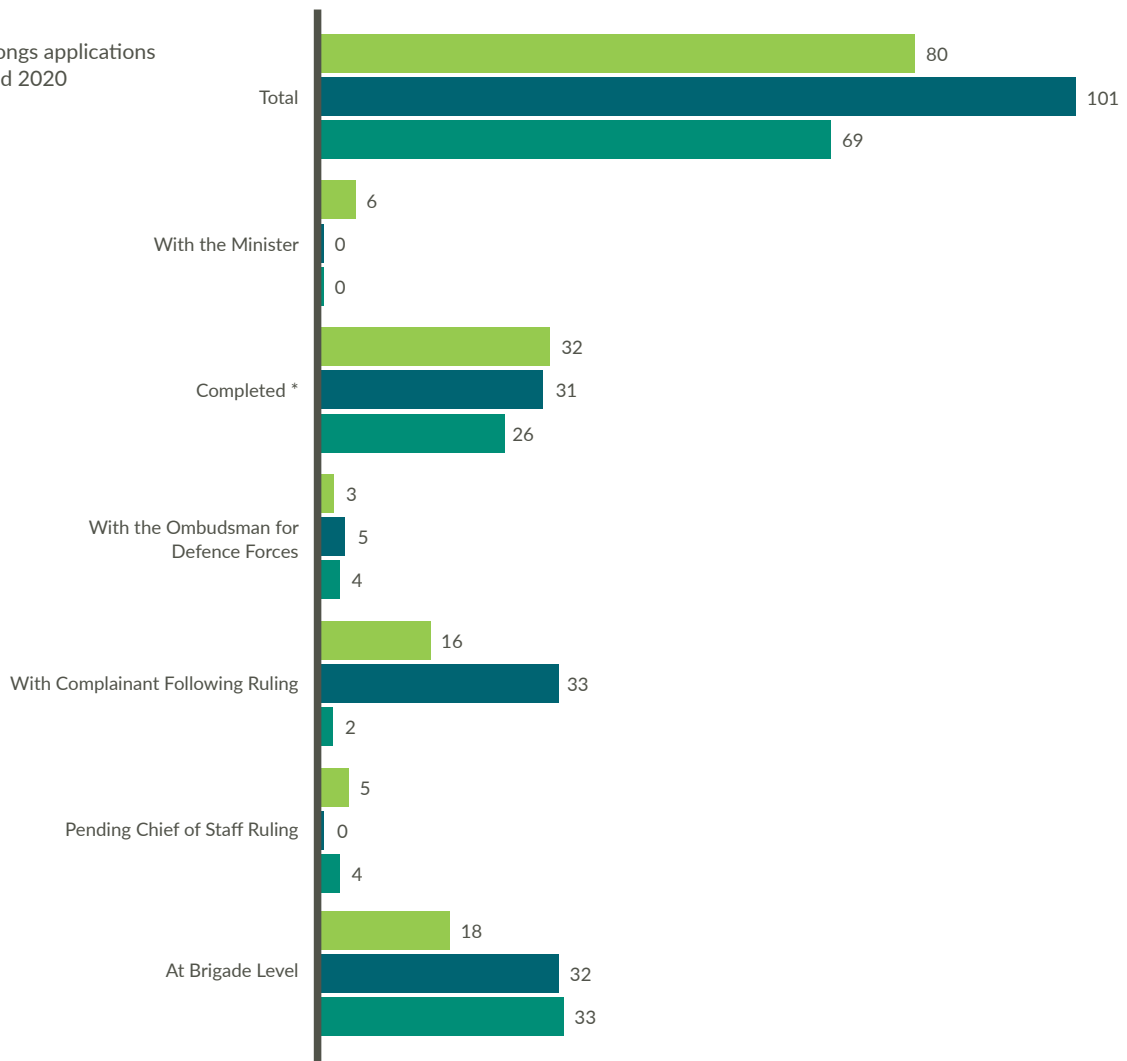
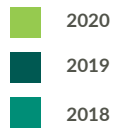
With regard to wider diversity and inclusion, Defend with Pride, the Defence Forces’ LGBTI Network continued to support LGBTI personnel within the organisation and their families. The Network was also the winner of ‘Best Public Sector Initiative’ at the HR Leadership and Management Awards 2020. Throughout 2020, the Defence Forces has contributed to Our Public Service (OPS) 2020 Action 16 on Diversity and Inclusion and the 30% Club Public Sector Network. This year the DF Diversity and Inclusion Strategy Statement and Action plan was reviewed externally in advance of a scheduled review in 2021.

The Defence Forces also reaffirmed its commitment to supporting events organised to promote LGBTI+ visibility, including contributing to the 2020 Virtual Pride Parade in the form of a virtual pride message from the Chair of Defence with Pride, the Defence Forces LGBTI+ Network and a message of support and solidarity from the Chaplaincy Service led by the Head Chaplain.

REDRESS OF WRONGS

Chart 2.4 provides end of year details in respect of 101 Redress of Wrongs applications received during 2020 with 2018 and 2019 figures also provided for comparison.

Chart 2.4
Redress of Wrongs applications
2018, 2019 and 2020



* Completed instead of withdrawn as the complainants accepted the Officer's findings on the matter.

OMBUDSMAN FOR THE DEFENCE FORCES

The Ombudsman for the Defence Forces' (ODF) Annual Report for 2019 was published on 4th November 2020. The Report noted that there was an increase in the number of notifications of complaints received in 2019 as compared to 2018. 17 new cases were referred to the ODF for full investigation during 2019.

During 2020 a total of 57 case reports produced by the Ombudsman were addressed by the Minister, of which 39 related to case reports submitted during 2018 and 2019 and the remainder (18) relating to 2020 cases.

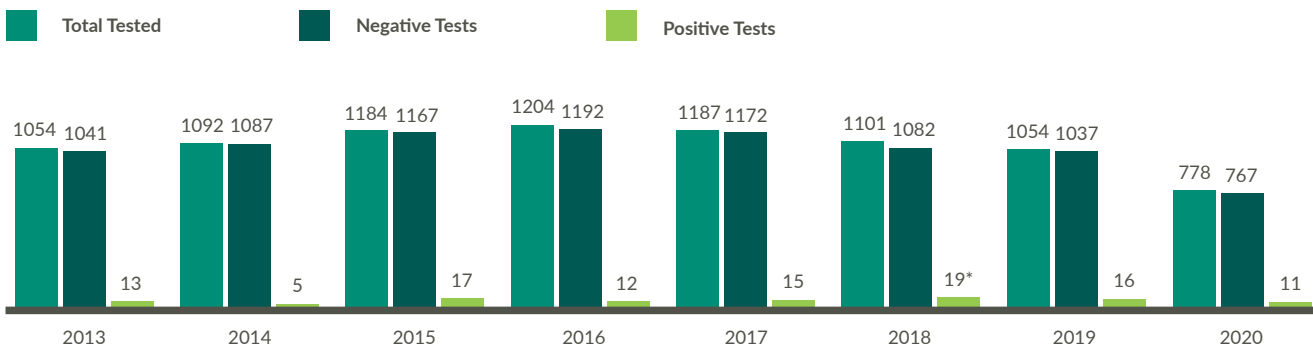
DRUG TESTING DURING 2020

Compulsory random drug test (CRDT) operations were severely hampered due to COVID-19 restrictions imposed nationally throughout 2020. Despite this, the Defence Forces drug testing team conducted 762 random drug tests in a total of 10 different locations. Of these, there were 11 positive results which represents 1.54% of the numbers tested. This is broadly in line with the general trend over the past number of years.

Further details are contained in Charts 2.5 and 2.6 below, along with comparisons with recent years.

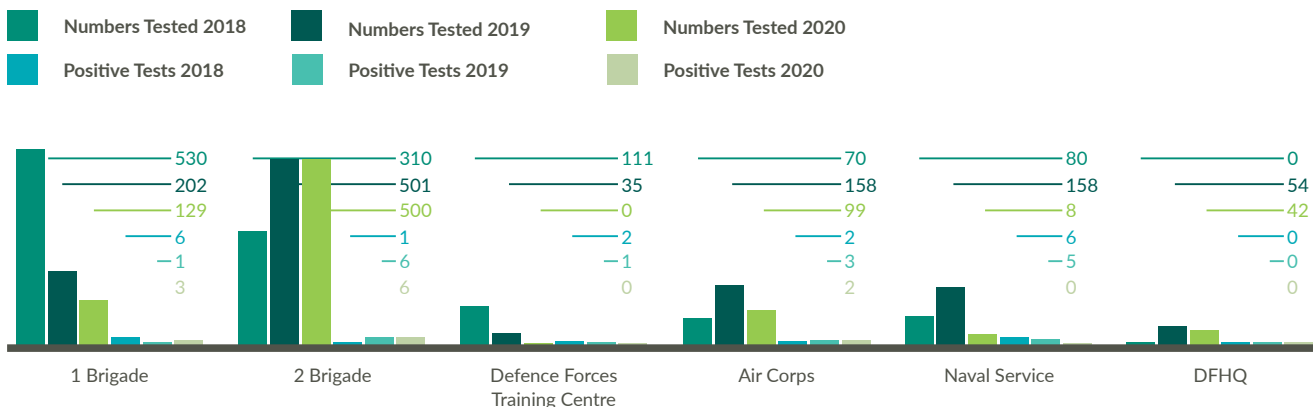
In terms of targeted drug testing, five personnel were in the targeted drug testing programme at the start of 2020. A total of 16 targeted tests were carried out during the testing period despite COVID-19, with an additional one person joining the programme during the year. Of these personnel, three completed the process and were retained in service, one tested positive for controlled drugs substances and proceeded on 'Discharged by Purchase'. At the end of 2020, there were two persons remaining in the targeted drugs testing process.

Chart 2.5
Details of Compulsory Random Drug Tests from 2013 to 2020



* Including two positives in 2018 and 2020 under heading "Failure to Report".

Chart 2.6
Compulsory Random Drug Testing by Location in 2018, 2019 and 2020



SUPPORT TO VETERANS GROUPS

The Programme for Government includes a commitment to support the establishment of centres for retired members of the Defence Forces. This has been subsumed into the ongoing activities of the Department involving two Branches namely, Capability (People) Development and Support (CPDS) and Property Management (PMB).

The Department has Service Level Agreements with each of the recognised Veterans Associations and annual grants of €100,000 and €11,000 were paid to the Organisation of National Ex-Service Personnel (ONE) and the Irish United Nations Veterans Association (IUNVA) respectively in 2020. In addition, total funding of €300,000 (€100,000 per year over the three years 2020 to 2022) has been awarded under the Dormant Accounts Fund Action Plan 2020 to assist ONE and IUNVA with specific projects.

Notwithstanding the difficulties posed by COVID-19, the Minister for Defence participated in remote meetings in December with all the recognised Veterans Organisations where matters of interest to these organisations were discussed.



CIVIL SERVICE LEARNING AND DEVELOPMENT

The Department's culture of prioritising and developing learning and development opportunities for staff continued in 2020. COVID-19 resulted in a fundamental shift from traditional classroom based learning in the Department, to digital learning. During 2020, 803 learning and development interventions were provided through classroom and digital training courses, conferences, seminars and briefings. This is a reduction of approximately 50% in interventions compared to 2019, and is directly attributed to the impact of the COVID-19 pandemic. Overall expenditure on learning and development during the year was €211,671. The Department continues to ensure that learning and development requirements, including niche Defence Organisation requirements, are addressed as required.

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. The Department of Defence and Defence Forces Customer 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 2020, the Department was contacted on a total of 236,774 occasions, either by telephone, post or e-mail. No correspondence through Irish was received. In summary, 98.7% of correspondence received was acknowledged within three working days and the rate of response within three working weeks was 99.8%.

COMMUNICATIONS DELIVERY AND SOCIAL MEDIA PRESENCE

The Department's Communications Delivery and Programme Management Office was established in 2020. This office is the primary point of contact between the Department and members of the media for the provision of an information service on all aspects of the Departments activities. The office communicates the work of the Minister and Department to the media as well as responding to media queries and requests. The Office also has a close working relationship with the Defence Forces Press Office. In July, the Department established an official Twitter presence, @IRLDeptDefence, which aims to inform stakeholders on developments from across all branches. This account is managed by the Communications Delivery and Programme Management Office. The Twitter account is governed by the Department's Social Media Policy, which can be found on the Department's website, as well as on the Department's Twitter profile.

The Defence Forces Public Relations Branch (PRB) consists of a number of sub-units which engage on different levels with the media, public and the Defence Forces internal audience. These offices include the Press Office, Information Office, Audio Visual School, Defence Photographer, the An Cosantóir Office and the Internal Communications Office.

Each office is guided by Defence Forces Communication Strategy, Defence Forces Communication and Engagement Guidelines and Defence Forces Social Media Policy. Currently Defence Forces PRB produce a number of publications including An Cosantóir and the Defence Forces Review. Defence Forces PRB maintain award winning social media across a range of different platforms including Facebook, Instagram, Twitter, YouTube and Spotify. There are currently 41 active subordinate Defence Forces social media accounts (10 x Facebook, 10 x Instagram and 21 x Twitter) which are continuously monitored by Defence Forces PRB to ensure the highest standard of content and engagement.

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. In 2020, the Department continued to meet its commitments under the Irish Language Scheme regarding services to be provided through the medium of Irish and English. In addition to meeting our commitments, additional staff received training at various skills levels for the provision of services.

CIVIL SERVICE RENEWAL PLAN

The Department continued to contribute to the development and implementation of civil and public service renewal and development programmes. During the year Department staff engaged with the 2020 Civil Service Employee Engagement Survey and the results of the Survey are expected in Q2, 2021.

The co-ordinated response by the Department and the Defence Forces to the COVID-19 pandemic was submitted to, and featured in, the Civil Service Excellence and Innovation Recognition Event.

OUR PUBLIC SERVICE (OPS) 2020

OPS 2020 establishes the overall strategy for development and innovation in the Public Service to 2020 and beyond. It is designed to build on the significant achievements of previous phases of reform while, in parallel, pursuing new initiatives to further develop the culture of continuous improvement across the Public Service. A new Reform Programme 'OPS2030' will guide the longer-term approach.

As part of OPS 2020, the Defence Organisation (Department of Defence and Defence Forces) was chosen as the lead in the implementation of Action 10 – Embed Programme and Project Management across the public service. The joint civil-military White Paper Implementation Facilitation Team are facilitating this and, during 2020, continued to liaise very closely with other public service bodies and the Project Managers Network. The team worked with the Reform and Delivery Office of the Department of Public Expenditure and Reform in facilitating four webinar conferences during 2020 where guest speakers and panellists discussed key project management theme areas and harvested feedback through live polls. An Action 10 Team, incorporating personnel from different sectors across the civil and public service, previously identified eight initiatives as follows:



Initiative 1: Programme and Project Management Scope, Maturity assessment, Auditing and Benchmarking. Some questionnaires and polls conducted at each of the four Project Managers' Network (PMN) conferences conducted in 2020 provided some early indications of maturity assessment but more work is required on this initiative.

Initiative 2 - Governance and Reporting guidelines. A workshop in February 2020 focussed particularly on the definition of Project Management Offices and types in each organisation. There was also some discussion on how they link into the strategic objectives of each organisation. A follow-up questionnaire was issued to establish some key governance practices across public service bodies. The results were collated and presented at an Action 10 Team web-conference meeting on December 11th.

Initiative 3: Communication Strategy. This initiative has strong links with all Action 10 initiatives and their associated activities and was facilitated in 2020 through webinars, videos, OPS portal updates etc.

Initiative 4: Identify pilot policy/strategic projects to demonstrate the benefits of Programme and Project Management. Exemplar case studies and reference guide continue to be updated with relevant studies from across the civil and public service. These are available at www.ops2020.gov.ie. Training programmes such as the OneLearning hosted introductory course on Project Management and the Graduate AO training course were encouraged to utilise these to complement the core training.

Initiative 5: Integrate Programme and Project Management into training across the public service. The Training Subgroup have produced a suite of documents relating to certified courses and project management competencies. Members have had direct engagement on the AO training programme and have discussed opportunities to refresh the current project management training opportunities provided through OneLearning.

Initiative 6: Develop reach of the current Civil Service Project Manager's Network (CSPMN), including with possible sub-networks at public service level. Following the outbreak of COVID-19, all four conferences in 2020 were facilitated through webinars. The conferences were well attended

and addressed different themes facilitated through varied guest presenters and panellists. The conference dates and titles are as follows:

- » 28 May 2020 – “Project Management: Supporting Project Managers in the Public Service” – featuring speakers from Transport Infrastructure Ireland on “Managing Mega Projects” and the LGMA on “Supporting Project Managers Through Proper Governance”.
- » 21st July 2020 – “Project Management: Competencies & Qualifications” – featuring presentation from the Chair of the Training Subgroup, Action 10 Team followed by a video launch on “How to Use the PM Handbook” video and a presentation from Irish Water on “Developing PMO Capability – the Irish Water experience”.
- » 8th September 2020 – “COVID-19: The new reality for Project & Programme Management” – featuring presentations from Grangegorman Development Agency on “Uncertain Futures and Invisible Cities” and a presentation from the Housing Agency on “Pyrite Remediation Scheme – response to COVID-19”.
- » 1st December 2020 - “Managing Projects Remotely – Public and Private Perspectives” – featuring presentations from Fujitsu Ireland Ltd and the Education & Training Board, Dept. of Education & Skills, on practical experiences of managing projects in the context of reduced on-site opportunities.

On average, approx. 200 people across the civil and public service attended each virtual conference.

Initiative 7: Handbooks for Programme and Project Management. The Handbook continued to be promoted throughout 2020 through the video launch at the July PMN conference and in conversations with OneLearning and the AO Graduate training providers.

Initiative 8: Developed approach to Programme and Project Management implementation taking account of cultural and change management considerations. Some discussions on culture and change management took place at workshops and through the PMN conferences but further development will be required.



CIVIL SERVANTS AND CIVILIAN EMPLOYEES

The number of civil service staff employed by the Department of Defence as at 31st December 2020 was 375 (361.18 Whole Time Equivalent). In 2020 there were 10 competitions held during the course of the year across a range of grades. The Department of Defence also employs civilian staff at various military installations to support the work of the Defence Forces. 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 2020, 32 civilian appointments were made from external competitions and there were 10 internal promotions. There were 19 competitions held during the course of the year, covering approximately 41 vacancies. The number of civilian employees, employed by the Department at the end of 2020, excluding those in the process of appointment, was 455 (446.42 Whole Time Equivalent).

FACILITIES MANAGEMENT RESPONSE TO COVID-19

In 2020 a lot of focus and attention was allocated to responding to the changing environment that COVID-19 presented. Facilities Management was central to the Department's response in addressing all of our safety needs and requirements, to help ensure we all remained safe, both at work and at home. The following were the tasks Facilities Management addressed in implementing COVID-19 protocols addressed by Government and HSE guidelines:

- » Providing staff with frequent information guidelines regarding protocols to be followed and adopted during each phase of the pandemic.
- » Increased signage and notices across all buildings. Screens installed in canteens and reception areas.
- » Water stations and Burco boilers fitted with hands-free devices.
- » Installed & continue to maintain all COVID-19 PPE (Hand sanitizers/paper towels and wipes). All staff were issued with facemasks and wipes in 2020.
- » Ensure hygiene maintenance (wipe-down of touch points multiple times daily). Increased level of cleaning in all Department buildings.
- » Operate a thorough contact tracing system for staff & visitors, where all staff and visitors need to continue to sign in at reception.

Despite the initial lockdown and the varied restriction levels introduced during the pandemic, all the Department buildings remained open throughout 2020. While it is not feasible to prevent cases from arising, the Department and its staff continue to follow the above guidelines in preventing a community transmission occurring within its buildings.

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 who have self-declared a disability was 4.27% and the percentage of civilian employees with a disability was 6% at end of 2020.

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 2020, 35% of Principals and 52% of Assistant Principals were women. Overall, 47% of staff at the grades of Assistant Principal and upwards were filled by women.

INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

The Department's ICT Branch provides the technical platforms and systems to enable staff to carry out their functions with the maintenance and development of these being an integral part of the 2020 support programme.

A key element of the ICT Branch work programme in 2020 involved the rapid response required as a result of the COVID-19 pandemic. ICT Branch quickly and successfully scaled up the Department's complex ICT infrastructure to enable and accommodate remote working for staff.

The Department's five-year ICT strategy continued to be implemented during 2020 to address the complex challenges and changes in technologies, service delivery and the evolving security environment.

The strategy, which guides the future investment in, and management of ICT within the Department, seeks to 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 Department's business needs over the coming years.

The strategy, through a 'Build to Share first' approach, has leveraged relevant opportunities available through the Office of the Government Chief Information Officer's (OGCIO) 'Build to Share' and 'Government Cloud Platform' initiatives. In 2020 the Department successfully migrated a number of its core ICT services under one of these initiatives, the 'Build to Share Managed Desktop'. Services such as desktop computing, email, file shares, network services, printing, application hosting, telephony, mobile device management, and video conferencing were all successfully migrated to the OGCIO. The successful undertaking and completion of this complex project was a key component in enabling the Department to fully function throughout the COVID-19 pandemic.

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 2020, 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 also represented on the OGP Procurement Executive at Principal level, and this met on 15 occasions during 2020.



IRELAND

Section 3

STRATEGIC GOAL

Deliver operations successfully

Defence Forces Operational Outputs

AID TO THE CIVIL POWER

Domestic security is primarily the responsibility of the Department of Justice and An Garda Síochána. The Defence Forces provide Aid to the Civil Power (ATCP) support on request. Table 3.1 provides details of the number and type of ATCP operations where the Defence Forces provided support to An Garda Síochána during 2020 and provides a comparison with recent years.

In addition, the Defence Forces continued to carry out a 365 day armed guard at both Government Buildings and at Portlaoise Prison. These missions arise from Government direction rather than a Garda ATCP request.

Table 3.1
Aid to the Civil Powder Operations 2017-2020

Type of ATCP Operation	Number of Operations			
	2017	2018	2019	2020
Garda Air Support Unit missions	991	1,131	1,199	1,070
Central Bank patrols	1,095	1,095	1,095	1,095
Airport security duties	293	299	296	178
Explosive production security guard	365*	365*	365*	365*
Central Bank security guard ³	365*	365*	365*	365*
Prisoner escorts	159	130	91	29
Explosive Ordnance Disposal callouts	100	70	88	81
Naval Service diving operations	4	5	7	5
Explosive escorts	8	5	5	7
EURO Cash in Transit escorts	4	5	5	6
Hospital guard	14	2	5	3
VIP visits	2	2	3	1**
Search operations	8	9	15	12
Air Corps (Other)	0	0	2	9
Totals	3,408	3,483	3,541	3,226

³ The Department 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 2018 was €1.33m and this amount was received from the Central Bank on 14th October 2019.

* Refers to Days

** Visit of the Duke and Duchess of Cambridge in March 2020



OVERSEAS DEPLOYMENTS

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 2020, 1,607 members of the PDF served overseas in various missions. Table 3.2 provides a breakdown of mission categories and troop deployments on January 1st and December 31st for the years 2018, 2019 and 2020.

Table 3.2
Details of Overseas Postings 2018*, 2019* and 2020

Mission	01 Jan 2018	31 Dec 2018	01 Jan 2019	31 Dec 2019	01 Jan 2020	31 Dec 2020
UNTSO (Middle East)	12	12	12	9	9	11
MINURSO (Western Sahara)	3	3	3	3	3	1
MONUSCO (Democratic Rep Congo)	4	4	4	3	3	3
UNOCI (Cote d'Ivoire)	0	0	0	0	0	0
UNIFIL HQ (Lebanon)	30	9	9	9	9	9
UNIFIL Infantry Battalion (Lebanon)	341	443	443	340	340	337
UNIFIL Sector West HQ (Lebanon)	8	8	8	8	8	4
UNDOF Infantry Group (Golan Heights)	130	130	130	129	129	129
UNDOF HQ (Golan Heights)	6	8	8	8	8	9
MINUSMA (Mali)	0	0	0	13	13	14
Sub-Total (UN)	534	617	617	522	522	517
EUFOR (Bosnia & Herzegovina)	5	5	5	5	5	5
German-led Battlegroup 2020	0	0	0	10	10	10
EUTM Mali	20	20	20	19	19	20
Operations HQ/Floating HQ (Operation Sophia HQ)	3	5	5	3	3	0
Operations HQ/Floating HQ (Operation Irini HQ)	0	0	0	0	0	3
Sub-Total (UN Mandated Missions)	28	30	30	37	37	38
KFOR HQ	12	12	12	13	13	13
Sub-Total (NATO/PfP)	12	12	12	13	13	13
OSCE	1	1	1	1	1	1
Sub-Total (OSCE)	1	1	1	1	1	1
UNNY (New York)	1	1	1	1	1	1
EUMS (Brussels)	4	5	5	6	6	6
NATO/PfP (Belgium)*	5	5	5	6	6	7
Irish Delegation to OSCE (Vienna)	1	1	1	1	1	1
CSDP/PSC (Brussels)**	8	11	11	8	8	8
Sub-Total (OSCE / Mil. Reps / Advisers / Staff)	19	23	23	22	22	23
Totals	594	683	683	595	595	592

* Not including Naval Service vessel deployments to the Mediterranean which occurred after the beginning and before the end of each year.

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





United Nations Interim Force in Lebanon (UNIFIL)

The United Nations Interim Force in Lebanon (UNIFIL) was established by the Security Council in 1978 under Security Council Resolutions 425 and 426 to confirm Israeli withdrawal from Lebanon, restore international peace and security and assist the Lebanese Government in restoring its effective authority in the area.

Following the July-August 2006 war, the UN Security Council adopted resolution 1701 enhancing UNIFIL and deciding that in addition to the original mandate, it would, among other things, monitor the cessation of hostilities; accompany and support the Lebanese Armed Forces (LAF) as they deploy throughout the south of Lebanon; and extend its assistance to help ensure humanitarian access to civilian populations and the voluntary and safe return of displaced persons.

The largest contingent of Defence Forces personnel, some 350 personnel, is deployed to the United Nations Interim Force in Lebanon (UNIFIL). On 15th May 2020 the Government approved the continued participation of the Defence Forces in UNIFIL for a further 12 month period. The Irish contingent serves as part of a joint Ireland/Poland Battalion, with additional officers from both Hungary and Malta. The battalion conducts operational tasks on a daily basis, which include the provision of security, vehicle and foot patrols, checkpoints, establishing and occupying temporary observation posts and liaison/engagement with local leaders. Joint operations are conducted with units of the Lebanese Armed Forces deployed in the UNIFIL area of operations. Irish troops also occupy two forward static UN posts on the Blue Line separating Israel and Lebanon.

Permanent Defence Force personnel normally rotate in May and November each year, following a six month tour of duty, on average. Due to the impact of the COVID-19 pandemic on overseas deployments, and to safeguard local populations and peacekeepers, the Secretary-General of the United Nations announced the suspension of rotations in April and this impacted over 100,000 peacekeepers across all missions. As a result of the UN suspension, the deployment of the 116th Infantry Group to UNIFIL was delayed until end June and early July. In November the 116th Infantry Battalion was replaced by the 117th 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 United Nations Disengagement Observer Force (UNDOF) was established on 31st May 1974 by the United Nations Security Council Resolution 350 (1974), following the agreed disengagement of the Israeli and Syrian forces in the Golan Heights in May 1974. UNDOF supervises the implementation of the Disengagement Agreement, maintaining an area of separation between the forces which is over 75 kilometres long.

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 2020. In April, the 61st Infantry Group replaced the 60th Infantry Group and then in October the 62nd Infantry Group replaced the 61st Infantry Group.

The UNDOF mission maintains regular contact with the Israeli Defence Forces and Syrian Arab Armed Forces in the context of its role in the area of separation, ensuring the security and safety of its personnel and a common understanding of its role between the parties. The continued presence of the UNDOF mission remains an important element in ensuring stability in the Golan Heights and in the Middle East region and is supported and welcomed by both Israel and Syria.





The United Nations Multidimensional Integrated Stabilisation Mission in Mali (MINUSMA)

The United Nations Multidimensional Integrated Stabilisation Mission in Mali (MINUSMA) is the UN mission providing support to the Malian Government in reasserting its authority over northern Mali. MINUSMA was established on 25th April 2013 by UN Security Council Resolution 2100 to stabilise the country after the Tuareg rebellion (2012). The role of the mission is to ensure security, stabilisation and protection of civilians; supporting national political dialogue and reconciliation; and assisting the re-establishment of State authority, the rebuilding of the security sector, and the promotion and protection of human rights in Mali.

Government and Dáil approval was received in June 2019 for the deployment of a contingent of the Permanent Defence Forces to participate in MINUSMA for a 24 month period up to September 2021. Personnel, mainly drawn from the Irish Special Forces Army Ranger Wing, are embedded with a larger German company and carry out assigned tasks in accordance with the mission mandate.

European Union Training Mission – EUTM Mali

The objective of this EU Training 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 provided in international humanitarian law, the protection of civilians and human rights. A contingent of the Permanent Defence Forces has been deployed to EUTM Mali since March 2013. During the first quarter of 2020, twenty personnel were deployed to EUTM Mali. Nine Irish personnel occupied staff appointments in the mission Headquarters in Bamako, and eleven personnel were based in Koulikoro Training Centre. However, in April 2020 the Director General of the European Union Military Staff directed that the mission be downsized due to constraints on training caused by the COVID-19 pandemic and accordingly seven personnel were temporarily withdrawn from the Irish contingent. In October 2020, the Director General announced the full restoration of personnel to the mission and, following this decision, the Irish deployment was reinstated to twenty personnel in November 2020.

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. Five members of the Defence Forces were deployed to the mission headquarters in Sarajevo during 2020.

Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led Peace Support Operation in Kosovo (KFOR). 13 Defence Forces personnel were deployed to this mission during 2020.

United Nations Truce Supervision Organisation (UNTSO)

Ireland deployed 12 Defence Forces personnel as military observers within the UNTSO mission area of Lebanon, Syria and Israel during 2020.

Naval Service EU Naval Mission in the Mediterranean

Operation IRINI was launched on the 1st April 2020 following the conclusion of Operation Sophia. Operation IRINI is a European Union military CSDP operation in the Mediterranean comprising of aerial, satellite and maritime assets, primarily tasked with supporting the implementation of the UN arms embargo on Libya.

Government approval was granted in May, 2020 for the deployment of 3-5 Members of the Defence Forces to staff appointments in the Operation/Force Headquarters in Rome. There are currently three Defence Forces personnel deployed to the mission.

German led Battlegroup EUBG 2020-2

The Government approved Ireland's participation in the German led EU Battlegroup 2020 in February 2018. In June 2019, the Dáil approved the Memorandum of Understanding (MOU) regarding Defence Forces participation in Battlegroup 2020-2. This Battlegroup remained on standby until the end of December 2020 with the Irish commitment ending with the End of Mission on 31 December 2020. Ten personnel were deployed to the German (F)HQ in Stadtallendorf in Germany for the duration of 2020.

The Defence Forces contribution to the German Battlegroup was a Special Operations Task Group. The Group comprised a Special Operations Forces Platoon (Army Ranger Wing), Engineer Specialist Search Capability, Explosive Ordnance Disposal (EOD) Capability and a Security Platoon together with staff posts at both the Operational and Force Headquarters.





AID TO THE CIVIL AUTHORITY

In addition to providing aid to the civil power (ATCP) and participating in overseas operations, the Defence Forces also undertake a broad range of tasks on a day-to-day basis, and across a wide range of contingencies, in its aid to the civil authority (ATCA) role.

COVID-19 Response

In 2020, the primary ATCA role involved providing supports to the HSE, as part of the whole-of-Government response to the global COVID-19 pandemic. A Joint Task Force (JTF) was established to coordinate the Defence Forces contribution to COVID-19 response/Operation Fortitude. The JTF provided a means to coordinate the contribution of all of the elements of the Defence Forces in a joint manner – Army, Air Corps, Naval Service and Reserve. This was provided for in a Defence Forces Regulation signed by and under the authority of the Minister for Defence.

The JTF HQ is based in McKee Barracks and its priority from the beginning has been to provide support to the HSE. The wide range of supports that the Defence Forces have provided to the HSE, as well as the National Ambulance Service (NAS) during the COVID-19 crisis include:

- » Deployment of DF Advanced Paramedics, Paramedics and Emergency Medical Technician's (EMTs) in support of NAS with the task of conducting mobile COVID-19 testing for approximately 60,000 staff and residents in Residential Care Home Facilities throughout the country;
- » Provision of 162 personnel who were trained as an in-extremis contingency for non-clinical support services to Residential Care Home Facilities across the State;
- » Establishment and operation of the COVID-19 testing centre at the Aviva stadium;
- » Deployment of up to 56 Military First Responders on a daily basis to COVID-19 test centres throughout the country;
- » Support for contact tracing efforts through the deployment of Cadets and other personnel from the Military Bands, Air Corps, Defence Forces Training Centre (DFTC) and 1 and 2 Brigades to centres in the Curragh, Dublin, Cork and Athlone;
- » Deployment of Naval Service vessels to Dublin and Galway as administrative support and logistical platforms for COVID-19 test centres at those locations;
- » Provision and installation of DF tentage to multiple hospitals, COVID-19 Testing Centres and Step Down facilities;
- » Transportation by the Air Corps of COVID-19 tests to Germany;
- » Collection of 4,000 tonnes of PPE from more than 260 cargo flights and the ongoing storage and distribution of this PPE to various HSE sites;
- » PPE training to workers at Cork and Waterford harbours by Naval Service personnel;
- » Provision of marshalling support at various HSE testing sites around the country;
- » Transportation of vulnerable citizens to and from COVID-19 testing facilities;



Other ATCA Activity

In addition to supporting the HSE, the Defence Forces have also provided supports to other Departments and Agencies. Provision of this support was also coordinated by the JTF and examples include:

- » Support to the National Ambulance Service through Defence Forces ambulance and crew supports along with tele-triage and COVID-19 testing supports.
- » Support to the Office of Government Procurement through assistance with storage and distribution of PPE.
- » Support to the Department of Housing, Planning and Local Government through the use of lands at Sarsfield Barracks for the

location of one of the National Temporary Body Storage Facilities and the deployment of three Temporary Body Storage (vehicle based) units, as an additional contingency to Collins Barracks, Cork, Ballymullen Barracks, Tralee and Finner Camp, Donegal.

- » The Defence Forces were also on standby to provide support at the Dublin based National Temporary Body Storage Facility at the Royal Hospital Kilmainham.

At the end of December 2020, the Defence Forces had deployed a daily average of 183 personnel to support the COVID-19 response. The total DF resources deployed over the period March 2020 to December 2020 are as follows:



Table 3.3

DF deployment on COVID-19 tasks

	Total as at 31 st December 2020	Daily Average
Personnel Taskings	53,930	183
Vehicle Taskings	9,559	33
Airframes	10	0
Ships (Days)	197	1

The Defence Forces are also represented on the High Level Task Force for COVID-19 Vaccination.



Air Corps Operations (including COVID-19)

The COVID-19 Pandemic has impacted the Defence Organisation as it has impacted militaries worldwide. The strategic use of state aircraft ensured the continuity of operations, both domestically and overseas, which had been impacted by the worldwide restrictions on civilian air transport services. In 2020, the Air Corps utilised fixed wing assets to conduct over 125 military transport missions involving the movement of Defence Force personnel (incl. MEDEVAC), equipment and PPE to Defence Overseas missions. Excluding the Ministerial Air Transport Service, flights planned and conducted by the Air Corps increased by almost 240% in 2020 when compared with 2019.

In addition to COVID-19 supports, ATCA operations during 2020 included the deployment of 346 personnel on 21 operational deployments to flood relief operations in Clare, Limerick and Westmeath during Quarter 1, 2020. Other supports included the Air Corps deploying air assets to assist civil authorities combating gorse fires in Wicklow, Laois, Kildare and Louth during the early part of 2020. As part of this deployment, approximately 350,000 litres of water were dropped via the “Bambi Bucket” concentrating drops on small areas, making an immediate impact on wildfires.



Table 3.4

Details of flood relief operations:

Dates	Locations	Personnel Deployed
24 Feb – 6 March 2020	Clare, Westmeath, Limerick	346
Totals		346

Table 3.5

Gorse fighting operations:

Dates	Locations	Personnel Deployed
16 April 2020	Wicklow (AC)	8
08 May 2020	Kildare (AC)	8
11 May 2020	Laois/Offaly (AC)	8
29 May – 01 June 2020	Kildare (AC + troops)	54
31 May 2020	Clare (AC)	8
04 – 05 June 2020	Louth (AC)	16
Totals		102

The Defence Forces also contributed personnel and expertise supporting the Department of Communications, Climate Action and Environment's National Cyber Security Centre.



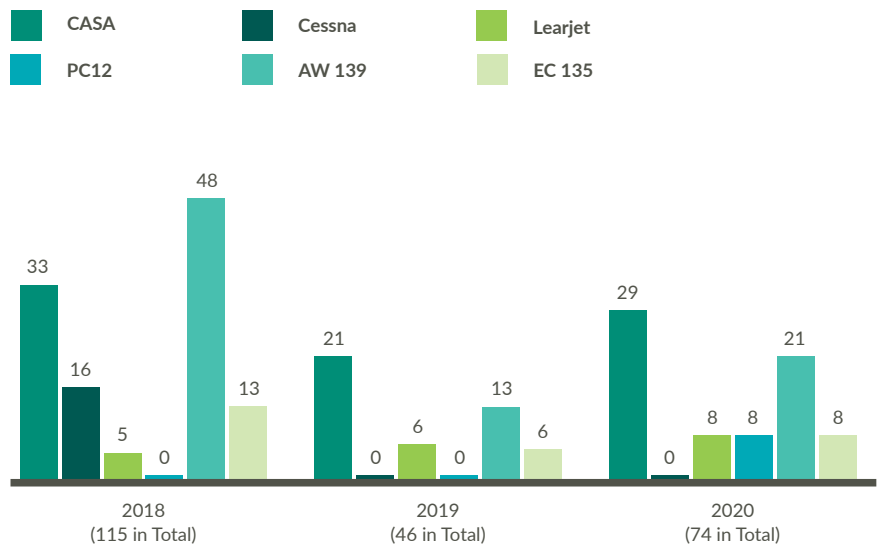
Chart 3.1 below provides details of ATCA operations carried out by the Air Corps during 2020, with details for 2018 and 2019 also provided for comparison purposes. Such missions include search and rescue support to the Irish Coast Guard, delivery and collection of ballot boxes to and from the islands, flood relief missions, response to major accidents, gorse fires, 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

ATCA operations carried out by the Air Corps during 2020.
 Details of Air Corps Civil Assistance Missions flown during 2018, 2019 and 2020



It should be noted that the Cessna aircraft fleet were withdrawn from operational tasks in October 2018 and the PC12 came into service during 2020.

NAVAL SERVICE ATCA OPERATIONS

Details of the level of support to civil authorities, including other government departments and state agencies, provided by the Naval Service (NS) in 2020 are as follows:

Naval Service personnel -

- » Responded to Search and Rescue (SAR) operations for fishing vessel (F/V) ALIZE during the month of January;
- » Responded to a fire on F/V KALEIGH on 3 March;
- » Investigated possible MARPOL (marine pollution) incidents at the request of the Irish Coast Guard (IRCG) on 22 April, 17 September, 11 October and on 10 November, and investigated an alleged oil slick on request from the IRCG on 12 August;
- » Were deployed in support of Naval Service Diving School (NSDS) at the request of Revenue and Customs Service to carry out a hull inspection;
- » Hailed six leisure craft transiting through the Irish Area of Operations and passed relevant information to An Garda Síochána in association with Joint Task Force FRAGO 88/20 during the month of May. NS personnel also conducted a total of 11 hails in the month of June and conducted three hails in the month of July under JTF FRAGO 88/20;
- » Responded to an IRCG MAYDAY RELAY on 29 July and again on 27 August;
- » Responded to a request for assistance of vessel taking on water in Smerwick on 29 July, and provided emergency towing assistance on request from IRCG to Merchant Vessel (M/V) AQUA TRANSPORTER on 3 August.
- » Marked and reported a drifting navigation hazard on request from IRCG on 12 August;
- » Acted as On-Scene Co-Ordinators for SAR on request from IRCG on 14 and 19 August; and
- » Responded to a PANPAN (International urgency call) in Cork Harbour – person in distress - on 24 May, to a yacht in distress on 3 September, and to a request from IRCG to assist with M/V LILY B in distress on 20 October.
- » **Operation Fortitude:** three NS vessels were tasked with ATCA duties during the month of March and five vessels were tasked with ATCA duties during the month of April, with one additional vessel tasked with ATCA standby.



FISHERY PROTECTION

Fishery protection services provided during 2020 were based on outputs agreed with the Sea Fisheries Protection Authority (SFPA). Throughout the year, the Naval Service worked in close cooperation with the SFPA on all aspects including in relation to a re-emphasis on a risk based approach to fishery protection to better utilise resources. During the year, the Naval Service carried out a total of 781 fishery patrol days while the Air Corps carried out a total of 152 separate patrols.

Charts 3.2.1 and 3.2.2 and Table 3.7 provide details of Air Corps and Naval Service patrol activities during 2020 with details for 2018 and 2019 also provided for comparison purposes.



Chart 3.2.1
Air Corps Fishery Patrols 2018-2020
Number of Missions

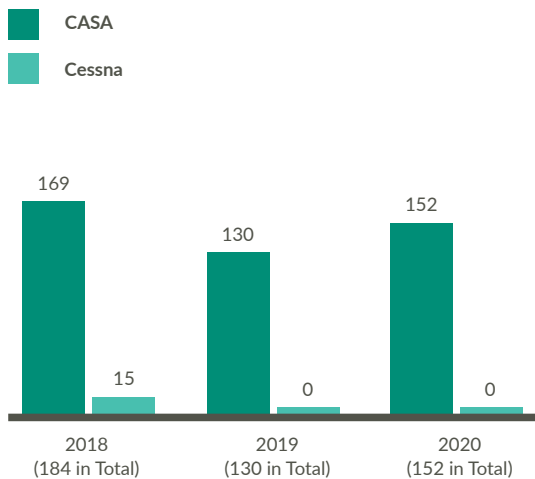


Chart 3.2.2
Air Corps Fishery Patrols 2018-2020
Total Flight Hours

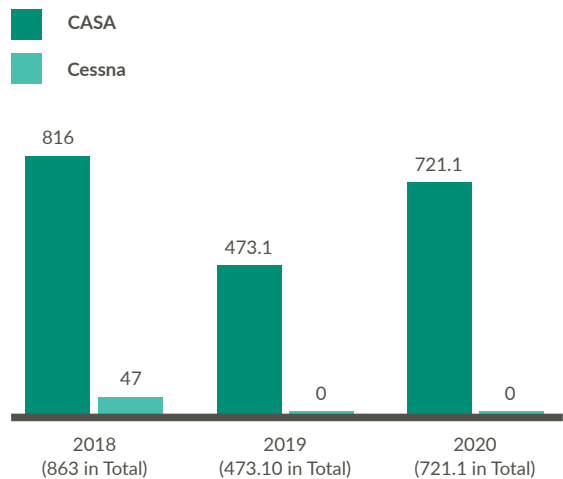


Table 3.7
Details of Naval Service fishery protection activity during 2018, 2019 and 2020

Fishing Vessel Nationality	Sightings			Boardings			Detentions			Infringements		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Irish	576	606	632	399	354	145	3	5	10	1	6	4
Spanish	220	276	218	161	240	52	2	2	0	1	0	4
UK	95	96	91	68	70	32	2	2	0	1	2	2
French	142	119	207	99	86	68	0	1	5	1	0	5
Belgian	10	10	7	8	4	4	0	1	0	0	0	0
German	4	4	2	4	4	2	0	0	1	0	0	0
Dutch	11	15	9	8	7	4	0	0	0	0	0	0
Portuguese	2	2	0	1	2	0	0	1	0	0	0	0
Russian	8	4	2	5	3	1	0	0	0	0	0	0
Norwegian	5	0	0	2	0	0	0	0	0	0	0	0
Faroese	2	0	0	2	0	0	0	0	0	0	0	0
Icelandic	3	0	0	3	0	0	0	0	0	0	0	0
Latvian	1	0	0	1	0	0	0	0	0	0	0	0
Danish	4	0	0	1	0	0	0	0	0	0	0	0
Poland	0	0	1	0	0	1	0	0	0	0	0	0
Greenland	0	1	0	0	1	0	0	0	0	0	0	0
Estonian	0	1	0	0	1	0	0	0	0	0	0	0
Totals	1,083	1,134	1,169	762	772	309	7	12	16	4	8	15

The likely implications of Brexit on fisheries enforcement and control was kept under review throughout 2020. Staffing in the Fisheries Monitoring Centre (FMC) was increased in preparation for increased Port State Control requirements in the context of the UK becoming a 'third country'. In addition, streamlined processes for processing Port State Control applications were agreed by a Brexit Working Group comprising the Department of Defence, the Naval Service and the SFPA.

EMERGENCY AEROMEDICAL SUPPORT (EAS) SERVICE

Service delivery levels 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, are shown in the charts below. 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. A decision to deploy the EAS service is guided by EAS clinical tasking criteria, as determined by the National Ambulance Service Medical Director.

In order to ensure the provision of an important public service and to safeguard in so far as possible that the EAS service continued during the COVID-19 pandemic throughout 2020, the Air Corps took effective steps to cocoon EAS crew and technicians in Athlone. The Air Corps also took steps to protect crews through the use of protective equipment in the aircraft. The EAS was available and active for all of 2020.

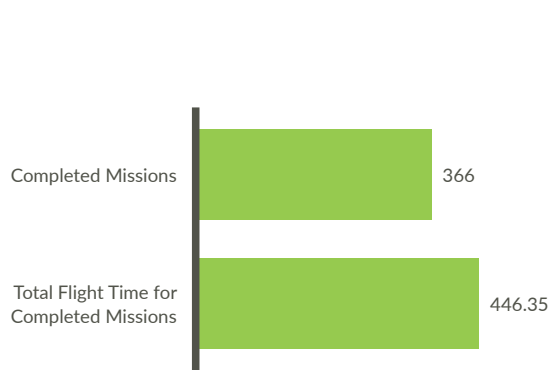


Chart 3.3.1
Details of EAS Missions completed during 2020 (Aircraft AW 139)

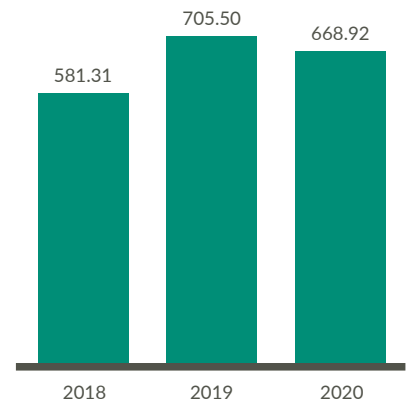


Chart 3.3.2
Comparison of Total Operational Flight Time on EAS Missions*

* Includes missions where the AW139 was stood down

Chart 3.4.1
Nature of EAS Missions completed during 2020

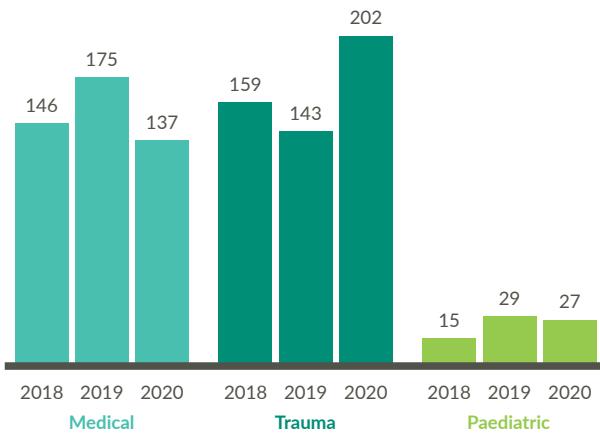
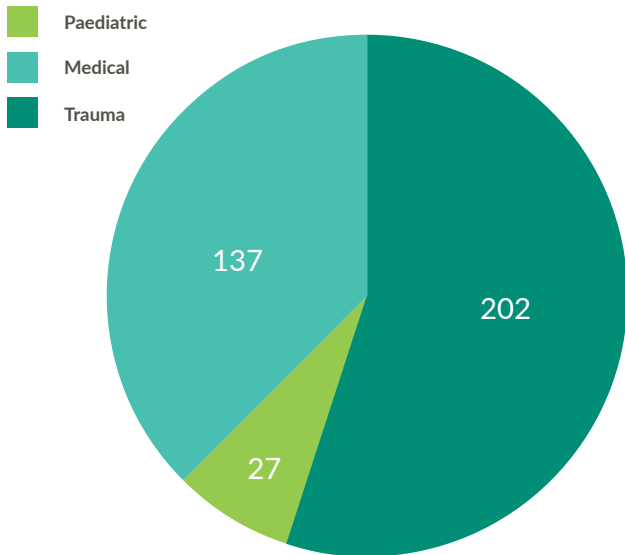


Chart 3.4.2
Number and Nature of completed EAS Missions 2018-2020

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. Information in relation to Ministerial Air Transport flights is publicly available via a link entitled "Routinely Published Information" on the Department of Defence website where it is updated on a monthly basis: <https://www.gov.ie/en/organisation-information/e8132-routinely-published-information/>

Chart 3.5 below contains summary details in respect of 2020 with similar details for 2018 and 2019 also provided for comparison purposes.

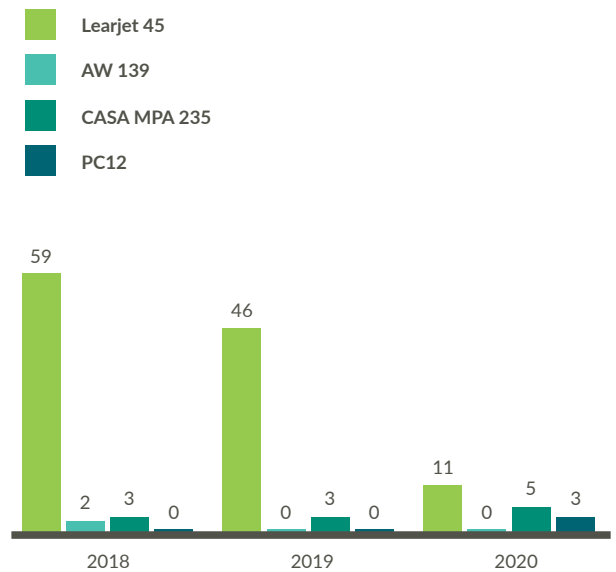
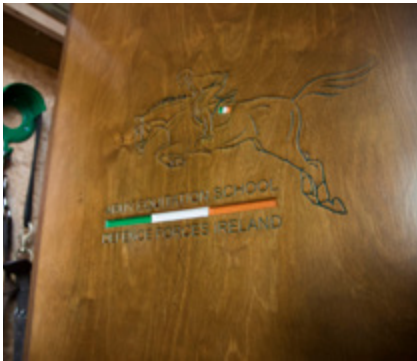


Chart 3.5
Number of MATS Missions by aircraft type carried out 2018-2020



ARMY EQUITATION SCHOOL

During 2020, the Army Equitation School (AES) competed at 25 national competitions throughout the country, including Portmore Show in Northern Ireland. Following the Premier League, Captain Geoff Curran riding Glengarra Wood were crowned the National Champions for 2020. In December the School was invited to compete in the HSI Master's Invitational, a live RTE televised event, where Captain Geoff Curran and Clintstown competed. AES personnel also completed 519 days of training. This training consisted of a mixture of both military and civilian courses. Personnel also completed 471 incidents of duty in 2020.

During 2020, five new horses were purchased leaving the School with a total stock of 38 horses at the end of the year. The personnel strength of the School was 34, comprising eight Officers (including five Riding Officers), nine Non-Commissioned Officers and 17 Privates.





CEREMONIAL SERVICES

The Defence Organisation plays a highly significant and noteworthy role in many State commemoration ceremonies. A total of 144 engagements by the Defence Forces School of Music (DFSM) Military Bands took place during 2020, composed of 12 state ceremonies, 105 military ceremonies and 27 community events. As a result of the public health restrictions in place during 2020, both the number of ceremonies and the number of DFSM engagements are significantly down on previous years. Defence Forces Band personnel spent much of the year providing supports to the HSE in the area of contact tracing.

Table 3.8 provides details of the Defence Forces contribution to both State and Military ceremonial events during 2020. Due to the COVID-19 crisis, many planned commemorations during 2020 were either significantly scaled back or cancelled.

Table 3.8
Details of the Defence Forces contribution to State and Military ceremonial events during 2020

Date	Event	Total DF Numbers ⁴
15 Jan 20	Visit of the President of the European Commission, Dublin Castle.	12
16 Jan 20	State Visit to Ireland by the President of Greece.	209
18 Jan 20	Freedom of the City of Dublin on Jim Gavin, Mansion House.	9
22 Jan 20	Credentials Ceremony, Áras an Uachtaráin.	108
20 Feb 20	Commissioning of 95 cadet Class.	184
03 Mar 20	Official Visit of the Duke and Duchess of Cambridge.	53
05 Mar 20	Credentials Ceremony, Áras an Uachtaráin	96
04 Apr 20	Ceremony titled "Ireland Remembers" in the Garden of Remembrance to commemorate those that had lost their lives to COVID-19.	12
12 Apr 20	1916 Commemoration Ceremony at the GPO and Áras an Uachtaráin.	8
06 May 20	Commemoration of the execution of the Leaders of the 1916 Rising, Arbour Hill, Dublin.	12
15 May 20	Funeral of HE Laura Bernal, Ambassador of Argentina, Foxford, Co Mayo.	4
17 May 20	National Famine Commemoration, Dublin.	8
28 Jun 20	Wreath Laying Ceremony Glasnevin Cemetery (Tánaiste)	4
02 Jul 20	Commissioning of two Medical Officers, DFTC.	18
12 Jul 20	National Day of Commemoration, National Museum of Ireland, Collins Barracks, Dublin.	106
14 Sep 20	Ministerial Review 62 Inf Gp, UNDOF, Aiken Bks, Dundalk	40
20 Oct 20	60 th Anniversary of the deaths of Col MacCarthy and CS Grant (ONUC), Post 1 IUNVA.	9
07 Dec 20	Commissioning of Medical Officer, DFTC	12

⁴ These figures represent military personnel on parade for each event and do not include personnel involved in planning and logistics for such events



Section 4

Corporate Information and Data

4.1

Details of Defence Vote Expenditure for 2018, 2019 and 2020 by Category*

Expenditure Category	2018		2019		2020	
	€m	%	€m	%	€m	%
PDF Pay and Allowances	432	61.7	456	60.4	446	57.1
Pay and Allowances of Civilian Employees and RDF	22	3.1	21	2.8	21	2.7
DF Capability and Development	77	11	103	13.6	128	16.4
Air Corps: Equipment and Support	18	2.6	17	2.2	21	2.7
Naval Service: Equipment and Support	17	2.4	14	1.9	12	1.5
Barracks Expenses, Engineering Equipment and Maintenance	23	3.3	23	3	23	2.9
DF Built Infrastructure – Capital	10	1.4	15	2	12	1.5
Military Transport	15	2.1	20	2.6	24	3.1
Litigation and Compensation Costs	7	1	6	0.8	7	0.9
Other non-pay military expenditure	52	7.4	52	6.9	54	6.9
Administration	23	3.4	23	3	27	3.5
Civil Defence (incl. dormant accounts funding)	4	0.5	5	0.7	5	0.7
Irish Red Cross Society	1	0.1	1	0.1	1	0.1
Total (Gross)	701	100	756	100	781	100

* Minor discrepancies may arise due to rounding. Provisional out turn figures for 2020.

4.2

Details of Army Pensions Vote Expenditure for 2018, 2019 and 2020 by Category*

Expenditure Category	2018		2019		2020	
	€m	%	€m	%	€m	%
Defence Forces (Pensions) Scheme & Payments in respect of Transferred Service	233.5	96.4	242.2	96.5	242.9	96.8
Wound & Disability Pensions, allowances and gratuities, to or in respect of former members of the Defence Forces	8.3	3.4	8.4	3.3	7.8	3.1
Payments in respect of dependents of Veterans of the War of Independence & other miscellaneous expenditure.	0.5	0.2	0.4	0.2	0.4	0.1
Total (Gross)	242.3	100	251	100	251	100

* Minor discrepancies may arise due to rounding. Provisional out turn figures for 2020.

4.3

Details of the Volume of Transactions Processed in 2018, 2019 and 2020*

Expenditure Category	2018	2019	2020
No. of non-payroll payments made (invoices, etc.)	22,596	21,247	19,311
No. of new pensions approved (service, disability & dependants)	454	556	383*
No. of cases processed on death of a pensioner etc.	289	296	278
No. of payroll family law queries	20	7	5
No. of pensions family law queries	810	820	780
No. of pensions benefit estimate statements provided and pension benefit queries answered	2,120	2,900	2,100
No. of Single Pension Scheme annual benefit statements issued	5,338	2,819	2,824

* The number of new retirements of military personnel with immediate entitlement to pension benefits in respect of service was significantly lower in 2020 than in 2019

4.4

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 2020, arising from the restrictions put in place to address the COVID-19 pandemic, a revised annual audit plan was approved by the Secretary General, covering a range of systems and stores audits. The restrictions also resulted in changes in audit practices. The Department's Audit Committee, which comprises of three external members (one of whom is the Chair) and one representative from each of the civil and military elements of the Department, reviewed the section's work on an ongoing basis. During 2020, the section carried out some 65 audits.

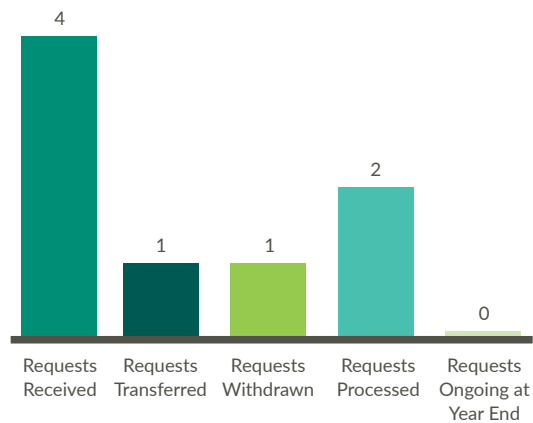


Chart 4.1.1
GDPR Subject Access Requests 2020
Department of Defence

4.5

General Data Protection Regulation (GDPR)

The Department of Defence and the Defence Forces, as separate data controllers for the Defence Organisation, continued throughout 2020 to carry out their obligations under the Data Protection Acts 1988 to 2018 and the General Data Protection Regulation. This was achieved through training and awareness for staff and the implementation of obligations contained in data protection policies. Both data controllers continued to engage with the Data Protection Commission and external subject matter experts as required.

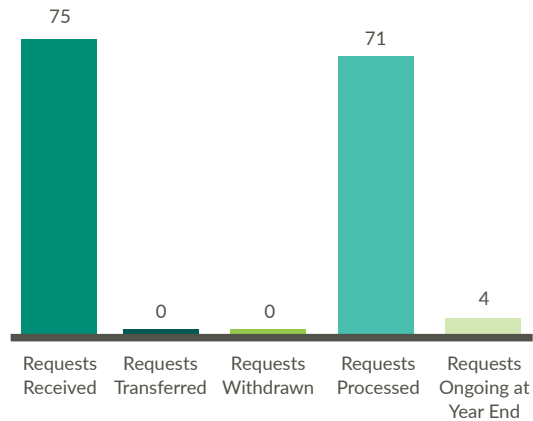


Chart 4.1.2
GDPR Subject Access Requests 2020
Defence Forces

Charts 4.1.1 and 4.1.2 provide details of the number of Subject Access Requests processed by the Data Protection Offices of both data controllers during 2020.

4.6 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 4.2.1 and 4.2.2 below provide details of the number of FOI requests processed by both bodies during 2020, with details for 2018 and 2019 also provided for comparison purposes.

Chart 4.2.1
Details of FOI Requests processed by the Department of Defence

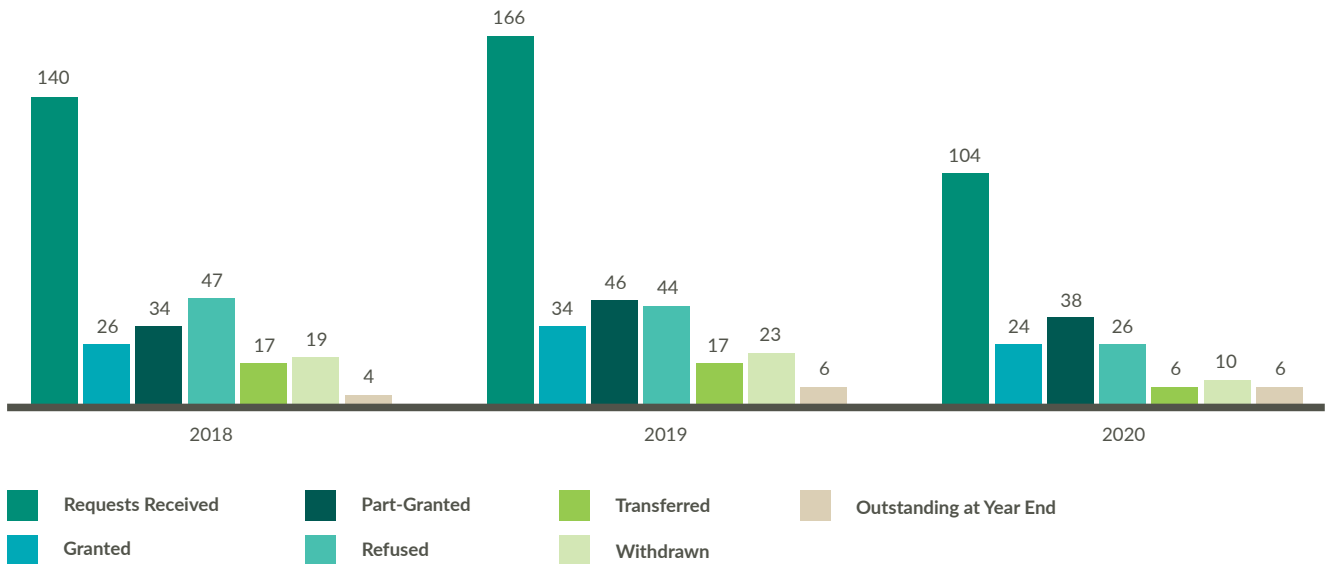
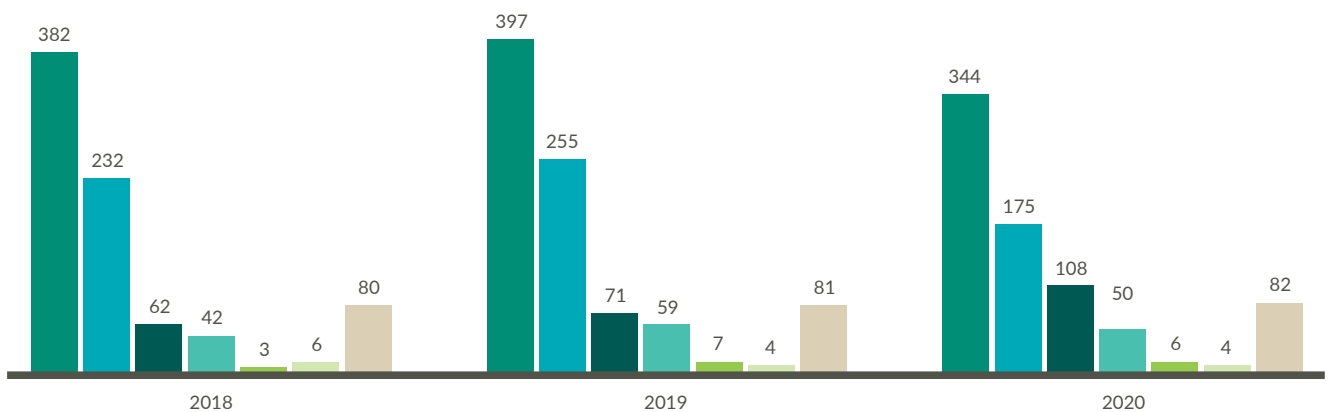


Chart 4.2.2
Details of FOI Requests processed by the Defence Forces



4.7

Protected Disclosures

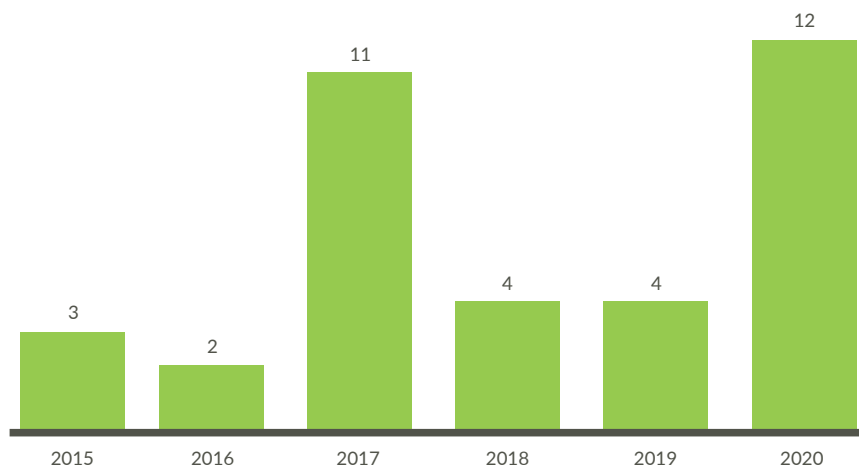
A single Civil/Military Protected Disclosures Office has been established in the Department. This Office is preparing an updated guidance note on protected disclosures for issue to all staff, both civil and military. Together, the single office and updated guidance should ensure a uniform approach to protected disclosures across the Defence organisation.

An annual report, in accordance with the terms of section 22 of the Protected Disclosures Act 2014, in relation to the total number of protected disclosures made in the preceding year, will be prepared and published on the departmental website <https://www.defence.ie/what-we-do/protected-disclosures>.

Concerns received from workers are processed in line with our published procedures. This includes screening to determine whether the disclosure appears to fall within the framework for protected disclosures. In 2020, the Department received 12 submissions purporting to be protected disclosures. This number relates to the total number of disclosures made to the Defence Organisation. Eight of these are being dealt with in accordance with the Protected Disclosures Act 2014 and the remaining four are deemed not to fall within the criteria set out in the Act.

Chart 4.3 below details the numbers of protected disclosures received in the years 2015 to 2020. These details are not broken down further in keeping with the confidentiality requirements specified in the 2014 Act.

Chart 4.3
Number of Protected Disclosures received in the years 2015 to 2020



4.8

Energy Consumption 2020

Department Of Defence

The Department of Defence continued to take a very proactive approach during 2020 throughout its buildings in Newbridge, Renmore and Roscrea in progressing energy-efficient initiatives. Efforts towards improving energy efficiency have been achieved through proactive departmental energy teams who are, since 2007, implementing energy efficiency initiatives such as using only energy efficient lighting, more strict control of heating and ventilation systems, organising Energy Awareness Days to improve behaviour by staff at desk level, installing timers on high energy units, regular energy audits and monitoring and reporting.

The SEAI collates energy performance for all Government Departments and agencies. In 2020 DCCAE reported that the Department of Defence's performance of 2019 had achieved a 32.2% energy reduction from its base year (2009). The Department had a target of reaching 33% energy reduction by the end of 2020. In 2019 our CO₂ emission levels were recorded at 58% of base year, significantly surpassing our 2020 target, and already achieving our 2030 target levels.

The total usage of energy in the Department for 2020 was 2,243,375 kWh, incorporating buildings in Newbridge (incl. Clonmel St.) – 1,681,037 kWh; Renmore (excluding other Departments/Offices) – 236,305 kWh and Civil Defence (Roscrea & Ratra House) – 326,033 kWh. This usage was a further reduction over 2019, guaranteeing the Department achieved its target of 33% goal for 2020. The SEAI report is due to be published later in 2021. Preliminary data submitted shows savings of over 35% has been achieved since the base year of 2009.

While attendance in office buildings remained low during 2020 because of COVID-19, all of the Department's buildings continued to remain open during this time. As a result, the pandemic had limited effect on energy savings. Lights, heating and IT systems (including servers) had to remain on throughout 2020, despite a significant drop in footfall due to COVID-19.

The Department's move to OGCIO in November 2020 will enable future energy savings, as much of the Department's IT systems will start to decommission in 2021. Further improvements are also being considered as we start on a new challenge of attaining 50% energy reduction from base year by 2030.

Defence Forces

In 2020, the Defence Forces consumed 188 GWh of energy (Total Final Consumption)*. This represents an overall decrease in final energy consumption of 4% over 2019. Overall, the Defence Forces have reduced total final energy consumption by 20.8% since 2009. The main sources of energy use within the Defence Forces during 2020 were utilities (electricity, natural gas, LPG and heating oil) and transport fuel (including aviation fuel, marine fuel and road diesel and petrol and SFGO for Naval Service shore power).

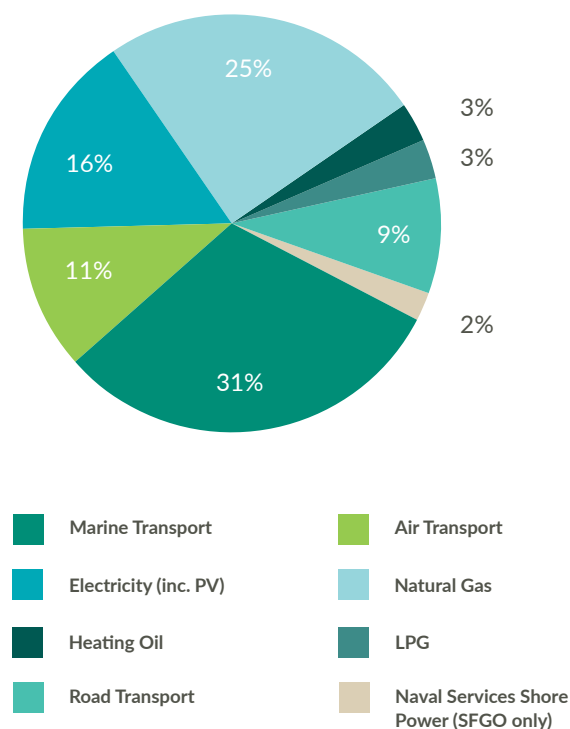
Chart 4.4 provides a breakdown of the main categories of energy consumption by the Defence Forces during 2020.

In 2020, the Defence Forces were re-certified to the international energy management standard ISO 50001:2018. The re-certification audit was also a transition audit to the newer version of the standard. As part of the certification process, three locations were audited in 2020.

The Defence Forces Senior Energy Executive (SEE), chaired by the Deputy Chief of Staff (Support) approves an Annual Plan of Action (POA) to address energy use across the full spectrum of energy categories. Some notable achievements of the POA 2020 included:

- » Continued rollout of heat pumps in suitably identified Defence Forces buildings.
- » Implementation of the Fuel Management System (FMS) for Road Transport fuel and other fuel using assets.
- » Main Engine Pre-Heat Optimisation Programme on Naval Service vessels.
- » Completion of further Solar photovoltaic (PV) projects, bringing installed PV capacity in the Defence Forces to over 1.2 MWp. PV is now installed in 11 DF locations. Electricity generated by renewables (PV) increased to 866 MWh, a 340% increase since 2019 (252 MWh).
- » Further introduction of electric vehicles and associated charging infrastructure across the organisation.

Chart 4.4
Defence Forces Energy Consumption by Source 2020



* The figure is as published by SEAI following submission of raw consumption data. It is possible these figures may be adjusted to account for changes in energy conversion factors.

European Defence Agency (EDA) Collaboration - Energy

The Defence Forces continued to engage with the EDA on a number of energy initiatives during 2020. 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 2020, Ireland continued to participate in the European Commission's 'Consultation Forum for Sustainable Energy in the Defence and Security Sectors', (CF SEDSS II) which has moved to its third phase. The first conference of the third phase took place remotely in October 2020. This is coordinated by the EDA and consists of a series of conferences, which examine the applicability of EU energy legislation and how it can be implemented by European militaries. The forum comprises four working groups, each of which are attended by Defence Forces personnel. In addition, the Defence Forces provide a Team Leader to the Renewable Energy Sources (RES) Working Group.

In 2020, personnel from the Defence Forces continued to participate on the EDA Defence Energy Managers Course (DEMC), which is run over 11 months and normally includes three visits to Brussels for 3-5 days and webinars. The aim of the course is to reinforce understanding of the complexities of managing energy within a defence organisation based on the new version of ISO 50001. The first, second and third DEMC are now complete with the fourth DEMC currently in progress, having been delayed due to COVID-19. The fifth DEMC is due to commence in Q1, 2021. Two DF personnel are partaking in each course and to date, personnel (officers and NCOs) from the Naval Service, Air Corps, Corps of Engineers and Transport Corps have participated.

4.9

Cross-Departmental Working Groups with Input from Defence

- » Business Continuity Planning
- » Brexit Coordination Meeting Group
- » Children First Interdepartmental Implementation Group
- » CISM Network (Critical Incidence Stress Management Network)
- » Civil Service Employee Assistant Service Advisory Committee
- » Civil Service ICT Managers' Group
- » Civil Service Project Managers' Network
- » Civil Service Renewal Working Group on cross-cutting issues
- » Court Martial Rules Committee
- » Department of the Taoiseach National Risk Assessment Steering Group
- » Disability Liaison Officers Network
- » Dormant Accounts Fund (DAF) Interdepartmental Group
- » 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
- » Financial Management Shared Services – Process Design Advisory Group
- » Fixed Asset Working Group
- » 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 Critical Infrastructure Resilience
- » Government Task Force on Emergency Planning - Subgroup: Winter Ready
- » Government Task Force on Emergency Planning – Subgroup: Summer Ready
- » Government Task Force on Emergency Planning sub-group on Electricity Contingency 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
- » Health Threats Co-ordination Group
- » High Level Steering Group on Cyber Security

- » Implementation Group on Policing Reform
- » Inter-departmental Committee on Conventional Weapons
- » Inter-departmental Committee on the Decade of Centenaries
- » Interdepartmental meetings on Famine Commemoration
- » Interdepartmental meetings on National Day on Commemoration
- » 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 Protected Disclosures
- » 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 Group on Security of Electoral Process and Disinformation
- » Inter-departmental Group on the Irish Abroad
- » Inter-departmental Meeting on the Council of Europe
- » Inter-departmental meetings on Post 2015 Sustainable Development Goals
- » 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-departmental Steering Committee on the Military Services Pensions Collection
- » Inter-hospital Air Ambulance Steering Group
- » Irish Aeronautical Maritime Emergency Advisory Group
- » Irish Government Economic and Evaluation Service (IGEES) Management Board
- » Irish Marine Search and Rescue Committee
- » Irish Prison Service Interagency Contingency Planning Group
- » LGBTI+ National Inclusion Strategy Committee
- » Malaria Chemoprophylaxis Working Group
- » Management Board of the National Directorate for Fire and Emergency Management
- » Marine Co-ordination Group
- » Marine Strategy Framework Directive Implementation Group
- » Maritime Surveillance (MARSUR) Committee and Working Group
- » Migrant Integration Strategy Monitoring and Coordination Committee
- » 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 Data Infrastructure (NDI) Champions Group
- » 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 Oversight Group on COVID-19 Excess Mortality
- » National Security Committee
- » National Shared Services Office (NSSO) Employee Services Customer Group (ESCG)
- » National Steering Group on Major Emergency Management
- » National Strategy for Women and Girls Strategy Committee
- » 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
- » Our Public Service 2020 Action Team 10 “Embed Programme and Project Management” (DOD Leads)

- » Our Public Service 2020 Action Team 1
“Accelerate Digital Delivery”
- » Our Public Service 2020 Action Team 4
“Significantly Improve Communications and Engagement”
- » Our Public Service 2020 Action Team 6
“Promote a Culture of Innovation”
- » Our Public Service 2020 Action Team 13
“Mainstream Continuous Work Force Planning”
- » Our Public Service 2020 Action Team 14
“Continuous and Responsive Professional Development”
- » Our Public Service 2020 Action Team 16
“Promote Equality, Diversity and Inclusion”
- » Our Public Service 2020 Indicators Working Group
- » Our Public Service 2020 Public Service Leadership Board (PSLB)
- » Our Public Service 2020 Public Service Management Group (PSMG)
- » Oversight Group of Ireland’s second National Action Plan on Women, Peace and Security (2015 – 2018)
- » Personnel Officers Executive Committee
- » Personnel Officers Network
- » Public Service Management Group
- » Public Service Pensions Network
- » Quality Customer Service Officers Network
- » Risk Management Liaison Group
- » Sea Fisheries Protection Authority Consultative Committee
- » Sea Fisheries Protection Authority SLA Management Groups Levels 1 and 2
- » Sectoral Workforce Planning Forum
- » Senior Officials Group on COVID-19
- » Senior Officials Group on EU Affairs
- » Single Pension Scheme Programme Board
- » Single Pension Scheme Technical Focus Group
- » Training Officers Network
- » Working Group on Corporate Manslaughter

4.10

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

The Department of Defence has completed MOU’s with:

- » Department of Agriculture, Fisheries and Marine
- » Department of Transport, Tourism and Sport
- » Department of Health (x 2)
- » Department of Foreign Affairs and Trade (x 3)
- » Department of Housing, Planning and Local Government
- » Office of Revenue Commissioners
- » Department of Communications, Climate Action and Environment
- » Department of Social Protection and Education and Training Boards Ireland
- » State Claims Agency
- » United Nations (x 2)
- » Ministry of Defence, UK (x 3)
- » Ministry for Home Affairs and National Security, Malta
- » Irish Red Cross Society
- » Department of Defence, Australia
- » MODs in Austria, Croatia, Czech Republic, Germany and Netherlands re. EU Battlegroup 2020
- » Minister of National Defence of the Republic of Poland
- » National Shared Services Office
- » Kildare County Council

SLAs have been agreed with:

- » Department of Education and Skills – regarding ESF funding relating to the Defence Forces Employment Support Scheme.
- » Marine Institute – 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 – in relation to services provided by the Defence Forces in the event of an air accident.
- » Irish Coast Guard (IRCG) – regarding Search and Rescue 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
- » Health Service Executive/National Ambulance Service – Regarding a pilot scheme for the availability of a Defence Forces ambulance and crew to the National Ambulance Service.
- » Marine Survey Office – assistance in routine or emergency situations.
- » 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 (OPW) – in relation to services provided by the Air Corps to the OPW during extreme weather events.
- » The Department of Foreign Affairs as represented by 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 (AGS) - terms of service between Civil Defence and AGS in relation to emergency incidents.
- » Environmental Protection Agency and the Department of Communications, Climate Action and Environment – regarding the provision of services by the Defence Forces and Civil Defence.
- » Department of Culture, Heritage, and the Gaeltacht (National Parks and Wildlife Service) – regarding the provision of services by the Defence Forces.
- » Department of Transport, Tourism and Sport – regarding the provision of services by the Defence Forces to the Dublin Airport Authority.
- » Department of Housing, Planning and Local Government in relation to Mass Fatality Planning.
- » Department of Communications, Climate Action and Environment and the National Cyber Security Centre with the overall aim of improving the cyber-security of the State
- » Óglaigh Náisiúnta na hÉireann (ONE) for the provision of services to ONE.
- » Irish United Nations Veterans Association (IUNVA) for the provision of services to IUNVA.
- » Irish Coast Guard – provision of service between Civil Defence and the Irish Coast Guard in relation to emergency incidents on the waters of Ireland.
- » Department of Health/Health Service Executive (HSE) for the provision of a contingency emergency service to the HSE by the Air Corps for the air transportation of radiopharmaceuticals and certain compounded medicines in the aftermath of Brexit.
- » Commissioner of Irish Lights for the provision of a contingency emergency service by the Air Corps to the Commissioners of Irish Lights in the aftermath of Brexit.
- » Department of Foreign Affairs & Trade regarding a range of services by the Defence Forces to the Emergency Civil Assistance Team (ECAT)



Appendix A

Terms of Reference of the Commission on the Defence Forces

In addressing the detailed tasks as provided for in its Terms of Reference, the Commission will have regard to immediate requirements while also seeking to develop a longer term vision for beyond 2030. This is against a backdrop of the high-level Defence goal which is 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. This fits within the broader context of the protection of Ireland's defence and security interests nationally and internationally. The Commission's approach should aim to ensure that the Defence Forces will remain agile, flexible and adaptive in responding to dynamic changes in the security environment, including new and emerging threats (such as from climate change) and technologies.

It is understood that recommendations of the Commission may require legislative changes.

In arriving at its findings and recommendations for arrangements for the effective defence of the country, the Commission will have regard to the level of funding provided by Government for Defence.

The following Terms of Reference, and the Commission's overall approach will be guided and informed by both the White Paper on Defence 2015 and the White Paper Update 2019, which set out Ireland's extant Defence Policy, including the current Security Environment Assessment, as set out in the White Paper Update.

- » The Commission will take account of Ireland's particular defence requirements, including its strong international commitment in the overseas domain as well as the particular roles of the Defence Forces in the domestic security environment which itself continues to evolve.
 - » The Commission will consider and recommend the appropriate structure and size of the Permanent Defence Force (PDF) and the Reserve Defence Force (RDF). This will encompass consideration of appropriate capabilities, structures and staffing for the Army, and its brigade structure, the Air Corps and the Naval Service along with the appropriate balance and disposition of personnel and structures across a joint force approach in the land, air, maritime, cyber, intelligence and space domains.
 - » With regard to the RDF, the Commission will consider a wide range of options and will make recommendations to better leverage the capabilities of the RDF in their supports to the PDF and to make service in the RDF a more attractive option.
 - » The Commission will examine the structures in the Defence Forces as well as the work of the White Paper Command and Control project to date. In that context, the Commission will consider the most appropriate governance and effective high-level command and control structures in the Defence Forces.
- » The Commission will examine the evolution of all remuneration systems and structures currently in place in the Defence Forces noting what the Programme for Government states in relation to a future Permanent Pay Review Body. Upon completion of the Commission's work, the Minister for Defence will consult with the Minister for Public Expenditure and Reform on the establishment of a permanent pay review body, reflecting the unique nature of military service in the context of the public service. All recommendations by the Commission or the successor body and their implementation must be consistent with national public sector wage policy.
 - » The Commission will set out a strategic perspective on HR policies, and associated strategies, including grievance processes and consideration of appropriate structural flexibility, to fulfil the requirements of military capabilities for a more agile and adaptive Defence Forces in a manner congruent with modern society, and in light of the prevailing dynamics of the labour market, while consistent with public sector pay and personnel policy.
 - » The Commission will consider and recommend appropriate turnover and retention approaches, having regard to work undertaken to date, and international best practice, to deliver the capabilities required of a modern military force. In addition, it will recommend approaches to recruitment, including identifying military career options that could create a more diverse, gender-balanced, flexible and responsive force, with a system of career progression to meet the recommended force structures and disposition.

MEMBERSHIP OF THE COMMISSION ON THE DEFENCE FORCES

Chair: Aidan O'Driscoll, former Secretary General, Department of Agriculture 2015-2018 and Department of Justice and Equality 2018-2020. Department of Agriculture Chief Economist from 1995 to 2001 and Assistant Secretary General from 2001 to January 2015 for EU Affairs, Economics and Climate Change.

Peter Brazel*, retired civil servant who worked in a number of departments, including at senior level in the Department of Public Expenditure and Reform, with significant experience of public service policy, including on personnel and remuneration matters.

Admiral Haakon Bruun-Hanssen, retired Norwegian Chief of Defence (2020) and formerly Chief of the Armed Forces Joint Operations and Inspector General of the Norwegian Navy.

Shay Cody, former Chair of ICTU Public Services Committee and retired Senior General Secretary of Forasa 2010-2019.

Maura Conway, Professor of International Security in the School of Law and Government at DCU and coordinator of VOX-Pol, a EU-funded project on violent online political extremism. Member of the Academic Advisory Board of Europol's Counter-terrorism Centre.

Marie Cross, retired Assistant Secretary, Department of Foreign Affairs, former Ambassador to the EU Political-Security Committee (PSC), member of the Board of the IIEA and Chair of its Defence and Security Committee. Was a member of the White Paper (2015) Ministerial Advisory Group.

Dan Harvey, military historian, museum curator and retired Lieutenant Colonel in the Defence Forces. As an author he has written extensively about the history of the Defence Forces.

Anja Dalgaard-Nielsen, Danish researcher and security policy expert. She is Director of the Institute for Strategy at the Royal Danish Defence College and Professor (part time) at the Center for Social Security and Risk Management at the University of Stavanger. She is former head of the Department of Preventive Security in the Police Intelligence Service. In June she was appointed to the advisory group to the NATO Secretary General on NATO 2030.

Caitriona Heintz, Executive Director at the Azure Forum for Contemporary Security Strategy, Ireland and Adjunct Research Fellow at the School of Politics and International Relations at UCD.

John Minihan, former Senator and retired Captain in the Defence Forces. Chair of 2015 White Paper Ministerial Advisory Group.

Lieutenant General Conor O'Boyle (Retd.), former Irish Defence Forces Chief of Staff and previously Deputy Chief of Staff (Support) and General Officer Commanding Defence Forces Training Centre.

Lieutenant General Esa Pulkkinen, Finnish military officer who is a 3 star General (equivalent to rank of Defence Forces Chief of Staff). Previously, Director General of the EU Military Staff and military strategic adviser to the High Representative.

Geraldine Tallon, former Secretary General, Department of Environment, Community and Local Government (2007-2014) and ex Chair of Department of Defence Audit Committee (2014-2019). Chair of the Catholic Institute for Deaf People.

Gerry Waldron, currently works as a medical doctor and Director of Slándáil (National Security Summit Ireland). He previously served as an officer in the Defence Forces for 16 years in a variety of roles at home and overseas with the United Nations.

Jane Williams, Managing Partner, SIA Partners Management Consultants and former Eirgrid PLC Board member and interim CEO 2009-2010. She has served on the Board of the National Competitiveness Council, the Irish Universities Quality Board, TLAC and a number of other boards and committees.

* Peter Brazel was replaced by retired Civil Servant Stephanie O'Donnell who in her senior role in the Department of Public Expenditure and Reform has significant experience of public service policy, including on personnel and remuneration matters and was responsible for voted expenditure for the Defence Forces for a number of years.



Óglaigh
na hÉireann
IRISH DEFENCE FORCES



An Roinn Cosanta
Department of Defence