



An Roinn Cosanta  
Department of Defence



Óglaigh  
na hÉireann  
DEFENCE FORCES IRELAND

# Department of Defence and Defence Forces Annual Report 2012

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Department of Defence



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DEFENCE FORCES IRELAND

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Department of Defence and Defence Forces

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Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2012.



Michael Howard

Michael Howard,  
Secretary General



Conor O'Boyle

Lt Gen Conor O'Boyle,  
Chief of Staff



## FOREWORD

### Minister for Justice, Equality and Defence

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I am pleased to accept delivery of this Annual Report, which sets out the progress that the Defence Organisation has made over the course of 2012 in meeting the strategic objectives set out in the Department of Defence and Defence Forces Strategy Statement 2011 – 2014.

On a day to day basis the Defence Organisation continues to deliver a broad range of services both at home and overseas. This Report highlights this important work and provides detailed information on the operations conducted by the Defence Forces during the course of 2012. Ireland has a proud record of supporting the United Nations. The deployment of our Defence Forces on overseas peace support missions continues to provide the most concrete expression of that support. The high level of ongoing domestic security and support operations differentiate our Defence Forces from other Defence Forces, many of which exist solely to provide a contingent capacity or to service overseas operations. Much of this domestic security and support work is unseen by members of the public, however, it is an essential part of the State's security and support framework.

Maintaining this level of service within a reduced resource envelope remains a significant challenge. In 2012, the Defence Organisation once again continued to implement significant change and modernisation and continues to be a leader in public sector reform. The closure of a further four Barracks in 2012 has yielded additional efficiencies. A major reorganisation of the Defence Forces was progressed and new structures for the Permanent Defence Force came into effect in the latter part of the year. A reorganisation of the Reserve Defence Force also commenced following completion of a Value for Money Review of the Reserve. These changes have prioritised the operational capacity of the Permanent Defence Force and will also ensure the continued viability of the Reserve Defence Force.

I would like to take this opportunity to record my gratitude to the Secretary General, the Chief of Staff and their respective personnel, both civil and military, for embracing this significant and positive change and for playing their part in continuing to deliver results. I know that I can count on their support and assistance as we continue to address the challenges that lie ahead.



Alan Shatter TD, Minister for Justice, Equality and Defence

A handwritten signature in black ink that reads "Alan Shatter".

Alan Shatter TD,  
Minister for Justice, Equality and Defence



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## INTRODUCTION

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This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2012. Performance is reviewed against the programme headings and objectives, set out in the Department of Defence and Defence Forces Strategy Statement 2011 – 2014.

The Strategy Statement for the period 2011-2014 establishes the High Level Goal of the Defence Organisation<sup>1</sup> as:

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

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

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

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

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

### 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.



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SECTION 1

# Defence Policy



## SECTION 1: Defence Policy

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

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

In respect of the domestic security environment, the defence policy framework encompasses, inter alia, the work of the Office of Emergency Planning and the development of Memoranda of Understanding and Service Level Agreements with other Government Departments and State Agencies, across a diverse range of roles.

The defence policy framework also includes, in collaboration with the Department of Foreign Affairs and Trade, defence inputs to the maintenance of global and regional peace and security, including the ongoing development of the EU's Common Security and Defence Policy.

Strategic defence 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 chairs the SMC periodically.

The **High Level Planning and Procurement Group (HLPPG)** is jointly chaired by the Director, Department of Defence and the Deputy Chief of Staff (Support). This Group arose on foot of recommendations contained in the White Paper on Defence. A key task of this joint civil-military group is to identify requirements and agree a procurement programme to provide the Defence Forces with the type and quantities of equipment necessary to carry out their assigned roles. The HLPPG met 9 times during 2012. These meetings were preceded by a meeting of the HLPPG Working Group. The Working Group monitors and reviews equipment, infrastructure and property expenditure across the Defence Organisation.

**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 and Trade. 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 2012, the Director of Military Intelligence continued to provide timely and accurate defence and security assessments to the Minister for Justice, Equality and Defence in respect of State Security and the safety and security of the Defence Forces personnel deployed overseas on peace support operations. Monthly intelligence summaries are provided to the Minister and threat assessments and briefings are provided as required. The Defence Forces intelligence effort is closely harmonised with that of An Garda Síochána. Figure 1.1 below provides an overview of the number of briefings and assessments provided during 2012:

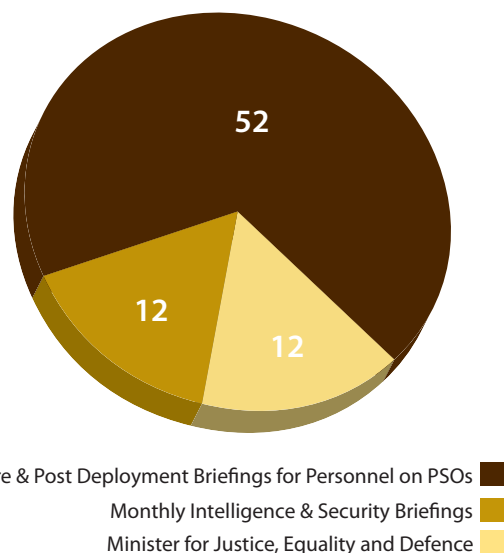


Figure 1.1 Provision of intelligence briefings & assessments.

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 Brigades, the Air Corps and the Naval Service with the Garda Central Vetting Unit (GCVU). Military Intelligence monitored and conducted analysis of the security environments in which Defence Forces peace support operations were conducted, with a particular focus on force protection. In doing so, Military Intelligence provides levels of situational awareness, early warning and threat assessments to units and troops serving overseas in order to support the successful conduct of operations.

### White Paper on Defence

The White Paper on Defence has provided the framework for Irish defence policy since its publication in 2000. The planning certainty arising from the policy provisions of the White Paper has underpinned the modernisation process within the Defence Organisation. It has also afforded the requisite flexibility to develop appropriate capabilities in response to changes in the defence and security environment.

In April 2012, the Minister for Justice, Equality and Defence secured the approval of Government to prepare a Green Paper on Defence. The purpose of the Green Paper is to assist in generating an appropriate level of debate which will inform the development of a new White Paper on Defence. A draft Green Paper was developed during 2012 and published in mid-2013. The new White Paper on Defence is scheduled for completion in 2014.

### Reorganisation of the Defence Forces

#### Permanent Defence Force (PDF)

Arising from the Government's Comprehensive Review of Expenditure (CRE) in 2011, the Minister secured the approval of the Government to stabilise the strength ceiling of the PDF at 9,500 personnel. As the organisational structures for the Defence Forces were designed for a larger strength ceiling, the Minister initiated a major reorganisation of the Defence Forces in order to optimise the capacity of the PDF within this revised strength ceiling.

In July 2012, the Chief of Staff and the Secretary General of the Department of Defence submitted agreed reorganisation proposals which were accepted by the Minister. The recommendations outlined a PDF Army structure based on two brigades with the brigade headquarters located in Cork and Dublin. Other key aspects of this reorganisation included the consolidation of under-strength Units and the disestablishment of certain Units, a reduction in the number

of headquarters and a re-deployment of personnel from administrative and support functions to operational Units. Implementation of the reorganisation was progressed in the second half of 2012.

A new Defence Force Regulation CS4 was signed by the Minister in November 2012 to give effect to the changes in the establishment of the PDF.

#### Reserve Defence Force (RDF)

A Value for Money Review (VFM) of the RDF was published in November 2012. The Review highlighted a range of issues that need to be addressed in order to improve the cost effectiveness of the RDF.

A major reorganisation of the Reserve was initiated as one of the key changes to address these findings. The new organisation is based on a strength ceiling for the Reserve of 4,069 personnel (3,869 Army Reserve and 200 Naval Service Reserve). This strength level was recommended in order to ensure the maintenance of appropriate Reserve capabilities, within the existing resource constraints. The implementation of the recommendations from the VFM commenced following publication of the report.

### Domestic Security and Community Support

In contrast to many other nations, the Defence Forces provide a variety of operational outputs at home, on a day to day basis, and across a wide spectrum. This includes the provision of a fishery protection service, the provision of an air ambulance service to the Health Service Executive (HSE) and the provision of support to the civil authorities across a wide range of contingencies, including assistance to local authorities during severe weather crises such as flooding. Where services are provided to other Government Departments and agencies on a regular basis or for routine services, a formal arrangement such as a Memorandum of Understanding (MOU) or a Service Level Agreement (SLA) is agreed with the Defence Organisation and the requesting body. In addition, MOUs and SLAs between the Department of Defence, the Defence Forces and other Government Departments and agencies, also facilitates a planned and efficient response in emergency situations. These agreements are reviewed periodically and updated as required. A list of current MOUs and SLAs in place is included in Appendix 2.

The Department of Defence has a formal agreement in place with the Irish Banking Federation (IBF), and its member banks, which provides that the banks pay the Department the full economic cost incurred as a result of provision by the Defence Forces of cash in transit escorts. The cost incurred in respect of each 12 month period to end-December is paid

during the following year. The total cost of the service provided to the banks in 2011 was €7.3m and payment was received in 2012. In addition, each year the Department also recoups the full economic cost incurred as a result of escort and security services provided to the Central Bank in the previous year. The total cost of this service in 2011 was €1.4m and this amount was received from the Central Bank in 2012.

### Office of Emergency Planning

The Government Task Force on Emergency Planning provides strategic direction and coordination of emergency planning. It is comprised of Ministers and/or senior officials from all Government Departments and key public bodies.

Emergency Planning in Ireland is structured around the 'Lead Department' principle, which means that the Government Department that is responsible for an activity in normal conditions retains that responsibility during a major emergency, particularly one that has a national level impact. The advantage of this approach is that the professionals, who deal with a particular sector on a daily basis, can bring their skills and expertise to bear and can quickly identify who is best placed to provide support in an emergency situation.

The Government Task Force continues to provide a forum which ensures that emergency planning issues, including cross-cutting issues that impact across Government, remain high on the agenda of all Government Departments. An example of this is evidenced in the approach to cyber security issues. Due to the complex nature and potential high impact of possible cyber security breaches, the Minister for Justice, Equality and Defence has directed that cyber security remains as a standing agenda item at the Government Task Force on Emergency Planning meetings and that regular reports are made to the Government Task Force particularly by the Department of Communications, Energy and Natural Resources who has the lead for cyber security matters.

The Office of Emergency Planning is a civil/military office within the Department of Defence. It supports the Minister for Justice, Equality and Defence in his role of Chairman of the Government Task Force on Emergency Planning. The Government Task Force on Emergency Planning met on five occasions in 2012.

The National Emergency Coordination Centre, which is maintained by the Office of Emergency Planning to a high level of preparedness, was used throughout the year for the hosting of workshops, exercises and meetings associated with emergency planning and response.

In November 2012, both the Minister for Justice, Equality and Defence, Mr Alan Shatter T.D, (as Chairman of the

Government Task Force) and the Minister for Transport, Tourism and Sport, Mr. Leo Varadkar T.D., launched the 'Be Winter-Ready' information campaign for 2012-2013. The purpose of this information campaign is to provide timely information to the public on how to prepare for winter with the advice being delivered via Aertel pages, booklets and through the "Be Winter-Ready" website [www.winterready.ie](http://www.winterready.ie) which is managed by the Office of Emergency Planning. The website [www.emergencyplanning.ie](http://www.emergencyplanning.ie) is also managed and updated on an ongoing basis by the Office of Emergency Planning. Both sites provide up-to-date links to all the relevant sites and information sources, particularly when emergencies occur.

During 2012, the Government Task Force established a subgroup to examine specific issues regarding flood warning and communications. The Government Task Force also focused on the development of a National Risk Assessment for Ireland (NRAI). The NRAI was compiled with the participation and assistance of all relevant Government Departments and Agencies with expert assistance and was adopted by the Government Task Force on 17 December 2012. This is part of a continuing deliberative process both nationally and across the EU. This process will contribute to the development of an overview of risks that Ireland and the EU may face in the future. This work will lead to the development of EU and National Risk Matrices and Risk Registers, which, in turn, will lead to better prioritisation of resources toward managing and mitigating such risks.

### 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 (UNSAS), 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.

Over the past 20 years, 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).

### **Common Security and Defence Policy**

The EU's Common Security and Defence Policy (CSDP) is an integral part of the Common Foreign and Security Policy, which encompasses the EU's international obligations to the maintenance of international peace and security. CSDP's primary function is to provide the Union with an operational capacity to undertake peacekeeping, conflict prevention and crisis management operations outside the territory of the Member States.

In addition to military tasks, there is a significant civilian and humanitarian dimension. In this regard, the EU has at its disposal a comprehensive range of economic, humanitarian, diplomatic, political and military instruments which it can use to influence the international security agenda. Ireland's participation in CSDP takes place within the framework of our commitment to the primacy of the United Nations in the maintenance of international peace and security. Based on the provisions of the Treaty on European Union, amended by the Lisbon Treaty, the Department and the Defence Forces have continued to participate in the ongoing development of EU military and civilian crisis management capabilities under CSDP. Defence staff work proactively in this area in association with colleagues from the Department of Foreign Affairs and Trade.

Participation in CSDP imposes no obligation on a Member State to participate in any EU operation. The deployment of troops and personnel or the commitment to contribute financially remains the exclusive prerogative of each Member State, to be decided in accordance with its own national decision making processes. In addition, decisions in the defence arena are made on the basis of unanimity and no operation can be launched without the unanimous approval of all Member States.

### **International Defence Policy Development**

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 civilian missions and military operations reflect the expanding role of the Defence Organisation in the area of CSDP. Civil and military elements from the Defence Organisation serve in Ireland's PfP Liaison Office in NATO and there are Defence Forces personnel serving at NATO HQ in Brussels and in the Organisation for Security and Cooperation in Europe (OSCE) in Vienna.

During 2012 there were four ministerial meetings, two informal meetings and two formal meetings of the EU Foreign Affairs Council with Defence Ministers. Ireland was represented at all these meetings. There were also four meetings of Defence Policy Directors at which Ireland was again represented. The Policy Director meetings are held to prepare for the ministerial meetings and as such the agendas are similar.

The Inter-Departmental Administrative Planning Group (IDAPG) is the group which deals with administrative, logistical and resource elements of planning for the Irish Presidency of the EU in 2013. During 2012 eight meetings took place to plan the logistical aspects of the Presidency.

The Inter-Departmental Committee for Coordinating the Presidency (IDCCP) is the group which deals with coordinating policy aspects and training for the 2013 Presidency of the EU. In 2012 there were ten meetings of the committee to co-ordinate priorities and policy in respect of the Presidency.

A number of bilateral meetings also took place with the Office of Public Works (OPW) during 2012 in respect of EU Presidency events to be held in January and early February 2013.

### **Defence Forces (Second World War Amnesty and Immunity) Bill 2012**

In June 2012, the Minister for Justice, Equality and Defence issued an apology on behalf of the State for the manner in which those members of the Defence Forces, who left to join the Allied side during the period 1939 to 1945, were treated after the War by the State. Working with the Office of the Parliamentary Counsel, the Minister prepared draft legislation, the Defence Forces (Second World War Amnesty and Immunity) Bill 2012, to provide an amnesty to those who absented themselves from the Defence Forces for that reason. The Bill was published on 20 December 2012.

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## **Irish Red Cross Society**

The Red Cross Act, 1938 provides for the establishment, by Government Order, of a national Red Cross Society. Pursuant to this Act, the Society was established by the Irish Red Cross Society Order 1939, in which the Government set out the basis upon which the Society is administered. The Order, as amended, provides that the Society's General Assembly shall exercise the powers of the Society, organise the Society and control and manage its affairs. Whilst the Irish Red Cross Society is an independent charitable body corporate which is responsible for handling its own internal affairs, Red Cross legislation has traditionally been sponsored and brought to Government by the Minister for Justice, Equality and Defence.

The Programme for Government 2011-2016 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. Changes proposed by the Minister for Justice, Equality and Defence to the Irish Red Cross Order 1939 were approved by the Government on 17 April 2012.

The Amendment Order provides a legislative basis for the widest ranging and most fundamental set of changes to have occurred to the corporate governance of the Society since it was established in 1939. As a consequence of these changes, on 8 May 2012 the Minister secured Government approval for the appointment of four Government nominees to the General Assembly of the Society. These four individuals were carefully chosen for the value that their experience and expertise can bring to the Society and three of the four were subsequently elected, by the members of the Society's General Assembly, to its new Board of Directors.



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SECTION 2

# Ensuring the Capacity to Deliver



## SECTION 2: Ensuring the Capacity to Deliver

The Defence Organisation must retain and develop a broad range of capabilities in order to ensure that it can efficiently and effectively deliver the required outputs. The retention and development of the military capabilities required to deliver operational outputs is underpinned by the capacity to discharge a broad range of management tasks incorporating, inter alia; planning, financial management, human resource and industrial relations management, audit, management of legal matters, procurement, ICT and estate management. Accordingly, there is a concerted effort across the Defence Organisation, both civil and military, to ensure that the State retains appropriate military capabilities to effectively discharge the roles assigned by Government. In this context, this section of the report describes associated developments during the course of 2012.

### Defence Forces Strength, Equipment and Training

#### Defence Forces Strength

The strength of the Permanent Defence Force at year-end was 9,359 personnel, comprising Army 7,510, Air Corps 791 and Naval Service 1,058.

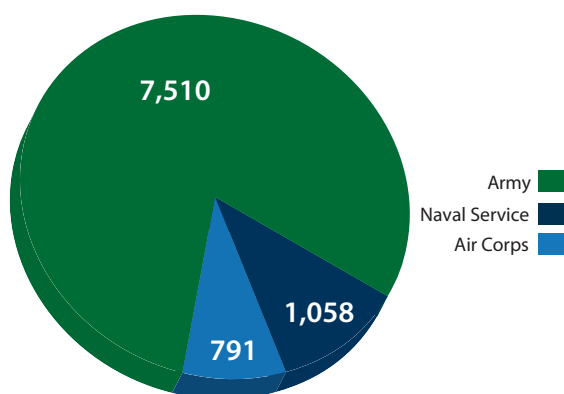


Figure 2.1 Permanent Defence Force strength at 31 December 2012

The effective strength of the Army Reserve and Naval Service Reserve at 30 November 2012 was 4,371 personnel, comprising Army Reserve of 4,191 and Naval Service Reserve of 180.

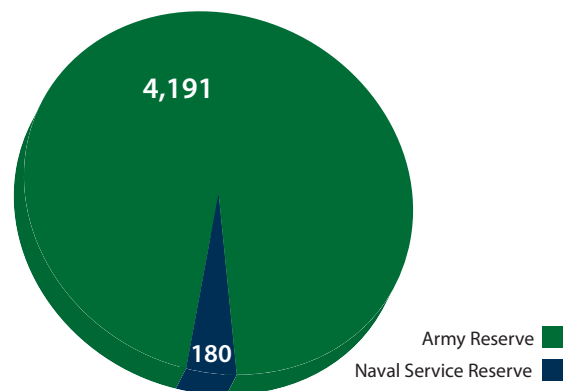


Figure 2.2 Reserve Defence Force strength at 30 November 2012

#### Recruitment

A total of 633 personnel were inducted into the Permanent Defence Force during 2012, with 576 of these in line appointments and the remainder being specialists such as Air Corps Apprentices and Naval Service Engine Room Artificers. A Military Judge and a Medical Officer were also appointed.

Table 2.1 Induction to the Permanent Defence Force in 2012

Category	Number
General Service Recruitment	539*
Air Corps Apprentices	20
Naval Service Engine Room Artificers	8
Instrumentalists	27
Cadets	37
Military Judge	1
Medical Officer	1
<b>Total</b>	<b>633</b>

\* Recruits in training in 2012.

317 personnel were enlisted to the Reserve Defence Force during the year. The total comprised 287 male and 30 female. 298 personnel were recruited to the Army Reserve and 19 to the Naval Service Reserve.

### 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 have no restrictions as regards 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.



Over the past 10 years the number of female personnel in the Permanent Defence Force has grown by over 23%, from 472 in 2002 to 582 in 2012. Figure 2.3 illustrates this growth in numbers.

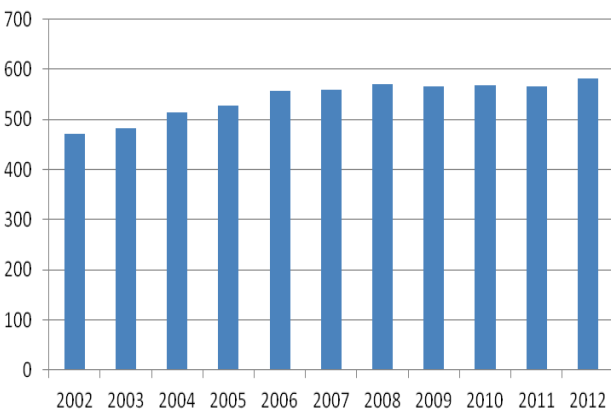


Figure 2.3 Women serving in the Permanent Defence Force 2002-2012

During 2012, a distinct effort was made to attract more female applicants to the Permanent Defence Force. This was done by means of a targeted advertising campaign on social media. The number of serving females was 582 in 2012, up from 565 in 2011. At the end of 2012, the number of females serving in the Permanent Defence Force represented 6.2% of the overall strength. This comprised 482 Army personnel, 30 Air Corps personnel and 70 Naval Service personnel.

### Career Development

During 2012, promotion competitions were held under the promotion systems agreed in 2011. In respect of NCOs, promotion competitions to the rank of Sergeant and higher NCO ranks were held across the Permanent Defence Force. This process involved the interviewing and assessment of in excess of 1,200 candidates under the agreed competencies for the various ranks. A total of 27 promotion boards were convened concurrently in order to facilitate this task. Promotions commenced in September 2012 and are continuing into 2013.

The competency based approach is also being progressed for all officer competitions. In addition, length of service marks, where they existed, have been phased out.

### Permanent Defence Force (PDF) Training

During 2012, 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. Such courses also provide opportunities for personnel to attain career development goals. The table below indicates the number of PDF Career Courses undertaken in 2012.



**TABLE 2.2 Permanent Defence Force Career Courses 2012**

Course Name	Number of Courses	Number of Students
Potential NCO (NS)	1	32
Logistics Accountancy Course	1	20
A/Sea to L/Sea	1	16
L/Sea to PO/Sea	1	8
Standard NCO Course (NS)	1	19
Standard NCO Course (All Corps)	5	39
Infantry Platoon Sergeants Course	1	56
All Arms Standard	1	80
Senior NCO Course (NS)	1	10
Senior NCO Course	1	31
Young Officers Courses (All Corps)	7	40
Junior Command and Staff Course	1	25
Senior Command Operations Course (NS)	1	8
Senior Command and Staff Course	1	26
<b>TOTAL</b>	<b>24</b>	<b>410</b>

#### Permanent Defence Force Instructors

The maintenance and 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. A total of 462

Permanent Defence Force personnel attended 39 instructor training courses during 2012.

#### Reserve Defence Force (RDF) Training

In 2012 the RDF continued to prepare and train for its primary peacetime role, that of providing contingent support to the Permanent Defence Force in a time of major crisis.

RDF competitions in both shooting (Small Arms) and orienteering were successfully conducted in Kilworth and Portumna respectively. The training year culminated with tactical field assessments, after the successful completion of periods of Full Time Training (FTT). The tactical assessments, which were conducted in the Glen of Imaal from 11 to 17 August 2012, assessed the tactical capability of Infantry Companies from 1 Southern Brigade RDF and 4 Western Brigade RDF, at company level. The tactical assessments for 2012 were supported by 2 Eastern Brigade. Skill courses, seminars and career courses were conducted throughout 2012 as per the Annual Training Directive. The 20th Potential Officers Course successfully completed a two year modularised course of training and was commissioned in November 2012.

The funding available for RDF training in 2012 was maintained at a level to support approximately 30,000 paid training mandays. This provided for both existing Reservists and also facilitated limited recruitment. A total of 2,476 Reservists utilised 30,412 paid training mandays in 2012.





## Defensive and Other Major Equipment Purchases

In the current economic climate, the acquisition of equipment takes place on a strictly prioritised basis to ensure the operational effectiveness of the Defence Forces is maintained. The principal areas of procurement activity relate to the purchase of defensive equipment, military transport, aircraft, ships and naval stores and Information Communication Technology (ICT) equipment.

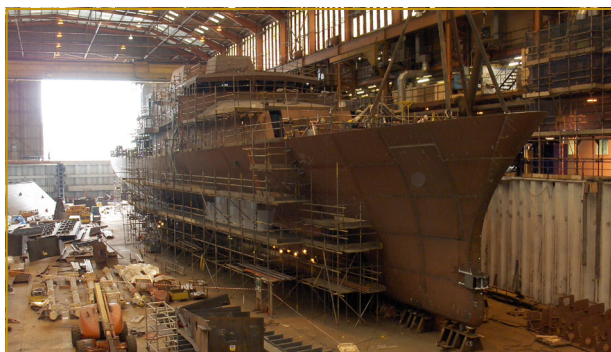
In 2012, the Department, together with the Defence Forces, commenced a number of programmes, e.g. the upgrade of the existing Steyr rifle and the Explosive Ordnance Disposal robots (HOBO). Both of these significant programmes will continue in the coming years and will, when completed, enhance and future proof Defence Forces capabilities.

A range of priority equipment such as chemical and radiological protection and simulation systems, force protection equipment and rifle enhancement equipment was acquired. An upgrade to the Medium Range Anti-Tank Guided Weapon (MRATGW) system was initiated.

Transport related acquisitions delivered in 2012 include: the last tranche of thirty-two Mitsubishi Pajero VHF vehicles, two 4x4 Iveco ambulances, four RBS trailers, a CBRN truck, one Nissan Patrol armoured vehicle, two Scania articulated tractor units and one horse transporter.

The procurement of ammunition in 2012 continued to target replacement/maintenance of critical nature stock levels in order to meet ongoing operational and associated training commitments.

During 2012, the design and construction of two new Offshore Patrol Vessels (OPVs) continued apace and it is expected that the first of the two new ships will be delivered to the Naval Service, within budget and on time, in January 2014.



The second ship will be delivered in early 2015. The acquisition of these vessels will allow for the decommissioning of two current vessels which have passed their 30 year lifespan.

## Infrastructure

The consolidation of the Defence Forces formations into a smaller number of locations was a key objective in the defence modernisation programme and in March 2012, four barracks, namely; Clonmel, Mullingar, Cavan and Castlebar were closed. This brought the total closed since the consolidation programme began in 1998 to fourteen barracks. The savings that will arise as a result of the 2012 closures in respect of utilities, security duty allowance and maintenance is approximately €1.3m per annum. There is also an efficiency gain resulting from the four closures which has been calculated to be over €5 million per annum.

During 2012, the former barracks in Cavan and Castlebar were both sold. As with previous rounds of consolidation, the barracks, once vacated, are being disposed of with the proceeds being used to fund the upgrading of Defence Forces equipment and infrastructure.

The Department is also engaged in an on-going capital building program designed to modernise and enhance the training, operational and accommodation facilities available to members of the Defence Forces. In any one year the program provides for new start projects and for the continuation of capital building projects already underway from prior years.

In 2012, the Department spent approximately €5.5m on capital building projects. The major projects which were under development during the year included:

- the provision of an Automatic Marking System (AMS) firing range at Kilworth Camp (Co. Cork),
- the refurbishment of buildings at Aiken Barracks (Dundalk), to provide additional living-out locker accommodation arising from the barrack consolidation program, and
- the replacement of an aircraft hangar at Casement Aerodrome (Co. Dublin).

The capital building program for 2012 also included an expanded range of minor works projects across military installations.

## Interoperability and European Union Capability Development

In 2012, 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 2.3), which can be made available for EU crisis management operations through the Headline Goal 2012. Ireland's contribution to the Headline Goal comes from within our existing commitment of up to 850 personnel to the United Nations Standby Arrangements System (UNSAS). Following the reorganisation of the Defence Forces, which took effect in November 2012, a review of Ireland's offer to the Palette of Forces is scheduled to take place in the first quarter of 2013, in the context of an overall EU review of the Palette of Forces available from Member States for CSDP operations.

**TABLE 2.3 Defence Forces contribution - EU headline goal 2012<sup>2</sup>**

Unit	Personnel	Readiness
Infantry Brigade HQs	150	M
Logistics Battalion HQs	50	H
Light Infantry Battalion 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 <sup>4</sup> Decontamination Unit	30	H
CIMIC <sup>5</sup> Group	30	H
CIMIC Tactical Elements	25	H
EOD/IED <sup>6</sup> Team	5	H
EOD/IEDD Team (CBRN)	5	H
Military Observation Team	12	V

**TABLE 2.3 Defence Forces contribution - EU headline goal 2012<sup>2</sup>**

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

During 2012, the Defence Organisation continued to contribute to European Defence Agency (EDA) ongoing work with Member States and the military committee on updating the EU 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.

Having regard to this capability development, Defence Organisation personnel attended various training and education courses and events during 2012, both in Brussels and in other EU locations. For example, both Department of Defence and Defence Forces personnel attended CSDP Orientation Courses, while military subject matter experts attended seminars, workshops and conferences in such areas as Communication and Information Systems (CIS), Counter Improvised Explosive Devices (C-IED) and Logistics.

### 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 2012, both Department of Defence and Defence Forces personnel were actively engaged in participating in EDA meetings, and in project teams in relation to C-IED, Single European Skies, Radio Spectrum and Network Enabled Capabilities.

Ireland continues to participate in the EDA's R&T 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 is also participating in the joint investment programme on CBRN Defence and a Category B project on maritime surveillance. The aim of the CBRN programme is to develop initiatives to provide additional protection in the area of CBRN. The aim of the maritime surveillance 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 picture.

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 legislation.

Enterprise Ireland supports the Department of Defence/ Defence Forces capability development, by raising the awareness of, and engaging with, Irish-based enterprise and research institutes, including third level colleges that are engaged in relevant and related activities.

The Defence Forces, in turn, support Irish enterprise and research institutes, including third level colleges. They do this by evaluating technology research and innovation, and by providing information on military requirements. This can contribute to the development and enhancement of Defence Forces domestic and overseas capabilities. The Defence Forces also offer their considered views on trends in specific capability development requirements. Within its available resources, the Defence Forces will make available resources and expertise, including advice and information, to Enterprise Ireland supported companies engaged in research, innovation and product/service development in the security and defence arena.

### **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, 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 and capability development in order that Defence Forces personnel can operate efficiently and effectively in a multi-national environment.

Ireland's twelfth annual Individual Partnership and Cooperation programme (IPCP) (formerly IPP) with NATO/ PfP (covering the period 2012 - 2013) was completed in 2012, 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.

During 2012, the Defence Forces and the Department of Defence implemented this IPCP, and Defence Forces personnel were approved to attend 105 events. These events facilitate the achievement of the Defence Forces' Planning and Review Process (PARP) Partnership Goals (PGs) and ensure that the Defence Forces can incorporate best international practice into its doctrine and Standard Operating Procedures for crisis management operations. Personnel from NATO and other partner nations attended Defence Forces courses that were offered as part of Ireland's contribution to the Partnership Work Programme.

### **Civil Service and Civilian Employee Human Resources Management**

The key objective of the Department's Human Resources (HR) Branch is to enable staff to contribute effectively and productively to the achievement of the Organisation's goals and objectives. In delivering on this objective in 2012, the focus was on the ongoing implementation of initiatives under the Government's reform programme, such as workforce planning, improving performance management systems, participating in the HR shared services project and reducing sick leave rates.

The purpose of workforce planning is to ensure the optimal deployment of staffing resources, particularly in the context of the moratorium on recruitment and the Employment Control Framework. During 2012, the Department produced a Workforce Plan that forecast current and future staffing needs in relation to strategic business objectives so as to achieve the right balance between labour demand and supply to get the right people, with the right skills, in the right place at the right time.

Further changes to the Performance Management and Development System (PMDS) were introduced for the 2012 PMDS cycle to address the Government's commitment to significantly improve performance management. The new single PMDS form that combines the role profile, annual review, interim review and personal development plan was introduced for the 2012 PMDS cycle. 96% of staff completed an annual review under PMDS in 2012.

During 2012, the Department participated in the Shared Services Project and contributed to the drafting of working instructions for a range of HR processes.

The focus on further reducing sick leave rates in 2012 centred on refining data analysis that had been commenced in 2011. The aim of the changes was to allow more effective and pro-active management of sick leave at local level. This also included more in depth analysis and reporting on patterns and levels of sick leave. The sick leave rates for the Department reduced from 4.20% in 2011 to 3.15% in 2012.

During 2012, the Department maintained its staffing levels within the annual Employment Control Framework target. The number of staff serving in the Department at the end of 2012 was 350 whole time employees.

During the year, staff continued to avail of a range of work/life balance schemes. For example, 74 staff availed of worksharing during 2012 while 38 staff availed of the Shorter Working Year Scheme.

#### Civilian Employees

As at 31 December 2012 there were 595.4 whole-time equivalent civilian employees, engaged under the provisions of the Defence Act 1954. The majority are employed in 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

During 2012, the Department continued to invest in developing its staff. The Department's expenditure on training and development as a percentage of pay-roll was 3.36% in 2012 compared to 3% in 2011 and 2.4% in 2010. Training on data protection was delivered to a total of 250 staff over 18 training sessions from April to November 2012. Training on health and safety awareness was delivered to a total of 267 staff over 30 sessions from March to November 2012.

In preparation for Ireland's EU Presidency role in the first 6 months of 2013, the Department's Press Office developed

a network of relevant contacts and provided input to the EU Presidency Communications Team. Officials from the Press Office also attended and participated in simulation exercises and meetings on best practice for the provision of a high quality EU Presidency press service.

#### Equality

The Department of Defence continues to operate in an environment without discrimination in areas as provided by the Equality Acts and aims to ensure that the principles of employment equality are implemented in recruitment, promotion, training and work experience.

The Department's policy is that all personnel be accorded equality of opportunity and treatment. The HR Strategy reflects this policy position and includes a commitment to the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by women. In 2012, 31% of Assistant Principals were women. In addition, 47% of Principals were women. Overall, 33% of staff at the grades of Assistant Principal upwards are women.

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 5.25%.

#### Defence Forces Human Resource Management

##### Excellence Through People

All Human Resource (HR) practices and processes in the Defence Forces are subject to external validation through the Excellence Through People (ETP) process. The Defence Forces reaps a variety of benefits through accreditation in the Scheme. It is the National Standard for HR. As such it acts as an independent benchmark for Defence Forces practices and is a catalyst for the introduction of best and latest practice within the organisation. This mechanism is now embedded within the Defence Forces and will be further developed in 2013 through the National Standards Authority of Ireland (NSAI).

##### Gender, Equality and Diversity in the Defence Forces

All Defence Force Regulations and Administrative Instructions concerning service in the Defence Forces are set out in a manner consistent with the policy of equal opportunity, diversity and non-tolerance of racism. These policies are reviewed along with Defence Force Regulations on an ongoing basis by the Deputy Chief of Staff (Support) to ensure compliance with best practice and to maintain a

working environment that treats all members of the Defence Forces in a manner consistent with equal opportunities. The dissemination of Defence Forces equality, diversity and equal status policies is crucial to its success. These policies apply to both the Permanent Defence Force (PDF) and the Reserve Defence Force (RDF).

Defence Forces military planners and trainers continue to engage and collaborate closely with inter-agency partners and stakeholders in the shaping and implementation of Defence Forces Sexual and Gender Based Violence (SGBV) prevention training programmes. All induction and training activities for peacekeeping personnel, including training modules developed for different substantive areas, incorporate appropriate gender issues. Sessions on gender issues are delivered by trainers with relevant levels of expertise as part of ongoing capacity development of peacekeeping personnel. During 2012, the Defence Forces appointed a Gender, Equality and Diversity Officer.

An Officer from the Defence Forces also attended the Gender Field Advisor's Course, run by the Folke Bernadotte Academy in Sweden. This is a basic course designed to train individuals to function in the role of a Gender Field Advisor at the operational and tactical level in all kinds of military operations.

#### 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 counselling 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 is available to personnel serving with the United Nations Interim Force in Lebanon (UNIFIL).

During 2012, mediation training was provided for PSS personnel with 17 qualifying as mediators for the Defence Forces. The PSS also continued to provide Critical Incident Stress Management support to the Irish Coast Guard by way of a Service Level Agreement.

#### Implementation of the Defence Forces Medical Services Review

In response to the report completed in 2009 by PA Consulting Group on the restructuring of the Medical Corps, and having regard to the current shortfall of Doctors in the Medical Corps, work on developing an integrated model for the provision of the required medical services was progressed in 2012. This work involves both Medical Corps and outsourced service provision across the full range of services recommended by the consultants. A Request for Information (RFI) from prospective service providers was issued on 1 June 2012. Following evaluation of the 15 proposals received, meetings were held in late November with a number of those who submitted proposals under the RFI process. The outcome of that process will inform finalisation of work on the recommended integrated model for the provision of medical services.

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

CRDT and TDT supports the Defence Forces' policy on drug and substance abuse or misuse. This 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.

The Defence Forces continues to be a leading organisation with regard to workplace drug testing in Ireland. In order to provide a credible deterrent, the testing programme is devised to ensure that Defence Forces personnel are liable for testing if randomly selected.

In 2012, the Defence Forces drug testing team carried out 24 drug testing operations, testing a total of 2,058 Defence Forces personnel. Of the 2,058 tests, 99.22% proved negative. There were 16 positive tests representing 0.78% of the total tests completed. As of 31st December 2012, there were 3 Defence Forces personnel subject to targeted drugs testing.

**TABLE 2.4 CRDTs for the Years 2008 - 2012**

Year	Total Tested	Positive Tests
2008	1,908	6
2009	1,719	6
2010	1,586	7
2011	1,362	6
2012	2,058	16
<b>Total</b>	<b>8,633</b>	<b>41</b>

**TABLE 2.5 Number of CRDTs Completed by Location 2012**

Formation	Total
2 Eastern Brigade	327
1 Southern Brigade	511
4 Western Brigade	533
Defence Forces Training Centre	207
Air Corps	43
Naval Service	242
Defence Forces Headquarters	48
Overseas (UNIFIL)	147
<b>Total</b>	<b>2,058</b>

### Redress of Wrongs

There was an increase in the overall number of individual applications for redress received in 2012 as against 2011. The number of applications received in respect of career development increased marginally and amounted to 53% of total cases for redress received in 2012.

**TABLE 2.6 Redress of Wrongs Applications**

	2009	2010	2011	2012
Career Development	40	44	49	59 <sup>7</sup>
Interpersonal Relations	3	4	4	7
Other	31	13	31	44

### Defence Forces Conciliation and Arbitration Scheme

There were approximately 160 claims processed through the Conciliation and Arbitration Scheme during 2012.

### Representative Association of Commissioned Officers (RACO)

During 2012, the Association lodged a number of new claims at Conciliation Council, which were discussed at

three Council meetings. There were no agreed/disagreed reports signed in 2012.

There were no facilitation or adjudication hearings arising from claims during 2012. The DFHQ Military Forum met with RACO on one occasion.

### Permanent Defence Force Other Ranks Representative Association (PDFORRA)

PDFORRA lodged a number of new claims at Conciliation Council during 2012. These claims were addressed at five Council meetings. Two reports recording agreement and one report recording disagreement were delivered in 2012.

There were no facilitation or adjudication hearings arising from claims disagreed at Conciliation Council. There was one meeting 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 2012 on delivering the changes set out in the Defence Sector Action Plan under the Public Service Agreement 2010-2014 (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.

Under the Croke Park Agreement, fully competitive merit-based promotion schemes for Officers and Non Commissioned Officers have been agreed and during 2012 promotion competitions were held and promotions were made under these new schemes.

The reorganisation of the Defence Forces from a three to a two brigade structure along with recent barrack closures has been extensively facilitated by the Croke Park Agreement and the commitments given by the Representative Associations under that agreement to cooperate with major reorganisation and change. This reorganisation is delivering more operational staff for front line duties and the elimination of administrative posts.

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

## Corporate Services

### Legislation and Regulations

The Defence Organisation has a programme to reform and simplify both primary and secondary legislation, with work in this regard undertaken by both civil and military personnel.

The Civil Defence Act was enacted in 2012. This Act had the effect of removing the Civil Defence Board and returning the Civil Defence function to the Department of Defence.

In December 2012 Minister Shatter published the Defence Forces (Second World War Amnesty and Immunity) Bill 2012.

In the area of Defence Force Regulations (DFRs), significant progress was achieved in 2012, with 7 amendments to DFRs implemented and the introduction of a new DFR CS8 - Air Corps Military Aviation.

### Litigation

The Department's Litigation Branch manages cases taken against the Minister for Defence. It provides information, reports, etc., as required by the State Claims Agency (SCA) and/or the Chief State Solicitor's Office (CSSO) in respect of all types of claims, including, Personal Injuries Claims Judicial Reviews, Plenary Summones and Civil Bills. The Branch continued to play an active role in the management of litigation risk through regular meetings with the State Claims Agency. It participated on the Risk Management Liaison Group whose members include representatives from the Department of Defence, the Defence Forces and the State Claims Agency and the standing committee on Defence Forces Personnel Policy. It also monitored developments in the areas of Post Traumatic Stress Disorder (PTSD) and malaria chemoprophylaxis.

The following table outlines the position with all litigation cases as at 31 December 2012:

**TABLE 2.7 Litigation cases 2012**

Case Type	Managed By	On hand 1/1/12	Received in 2012	Cleared 2012	On Hands 31/12/12
Personal injury	SCA/CSSO	438	89	211	316
Judicial Review	CSSO	5	18	14	9
Plenary Summones	CSSO	6	5	0	11
Supreme Court Appeal	CSSO	4	0	1	3
Civil Bill	CSSO	5	11	1	15
Employment Appeals Tribunal	CSSO	1	0	0	1
Employment Equality Authority	CSSO	1	0	0	1
Medical Council	CSSO	0	3	1	2
European Court of Justice	CSSO	0	1	0	1
<b>Total</b>		<b>460</b>	<b>127</b>	<b>228</b>	<b>359</b>

Total expenditure on all cases amounted to €3.1m in the year 2012.

	<b>CSSO</b>		<b>SCA</b>	<b>Miscellaneous</b>	<b>Total</b>
	Personal injury	Employment	Personal injury	Personal injury	
Settlements	€145,000	€35,182	€1,408,318		€1,588,500
Plaintiff Legal Costs	€243,446	€78,044	€362,599		€684,089
Medical Costs			€63,928		€63,928
Agency Solicitors Fees			€244,058		€244,058
Agency Counsel Fees			€211,252		€211,252
Injuries Board Assessment Fees			€11,050		€11,050
Misc Costs			€195,747	€145,634	€341,381
<b>Total</b>	<b>€388,446</b>	<b>€113,226</b>	<b>€2,496,952</b>	<b>€145,634</b>	<b>€3,144,258</b>

### 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. It provides management, both civil and military, with an independent and objective assurance and consulting activity which is designed to add value and improve the Department's operations. This is achieved 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 2012, the section carried out an audit programme of some 110 audits.

### Information and Communications Technologies (ICTs)

During 2012, all aspects of the Management Information Framework (MIF) infrastructure, hardware, communications and security and the eBusiness Suite database and application were upgraded. It is planned to upgrade the payroll and the Defence Forces Personnel Management

System in 2013. A further upgrade of the eBusiness application is also planned.

### Customer Service Action Plan

The Department of Defence and Defence Forces Customer Charter and Customer Service Action Plan, for the period 2010 – 2012 sets 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](http://www.defence.ie).

During 2012, the Department conducted a survey to monitor the service provided to our customers. The questionnaire was issued to some 1,341 customers. 661 completed customer surveys were returned which represented a return rate of 49%.

The results of the customer survey 2012 were very positive and showed a very high level of satisfaction with the service provided by the Department. 96% of respondents rated the service received from the Department either excellent or good.



### Services Through Irish

The Defence Organisation is committed to fulfilling the obligations as set out in the Official Languages Act 2003 with regard to the level of service provided through Irish. Separate schemes are published for both the civil and military elements of the Organisation. Progress on the implementation of the schemes is monitored by Oifig an Choimisinéara Teanga.

### 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. Table 2.9 illustrates the number of FOI requests processed by the Department during 2012.

**TABLE 2.9 Department of Defence FOI Requests 2012**

Requests Received	50
Granted	14
Part-Granted	10
Refused	5
Transferred	7
Withdrawn or Handled outside FOI	10
Finalised	46

During 2012, the Defence Forces received a total of 120 FOI requests. 43 were from serving Defence Forces personnel, 6 from journalists, 70 from ex-Defence Forces personnel or their families and 2 from business interests. Table 2.10 illustrates the status of FOI requests administered by the Defence Forces during 2012.

**TABLE 2.10 Defence Forces FOI Requests 2012**

Requests Received	120
Granted	75
Part-Granted	26
Refused	12
Transferred	0
Withdrawn or Handled outside FOI	3
Finalised	116

### Appointment of a Military Judge

The Defence Acts 1954-2011 provide for the appointment by the President, acting upon the advice of Government, of an officer or a qualified person other than an officer to be a military judge. The function of the military judge is to preside at courts martial and such other judicial functions as may be prescribed. Following an open competition run by the Public Appointments Service, Mr. Michael Campion was recommended for the post. He was commissioned as an officer of the Permanent Defence Force on 4 September 2012 and was subsequently sworn in as a military judge on 12 September 2012. Colonel Campion is the second full time military judge and the first to be appointed by open competition from outside the Permanent Defence Force.



### Appointment of New Ombudsman for the Defence Forces

Following an open competition run by the Public Appointments Service, Mr. Patrick Anthony McCourt was recommended for the position of Ombudsman for the Defence Forces. He was formally appointed as Ombudsman for the Defence Forces by the President on 7 November 2012, acting upon the recommendation of the Government, as provided for under the terms of Section 2 (2) of the Ombudsman (Defence Forces) Act, 2004. The appointment is for a period of three years on a part time, three day week basis.

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

### Support to Veterans Groups

Annual grants-in-aid of €40,000 and €10,000 respectively, were paid to the Organisation of National Ex-Servicemen (ONE) and the Irish United Nations Veterans Association

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(IUNVA) from the Vote of the Department of Defence in 2012. On 16 August 2012 the Department entered into a Service Level Agreement (SLA) with ONE and IUNVA for the provision of services to those organisations. The SLA will remain in effect until the end of 2014.

#### Military Star Medal

On the 16 July 2012, the Minister posthumously awarded the Military Star Medal to Private Paddy Kelly (RIP) who was killed on active service in Ballinamore, Co. Leitrim in 1983. This was the first occasion the Military Star was awarded to a member of the Defence Forces killed on active service within the State. Such award was not possible until the Minister amended the relevant Defence Force Regulations in the autumn of 2011. Prior to then, such award could only be made where a member of the Defence Forces was killed on active service outside the State, for example on UN duty.

#### Military Service Pensions Archive Project

The Department, as part of the Government Centenary Commemoration programme, is cataloguing and partially digitising the military service pensions files in the custody of the military archives. 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. This collection comprises nearly 300,000 files.

The project is overseen by a working group comprising representatives of the Department of Defence, the Defence Forces, the Department of An Taoiseach, the Department of Arts, Heritage and the Gaeltacht, and the National Archives. A team of archivists is in place and work on the project progressed during 2012.

A phased release of material into the public domain is planned. The first release of material from the collection will take place in 2013. Thereafter, regular releases relating to the War of Independence and Civil War will occur in the run-up to 2016.

#### FÁS Work Placement Programme/National Internship Scheme

The National Internship Scheme (JobBridge) is a labour market activation programme designed to promote employment opportunities. A working group comprising personnel from the military and Defence Forces Personnel Policy Branch was established in 2011 to identify and prioritise work placement opportunities within the Defence Forces which were deemed suitable for the intake of persons from either the FÁS Work Placement Programme or the FÁS internship scheme. 12 posts were filled as a result of this process.

Since the launch of the scheme in 2011, the Department has provided four internships of either six or nine months for individuals on the Live Register. Three of the four persons engaged as internees secured full time employment outside of the organisation whilst with the Department.

A further review of possible placement opportunities was undertaken in mid 2012 resulting in an additional number of further suitable positions being identified. These were subsequently advertised on the JobBridge website resulting in a further 6 interns being appointed. At the end of 2012 there were 8 interns employed by the Defence Forces under the internship scheme.

#### SR Technics

In 2012, the Defence Organisation continued to facilitate the training and work experience requirements 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 used to facilitate the project.

#### Footnotes

- 2 The table provides for many combinations of units up to a maximum commitment of 850.
- 3 Readiness States are measured in Days: Very High 1-20; High 21-60; Medium 61-90 Days.
- 4 CBRN: Chemical, Biological, Radiological and Nuclear.
- 5 CIMIC: Civil-Military Cooperation.
- 6 EOD/IEDD: Explosive Ordnance Disposal/Improvised Explosive Device & Disposal.
- 7 43 of these were in relation to substantive promotion.



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SECTION 3

# Defence Forces Operational Outputs



## SECTION 3: Defence Forces Operational Outputs

The Defence Forces deliver a broad range of operational outputs across the diverse roles assigned to the Defence Forces. The capabilities utilised for these operations, at home and overseas, are drawn from a fixed pool of resources. In contrast to many other nations, the Irish Defence Forces provide a variety of operational outputs, on a day to day basis, across a wide spectrum. This maximises the utility of defence capabilities.

### Overseas Deployments on Peace Support Operations

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

During 2012, approximately 840 members of the Permanent Defence Force deployed to various missions including postings with the UN, EU, OSCE and NATO/PfP. Table 3.1 gives the breakdown as per the mission categories on 1 January 2012 and on 31 December 2012.

Ireland's main commitment during the year was to the United Nations Interim Force in Lebanon (UNIFIL) as part of a combined Irish-led Irish Finnish Battalion (IRISHFINN BATT).



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 retained mission lead of the European Union Training Mission (EUTM) Somalia throughout 2012. Staff Officers and Military Observers, serving in the UN, EU

and the OSCE, continued to make valuable contributions to Peace Support Operations (PSOs) in countries and regions such as Democratic Republic of Congo, Ivory Coast, Western Sahara, the Middle East and throughout the Balkans. Defence Forces personnel also serve in the military staffs of the EU and NATO/PfP in Brussels and with the Organisation for Security and Cooperation in Europe (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 Chairmanship of the OSCE.

**TABLE 3.1 Department of Defence and Defence Forces Overseas Postings - 2012**

Missions	01-Jan-12	31-Dec-12
<b>UNITED NATIONS Led Operations</b>		
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)	10	16
UNIFIL Infantry Battalion (Lebanon)	437	337
UNIFIL Sector West HQ (Lebanon)	8	8
<b>Sub-Total (UN)</b>	<b>475</b>	<b>381</b>
<b>EUROPEAN UNION Led Operations</b>		
EUFOR (Bosnia and Herzegovina)	7	7
Austro-German Battlegroup	1	1
EUTM Somalia	7	10
<b>Sub-Total (EU)</b>	<b>15</b>	<b>18</b>
<b>NATO/PfP Led Operations</b>		
KFOR HQ	12	12
ISAF (Afghanistan)	7	7
<b>Sub-Total (NATO/PfP)</b>	<b>19</b>	<b>19</b>

**TABLE 3.1 Department of Defence and Defence Forces Overseas Postings - 2012**

Missions	01-Jan-12	31-Dec-12
<b>OSCE Led Operations</b>		
OSCE	4	4
<b>Sub-Total (OSCE)</b>	<b>4</b>	<b>4</b>
<b>Military Reps/Advisers/Staff Postings</b>		
UNNY (New York)	1	1
EUMS (Brussels)	7	4
NATO/PfP (Belgium)*	5	5
Irish Delegation to OSCE (Vienna)	2	2
CSDP/PSC (Brussels)*	8	9
<b>Sub-Total (Military Reps/Advisers/Staff Postings)</b>	<b>23</b>	<b>21</b>
<b>Total Personnel Overseas</b>	<b>536</b>	<b>443</b>

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

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

At the end of 2012 a total of 361 Defence Forces personnel were serving with UNIFIL, including 16 personnel based at the Force Headquarters in Naqoura. Irish soldiers form part of a combined Irish Finnish Battalion, based in Sector West of UNIFIL's area of operations in an area designated by the Force Commander, centred on the major town of Bint Jubyal and the Blue Line which separates Lebanon and Israel. In April 2012, a Brigadier General of the Irish Defence Forces was appointed Deputy Force Commander UNIFIL.



There were two Battalion rotations during 2012. In May 2012, the 105th Battalion was replaced by the 106th Battalion and during November 2012, the 106th Battalion was replaced by the 107th Battalion.

#### 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 2012, for a further twelve months. The EU is focused on a transition of Operation ALTHEA from a military peace enforcement operation to a training and support mission, targeted at supporting the BiH security forces as they take responsibility for the internal security of the country. 7 members of the Defence Forces are deployed on this mission; all are located at the Headquarters in Sarajevo.

#### European Union Training Mission (EUTM) Somalia

This EUTM was launched in 2010 to train the security forces of the Somali Transitional Federal Government. In 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).

The EU Council appointed a Colonel of the Irish Defence Forces as Mission Commander to lead the refocused mission. In total, Ireland contributed 10 people to the mission. 3 Defence Forces personnel were part of a joint training team with the Armed Forces of Malta which provided training in the Bihanga training camp. The Mission Commander and 5 other Irish personnel were based in the Mission Headquarters in Kampala, Uganda. The other Defence Force Officer was based in the Mission Headquarters Support Cell in Brussels. The mandate of this mission has been further extended until March 2015.

#### 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 2012, 7 Defence Forces personnel continued to serve in Afghanistan as part of the NATO led International Security Assistance Force. The Irish personnel, who were all located in ISAF headquarters in Kabul, worked in staff and administrative posts.

#### Organisation For Security and Cooperation in Europe (OSCE)

The 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.

Its unique approach to security is comprehensive and deals with three dimensions of security: the human, the politico-military and the economic-environmental. A total of 4 Defence Forces personnel continue to serve with OSCE missions in Austria, Bosnia and Herzegovina and Serbia.

One officer continued to be deployed as Military Advisor at the Irish Delegation to the OSCE in Vienna. Staff at the Irish Delegation was augmented with two Defence Forces Staff Officers to coincide with the Irish Chair of the OSCE during 2012.

#### United Nations Truce Supervision Organisation (UNTSO)

During 2012, Ireland continued to deploy 12 Defence Forces personnel as military observers within the UNTSO Mission area of Lebanon, Syria and Israel.

#### United Nations Supervision Mission in Syria (UNSMIS)

6 members of the Permanent Defence Force were deployed as unarmed military observers to UNSMIS in May 2012. These personnel were withdrawn in August 2012 when the mission's mandate came to an end.

#### 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 (January to June and July to December). 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.

As part of Ireland's ongoing commitment to the EU Battlegroup roster, Ireland participated in the German-led Battlegroup during the period from 1 July to 31 December 2012. Ireland's stand-by contribution consisted of an Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) Company, as well as providing stand-by elements of the Operation Headquarters (OHQ) and the Force Headquarters (FHQ). Overall, the raising and concentration of a dedicated ISTAR unit in Ireland, operating to the best international standards, contributed to the ongoing development of this important niche capability in the Defence Forces.

### 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 have a key role in providing ATCP on request. Table 3.2 illustrates the number and type of ATCP operations where the Defence Forces supported An Garda Síochána in 2012.

**TABLE 3.2 Defence Forces ATCP Operations conducted in 2012**

Type of ATCP Operation	Number of Operations 2012
Cash in Transit (CIT) Escorts <sup>8</sup>	2,018
Euro CIT Escorts	5
Prisoner Escorts	113
Explosive Ordnance Disposal (EOD) Call-Outs	209
Explosive Escorts	5
Air Missions in Support of ATCP (GASU) <sup>9</sup>	1,279
Security at Government Buildings	366 Days
Public Building Patrols	732
Central Bank Security Guard	366 Days
Central Bank Patrols	732
Portlaoise Prison Security Duties	366 Days
Explosive Production, Security Guard	366 Days
Airport Security Duties	381
Power Installation Security Patrols	360
Fuel Storage Facilities	12
Naval Service (NS) ATCP Diving Operations <sup>10</sup>	16
NS involvement in Joint Task Force Operations	1
<b>Total</b>	<b>7,327</b>



**TABLE 3.3 Cash in Transit Missions flown by the Air Corps in 2012**

Aircraft	Missions	Flight Hrs
Cessna FR 172	261	706.5
Augusta Westland 139	6	12
Eurocopter 135P2	4	7
<b>Total</b>	<b>271</b>	<b>725.5</b>

#### 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 Service Level Agreement (SLA) with the Department of Justice and Equality.

**TABLE 3.4 Missions flown by the Air Corps GASU in 2012**

Aircraft	Missions	Flight Hrs
EC 135 T2	1,188	1,031.23
Defender 4000	91	156.92
<b>Total</b>	<b>1,279</b>	<b>1,188.15</b>

#### 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. The Defence Forces EOD teams responded to 209 call-outs in 2012.



#### Joint Task Force on Drug Interdiction

The Joint Task Force (JTF) on drug interdiction enhances cooperation between An Garda Síochána, the Naval Service and Revenue, in enforcing the law in relation to drug trafficking at sea.

#### ATCP Diving Operations

The Naval Service Diving Section (NSDS) has an air diving capability to 50 metres. It also 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 3.5 Naval Service Diving Section (NSDS) ATCP Operations 2012**

NS Diving Operations	Operations	No. of Days
Search Missing Persons/Vessel	15	51
Berth Clearance for Visiting Naval Vessels	1	1
<b>Total</b>	<b>16</b>	<b>52</b>

### Response to Emergencies

In the event of a major emergency the support of the Defence Forces can be sought by any of the principal 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 with other Governments Departments and Agencies continues to facilitate a planned and efficient response by the Defence Forces in emergency situations.

### Aid to the Civil Authority (ATCA) and Community Support

#### 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 when 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.

**TABLE 3.6 Air Ambulance Missions conducted by the Air Corps in 2012**

Aircraft	Missions	Flight Hrs
CASA	29	101.50
Learjet 45	27	75.50

**TABLE 3.6 Air Ambulance Missions conducted by the Air Corps in 2012**

Aircraft	Missions	Flight Hrs
G4	8	26.41
AW 139	42	107.66
EC 135 P2	2	3.33
<b>Total</b>	<b>108</b>	<b>314.40</b>

### Emergency Aeromedical Support (EAS) Service

An agreement is in place between the Department of Defence and the Department of Health for the establishment of a pilot Emergency Aeromedical Support service operated by the Air Corps to assist the HSE (National Ambulance Service) to provide rapid patient transfer to an appropriate medical facility in time-critical cases.



The purpose of the pilot service is to assess the level and type, if any, of dedicated emergency aeromedical support needed to assist the National Ambulance Service, particularly in the light of the requirements of the HSE's Clinical Care Programmes such as acute coronary syndrome and stroke.

The pilot service was established for a 12 month period with effect from June, 2012 and it operates from Custume Barracks, Athlone. In 2012 there were 93 missions completed by the Air Corps, as tasked by the HSE's National Aeromedical Coordination Centre.

## Air Corps Civil Assistance

**TABLE 3.7 Civil Assistance Missions conducted by the Air Corps in 2012**

Aircraft	Missions	Flight Hrs	Activity
AW 139	38	151.18	Ballot boxes Major emergency exercise Major fire Tree survey Inland Fisheries Seal survey Flood relief Skellig Cargo Exercise casevac
EC 135 P	8	26.8	Exercise casevac Deer survey
Cessna FR172H	58	164.75	Wildfowl survey River survey Bog survey Archaeological
<b>Total</b>	<b>104</b>	<b>342.73</b>	

**TABLE 3.8 Search and Rescue Missions flown by the Air Corps in 2012**

Aircraft	Mission Type	No. of Missions	Total Hours
CASA MPA 235	IRCG SAR <sup>11</sup>	6	20.06
AW 139	IRCG SAR	4	8.36
<b>Total</b>		<b>10</b>	<b>28.42</b>

## 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 3.9 Maritime Patrols conducted by the Air Corps in 2012**

Aircraft	Mission Type	No. of Missions	Total Hours
CASA MPA 235	Maritime Patrol	241	1,306.41
<b>Total</b>		<b>241</b>	<b>1,306.41</b>

## 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, which were acquired specifically for that purpose.

**TABLE 3.10 Details of MATS in 2012**

Aircraft	Missions	Total Hours
Gulfstream GIV	38	206.08
Learjet LR45	33	131.83
AW 139	8	15.66
<b>Total</b>	<b>79</b>	<b>353.57</b>

## Naval Service Aid to the Civil Authorities Operations (ATCA) 2012

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

**TABLE 3.11 Overview of Naval Service ATCA Operations**

Type of ATCA Operation	Number of Ops	Activity
Joint Deployment Patrols	4	Out of Area Fishery patrols in Cooperation with other EU Member States
Search and Rescue Support Operations	10	Irish Coast Guard
Marine Institute	1	Naval Service Diving Section
<b>Total</b>	<b>15</b>	

**TABLE 3.12 Overview of Naval Service ATCA Exercises**

Type of ATCA Exercise	Number of Ops	Activity
National Marine Emergency Exercise	1	ICG, MI and NS ROV Exercise
JTF Exercise	1	Traffic monitoring Exercise
<b>Total</b>	<b>2</b>	

### Naval Service Patrol Days

The Naval Service is the State's principal sea-going agency and provides the maritime element of the State's defence capabilities. In 2012, the fleet completed a total of 1,480 patrol days. 1,284 of the completed patrol days were directed towards fishery patrols and other ATCA duties. This encompassed the provision of fishery protection services based on outputs agreed with the Sea Fisheries Protection Authority (SFPA).



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 71 sailing orders ranging from one to four weeks duration.

**TABLE 3.13 Naval Service Fishery Protection 2012**

Nationality	Sightings	Boardings	Warnings	Detentions
Ireland	730	545	18	11
Spain	444	380	6	4
UK	141	120	8	2
France	287	234	7	3
Belgium	7	7	1	0
Germany	6	6	0	0
Netherlands	32	25	0	0
Lithuania	2	2	1	0
Russia	8	4	0	0
Norway	4	2	0	0
Denmark	6	4	0	0
<b>Total</b>	<b>1,667</b>	<b>1,329</b>	<b>41</b>	<b>20</b>

## Provision of Military Ceremonial Services

The Defence Forces continue to participate in a broad range of ceremonial events both at home and overseas. Preparation involves liaison with a variety of stakeholders to include Government Departments, Defence Forces Formations, Local Authorities and External Agencies. The range of ceremonial events includes: 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.



## Defence Forces School of Music

The Defence Forces School of Music has responsibility for three military bands (Dublin, Cork and Athlone) and seven infantry battalion pipe bands. Almost 400 engagements were fulfilled by Defence Forces instrumental groups during 2012, the majority of which fell into the category of State and military engagements. Defence Forces bands provided musical support to a wide range of State ceremonies such as the National Day of Commemoration, the annual 1916 Easter Rising commemorative event, 1916 Commemoration (Arbour Hill), National Famine Commemoration, Citizenship Ceremonies, visits of foreign Heads of State and presentation of credentials to Uachtarán na hÉireann by foreign ambassadors.

Defence Forces bands also fulfilled a wide variety of civilian engagements, performing at major sporting events such as the Six Nations rugby championships, international soccer matches and the Dublin Horse Show opening and closing ceremonies. Annual massed bands performances took place in the National Concert Hall Dublin and City Hall Cork. Defence Forces bands also participated in a number of St. Patrick's Day parades. The Defence Forces School of Music continued its very popular educational programme with visits to primary and secondary schools throughout the State.

The Army No.1 Band performed in Hillsborough Castle Co. Down in June as part of the centenary celebrations of the

Rotary Club Ireland and at the close of the year, launched Ireland's 2013 EU Presidency and 'The Gathering' with high profile performances in Dublin.

## Army Equitation School

During 2012, Riding Officers riding Irish bred sport horses achieved success at prestigious international equestrian competitions, including the RDS (Dublin), Falsterbo (Sweden), Mannheim (Germany), Hickstead (England), Drammen (Norway), Millstreet (Cork), Arezzo (Italy) and in Waregem (Belgium). An Army Equitation School Riding Officer was a member of the Irish team at the Super League Nations Cup in Falsterbo (Sweden) and was also a member of the Irish team at the Nations Cup in Drammen (Norway). Another highlight of the 2012 season was winning second prize in the prestigious Hickstead Derby.

On the International three-day eventing circuit, one riding officer was the reserve member of the National Three Day Eventing squad at the 2012 London Olympic Games. International success was achieved at Blair Castle (Scotland), Balindenisk (Cork), Tattersalls (Meath) and Waregem (Belgium).

In addition to its competition activity, the Equitation School continued to provide support to the Irish horse industry during 2012. The School hosted demonstrations and clinics for various interest groups in the industry in order to provide information on breeding, training and coaching and it also facilitated information visits from various colleges and community groups during the year.



## Footnotes

- 8 Details of the Air Corps contribution to these missions is outlined in table 3.3
- 9 Details of flying hours are outlined in table 3.4
- 10 Further details are provided in table 3.5
- 11 Irish Coast Guard Search and Rescue

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APPENDIX 1

# Financial Report



## APPENDIX 1: Financial Report

During 2012, the Department's Finance Branch, based in Renmore, Galway, acted as a shared service provider to the Department of Defence, the Defence Forces, Civil Defence Board and the Office of the Ombudsman for the Defence Forces. It is responsible for making and accounting for all payments (including payroll and pensions) on behalf of the Department and the Defence Forces; for the co-ordination of Estimates-related work; and for the administration of military pensions (as well as the formulation of pensions policy).

The tasks completed by the Branch during 2012 included making amendments to the payroll arising from the reorganisation of the Defence Forces. During the year, the Branch participated in an e-payslip pilot scheme for Defence Forces personnel. The Branch also made significant progress in the move to have all Defence Forces pensioners paid electronically. An upgrade to the Management Information Framework (MIF) was completed successfully by the October 2012 deadline.

The table below illustrates some of the volume of work completed by the Branch during 2012:

Details	Number
No. of non-payroll payments made	45,160
No. of payroll payments made	472,945
No of pension payroll payments made	144,000
No. of travel & subsistence claims processed	26,554
No. of new pensions approved (service, disability & dependants)	740
No. of cases processed on death of a pensioner	316
No. of pension payroll queries answered	8,850
No of payroll/pensions family law queries in 2012	358
No of payroll/pensions benefit statements provided in 2012	1,707
Management reports published	300

### 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. In 2012, the Department paid prompt payment interest of €494.25 on 30 invoices in accordance with the terms of the European Communities (Late Payment in Commercial Transactions) Regulations 2002. A summary of the figures for 2012 is set out in the table below.

Details	Number	€	% of total payments made (Number)
Total Payments made in 2012	37,329	161,917,404	
Number of Payments made within 15 days	34,624	154,846,509	92.8%
Number of payments made within 16 to 30 days	2,245	6,146,402	6%
Number of Payments made in excess of 30 days	460	924,493	1.2%



**TABLE A.3 Details of Defence Vote Expenditure for 2012 by Category**

*\* Based on 2012 outturn figures*

Expenditure Category	*€m	%
PDF Pay and Allowances	430	65.4
Pay and Allowances of civilian employees and RDF	31	4.7
Defensive Equipment	29	4.4
Air Corps - Equipment, Fuel, Maintenance, etc	16	2.4
Naval Service - Equipment, Fuel, Maintenance, etc	34	5.2
Barrack Expenses, Repairs and Maintenance of Land	23	3.5
Building - Capital (includes capital carryover of €1.5m)	6	0.9
Military Transport - New Vehicles, fuel, repairs and Maintenance	15	2.3
Compensation	3	0.5
Other Non-pay Military expenditure	44	6.7
Administrative Budget	20	3.0
Civil Defence Board and Irish Red Cross Society	6	0.9
<b>Total (Gross)</b>	<b>657</b>	<b>100</b>

**TABLE A.4 Details of Army Pensions Expenditure for 2012 by Category**

*\* Based on 2012 outturn figures*

Expenditure Category	*€m	%
Defence Forces (Pensions) Scheme and Payments in respect of Transferred Service	234	96.0
Wound and Disability Pensions, allowance and gratuities, to or in respect of former member of the Defence Forces	8.8	3.6
Payments in respect of dependants of Veterans of the War of Independence & other miscellaneous expenditure	1.1	0.4
<b>Total Gross</b>	<b>243.9</b>	<b>100</b>

Note: Minor discrepancies may arise due to rounding.

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APPENDIX 2

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



## APPENDIX 2: Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs)

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The Department of Defence has completed MOUs with:

- Department of Agriculture, Fisheries and Food;
- Department of Environment, Community and Local Government;
- Department of Foreign Affairs and Trade;
- Department of Health; and
- Department of Transport, Tourism and Sport.

SLAs have 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) support 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.
- Medico Unit in Cork University Hospital, - in relation to training assistance provided by the Naval Service to Medico.<sup>12</sup>

### Footnote

- 12 '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.



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APPENDIX 3

# Overview of Energy Usage in 2012



## APPENDIX 3: Overview of Energy Usage in 2012

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This section sets out the energy usage in the Defence Organisation for 2012 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 2012

In 2012, the Department of Defence consumed 2,553,951 kWh of energy consisting of:

Total electricity:	1,394,755 kWh
Total gas:	197,591 kWh
Total wood pellets:	738,352 kWh
Total oil:	223,253 kWh

The Department continued to build on successes in recent years in energy-efficient initiatives. The building in Renmore, Galway was selected as a case study for OPW's Optimising Power at Work – Energy Portal (a website dedicated to the Optimising Power at Work Campaign to which energy officers have access to).

The Department continues to gain maximum benefit from the range of energy-efficient measures in the Newbridge building including sensor lighting, the use of lower wattage bulbs, continued use of wood-pellets and reduced temperature settings in milder weather.

A presentation was made to the Department's Partnership Committee during the year on proposals for achieving further savings. Staff awareness and motivation continue to be a priority in terms of future successes in terms of energy saving initiatives and further awareness campaigns are planned for 2013.

### Defence Forces Energy Consumption 2012

In December 2012, the Defence Forces became one of the first militaries in the world to be certified to an internationally recognised Energy Management Standard – ISO 50001. Certification to this standard focused on the 6 largest Army & Air Corps Energy consuming installations: The DFTC, Baldonnel, Custume Barracks, Collins Barracks, McKee Barracks & Cathal Brugha Barracks. The Naval Service had previously achieved certification to ISO 50001 in December 2011 and so was not subject to that particular certification process.

Recertification to ISO 50001 will be required in 2015 and monitoring of annual performance to achieve fixed targets will continue in conjunction with annual surveillance audits.

The 7 largest energy consuming installations accounted for over 80% of Defence Forces Energy Consumption in 2012. The Defence Forces Energy Management Team continues to monitor the energy performance of all installations. Across these 7 installations in 2012, the Defence Forces consumed approximately 192.540 GWh of energy consisting of:

#### Building Installations

- 27.565 GWh of electricity
- 25.936 GWh of natural gas
- 20.072 GWh of heating oil
- 3.071 GWh of LPG

#### Transport Fuel Consumption

- 66.485 GWh of marine fuel (marine diesel)
- 32.349 GWh of aviation fuel
- 17.059 GWh of road fuel (road diesel)

### Energy Management Performance

The Defence Forces has a target to reduce energy consumption by 3% annually. This initiative was established in 2007, as part of the Government's overall objective to reduce energy consumption by 33% across the Public Sector. Since then, the Defence Forces has successfully managed to reduce energy consumption by 12.3% (to December 2012). Reduced energy consumption does not focus on reduced output or operational activities, rather on eliminating unnecessary energy use and waste. Although there was a slight rise in energy consumption in 2012 of 1.9% the Defence Forces still achieved the medium term target of an overall reduction of energy usage of 12% by 2012.