



An Roinn Cosanta
Department of Defence



Óglaigh
na hÉireann
DEFENCE FORCES IRELAND

Department of Defence and Defence Forces Annual Report 2011

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Department of Defence



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na hÉireann
DEFENCE FORCES IRELAND

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Department of Defence and Defence Forces

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FOREWORD

Minister for Justice, Equality and Defence

I am pleased to accept delivery of this Annual Report for 2011 encompassing the performance of both the Department of Defence and the Defence Forces.

Since my appointment as Minister for Defence in March 2011, I have been greatly impressed by the professionalism and dedication of both civil and military elements of the Defence Organisation. Very often much of the good work done is not publicised and often goes unnoticed. However, the high profile visits to Ireland of Queen Elizabeth II and President Barack Obama put our security services under the spotlight. The positive feedback on the performance of An Garda Síochána and the Defence Forces during that period gave me great pride, not only as the Minister for Justice, Equality and Defence, but also as an Irish citizen.

Ireland has a well earned and proud international reputation from the performance of our Defence Forces personnel on overseas peacekeeping missions. During 2011, Defence Forces personnel were deployed to the United Nations Interim Force in Lebanon (UNIFIL). This continues our long established record of supporting United Nations (UN) mandated missions.

The targets set by the Government to restore the stability of the public finances required immediate and decisive action. The completion of a Comprehensive Review of Expenditure by all Government Departments was a priority. The decisions arising from this process provides us with the resource framework within which policy proposals must be framed.

As Minister for Defence, my main objective is to ensure that we have a flexible, modern defence organisation with the capabilities to undertake and manage all roles assigned to the greatest extent possible.

The re-organisation of the Defence Forces to reflect the revised strength of 9,500 personnel presents a major challenge. Change is never easy but in these extraordinary times we have no option but to continue to maximise our capacity to operate effectively and efficiently with reduced resources.

The delivery of the required outputs within the reduced resource envelope requires continued commitment to modernisation and reform. I look forward to continuing this work with the Secretary General, the Chief of Staff and all their personnel, both civil and military.



Alan Shatter TD, Minister for Justice, Equality and Defence

A handwritten signature in black ink that reads "Alan Shatter". The signature is fluid and cursive.

Alan Shatter TD,
Minister for Justice, Equality and Defence



Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2011.



Michael Howard

Michael Howard,
Secretary General



Seán McCann Lt Gen

Lt Gen Seán McCann,
Chief of Staff



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INTRODUCTION

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2011. Performance is reviewed against the programme headings and objectives, set out in the Department of Defence and Defence Forces Strategy Statement 2008 – 2010, which carried forward into 2011, pending adoption of a new Strategy Statement.

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.

The report is set out in five sections, with one appendix, as follows:

Section 1 - Developing and Maintaining Contingent Capabilities

This section reports on activities and outputs in the areas of training, doctrine, equipment, infrastructure and personnel that support and maintain the development of the contingent military capabilities that are required in order to deliver on the roles assigned to the Defence Forces.

Section 2 - On-Island Security and Support to other Agencies

This section reports on activities and outputs in the areas of aid to the civil power (ATCP), aid to the civil authority (ATCA), and delivery of services to other government departments and agencies.

Section 3 - International Peace and Security

This section reports on activities and outputs in support of Government policy in promoting international peace and security and, in particular, the delivery of International Peace Support Operations (PSOs).

Section 4 - Defence Policy, Military Advice and Corporate Services

This section reports generally on the delivery of policy and military advice, the work of the Office of Emergency Planning and on the corporate services functions.

Section 5 – Financial Report

This section contains a report on expenditure in 2011 from Votes 36 and 37.

Appendix 1 – Overview of Energy Usage in the Defence Organisation in 2011

This section sets out the energy usage in the Defence Organisation¹ for 2011 and the initiatives taken to improve our energy performance in compliance with the requirements

as set out in the European Communities (Energy End-Use Efficiency and Energy Services) Regulations 2009, (S.I. No. 542 of 2009).

Footnote

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

Developing and Maintaining Contingent Capabilities



SECTION 1: Developing and Maintaining Contingent Capabilities

The White Paper on Defence (2000) addresses all aspects of defence provision and organisation and sets out current defence policy. The White Paper seeks to ensure a level of defence capability appropriate to the prevailing defence and security environment at home and overseas.

Delivery on policy objectives requires the development and retention of a broad range of capabilities. Decisions on the extent and nature of capabilities to be maintained and resources to be devoted to defence are made by Government in this context and in the light of military advice and defence policy advice. Implementation of White Paper objectives requires a co-ordinated effort across the Defence Organisation involving both civil and military personnel.

This section of the Report outlines the progress made during 2011 in the areas of force development, equipment procurement, infrastructure and training, which are necessary to maintain the development of the contingent military capabilities that are required in order to deliver on the roles assigned to the Defence Forces.

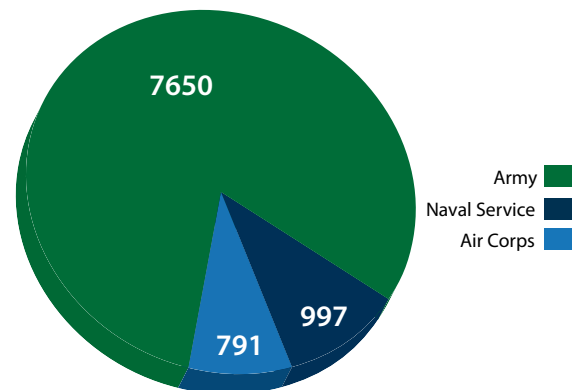
Defence Forces Strength

Arising from the Government's Comprehensive Review of Expenditure in 2011 and having regard to restricted financial allocations, the Government decided to revise the strength ceiling of the Permanent Defence Force (PDF) to 9,500 personnel.

In response to this reduced strength ceiling, the Minister for Defence initiated a major re-organisation of the Defence Forces, both permanent and reserve. The re-organisation will ensure that, within the strength level of 9,500 PDF personnel, the operational effectiveness of the PDF is prioritised. The Chief of Staff and the Secretary General of the Department of Defence are working to achieve this aim.

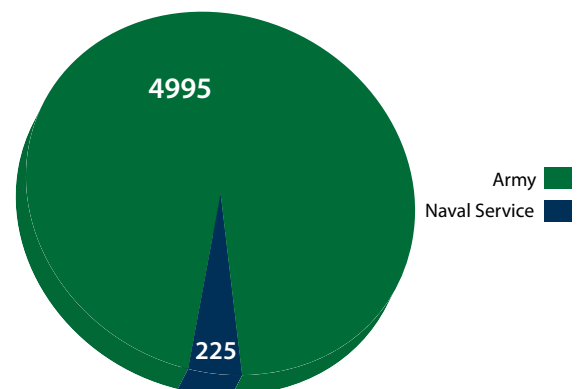
The strength of the PDF at the end of 2011 was 9,438 which is broken down as follows: - Army 7,650; Air Corps 791 and Naval Service 997.

Figure 1. Permanent Defence Force Strength as at 31 December 2011.



The strength of the Army Reserve and Naval Service Reserve as at 31st December 2011 was 5,220.

Figure 2. Reserve Defence Force Strength as at 31 December 2011.



Defensive and Other Major Equipment Purchases

In the current challenging economic situation, the acquisition of equipment takes place on a strictly prioritised basis. The Defence Forces Equipment Development Plan (DF EDP) 2009-2018 was reviewed in order to ensure the prioritisation of operational capability critical programmes and projects. The DF EDP programme for the Defence Forces continued in 2011 with a growing emphasis on the upgrade and modernisation of existing equipment and systems.

Investment in new equipment and upgrading of existing equipment for the Defence Forces is provided for under various Subheads of the Defence Vote.

Recent Developments on the equipment front are as follows:

ARMY

- During 2011 a range of priority equipment such as a chemical and radiological simulation system, force protection equipment, rifle enhancement and communication equipment was acquired.
- Transport related acquisitions delivered in 2011 include one heavy recovery vehicle, eight crew cab vehicles, three tactical support vehicles, forty-five $\frac{3}{4}$ ton 4 x 4 patrol vehicles, eight Military Police motorcycles and one Demountable Rack Offload Pickup System (DROPS) compatible Petrol, Oil, and Lubricants (POL) container. An additional thirty-nine sets of roll over protection systems were delivered in 2011.
- Placement/completion of other contracts for a range of various equipment and services necessary to maintain Defence Forces' capabilities were also made. These include completion of the armoured vehicle monitoring system installation, Mini Unmanned Aerial Vehicles (mUAV) and Fire Control Computer System (FCCS) contract maintenance, Light Tactical Armoured Vehicle (LTAV) spare parts, Explosive Ordnance Disposal (EOD) and Public Order protective equipment.
- The procurement of ammunition in 2011 continued to target replacement/maintenance of critical nature stock levels in order to meet ongoing operational and associated training commitments.

AIR CORPS

- The main expenditure within the Air Corps during 2011 related to the maintenance and power by the hour contracts, which were set up to keep the fleet operational.

NAVAL SERVICE

- A contract was awarded to Babcock Marine, Appledore, North Devon in 2010 for the provision of two new 90 metre Offshore Patrol Vessels (OPVs) for the Naval Service at a cost of circa €100m, exclusive of VAT. The new vessels will replace existing vessels which are coming to the end of their useful life. Payments on the contract will be made over a period of seven years (2010 to 2017).
- Significant design work and hull model evaluation has been ongoing and construction of the first vessel commenced in November 2011 at the Appledore facility.

The first new vessel is scheduled for delivery in January 2014 with the second vessel to follow in January 2015.

- Payment for the provision of the two new vessels was further advanced during 2011.

Infrastructure

The size, diversity and nature of the Department's property portfolio are informed by the Defence Forces' operational requirements in relation to the maintenance and development of military capabilities. This requires a broad spectrum of accommodation and training facilities.

The Department is engaged in an ongoing capital building programme designed to modernise and enhance the training, operational and accommodation facilities available to members of the Defence Forces. The programme provides for new starts and the continuation of capital building projects already underway. In 2011, the Department spent approximately €9.8m on capital building projects. Major new projects commenced in McDonagh Barracks (Curragh), Custume Barracks (Athlone), Aiken Barracks (Dundalk), Kilworth Camp (Cork) and Finner Camp (Donegal).

In November 2011, the Government announced a further phase of consolidation of military barracks with the closure of Kickham Barracks (Clonmel), Mitchell Barracks (Castlebar), O'Neill Barracks (Cavan) and Columb Barracks (Mullingar). The purpose of this decision is to maximise the effectiveness of the Defence Forces by removing the burden imposed by manning and maintaining unnecessary installations.

The modernisation process in the Defence Organisation identified that the dispersal of personnel over an extended number of locations is a major impediment to essential collective training and imposes increased and unnecessary overheads on the Defence Forces in terms of barrack management, administration, maintenance and security. The consolidation of the Defence Forces formations into a smaller number of locations is a key objective of the White Paper on Defence. The consolidation process is designed to facilitate higher training standards, while also freeing up under-utilised resources and personnel for operational duties.

As with previous rounds of consolidation under the Defence Forces modernisation programme, the four barracks will be disposed of, with the proceeds being used to fund the upgrading of Defence Forces equipment and infrastructure.

During 2011, progress was made in relation to the sale of the remainder of Connolly Barracks (Longford), Rockhill House (Donegal) and Lifford Military Barracks with negotiations for their disposal at an advanced stage.

Environmental Protection and Energy Conservation

The preservation, protection and conservation of natural resources are important challenges in the context of environmental management. Mindful of the importance of maintaining our property in an environmentally friendly manner, we endeavour to maintain a sustainable environment approach and to preserve the natural landscape and built heritage in line with Government policy as set out in the National Heritage Plan and the National Biodiversity Plan.

Information on energy usage in the Defence Organisation for 2011 is set out in Appendix 1 to this Report.

Permanent Defence Force Training

In 2011 the Defence Forces conducted 1,441 courses, which were attended by 17,011 students. These figures capture the formal side of training conducted in accordance with authorised Defence Forces syllabi, but do not reflect the additional training activities, exercises and pre-deployment training conducted by units on a day to day basis.



Career Courses

In 2011, the Defence Forces provided a variety of career advancement courses to ensure sufficient numbers of qualified personnel were available to fill leadership appointments at all levels in the organisation and that ample opportunities were available for personnel to attain career development goals.

TABLE 1.1 Career Courses 2011

Training Output	No of Courses	Students
Senior Command and Staff Course	1	20
Junior Command and Staff Course	1	26
Young Officer Course (All Corps)	3	46
Standard NCO Course	2	99
Logistics Accountancy Course	2	40
Total	9	231

Defence Forces Instructors

The development of a competent and capable instructor cadre within the Defence Forces is essential for the provision of high quality instruction. The Defence Forces commit considerable resources to the training of instructors in a variety of disciplines.

The table below indicates the number of instructor training courses undertaken in 2011.

TABLE 1.2 Instructors Courses 2011

Training Output	No. of Personnel Trained
Advanced Visual Basics Course	4
Helicopter Handling Instructors Course	2
PC-9M Instructor Course	4
Sensor and Airborne Radar Operator Instructor Course	2
Public Order Training Instructors Course	25

TABLE 1.2 Instructors Courses 2011

Training Output	No. of Personnel Trained
Night Vision Equipment Instructors Course	6
ARW Survival Instructors Course	10
Cavalry Gunnery & Armoured Fighting Vehicle (AFV) Recognition Instructors Course	5
Chemical, Biological, Radiological & Nuclear (CBRN) Defence Instructors Course	19
Strategic Applications Instructors Course In Personnel Management System (PMS)	9
Human Rights In Peace Support Operations	20
Seaman Gunner II Course	12
Military Survival Instructor Course	12
Qualified Helicopter Instructors Course	2
Infantry Light Support Weapons Instructor Course	25
Map Reading & Navigation Instructors Course	13
Armoured Fighting Vehicle (AFV) Recognition Instructor Course	12
RUAG 120/81mm Operator/Instructor Course	33
MOWAG Crewman Instructors Course (Infantry)	10
Motorcycle Instructor Course	8
Physical Training Instructor (PTI) Course	24
Obstacle Course Instructor Course	10
Unarmed Combat Instructor Course	20
Office Information Systems (OIS) Instructors Course	6
Counter IED (C-IED) Instructors Course	23
MT Driving Instructor Course	12
MT Driver Testers Course	10
Sniper Instructor Conversion Course	29

Specialised Instructor Course (SIC)	49
AMSTAR Operator/Instructor Course	10
Manual Handling Instructor Refresher Course	66
Naval Boarding Team Instructor Course	7
Personal Survival Techniques (PST) Instructor Course	12
Handbook for Military Instructor Training and Education Course	20
Total	531

Collective Training Exercises

The primary purpose of Defence Forces' collective training exercises is to prepare for the deployment of personnel on operations. The Defence Forces conducted 40 collective exercises in 2011 to maintain competencies in conventional operations. The main focus of these exercises was command and control procedures, staff procedures, fire planning and the conduct of operations by day and night. Validation of competencies prior to the deployment of units on overseas operations is achieved by conducting unit level training exercises followed by evaluation in Mission Readiness Exercises (MREs) by the Infantry School, Defence Force Training Centre (DFTC).



Live Fire Tactical Training (LFTT)

The nature of our overseas deployments now sees LFTT as an integral part of pre deployment training. This brings a higher level of complexity to exercises with the aim of ensuring troops are as well prepared for operations as can safely be achieved within the prescribed safety parameters. LFTT exercises provide for a degree of realism that cannot be replicated in blank firing exercises.

Medical Training

The Military First Responder Course has been inaugurated and is being carried out within the Defence Forces with priority being given to operational personnel both at home and overseas.

Reserve Defence Force (RDF) Training

During 2011 the RDF continued to train for its primary peacetime role of training for contingency tasks and providing the capacity to augment the Permanent Defence Force in the event of a major crisis.

RDF small arms shooting and orienteering competitions were conducted successfully during the year. The training year culminated with tactical field assessments. This consisted of a tactical training evaluation of representative groups from each RDF Brigade and took place in the Glen of Imaal from the 7th - 9th October 2011. Skills courses, seminars and career courses were conducted throughout 2011 as per the Annual Training Directive.

The funding available for RDF training in 2011 was maintained at a level to support approximately 30,000 paid training mandays. From within this figure it provided for training of existing Reservists and facilitated limited recruitment through the conduct of 14 days paid recruit training for approximately 400 recruits during 2011. 2,788 Reservists utilised some 30,000 paid training mandays.

A Value for Money (VFM) review of the RDF continued in 2011 and a report on the outcome of this review is expected in 2012.

Defence Forces Human Resources

Career Development

In 2011 negotiations were conducted pertaining to the Officer and NCO promotion systems. An agreement was reached between all stakeholders involved with the understanding that competitions would be held during 2012.

A decision was made in 2011 to introduce a competency based approach in 2012 for promotion to the ranks of Major General and Brigadier General. The competency based approach is also being implemented for all other officer and NCO competitions. In addition, length of service marks, where they existed, are to be gradually phased out. A review of the competencies applicable to the various ranks is to be conducted following the first round of competitions under the new system.

A pilot study to examine the merits of introducing psychometric testing for Naval General Service recruitment was conducted by the Defence Forces Organisational Psychologist with the assistance of the Public Appointments Service. The pilot study proved successful with the subsequent decision that psychometric testing will be implemented for all future General Service recruitment from 2012 onwards.

Recruitment and Retention of Women in the Permanent Defence Force

The Government is committed to a policy of equal opportunity for men and women throughout the Defence Forces and to the full participation by women in all aspects of Defence Forces activities. Unlike many other national armed forces, the Defence Forces has no restrictions with regard to the assignment of men or women to the full range of operational and administrative duties. All promotions and career courses are open to both genders on merit.

The Defence Forces prides itself on providing a gender neutral working environment. Policies on equality are being constantly communicated to all ranks. The military authorities are alert and vigilant to this issue and are committed to addressing this matter in an ongoing and proactive manner.

The number of serving females was 565 in 2011 which represents 6% of the overall strength of the Permanent Defence Force. This comprised of 467 Army, 30 Air Corps and 68 Naval Service.

Implementation of the Defence Forces Medical Services Review

Following acceptance by the Minister for Defence on the recommendations of the Defence Forces Medical Service Review Steering Group, an Implementation Group was established in July 2011 to commence implementation of these recommendations. Central to the review of the Medical Services is the creation of a Central Medical Unit (CMU) due to be established in 2012.

Personnel Support Service

The Defence Forces operate a Personnel Support Service (PSS), which is a confidential service providing information, social education, support and a referral service designed to give Defence Forces personnel access to information and services both from within the military community and outside it. The type of information the PSS provides covers a wide range of topics from financial matters to alcohol and drugs awareness. At another level the PSS provides counseling and / or support in aspects of personal relationships, parental issues, family problems, separation and bereavement.

Prior to deployment overseas, all personnel received instruction in stress management and before returning home, trained members of the PSS visited the mission areas and carried out stress debriefs. To enhance the support services available to personnel serving overseas, the Staff Care line, a confidential and independent service was extended to personnel serving with the United Nations Interim Force in Lebanon (UNIFIL).

The PSS distributed a Stress Management Booklet throughout the Defence Forces in 2011. The PSS continued to provide Critical Incident Stress Management support to the Irish Coast Guard by way of a Service Level Agreement.

Excellence Through People

All Human Resource practices and processes in the Defence Forces are subject to external validation through the Excellence Through People (ETP) process. This mechanism is now embedded within the Defence Forces with all formations accredited at Standard Level or higher. In 2011, 1 Southern Brigade and the Military College achieved the Gold Standard Award. The process benchmarks Human Resources activity within the Defence Forces with best external practice and will be further developed in 2012 through the National Standards Authority of Ireland (NSAI).

Compulsory Random Drug Testing (CRDT) & Targeted Drug Testing (TDT)

Compulsory Random Drug Testing (CRDT) and Targeted Drugs Testing (TDT) supports the Defence Forces' policy on drug and substance abuse or misuse, which is based on the premise that unlawful possession, supply or use of a controlled substance is incompatible with membership of the Defence Forces. The primary objective of CRDT and TDT is deterrence. In order to provide a credible deterrent, the testing programme is devised to maximise the possibility of selection and thus detection for the presence of controlled substances.

In 2011, the Defence Forces drug testing team carried out 24 drug testing operations, testing a total of 1,362 Defence Forces personnel. Of the 1,362 tests 99.56% proved negative with only 6 positive tests representing 0.44% of the total tests completed. As of 31st December 2011, there were 4 Defence Forces personnel subject to targeted drugs testing. The Defence Forces continues to be a leading organisation with regard to work place drug testing in Ireland.

TABLE 1.3 CRDTs for the Years 2008 - 2011

Year	Total Tested	Positive Tests
2008	1,908	6
2009	1,719	6
2010	1,586	7
2011	1,362	6
Total	6,575	25

TABLE 1.4 Number of CRDTs Completed by Location 2011

Formation	Total
2 Eastern Brigade	303
1 Southern Brigade	593
4 Western Brigade	232
Defence Forces Training Centre	151
Air Corps	0
Naval Service	83
Total	1,362

SECTION 2

On-Island Security and Support to Other Agencies



SECTION 2:

On-Island Security and Support to Other Agencies

In Ireland, defence policy encompasses national security roles in addition to territorial defence. These include supporting An Garda Síochána in the maintenance of domestic security and, in the regional and global spheres, contributing to conflict prevention, peacekeeping and crisis management operations.

In addition to these roles, the Defence Forces are also utilised, subject to approval, to provide Aid to the Civil Authority. These operations can encompass ongoing tasks and contingencies. The general approach, where services are provided to other Departments and Agencies, is to agree a Memorandum of Understanding (MOU) or a Service Level Agreement (SLA) as a framework for the provision of services.

The Department of Defence has now completed MOUs with a number of Government Departments.

During 2011, the Department agreed a revised SLA with the Department of Justice and Equality in respect of the Garda Air Support Unit. SLAs have now been agreed with:

- Garda Síochána Ombudsman Commission (GSOC) - for the provision by the Air Corps of an Air Transport Service to GSOC Investigators.
- Department of Health/Health Service Executive (HSE) – regarding an Air Ambulance Service provided by the Air Corps.
- 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.
- Irish Coast Guard (IRCG) – regarding Search and Rescue (SAR) and other services provided by the Defence Forces to the IRCG.
- Marine Institute (MI) – regarding surveys, information sharing and training between the MI and the Naval Service.
- Met Éireann – regarding the exchange of meteorological data between the Naval Service and Met Éireann.
- Air Accident Investigation Unit (AAIU) in relation to services provided by the Defence Forces to the AAIU in the event of an air accident.

- Marine Survey Office (MSO) in relation to port security services provided by the Naval Service to the MSO.
- Medico² Unit in Cork University Hospital, in relation to training assistance provided by the Naval Service to Medico.

Discussions are ongoing with Government Departments and Agencies regarding the developments of further SLAs.

Response to Emergencies

In the event of a major emergency the support of the Defence Forces can be sought by any of the Primary Response Agencies, An Garda Síochána, the Health Service Executive, and the Local Authorities, in accordance with arrangements agreed in the published document, "A Framework for Major Emergency Management".

The Defence Forces can provide a significant support role in a major emergency response with military operational capabilities that can be employed across a wide spectrum of activities. The provision of Defence Forces' support is dependent on the exigencies of other security demands, and within available resources at the time. However, the negotiation of prior agreed arrangements through MOUs and SLAs between the Department of Defence, the Defence Forces and relevant Government Departments continues to facilitate a planned and efficient response in emergency situations.

In order to be prepared to respond quickly and efficiently in emergency situations, there is a requirement for all response agencies to be able to operate jointly. This requires joint training and inter-agency exercises. In 2011, the Defence Forces participated in 17 major inter-agency exercises nationwide.

Participation in Emergency Planning Fora

The Department of Defence and the Defence Forces continue to have representation on the following National level committees / groups:

- Government Task Force on Emergency Planning
- Interdepartmental Working Group on Emergency Planning
- National Steering Group on Major Emergency Management

- Interdepartmental Committee on Public Health Emergency Planning
- Emergency Response Committee on Nuclear Accidents
- Interdepartmental Committee on RADWASTE (Radioactive Material)

Aid to the Civil Power (ATCP) Operations

Domestic security is primarily the responsibility of the Department of Justice and Equality and An Garda Síochána. The Defence Forces undertake a broad range of ATCP operations on request. Table 2.1 illustrates the number and type of ATCP operations where the Defence Forces supported An Garda Síochána in 2011.

In May 2011 the Defence Forces provided comprehensive support to An Garda Síochána during the visits of Queen Elizabeth II and President Barack Obama. The operation utilised a wide range of Defence Forces capabilities for an extended period on land, sea and in the air. The security operation was one of the most complex ATCP operations conducted in the history of the Defence Forces.



TABLE 2.1 Defence Forces ATCP Operations conducted in 2011

Type of ATCP Operations	Number of Operations 2011
Cash in Transit (CIT) Escorts ³	2,039
Prisoner Escorts	127
Explosive Ordnance Disposal (EOD) Call-Outs	237
Explosive Escorts	8
Air Missions in Support of ATCP (GASU) ⁴	2,024
Security at Government Buildings	365
Public Building Patrols	730
Central Bank Security Guard	365
Central Bank Patrols	730
Portlaoise Prison Security Duties	365
Explosive Production, Security Guard	365
Airport Security Duties	327
Power Installation Security	365
Visits of Queen Elizabeth II and President Obama ⁵	2
Fuel Storage Facilities	11
Naval Service (NS) ATCP Diving Operations ⁶	18
NS involvement in Joint Task Force Operations	2
Total	8,080

TABLE 2.2 Cash In Transit Missions flown by the Air Corps in 2011

Aircraft	Missions	Flight Hrs
Cessna FR 172	250	740.75
Agusta Westland 139	8	10.5
Eurocopter 135P2	6	11.42
Total	264	762.67

Garda Air Support Unit (GASU)

The Air Corps supports An Garda Síochána in the operation of two helicopters and a fixed wing aircraft, which form the GASU. The Air Corps provides regulatory oversight and piloting for the GASU and maintenance for the fixed wing (Defender) aircraft. The Air Corps support to GASU is covered by the terms of a SLA with the Department of Justice and Equality which was revised in 2011.

TABLE 2.3 Missions flown by the Air Corps GASU in 2011

Aircraft	Missions	Flight Hrs
EC 135T2	1,853	1,799.17
Defender 4000	273	467.45
Total	2,126	2,266.62

In 2011, in addition to the missions flown by the dedicated GASU aircraft, the Air Corps EC135P2 and AW139 helicopters performed 11 missions totalling 13.66 flight hours in support of An Garda Síochána.

Explosive Ordnance Disposal (EOD)

EOD teams operating in ATCP provide a unique response capability within the State to deal with EOD incidents. This capability has been developed over many years in operational environments, both at home and overseas which includes the area of Chemical, Biological, Radiological and Nuclear (CBRN) operations.

During 2011, EOD Teams were tasked to deal with a total of 237 incidents throughout the country. This was the highest number of tasks dealt with since 1979.



Joint Task Force on Drug Interdiction

The Joint Task Force (JTF) on drug interdiction enhances co-operation between An Garda Síochána, the Naval Service and the Investigation and Prosecution Division of the Customs and Revenue Service, in enforcing the law in relation to drug trafficking at sea. In 2011, the Naval Service was involved in two Joint Task Force operations in co-operation with An Garda Síochána and the Customs Service.



ATCP Diving Operations

The Naval Service Diving Section (NSDS) provides a diving capability to the State. It has underwater search equipment at its disposal, including a Remotely Operated Vehicle (ROV) that allows the section to search and survey to 1,000 metres depth.

TABLE 2.4 Naval Service Diving Section (NSDS) ATCP Operations 2011

NS Diving Operations	Operations	No. of Days
Search Missing Persons/Vessel	12	46
Berth Clearance for Visiting Naval Vessels	6	12
Total	18	58

Aid to the Civil Authority (ATCA)

TABLE 2.5 Defence Forces ATCA Operations conducted in 2011

Severe Weather Relief Operations	Number of Operations in 2011
In support of the HSE	1
In support of Local Authorities and Others	6
Total	7

Gorse Fires

At the beginning of May 2011, the Defence Forces responded to three requests for troops to assist Local Authorities after a series of gorse fires occurred in the North West of the country, affecting Counties Galway, Donegal and Mayo. A total of 318 troops from the 4 Western Brigade, as well as Air Corps helicopters equipped for dropping water, were used in the combined effort to fight the fires, which were successfully extinguished. Air Corps helicopters completed 417 water drops totalling over half a million litres of water.



Missing Persons Searches

In addition to Naval Service Diving Operations for missing persons, Defence Forces personnel participated in searches for missing persons during the year, near Bansha (Co. Tipperary) in June, Kilbride (Co. Wicklow) in October and in Kilworth (Co. Cork) in December.

Emergency Fire Service Group – Roscommon

Arising from an industrial dispute between the local authority Fire Service and a number of its retained fire fighters, Roscommon County Council requested the assistance of the Defence Forces to provide a fire service. The Defence Forces prepared, equipped and trained an Emergency Fire Service Group (EFSG) as a contingency. The EFSG were on operational standby from 23rd November to 2nd December 2011.

Support to the Department of Foreign Affairs and Trade (DFAT)

During 2011, the Department of Foreign Affairs and Trade requested the assistance of the Defence Forces on a variety of matters. The support provided included:

- 19 Defence Forces personnel and 3 aircraft were provided to support the Department of Foreign Affairs and Trade for the extraction and evacuation of Irish citizens from Libya in February 2011.

- 1 Defence Forces Officer was provided to an Irish Technical Team which was deployed to Kenya in July 2011 in response to the drought and related events in the Horn of Africa.
- 2 Defence Forces personnel were provided, as subject matter experts, to the Emergency Civil Assistance Team as part of a joint Department of Foreign Affairs and Trade, Garda Síochána and Defence Forces team in order to conduct a safety and security examination of an Irish Embassy abroad.
- 2 Defence Forces personnel were provided, as subject matter experts, to the Department of Foreign Affairs and Trade, in order to conduct a joint Irish Aid/Defence Force evaluation of Irish Aid funded Mine Action Programmes (clearance of unexploded ordnance and land mines) in Cambodia, Laos and Vietnam.

Rapid Response Initiative

The cooperative relationship involving the Department of Defence, Defence Forces, the Department of Foreign Affairs and Trade and Irish Aid continued to grow during 2011 in terms of the Rapid Response Corp initiative. At the request of DFAT, the United Nations Training School Ireland (UNTSI) provided pre-deployment training for Rapid Response Corps personnel on two occasions (May 2011 and Sept 2011). A total of 34 students completed this training. In addition, two Security Awareness briefings for diplomats were provided. In a collaborative effort, Irish Aid supported the attendance of Rapid Response Corps personnel at the 6th International Human Rights Course and the 1st International Civil Military Cooperation (CIMIC) Course conducted in UNTSI in September and November respectively.

Provision of an Air Ambulance Service

The Air Corps Air Ambulance Service is an emergency inter-hospital transfer service for the rapid transfer of patients between hospitals or to hospitals from offshore islands where the Coast Guard is not available. The service also transports emergency organ retrieval teams. The provision of this service is covered by the terms of a Service Level Agreement with the Department of Health which was revised in 2011.

TABLE 2.6 Air Ambulance Missions conducted by the Air Corps in 2011

Aircraft	Missions	Flight Hours
CASA	7	25.17
Learjet 45	29	61.17
G4	5	18.00
AW 139	33	79.00
EC 135 P2	4	11.33
Total	78	194.67

TABLE 2.7 Civil Assistance Missions conducted by the Air Corps in 2011

Aircraft	Missions	Flight Hrs	Activity
AW 139	27	106.42	Ballot box collection on 2 islands 4 Casualty Evacuation Exercises 3 Major Accidents 2 Major Emergency Exercises 13 Major Fires 2 Wildlife Surveys 1 Inland Fishery Patrol
EC 135 P2	34	124.17	1 Casualty Evacuation Exercise 8 Major Fires 2 Pollution Control Surveys 23 Wildlife Surveys
Cessna 172	9	39.50	5 Bog Surveys 2 Waterfowl Surveys 2 Forestry Surveys
Total	70	270.09	

TABLE 2.8 Search and Rescue Missions flown by the Air Corps in 2011

Aircraft	Missions	Flight Hrs	Activity
AW 139	1	1.33	Coastal SAR
CASA CN235	7	25.83	SAR Top Cover
Lear 45	3	6.84	SAR Top Cover
Total	11	34	

Air Corps Maritime Patrols

The Air Corps operates two CASA CN235 Maritime Patrol aircraft in support of the fishery protection effort. These long-range aircraft patrol throughout the Irish exclusive fishery limits. In addition, other fixed wing aircraft and occasionally helicopters are used to monitor inshore fishing activities.

TABLE 2.9 Maritime Patrols conducted by the Air Corps in 2011

Aircraft	Patrols	Flight Hrs	Vessels Logged	Remarks
CASA CN235	290	1,557.42	3,780	Offshore
Total	290	1,557.42	3,780	



The Ministerial Air Transport Service (MATS)

The Ministerial Air Transport Service is provided by the Air Corps to assist An t-Úachtarán and members of the Government in fulfilling their official engagements at home and abroad. The service is primarily provided by the Gulfstream IV and Learjet 45 aircraft.

TABLE 2.10 Details of MATS in 2011

Aircraft	Missions	Ministerial Time on Board (Hours)
Gulfstream IV	26	120.50
Learjet 45	26	72.42
CASA	1	5.50
AW 139	6	12.50
Total	59	210.92

Air Corps Training of Former SR Technics Apprentices

In 2011 the Department and the Defence Forces continued to facilitate the training of two groups of redundant aircraft maintenance apprentices formerly employed by SR Technics. Given the relatively small size and unique nature of the aircraft maintenance industry the Department of Defence and the Air Corps have been playing a major role in seeking to ensure that these apprentices complete their training, therefore giving them the prospect of achieving successful careers in the aircraft maintenance industry. The facilities and trainers at the Air Corps Training Centre in Casement Aerodrome were being used to facilitate the project. The first group of apprentices finished their training in November 2011, with the second group of apprentices completing their training in January 2012.

Naval Service Aid to the Civil Authorities Operations (ATCA) 2011

The Naval Service provided aid to the civil authorities as follows:

TABLE 2.11 Overview of Naval Service ATCA Operations

Type of ATCA Operation	Number of Ops	Activity
Inshore Patrols	2	Sea Fisheries Protection Authority
Joint Deployment Patrols	3	Out of Area Fishery patrols in Co-operation with other EU Member States
International Ship and Port Security (ISPS) Inspections	6	Marine Surveyors Office
Search and Rescue Operations	12	Coast Guard
Marine Institute	4	Naval Service Diving Section
Recompression Chamber	3	Naval Service Diving Section
Total	30	

TABLE 2.12 Overview of Naval Service ATCA Exercises

Type of ATCA Exercise	Number of Ops	Activity
Dublin Fire Brigade	1	Maritime Emergency Response Team exercise
International Maritime Search and Rescue (IM SAR)	1	IRCG and Naval Service involved in public demonstration of maritime search and rescue operations in Kilmore Quay
North Atlantic Coastguard Federation Joint Exercise	1	North Atlantic Coastguard Federation Joint Exercise
Total	3	

TABLE 2.13 Courses Provided by the Naval Service in 2011

Training Course	No. of Courses	No. of Students	Activity
Personal Survival Techniques	1	17	Medico, HSE
VHF SRC (very High Frequency Short Range Course)	1	20	Cork University Hospital, HSE
Damage Control and Fire Fighting	14	151	Cork Institute of Tehnology
	2	20	National Maritime College of Ireland (NMCI)
Total	18	208	

Naval Service Patrol Days

The Naval Service is the State's principle sea-going agency and provides the maritime element of the State's defence capabilities. In 2011, the fleet completed a total of 1,480 patrol days. 1,287 of the completed patrol days were directed towards fishery patrols and other ATCA duties.

The nature of Naval Service vessel capabilities and taskings means that in practice, multiple activities across a range of roles may be performed concurrently during such patrols. In meeting the patrol day output, the fleet of eight ships completed a total of 72 sailing orders ranging from one to four weeks duration.



Fisheries Monitoring Centre

The requirement to maintain a Fisheries Monitoring Centre (FMC) is established in National and European Law. The FMC is located in the Naval Base in Haulbowline and is staffed on a 24/7 basis, 365 days a year by Naval Service personnel. The FMC monitors the fishing activity of all Irish vessels worldwide. It monitors the activity of all foreign fishing vessels operating in waters under Irish jurisdiction. The provision of fishery protection services are based on outputs agreed with the Sea Fisheries Protection Authority (SFPA). FMC Officers regularly represent Ireland at Expert Group meetings in the EU pertaining to fisheries control in the EU and global sphere.

TABLE 2.14 Naval Service Fishery Protection 2011

Nationality	Sightings	Boardings	Warnings	Detentions
Irish	693	518	19	6
Spanish	446	382	4	4
UK	159	137	6	1
French	241	209	10	0
Belgian	20	16	2	1
German	16	12	0	0
Dutch	31	25	0	0
Lithuanian	1	1	0	0
Russian	9	9	0	0
Norwegian	2	1	0	0
Faeroes	1	1	0	0
Danish	0	0	0	0
Portuguese	1	1	0	0
Icelandic	1	1	0	0
Total	1,621	1,313	41	12

Interagency Maritime Exercises

The Naval Service played an active part in various exercises and demonstrations with Irish Maritime Agencies. The Irish Coast Guard (IRCG) and Naval Service carried out a public demonstration of Maritime Search and Rescue (SAR) Operations in Kilmore Quay in June 2011. LE Niamh participated in the North Atlantic Coastguard Federation (NACGF) exercise, GUARDEX 2011, off Roscoff (France) on 28 September 2011. Participants in the exercise included France, Spain, UK, Belgium, Norway, Ireland, and Guernsey. Approximately 20 countries sent observers for the NACGF exercise and summit. The scenario involved a large passenger ship on fire with 300 persons onboard. LE Niamh was the on scene coordinator for the main element of the exercise off Roscoff (France). The Air Corps CASA aircraft also participated in this exercise.

Provision of Military Ceremonial Services

In 2011 the Defence Forces participated in a number of very high profile ceremonial events including the State visit to Ireland of Prince Albert II of Monaco in April, the State visit by Queen Elizabeth II and the Duke of Edinburgh in May and the State funeral of former Taoiseach, Dr. Garret Fitzgerald, which also took place in May.



The Defence Forces participated in a broad range of other ceremonial events both at home and overseas in 2011. Preparation for such events involves liaison with a variety of stakeholders to include Government departments, Defence Forces formations, local authorities and external agencies. The range of ceremonial events included; State ceremonial, national commemorative events, ministerial reviews of Defence Forces units travelling overseas and support to formation level local events such as St Patrick's Day celebrations.



Army Equitation School

During 2011, Officers riding Irish bred sport horses continued to achieve success at prestigious international competitions, including RDS (Dublin), Maubeuge (France), Hagen (Germany), Hickstead (England), Copenhagen (Denmark), Gijon (Spain), Balmoral (Belfast) and in Camera (Italy). An Army Equitation School Officer was a member of the winning Irish team at the Nations Cup in Copenhagen (Denmark) and was also a member of the Irish team at the Nations Cup in Gijon (Spain). Other highlights of the 2011 season include, winning second prize in the prestigious Hickstead Derby, having one Officer as a member of the National Three Day Eventing squad at the European Championships and achieving international success at Blair Castle (Scotland), Balindenisk (Cork), Tattersalls (Meath) and Camera (Italy). Based on performances in 2011, one event rider from the School was eligible for selection as a member of the Irish squad for the 2012 Olympic Games and was subsequently chosen as first reserve for the Irish Three Day Eventing team in London.

The Army Equitation School continued to provide support in 2011 to the Sport Horse Breeders in Ireland. The School hosted demonstrations and clinics for various interest groups in the industry in order to educate and inform people on breeding, training and coaching.

Footnotes

- 2 'Medico Cork' is the communications call sign for the National Maritime Telemedical Assistance Service provided by the Emergency Department at Cork University Hospital. The service provides medical advice and assistance in the event of medical emergencies at sea or on an island.
- 3 Details of the Air Corps contribution to these missions are outlined in table 2.2
- 4 Details of Flying Hours are outlined in table 2.3
- 5 ATCP support during the visit of Queen Elizabeth II and the President of the United States consisted of the deployment of 3500 (approx) troops supported by air, naval and specialist assets at key installations throughout the period 17 - 24 May 2011.
- 6 Further details are provided in table 2.4

SECTION 3

International Peace and Security



SECTION 3: International Peace and Security

Ireland's international security and defence policy context is defined by our policy of military neutrality, an active political and operational role in support of the UN, our commitments to the United Nations Standby Arrangements System (UNSSAS), our participation in the EU's Common Security and Defence Policy (CSDP) and in NATO's Partnership for Peace (PfP).

Ireland has accorded central importance to the United Nations since it became a member in 1955 and, within the UN system, has supported effective international action in areas such as disarmament, peacekeeping, development and human rights. Ireland has taken seriously its obligation under the United Nations Charter to make available to the Security Council; armed forces, assistance and facilities, in order to contribute to the maintenance of international peace and security. This is reflected in Ireland's long and well regarded history of participation in overseas missions mandated by the United Nations.

Since the end of the Cold War, the peacekeeping environment has been transformed and peacekeeping operations have grown in number, complexity and robustness. The UN is increasingly relying on regional organisations and arrangements (e.g. EU, NATO, African Union, etc.) to launch and manage operations on its behalf and under its authority. In tandem with this changing environment, the EU is today playing an increasing role within the international security domain through the development and evolution of the CSDP, which is elaborated under the European Union's Common Foreign and Security Policy (CFSP).

While the Minister for Foreign Affairs has overall responsibility for international security policy, the Minister for Defence and the Defence Organisation support this policy and have an increasing role in this area, in particular through the ongoing development of CSDP.

The establishment of a Political and Security Committee (PSC) Defence Delegation comprising civil and military elements in Ireland's permanent representation to the EU and the detachment of Defence Forces personnel to the EU Military Staff (EUMS), coupled with our participation in EU-led civil and military operations, reflect the expanding role of the Defence Organisation in the area of CSDP. Civil and military elements from the Defence Organisation are also deployed to Ireland's PfP Liaison Office in NATO and there are Defence Forces personnel serving at NATO Headquarters in Brussels and in the Organisation for Security and Co-operation in Europe (OSCE) in Vienna.

European Union Capability Development

In 2011, Ireland continued to contribute to the development of the EU's capability to conduct Crisis Management Operations. This engagement in capability development includes Ireland's offer of a palette of forces (Table 3.1), which can be made available for EU Crisis Management Operations through the Headline Goal. Preparations continued during 2011 in the EU Military Committee to revise and update the Headline Goal. Ireland's contribution to the Headline Goal comes from within our existing commitment of up to 850 personnel to the UNSSAS.

During 2011, the European Defence Agency worked with Member States and the Military Committee on updating the Capability Development Plan (CDP). The CDP addresses the issues of both the existing capability shortfalls and future shortfalls up to 2025, in the context of Crisis Management Operations. The updated CDP was approved by the European Defence Agency Steering Board in 2011.

TABLE 3.1 Defence Forces Contribution - EU HEADLINE GOAL⁷

Unit	Personnel	Readiness ⁸
Infantry Brigade Headquarters	150	M
Logistics Battalion Headquarters	50	H
Light Infantry Bn with I Infantry Company Group	750	H V
Field Artillery Battery	80	H
Reconnaissance Unit	80	V
Medium Transport Unit	60	H
Medium Truck Pallet Cargo	60	H
Special Operations Forces Unit	40	V
CBRN Decontamination Unit ⁹	30	H
CIMIC Group ¹⁰	30	H
CIMIC Tactical Elements	25	H
EOD/IED Team ¹¹	5	H
EOD/IEDD Team (CBRN)	5	H

TABLE 3.1 Defence Forces Contribution - EU HEADLINE GOAL⁷

Unit	Personnel	Readiness ⁸
Military Observation Team	12	V
Operations Liaison Reconnaissance Team	10	V
Military Provost Marshal Office	10	H
Military Police Detachment	10	H
Media Operations Unit	6	H

Rapid Response Elements (Battlegroups)

The EU has the capability to rapidly deploy forces broadly based on the Battlegroups concept. Since 1 January 2007, the EU has had two Battlegroups on permanent standby for a period of six months at a time. The purpose of these Battlegroups is to provide a rapid level of response to developing international crises, allowing the EU to intervene during the critical early stages.

During 2011, Ireland participated in the Nordic Battlegroup (NBG) 2011¹², which was on standby from 1st January 2011 to 30th June 2011. Throughout 2011 preparations were made, following Government approval, for Ireland's participation in the Austrian/German Battlegroup, which is on standby for the second six months of 2012. Ireland's proposed contribution is similar to that offered to NBG 2011.

European Defence Agency (EDA)

Ireland joined the EDA when it was established in 2004. The Agency is headed by the EU High Representative (HR) for Foreign Affairs and Security Policy. The work of the Agency is achieved through a Steering Board comprising of EU Defence Ministers of the participating Member States. On a day-to-day basis, the Minister is represented in the EDA by officials from the Department of Defence. Departmental and Defence Forces personnel also participate in the EDA's Integrated Development Teams (IDT), Project Teams (PT) and in the area of the Capability Development Plan (CDP).

The EDA's main aims are to support Member States in the area of capability development, to support greater efficiency and competition in the European defence equipment market and to support and improve investment in Defence and Security Research and Technology (R&T). During 2011, both Department of Defence and Defence Forces personnel

were actively engaged in participating in EDA meetings and project teams particularly in relation to areas such as Counter Improvised Explosive Devices (C-IED), Maritime Surveillance (MARSUR), Chemical, Biological, Radiological and Nuclear (CBRN) Defence, Single European Skies, Radio Spectrum and Network Enabled Capabilities, thereby making a valuable contribution to the development of ongoing projects.

Ireland continues to participate in the EDA's Research and Technology Joint Investment Project on force protection. This programme aims to enhance the security of deployed operations through improved doctrine, best practice and emerging technologies. Ireland also supports the Agency's work in capability development, R&T and market initiatives within the framework of CSDP and the relevant treaty provisions and national legislation¹³.

Any participation by Ireland in any specific project or programme of the EDA is subject to Government and Dáil approval, in accordance with the requirements of the Defence (Miscellaneous Provisions) Act 2009. During 2011 Dáil and Government approval was given for Ireland's participation in a Joint Investment Programme on CBRN Defence and in a Category B¹⁴ project on Maritime Security. The aim of the CBRN programme is to develop initiatives to provide additional protection in the area of CBRN protection. The aim of the Maritime Security project is to develop and improve an exchange network that will allow for the sharing of data between Member States in order to compile a recognised maritime picture¹⁵.

The Government also granted permission for Enterprise Ireland to promote and manage Irish Research and Development participation in the MARSUR and CBRN projects. In addition, the Government agreed that Enterprise Ireland could also support Irish based enterprise and research institutes, the Department of Defence and Defence Forces Capability Development, where appropriate in relation to EDA ongoing activities.

On 3rd October 2011, the Minister for Defence launched a seminar on "**Opportunities in the European Security and Defence Markets**", which was organised jointly by Enterprise Ireland and the Defence Organisation. The objective of the seminar, which was attended by representatives from academia, industry and the EDA, was to afford Irish industry and research institutions an opportunity to engage with the EDA, and to hear from the Defence Forces about initiatives in their area of capability development. This is in support of Government policy to promote and support investment in technology research and development and put in place incentives for companies engaged in research and development.

Pooling and Sharing

In the latter part of 2010, the EU embarked on a new initiative in the area of military capability development called "Pooling and Sharing". The concept involves groups of Member States coming together and pooling resources so as to retain, maintain and/or enhance their military capabilities which they can make available for CSDP operations. The concept of Pooling and Sharing arose in the context of the significant cuts in Defence budgets across the Union as a whole and the need to deliver greater cost efficiency through co-operation and economies of scale.

Early in 2011, the European Union Military Committee (EUMC) led a process asking Member States to carry out a national military analysis of their defence capabilities to determine possible areas for Pooling and Sharing. The initial results were presented to Ministers for Defence in May 2011. The initial inputs and findings from Member States national analyses identified many capability project opportunities including research and technology, procurement, maintenance, logistic support, education and training. Work is ongoing in progressing this initiative, in order to further develop existing capability project opportunities identified as well as developing new ones. The decision to embark upon a specific Pooling and Sharing project remains a Member State responsibility.

At the EDA Steering Board meeting on 30th November 2011, the Minister for Defence indicated that the Irish Naval Service would take the lead in conducting a study on naval mariner training. The objective of the study is to review and evaluate what training is currently available across the Union with a view to consolidating European Union capabilities in this area and delivering value for money training for our naval mariners. This study will support the EDA initiative in the area of "Pooling and Sharing".

Partnership for Peace (PfP)

PfP is a cooperative arrangement between NATO and partner countries. Cooperation focuses, in particular, on defence-related work, including defence reform, defence policy and planning, civil-military relations, education and training, crisis management, and civil emergency planning. The essence of the PfP programme is a partnership formed individually between each partner country and NATO, tailored to individual needs and jointly implemented at the level and pace chosen by each participating government. Ireland joined NATO's Partnership for Peace (PfP) in December 1999.

Ireland's tenth annual Individual Partnership Programme (IPP), covering the period 2010-2011, was completed in

consultation with the Departments of Foreign Affairs and Trade; Environment, Community and Local Government; Justice and Equality; Health; and Communications, Energy and Natural Resources.

In 2011, the Defence Forces and the Department of Defence implemented its IPP, which consisted of 52 approved events that the Defence Forces attended. These events facilitate the achievement of the Defence Forces' Partnership Goals (PGs) and ensure that the Defence Forces can incorporate best international practice into its doctrine and standard operating procedures for Peace Support Operations (PSOs). Other nations continue to attend Defence Forces courses that were offered as part of Ireland's contribution to the Partnership Work Programme.

Ireland, in common with other neutral States who are members of PfP, also participates in the PfP Planning and Review Process (PARP) mechanism. Ireland's involvement in PARP is focused on enhancing interoperability so that Defence Forces personnel can operate efficiently and effectively in a multi-national environment.

The Organisation for Security and Co-operation in Europe

OSCE is a pan-European security body, which operates in a regional arrangement under Chapter VIII of the UN Charter. The OSCE is a primary instrument for early warning, conflict prevention, crisis management and post conflict rehabilitation. Ireland assumes overall chairmanship of the OSCE in January 2012 for one year. The core objective of Ireland's OSCE chairmanship in office is to strengthen the security of the OSCE Region across the three OSCE pillars or "dimensions" namely: the Politico-Military Dimension, the Economic and Environmental Dimension and the Human Dimension.

An officer of the Permanent Defence Force was appointed as Head of the OSCE High-Level Planning Group and two additional Defence Forces officers have also been deployed to Vienna to support the Permanent Mission of Ireland for the period of Ireland's chairmanship.

Defence Force Headquarters (DFHQ) operate the OSCE Verification Centre for Ireland. The Verification Centre is responsible for the bi-annual exchanges of military information between the 56 Member States and hosts inspection/evaluation visits as required under the Vienna Document 2011, enhancing the OSCE confidence building and security measures.

Overseas Deployments on Peace Support Operations

In planning and supporting overseas operations, the joint engagement of the Defence Forces and Departmental staff in reviewing potential operations, rotation planning, procurement planning and training is an essential element in the effective management of deployments. 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.

Ireland made a major contribution to international peacekeeping in 2011 through their participation in overseas Peace Support Operations (PSOs). During 2011, approximately 1,000 members of the Permanent Defence Force deployed to various missions including postings with the UN, EU, OSCE and PfP/NATO. Table 3.2 gives the breakdown as per the Mission categories on 1 January 2011 and on 31 December 2011.

The past year has seen an increase in the number of troops deployed on overseas missions. The 104th Battalion successfully deployed with the United Nations Interim Force in Lebanon (UNIFIL) in June 2011 with a total battalion strength of 437. In addition the Defence Forces also took up a number of staff positions within Sector West Headquarters and Force Headquarters in Naqoura.

Elsewhere, Ireland continued to deploy Defence Forces personnel overseas in observer missions and troop deployments such as International Security Assistance Force (ISAF) Afghanistan, Kosovo Force (KFOR) and European Union Force (EUFOR) Operation ALTHEA in Bosnia and Herzegovina. Ireland assumed mission lead of European Union Training Mission (EUTM) Somalia and deployed the Mission Commander in August 2011. Staff Officers and Military Observers continued to make valuable contributions to PSOs in countries and regions such as Democratic Republic of Congo, Ivory Coast, Western Sahara, the Middle East and throughout the Balkans serving in the UN, EU and the OSCE. Defence Forces personnel also serve in the military staffs of the EU and NATO/PfP in Brussels and with the OSCE in Vienna, where they hold a variety of key appointments. Additional Defence Forces personnel were deployed to provide support to the Department of Foreign Affairs and Trade in respect of Ireland's chair in office of the OSCE.



TABLE 3.2 Department of Defence and Defence Forces Overseas Postings - 2011

Missions	01-Jan-11	31-Dec-11
UNITED NATIONS led Peace Keeping Operations		
UNTSO (Middle East)	12	12
MINURSO (Western Sahara)	3	3
MONUC (Democratic Rep of Congo)	3	3
UNOCI (Cote d'Ivoire)	2	2
UNIFIL HQ (Lebanon)	9	10
UNIFIL Infantry Battalion (Lebanon)	Nil	437
UNIFIL Sector West HQ (Lebanon)	Nil	8
Sub-Total (UN)	29	475
EUROPEAN UNION Led Crisis Management Operations		
EUFOR (Bosnia and Herzegovina)	43	7
Nordic Battlegroup HQ (Sweden)	13	Nil
Austro-German Battlegroup	Nil	1
EUTM Somalia	2	7
Sub-Total (EU)	58	15
NATO PfP Led Peace Support Operations		
KFOR HQ	12	12

TABLE 3.2 Department of Defence and Defence Forces Overseas Postings - 2011

Missions	01-Jan-11	31-Dec-11
ISAF (Afghanistan)	7	7
Sub-Total (NATO/PfP)	19	19
OSCE Led Operations		
OSCE	4	4
Sub-Total (OSCE)	4	4
Military REPS/ADVISERS/STAFF Postings		
UNNY (New York)	1	1
EUMS (Brussels)	7	7
NATO/PfP(Belgium)*	5	5
Irish Delegation to OSCE (Vienna)	3	2
ESDP/PSC (Brussels)*	8	8
Sub-Total (Military REPS/ADVISERS/STAFF Postings)	24	23
Total Personnel Overseas	134	536

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

United Nations Interim Mission In Lebanon (UNIFIL)

At the end of 2011, a total of 455 Defence Forces personnel were serving with UNIFIL, including 10 personnel at the Force Headquarters in Naqoura. The Irish battalion is based in Sector West of UNIFIL's area of operations in an area designated by the Force Commander, centred on the major towns of Tibnin and Bint Jubyal and the *Blue Line*, which separates Lebanon and Israel. In December 2011, the 105th Infantry Battalion replaced the 104th Infantry Battalion upon completion of their tour of duty.



European Union Force (EUFOR) – Bosnia And Herzegovina (BiH)

EUFOR's "Operation ALTHEA" continues to focus on maintaining a safe and secure environment while overseeing the transfer of military tasks to national authorities. The mandate for this mission was renewed in November 2011, for a further twelve months. Current planning at EU level is focused on a transition of Operation ALTHEA from the current military peace enforcement operation to a training and support mission, targeted at supporting the BiH security forces as they take over responsibility for the internal security of the country.

In July 2011, Ireland reduced its deployment from 43 Defence Forces personnel to 7, all located in Headquarters in Sarajevo. It is proposed to maintain Ireland's commitment to Operation ALTHEA at this level for 2012, subject to ongoing review and appropriate adjustment by the Minister as the mission transitions from its current executive role to a training and support mission.

European Union Training Mission (EUTM) Somalia

EUTM was launched on 7 April 2010 to train the security forces of the Somali Transitional Federal Government. The original mandate of the mission was to train 2,000 selected Somali recruits in two intakes in the Bihanga Camp, which is 300 kms south west of Kampala in Uganda. On 28 July 2011, the Council of the European Union adopted a decision extending the mission until December 2012 and refocusing the mission from basic recruit training to training commanders (Officers and NCOs) and Somali trainers. In August 2011, Ireland assumed the Mission leadership role, deploying the Mission Commander and Chief of Staff. Ireland contributed 7 personnel to the Mission. 3 Defence Forces personnel are part of a joint training team with the Armed Forces of Malta which is providing training in Bihanga Camp. The Mission Commander and 2 other Irish personnel are based in Mission Headquarters in Kampala, Uganda. The other Defence Force Officer is based in the Mission Headquarters Support Cell in Brussels.

Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led PSO in Kosovo (KFOR). 12 Defence Forces personnel currently serve in KFOR Headquarters in Pristina.

International Security Assistance Force (ISAF) – Afghanistan

During 2011, 7 Defence Forces personnel continued to serve in Afghanistan as part of the NATO led International Security Assistance Force. The 7 Irish personnel located in ISAF Headquarters in Kabul during 2011, worked in staff and administrative posts.

The Organisation For Security And Co-Operation In Europe (OSCE)

6 officers of the Defence Forces were deployed with the Organisation in Austria, Bosnia and Herzegovina and Serbia during 2011.

United Nations Truce Supervision Organisation (UNTSO)

During 2011, Ireland continued to deploy Defence Forces personnel as Military Observers within the UNTSO Mission area of Lebanon, Syria and Israel. In August 2011, the Defence Forces took up the special staff position of Chief of Liaison Tel Aviv and Amman (CLOATA), with the appointment set to last for 12 months.

Footnotes

- 7 The table provides for many combinations of units up to a maximum commitment of 850.
- 8 Readiness States are measured in days: Very High 1-20, High 21-60; Medium 61-90 Days.
- 9 CBRN: Chemical, Biological, Radiological and Nuclear.
- 10 CIMIC: Civil-Military Cooperation.
- 11 EOD/IEDD: Explosive Ordnance Disposal/Improvised Explosive Device & Disposal.
- 12 Ireland's contribution to NBG 2011 consists of an Intelligence, Surveillance, Target Acquisition & Reconnaissance (ISTAR) Group together with support elements and staff posts at NBG Force Headquarter (FHQ) in Enköping, Sweden.
- 13 The Defence (Miscellaneous Provisions) Act 2009.
- 14 There are two types of EDA programmes and projects: Category A and Category B. Both types are based on the principle of "who participates, decides". Category A programmes and projects occur when one or more participating Member States (pMS) or the Agency's Chief Executive propose this type of cooperation and presume general participation of all 26 pMS unless they decide to "opt-out". Category B programmes and projects occur when one or more pMS propose this type of cooperation, which is then open to other pMS to "opt-in".
- 15 A Recognised Maritime Picture is a picture/map, which shows all vessels and activities present in a particular maritime area and links data and information on vessels compiled from various national and international monitoring and surveillance systems.

SECTION 4

Defence Policy, Military Advice and Corporate Services



SECTION 4:

Defence Policy, Military Advice and Corporate Services

This section reports on the policy and military advice function (including the Office of Emergency Planning). The corporate services functions for the Defence Organisation are also reviewed. This programme facilitates and supports development and maintenance of capability but also links directly to the formulation of defence policy. Many of the activities associated with this programme have been described in previous sections. The policy and military advice function encompasses all areas of defence provision and underpins the requirement to ensure that the State develops appropriate responses in line with Government requirements.

The White Paper (2000) has provided the policy framework for defence for the past decade. The defence and security environment has changed appreciably over this period, particularly in the international domain, and this has required a flexible and responsive approach from the Defence Organisation. A key requirement of the policy function is to ensure that appropriate policy responses are formulated in response to changes in the defence and security environment. Defence policy, including policy responses to changes in the defence and security environment, is informed by military advice.

As part of the process of preparing a new White Paper on Defence, the Minister for Defence has decided to prepare a Green Paper on Defence. The Green Paper will set out policy considerations and its publication will inform a broad consultative process which will contribute to the subsequent development of the new White Paper. Work on the Green Paper is ongoing and it is scheduled to be published at the end of 2012.

The defence policy framework includes domestic, global and regional security. Defence policy and military advice encompasses all areas of defence provision and underpins the requirement to ensure that the State develops appropriate responses having regard to the ongoing assessment of the defence and security environment and in line with Government requirements.

Key defence policy issues are discussed at the **Strategic Management Committee (SMC)**. The SMC is a joint civil-military committee consisting of the Secretary General of the Department of Defence (Chairman), the Chief of Staff, the two Assistant Secretary Generals, the Director, the two Deputy Chiefs of Staff 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. The SMC meets on a monthly basis. The Minister for Defence chairs the SMC periodically.

The National Security Committee continued to meet and receive regular briefings throughout the year. The Committee which is chaired by the Secretary General to the Government comprises the Secretary General of the Department of Justice and Equality, the Garda Commissioner, the Secretary General of the Department of Defence, the Chief of Staff of the Defence Forces and the Secretary General of the Department of Foreign Affairs. The Committee receives threat assessments from the Garda Commissioner and the Chief of Staff and reviews the overall security situation in the domestic and international environment.

Military Intelligence

During 2011, the Director of Military Intelligence provided strategic security and intelligence services to Government on state security matters and intelligence support to the Defence Forces at the operational level. In discharging its duties to the State, Military Intelligence provided regular assessments, reports and briefings to the Minister for Defence, the Chief of Staff and the Secretary General relating to internal and external threats to Irish security and national interests. The Director liaised extensively with other national agencies, in particular An Garda Síochána, and intelligence partners of EU Member States through co-operation protocols.

The Director of Military Intelligence is responsible for coordinating the vetting of all Defence Forces personnel through close cooperation with An Garda Síochána. This was achieved through the facilitation of direct liaison between the Brigades, the Air Corps and the Naval Service with the Garda Central Vetting Unit (GCVU). In the domain of Defence Forces' operational security, and focusing particularly on the force protection of Defence Forces' contingents, Military Intelligence monitored and conducted analysis of the security environments in which Defence Forces' Peace Support Operations were conducted. In doing so, Military Intelligence played a critical role in providing assured levels of situational awareness, early warning and threat assessments to units and troops serving overseas in order to support the successful conduct of operations.

Office of Emergency Planning

The Office of Emergency Planning (OEP) is a civil/military office within the Department of Defence. It supports the Minister as Chairman of the Government Task Force on Emergency Planning. The Task Force is the top-level structure that provides policy and direction, supports coordination and oversees the emergency planning activities of Government departments and agencies. During 2011, the Task Force met on 6 occasions.

OEP chairs meetings of the Inter-Departmental Working Group on Emergency Planning. The Task Force charges this Working Group with carrying out specific tasks and developing particular aspects of emergency planning that cut across a number of departments and agencies.

The National Emergency Coordination Centre (NECC) is based in Agriculture House, Kildare Street and is managed by the Office of Emergency Planning. It is an important facility that is maintained by the Office of Emergency Planning to a high level of preparedness with ongoing improvements in facilities. The Centre provides a strategic level management facility and comprehensive communication systems for use in the event of emergencies requiring a national-level response. Throughout March and April 2011, the NECC was used by the National Coordination Group formed to coordinate the impact and monitor emerging issues arising from the earthquake in Japan and subsequent explosion of the nuclear plant in Fukushima. The Centre was also used extensively for the hosting of workshops, exercises and meetings associated with emergency planning and response.

The website www.emergencyplanning.ie is managed and updated on an ongoing basis by the Office of Emergency Planning. It gives up-to-date information and advice when emergencies occur and provides links to all relevant web sites and information sources.

Developments completed in 2011 include:

- A template to standardise the review process for emergency responses (in conjunction with Dublin City University).
- "Guidelines for Coordinating a National-Level Emergency/Crisis Response", to provide clarity and a process for activating a national-level response should an emergency/crisis arise.
- A protocol to assist in a multi-agency response to a malign CBRN incident.

- A public information campaign "Be Winter-Ready" which was launched by the Minister for Defence, the Minister for Transport, Tourism and Sport and the Minister for the Environment, Community and Local Government.

Civil Service and Civilian Employee Human Resources

During 2011, the Department continued to invest in human resources, having regard to the Public Service Reform Programme and in particular to centrally driven initiatives on performance management, sick leave and shared services. Work continues on the delivery of the remaining recommendations of the Deloitte review of the Finance Branch.

Changes to the Performance Management and Development System (PMDS) were introduced to address the commitment to significantly improve performance management. A new single PMDS form that combines the role profile, annual review, interim review and personal development plan was introduced for the 2012 PMDS cycle to enhance the PMDS process. 97% of staff completed an Annual Review under PMDS in 2011.

Revised arrangements for managing sick leave were introduced in 2011. This involved information seminars being rolled out to all staff, establishing new processes for recording and monitoring sick leave, implementing system changes to allow more effective and pro-active management of sick leave at local level and analysing and reporting on patterns and levels of sick leave. The sick leave rates for the Department have fallen from 5.5% in 2010 to 4.2% in 2011.

During the year, the Department participated in a range of centrally driven HR projects under the Government's Reform Project, such as the Shared Services Project, centralising the Employee Assistance Service, and the Workforce Planning initiative.

The Department continued to manage staff numbers in accordance with the Employment Control Framework (ECF). Since 2008 the number of staff has fallen year on year to its current level of 348. This includes 23 staff assigned to the Civil Defence Board.

Staff also continued to avail of a range of work/life balance schemes. 75 staff availed of work sharing during 2011, while 53 staff availed of the Shorter Working Year Scheme.

Civilian Employees

Civilian employees engaged under the provisions of the Defence Act 1954, were based in 2011 at some thirty military locations around the country. As at 31 December 2011 there were 663 whole-time equivalent civilian employees comprising a wide variety of different grades. The majority of these employees are made up of the craft, general operative and related grades and are involved mainly in the maintenance of equipment and military installations. The remaining civilian employees are mostly involved in clerical and storekeeping duties for the Defence Forces and also include aircraft inspectors and various technical grades.

Civil Service Training and Development

The Department continues to invest in developing its staff. Learning and development initiatives carried out in 2011 covered a broad range of categories, including Information and Communication Technologies (ICT), health & safety and financial management.

Special emphasis was placed on delivery of training on centrally driven initiatives arising from the Public Service Reform Programme. For example, during 2011:

- 93% of staff received training on managing performance and dealing with underperformance in the Civil Service; and
- Information seminars were delivered to 93% of staff on the management of sick leave.

In 2011, the Department invested the equivalent of 3% of its payroll in training & development. A total of 169 training courses were provided involving 1,168 attendees over 7,553 training days.

Equality

It is the policy of the Department of Defence that in the management of its human resources it will seek to accord all staff equality of opportunity and treatment in accordance with equality legislation and Government decisions such as those relating to gender equality, diversity, the 3% target for the employment of people with disabilities in the public service, official languages equality and anti-racism.

In compliance with Part 5 of the Disability Act 2005 the Department of Defence undertook where practicable to promote and support the employment of people with disabilities. The percentage of civil servants with a disability was 4% and the percentage of civilian employees with a disability, employed by the Department, on behalf of the Defence Forces was 5.4%.

Public Service Reform

The Government published its Public Service Reform Plan in November. Following that, the preparation of a high-level Integrated Reform Development Plan for the Defence Sector commenced. The Plan includes the milestones and initiatives for the delivery of key projects by the Defence Organisation in the years ahead to 2014.

Defence Forces Conciliation and Arbitration Scheme

There were approximately 136 claims processed through the Conciliation and Arbitration Scheme during 2011.

Representative Association of Commissioned Officers (RACO)

During 2011 the Association lodged a number of new claims at Conciliation Council, which were discussed at four Council meetings. Three reports recording agreement were signed, while one recorded disagreement. There were no Facilitation or Adjudication hearings arising from claims during 2011. The DFHQ Military Forum continued to meet with RACO, meeting on two occasions.

Permanent Defence Forces Other Ranks Representative Association (PDFORRA)

PDFORRA lodged a number of new claims at Conciliation Council during 2011. These claims were addressed at five Council meetings. Four reports recording agreement and four reports recording disagreement were delivered in 2011. There were no Facilitation or Adjudication hearings arising from claims disagreed at Conciliation Council. There were two meetings of the DFHQ Military Forum at which a range of issues were discussed.

Public Service Agreement 2010-2014

In addition to the Conciliation and Arbitration Scheme, a framework exists which facilitates the Associations engaging with the official side in talks parallel to those taking place between the Social Partners at national level.

Work continued in 2011 in delivering the changes set out in the Defence Sector Action Plan under the Public Service Agreement (Croke Park Agreement). Implementation of the Agreement by all personnel in the Defence Forces is vital to enable the ongoing modernisation and maintenance of the Defence Organisation. The Air Corps pilot retention payment was discontinued on expiration of the relevant contracts. In addition under the Croke Park Agreement, fully competitive

merit-based promotion schemes for Officers and Non Commissioned Officers have been agreed.

The Defence Sector and the Implementation Body met on eight occasions to report on progress in relation to Defence Sector commitments under the Public Service Agreement. Sixteen bi-lateral meetings took place with the Associations to progress agreed actions.

Support to Veterans Groups

Annual grants-in-aid of €40,000 and €10,000 were paid to veteran groups ONE and IUNVA from the Vote of the Department of Defence in 2011. Meetings at Ministerial and official level were also held during the course of 2011 with both organisations.

Internal Audit

The Department's Internal Audit Section is an independent unit reporting directly to the Secretary General. As a service provider, the Section follows closely the Professional Practice Standards set down by the Institute of Internal Auditors by providing to management, both civil and military, an independent and objective assurance and consulting activity which is designed to add value and improve the Department's operations through the evaluation and improvement of the effectiveness of the risk management, control and governance processes in the Department. The Section works to an annual audit plan, covering a range of systems, compliance and stores audits, which is approved by the Secretary General. The Section's work is reviewed on an ongoing basis by the Department's Audit Committee. During 2011, the Section carried out an audit programme of some 120 audits.

Prompt Payment of Accounts

Government departments are required to make payments to suppliers of goods and services within 15 days from receipt of a valid invoice. The Department of Defence produces quarterly reports on payments to suppliers. A summary of the figures for 2011 is set out in the table below.

In 2011, the Department paid prompt payment interest of €1,055 on 51 invoices in accordance with the terms of the European Communities (Late Payment in Commercial Transactions), Regulations 2002.

TABLE 4.1 Prompt Payment of Accounts under Government Decision No.S29296 of 19 May, 2009

Details	Number	(€)	% of total payment made (Number)
Total Payment made in 2011	42,647	174.5m	
Number of Payments made with 15 days	39,087	161.9m	91.7%
Number of Payments made within 16 to 30 days	2,894	9.6m	6.8%
Number of payments made in excess of 30 days	666	3.0m	1.5%

Value for Money (VFM) and Policy Reviews

Work on preparing a Value for Money (VFM) Review of the Reserve Defence Force (RDF) commenced in 2010. Since then, the work on this VFM review has been ongoing.

In December 2011, a major re-organisation of the Defence Forces was initiated in response to the outcome of the Comprehensive Review of Expenditure process. This will encompass a reduction in the number of Army Brigades from three to two and will necessarily impact and include the RDF. The recommendations of the VFM must dovetail with this broader re-organisation and work is ongoing in this regard. The report on the outcome of this VFM review is due in 2012.

Legislation

The Defence (Amendment) Act 2011 passed all stages in the Oireachtas and was subsequently signed into law by President Mary McAleese on 26th July 2011. The Act provides for amendments to the Defence Acts to expand the potential candidature for appointment to the post of Military Judge and the Director of Military Prosecutions to persons other than members of the Defence Forces and for an amendment to the powers of the Selection Committee to determine a candidate's qualification for appointment to these posts. In relation to the alternative judge, it also provides for the appointment of a Circuit Court Judge to perform the functions of the Military Judge where the Military Judge is not available for whatever reason.

Following the enactment of the Defence Amendment Act 2011, the supporting secondary legislation covering court

martial rules was amended to account for the new provisions concerning the appointment of a military judge (or an alternate).

In the area of Defence Forces Regulations, substantial progress was achieved in 2011, with 16 amendments carried to the Defence Force Regulations (DFRs) and a complete re-write of DFR A11 was finalised.

Customer Service Action Plan

The Department of Defence and Defence Forces are committed to the provision of the highest standard of customer service to the individuals and organisations with whom we interact. A joint Department of Defence and Defence Forces Customer Charter and Customer Service Action Plan, for the period 2010 – 2012, was finalised and published in 2010. The documents set out the principles and standards of customer service that can be expected from the Organisation. Copies of the Charter and the Plan can be found on www.defence.ie

Table 4.2 below shows the Department's performance in 2011 for targets set in the Customer Service Action Plan.

TABLE 4.2 Correspondence received in the Department of Defence in 2011			
	Items of customer correspondence received	Percentage of Items of customer correspondence acknowledged within 3 working days	Percentage of definitive or interim replies issued to customer correspondence within 3 working weeks
Q1	3,288	92.9%	98.2%
Q2	3,118	94.6%	97.0%
Q3	4,393	95.4%	97.9%
Q4	3,710	93.9%	98.2%
Total	14,509	94.3%	97.8%



Freedom of Information (FOI)

Under the Freedom of Information Act, the Department of Defence, the Army Pensions Board and the Defence Forces are regarded as separate bodies for the purposes of the Act. In June 2007, the Act was extended to additional public bodies, including the Civil Defence Board and Coiste an Asgard.

No Freedom of Information requests were received by the Army Pensions Board, Civil Defence Board or Coiste an Asgard in 2011.

TABLE 4.3 Department of Defence FOI requests 2011	
Requests Received	40
Granted	20
Part-Granted	7
Refused	5
Transferred	5
Withdrawn or Handled outside FOI	2
Finalised	37

TABLE 4.4 Defence Forces FOI requests 2011	
Requests Received	120
Granted	85
Part-Granted	21
Refused	8
Transferred	0
Withdrawn or Handled outside FOI	4
Finalised	118

Litigation

Personal Injuries Claims

In December 2001, the management of new non-hearing loss claims lodged against the Minister for Defence was delegated to the State Claims Agency (SCA). The remainder of cases were managed by the Chief State Solicitors office (CSSO) on behalf of the Attorney General. A further delegation document was agreed during 2011 allowing the transfer of the majority of the remaining cases to the SCA. The following table outlines the position with all claims as at 31 December 2011.

TABLE 4.5

Case Type	Managed By	On hand 1/1/11	Received in 2011	Cleared 2011	On Hands 31/12/11
Personal injury	SCA	646	133	460	319
Personal injury	CSSO	158	1	40	119
Judicial Reviews and other employment cases	CSSO	15	15	12	18
Supreme Court Appeal	CSSO	4	0	0	4
Total		823	149	512	460

Total expenditure on all claims amounted to €4.8m for the year 2011. This is broken down as follows:

TABLE 4.6

	CSSO	SCA	Injuries Board	Misc Costs to Branch	Total
Settlements	€780,094	€1,718,459	€26,322		€2,524,875
Plaintiff Legal Costs	€702,966	€819,872			€1,522,338
Medical Costs		€41,725	€418		€42,143
Agency Solicitors Fees		€392,123			€392,123
Agency Counsel Fees		€209,702			€209,702
Injuries Board Assessment Fees		€16,624	€1,370		€17,994
Agency Other Fees e.g. Engineers		€54,497			€54,497
Compensation payments made to RDF by Pensions Section				€94,730	€94,730
Money refunded	-€10,100	-€5,712			-€15,812
Misc Costs				€41,493	€41,493
Total	€1,472,960	€3,247,291	€28,110	€136,223	€4,884,083

Military Service Pensions Archive Project

The purpose of the project is to make records and files relating to the period from Easter Week, 1916 through the War of Independence and Civil War available to the public and to historians. The work of processing the information on the files that make up this collection for release into the public domain continued throughout 2011. The Taoiseach visited the Archive and was briefed on the Project in December 2011.

Civil Defence

At the Cabinet meeting on 12 July 2011 the Government approved a proposal to transfer the functions of the Civil Defence Board back into the Department of Defence. It is anticipated that the Civil Defence Board (Dissolution) Bill will be published by the end of 2012.

Ombudsman for the Defence Forces

The Office of the Ombudsman for the Defence Forces was established under the Ombudsman (Defence Forces) Act 2004. In September 2011, the President, on the recommendation of Government, re-appointed Ms. Paulyne Marrinan-Quinn SC as the Ombudsman for the Defence Forces for a further 12 months.

The Ombudsman for the Defence Forces (ODF) is, in accordance with the Act, independent in the performance of her duties and is required by the Act to prepare a report on the performance of her functions to be laid annually before each House of the Oireachtas. These are available online from the ODF website at www.odf.ie

Irish Red Cross

The Programme for Government provides for the initiation of a detailed legal review of the basis, structures and governance of the Red Cross in Ireland to improve its functioning in the light of changing circumstances. A draft Order that would amend the Irish Red Cross Order 1939 is being finalised. A comprehensive review of all Red Cross legislation will be commenced in 2012.



SECTION 5

Financial Report



SECTION 5: Financial Report

Details of Defence Vote Expenditure for 2011 by Category			Details of Army Pensions Expenditure for 2011 by Category		
* Based on 2011 provisional outturn figures			* Based on 2011 provisional outturn figures		
Expenditure Category	*€m	%	Expenditure Category	*€m	%
PDF Pay and Allowances	454	64.5	Defence Forces (Pensions) Scheme and Payments in respect of Transferred Service	214.7	95.6
Pay and Allowances of civilian and RDF employees	33	4.6	Wound and Disability Pensions, allowance and gratuities, to or in respect of former member of the Defence Forces	8.4	3.8
Defensive Equipment	37	5.2	Payments to or in respect of Veterans of the War of Independence	1.1	0.5
Air Corps - Equipment, Fuel, Maintenance etc	15	2.1	Miscellaneous	0.2	0.1
Naval Service - Equipment, Fuel, Maintenance etc	31	4.4	Total Gross	223.4	100
Barrack Expenses, Repairs and Maintenance of Land	23	3.2			
Building - Capital (includes capital carryover of €1.5m)	10	1.4			
Military Transport - New Vehicles, fuel, repairs and Maintenance	17	2.4			
Compensation	5	0.7			
Other Non-pay Military expenditure	51	7.2			
Administrative Budget	21	2.9			
Civil Defence Board and Irish Red Cross Society	6	0.9			
Total (Gross)	703	100			

Note: Minor discrepancies may arise due to rounding.



APPENDIX 1

Overview of Energy Usage in the Defence Organisation in 2011



APPENDIX 1:

Overview of Energy Usage in the Defence Organisation in 2011

This section sets out the energy usage in the Defence Organisation for 2011 and the initiatives taken to improve our energy performance in compliance with the requirements as set out in the European Communities (Energy End-Use Efficiency and Energy Services) Regulations 2009, (S.I. No. 542 of 2009).

Department of Defence Energy Consumption 2011

In 2011, the Department of Defence consumed 2,764,978 kWh of energy consisting of:

- Total electricity: 1,369,563 kWh
- Total gas: 680,848 kWh
- Total wood pellets: 496,180 kWh
- Total oil: 218,387 kWh

Actions Undertaken in 2011

During 2011, energy awareness and conservation continued to be a priority for the Department.

The Department's new offices in Newbridge has provided additional opportunities in terms of energy conservation with the installation of energy efficient lighting and advanced lighting controls, a new automated air conditioning system and the use of wood pellets as the main heat source. In addition, only energy efficient equipment is purchased by the Information, Communication and Technologies Branch (ICT) in the Department.

Similarly, the Department's office in Renmore is also particularly active in terms of energy conservation and has convened an Energy Team to oversee a number of initiatives. Staff were regularly reminded to take steps to conserve energy where possible. Energy awareness posters were placed on notice boards throughout the buildings. Regular e-mails are circulated to all staff reminding them to switch off all non essential electrical equipment, e.g. computers, monitors, printers, lights, etc.

Actions Planned for 2012

Over the coming year, the Department will continue efforts to further improve our energy performance with a range of activities including the following:

- Continued involvement in OPW Energy Awareness Campaign.

- Energy awareness presentations to staff on energy conservation through regular e-mails, splash messages, posters, the energy notice board, walk through the building after hours, etc.
- Development and implementation of an energy policy across the whole Department.

Defence Forces Energy Consumption in 2011

Energy use in the Defence Forces consists mainly of energy used in buildings for heating, lighting and IT equipment (approx 43% of all Defence Forces usage), energy used for naval transport (approx 30% of all Defence Forces usage), energy used for aviation transport (approx 16% of all Defence Forces usage) and energy used for road transport (approx 11% of all Defence Forces usage).

In 2011, the Defence Forces consumed **217, 479.5 MWh** of energy, consisting of:

Building Installations

- Electricity: 35,006 MWh
- Natural Gas: 23,532 MWh
- Heating Oil: 26,329 MWh
- LPG: 8,614 MWh
- Renewable Solar energy both Thermal and PV: 20 MWh (approx)

Transport Fuel Consumption

- Marine Fuel (Marine Diesel): 64,619 MWh
- Aviation Fuel: 35,041 MWh
- Road Fuel (Road Diesel): 24,318.5 MWh (conversion factor 9.7KWh/Litre)

Actions Undertaken in 2011

1. Building Energy Use

The Defence Forces saved 7.1% in building energy use in 2011.

The savings in energy were as a result of a number of initiatives:

- a. Installation of a natural gas pipeline in Custume Barracks Athlone. This measure reduces heating oil use and replaces it with the higher calorific value Natural Gas which is more efficient.

- b. Improvements to hangers at Casement Aerodrome, Baldonnell, which is a large energy user. This included zoning of buildings, rescheduling of heating times and automatic shut off boilers when hanger doors are opened.
- c. Boiler replacement, insulation upgrades and building fabric upgrades.
- d. Increased awareness and monitoring within barracks.
- e. Changes to energy use in barracks, for example rescheduling of heating times.
- f. Electrical infrastructural improvements such as fitting sensors to lighting and replacing existing lights with low energy lighting.

From a non-technical point of view, energy management has become part of the daily routine in every barracks. Awareness of energy related issues, as well as a desire to improve the energy efficiency of the individual installations is noticeable. The Defence Forces Energy Management Team (DFEMT) noted a marked improvement in the level of energy awareness and management throughout the Organisation in the 2011 energy inspections. Barrack accountants are recording energy usage figures on a monthly basis as part of their normal accountancy routine and are beginning to notice and report on anomalies in energy usage.

Altogether, these and other energy saving measures saved the Defence Forces 7,221.46 MWh of energy consumption in 2011.

2. Transport Energy Use

The overall energy used for transport was reduced by 11.5% compared to that of 2010. There was a 20% reduction in marine diesel, a 3% reduction in aviation fuel and a 5.8% increase in road transport fuel recorded in 2011. The notable reduction by the Naval Service in fuel consumption in 2011 was achieved through a combination of:

- a. Altering patrol schedules.
- b. Implementing single engine running while at sea.

Actions Planned for 2012

1. Training of Engineer Officers as Building Energy Rating Assessors

A programme to train Engineer Corps personnel as Building Energy Rating (BER) assessors continued in 2011. A policy document will be drafted outlining the percentages of officers to be trained and the number of buildings to be assessed annually. This policy will form part of the revised Defence Forces Energy Management System. As a result of assessing buildings with energy savings in mind, a more focused, holistic approach to the renovation of buildings can be carried out.

2. Installation of Natural Gas pipeline in the DFTC

The Defence Forces Training Centre (DFTC) in the Curragh Camp is the Defence Forces largest energy user. The buildings and hot water are heated by oil fired boilers during the winter months. It is proposed to install a natural gas pipeline in the Curragh Camp, thermostatically controlling all of the buildings with weather compensators and reducing energy usage by 30% between 2012 and 2020.

3. The Senior Energy Executive

The Defence Forces is committed to putting the necessary structures and resources in place for effective energy management. A Senior Energy Executive has been created, chaired by the Deputy Chief of Staff (Support), and includes all the main stakeholders; General Officer Commanding Air Corps, Flag Officer Commanding Naval Service, Director of Transport and Vehicle Maintenance, Director CIS Corps, Director of Engineering and a legal advisor. The role of the Defence Forces Senior Energy Executive is to monitor the Defence Forces progress in meeting the targets set out in the Defence Forces Energy Strategy and ensure new legislation is adopted by the Defence Forces in a timely and effective manner.

4. Energy Management Standard 50001

The Defence Forces has committed to achieving the international ISO 50001 Energy Management Standard by end 2012. As the Defence Forces is a multi-site organisation, certification will focus on 6 of the largest installations i.e. The DFTC, Baldonnell, Custume Barracks, Collins Barracks, McKee Barracks and Cathal Brugha Barracks. The Naval Service achieved ISO 50001 certification in December 2011 and will not form part of this certification process. Within these sites all energy use will have to be considered; fuel for electricity, gas, oil, road diesel, and aviation fuel. The key objective of the implementation of this system is to provide a framework to enable the Defence Forces to:

-
- a. Develop the policy for more efficient use of energy.
 - b. Collect data and use existing data that will facilitate a better understanding of Defence Forces energy usage in order to make better decisions concerning energy use.
 - c. Fix targets and objectives to reduce energy usage annually.
 - d. Monitor energy usage and verify savings made annually.
 - e. Review the effectiveness of the policy annually.
 - f. Continually improve energy management to achieve greater energy efficiency.

The first milestone will be the achievement of the standard for the Defence Forces by end 2012. This requires a fully operational energy management system and all the necessary tools for calculating energy performance to be in place. Further milestones will include achieving the fixed objectives and targets as laid down in the framework for the period up to the surveillance audits, which will be conducted annually, and then continuing the process up to the recertification audit in December 2015. In this way real energy performance improvements can be monitored and momentum will be maintained after certification has been achieved.

These initiatives are predicted to save approximately 5000 MWh annually, as we move towards 2020.