



An Roinn Cosanta
Department of Defence



Óglaigh
na hÉireann
IRISH DEFENCE FORCES

ANNUAL REPORT

2019



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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 2019.



Maurice Quinn

Maurice Quinn
Secretary General



Mark Mellett

Vice Admiral Mark Mellett DSM
Chief of Staff

FOREWORD BY AN TAOISEACH AND MINISTER FOR DEFENCE



I am very pleased to receive the 2019 Annual Report of the Department of Defence and the Defence Forces. This Report provides a comprehensive record of the extensive range of policy approaches, activities and operational outputs undertaken throughout the year.

While recognising that there are challenges that will require a continued and unrelenting focus, I welcome the progress made during 2019 on implementation of the defence policy framework, as set out in the Government's White Paper on Defence (2015), and affirmed in the White Paper Update 2019. During 2019, the Government also welcomed the Public Service Pay Commission report that examined recruitment and retention issues in the Defence Forces and an extensive implementation plan was agreed.

Completion of the White Paper Update was a significant milestone in the Government's approach to defence policy. Into the future, the associated work and operation of the newly established National Security Analysis Centre will further help refine and shape the national security architecture and future approaches across government to assessing the security environment, including in the context of future fixed cycle defence reviews. The experience of the Update also underlines the importance of a National Security Strategy. The Strategy, which is being developed under the auspices of the Centre, should identify and elaborate on inter-dependencies and serve to inform and enhance debate in the public domain on security matters.

The White Paper on Defence also identifies and prioritises the need for capital investment on a broad range of defensive equipment programmes and on upgrading the Defence Forces built infrastructure. In this regard, I was delighted to attend, in April 2019, the naming and commissioning ceremonies of the new Naval Service vessel LÉ George Bernard Shaw in Waterford. This is the fourth new Naval vessel to enter service since 2014 under the ship replacement programme. The award of a contract in December 2019 for the provision of two new Maritime Patrol Aircraft for the Air Corps is a further indication of the progress that continues to be made in this regard.

As Taoiseach and Minister for Defence, I wish to take this opportunity to express my thanks to the Secretary General, the Chief of Staff and all personnel within the Department and the Defence Forces, both at home and overseas, as well as the volunteers in Civil Defence, for their continued hard work and considerable efforts throughout 2019.

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

Leo Varadkar T.D.

AN TAOISEACH AND MINISTER FOR DEFENCE



FOREWORD BY MINISTER WITH RESPONSIBILITY FOR DEFENCE

I welcome the publication of the Department of Defence and the Defence Forces Annual Report 2019. The Report brings into focus the wide range of important work that was undertaken during 2019 by both the Department of Defence and the Defence Forces.

Throughout 2019, I witnessed at first hand the very significant contribution made by Defence Forces personnel, both at home and overseas, frequently in dangerous and increasingly challenging and complex environments. It would be remiss of me not to acknowledge, also, the fact that Civil Defence continued to play an important role, as part of the local government response, in supporting their local communities in times of adversity. The spirit of voluntary service, that enriches Irish society in so many ways, is exemplified by the commitment of the volunteer members of both the Reserve Defence Force and Civil Defence.

In the White Paper on Defence (2015), the Government decided that, in order to bring certainty and regularity to the process of future defence planning and overall preparedness, a new fixed cycle of defence reviews is to be introduced. As outlined in this Report, I am very pleased that the first such review, the White Paper Update, was finalised and approved by Government in 2019. The Update includes a comprehensive review of the security environment, notes the good progress that has been made by civil and military elements in terms of White Paper implementation and reviews key capability priorities. In this regard, Human Resources are obviously a key component of capability and both the Update and this Report reflect progress made in addressing the capability deficiencies that arise from the Defence Forces being below its full strength. Also in the capability area, this Report outlines the important work undertaken during 2019 on the development of both Equipment and Infrastructure development plans while, overarching this, the advancement of the Capability Development function within the Defence Organisation surfaces as key requirement arising from the Update. I look forward to seeing further progress being made in this important area.

I would also like to acknowledge the work of the Public Service Pay Commission and the civil and military staff of the Department of Defence and staff of the Department of Public Expenditure and Reform who produced material for the Commission. The importance attached to the issues addressed in the Commission's report was emphasised by the Government's subsequent approval of a High Level Plan to implement the Report and the establishment, under my direction, of a joint civil-military Programme Management Office to facilitate its full implementation.

Finally, I wish to take this opportunity to convey my thanks to the Secretary General, the Chief of Staff and to their civil and military personnel for all of the very significant work carried out during 2019.

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

Paul Kehoe T.D.

MINISTER WITH RESPONSIBILITY FOR DEFENCE

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Introduction

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2019. Performance is reviewed against each of the Strategic Goals set out in the Department of Defence and Defence Forces Strategy Statement 2017 – 2020.

The Strategy Statement for the period 2017 – 2020 establishes the High Level Goal of the Defence Organisation¹ as:

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

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

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

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

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

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

Section 1: Defence Policy

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

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

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

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

The defence policy framework also encompasses, in collaboration with the Department of Foreign Affairs and Trade, defence inputs to the maintenance of global and regional peace and security, including the ongoing development of the EU's Common Security and Defence Policy (CSDP), Ireland's support for multilateralism and collective security through participation in United Nations authorised peace support and crisis management operations, our engagement in NATO's Partnership for Peace and support to the Organisation for Security and Co-operation in Europe (OSCE). Throughout 2019, Ireland continued to participate in the ongoing development of EU military and civilian crisis management capabilities under CSDP, within the framework of the commitment to the primacy of the United Nations in the maintenance of international peace and security. During the year, there were five ministerial meetings (three formal meetings of the EU Foreign Affairs Council with Defence Ministers, and two informal meetings) and Ireland was represented at all of these meetings. Ireland was also represented at all four meetings of Defence Policy Directors and at the four Chiefs of Defence (CHODs) meetings. Ireland maintains bilateral relationships with other countries at both policy and operational levels, and the Defence Forces have regular staff to staff meetings with other militaries to exchange information and experiences. During 2019, a number of bilateral meetings were held with a range of EU Member States and other organisations, such as the United Nations, the European External Action Service, the European Defence Agency and NATO.

Throughout 2019, strategic defence issues were discussed by the Strategic Management Committee (SMC) on a monthly basis. The SMC is a joint civil-military committee comprising the Secretary General of the Department of Defence (Chairman), the Chief of Staff, the three Assistant Secretary Generals, the two Deputy Chiefs of Staff, the Director, and the Assistant Chief of Staff. The General Officer Commanding the Air Corps and the Flag Officer

Commanding the Naval Service attend in respect of matters affecting their services. Close co-operation on all matters between civil and military elements is a priority.

The High Level Planning and Procurement Group (HLPPG) is a high level joint civil-military group whose role is to develop and implement multi-annual rolling plans for equipment procurement and disposal, and infrastructural development based on the policy priorities in the White Paper. The HLPPG met on eleven occasions in 2019.

During 2019, a new high-level civil-military Strategic HR Group (SHRG) was established by the Minister with responsibility for Defence. The Group is comprised of senior civil and military personnel and is co-chaired by the Assistant Secretary, Capability (People) Division, and the Deputy Chief-of-Staff (Support). The role of the Group is to identify strategic HR priorities within the policy framework of the White Paper on Defence and, in this context, to coordinate the plans and activities of the civil and military elements of the Defence Organisation to ensure delivery.

The Office of the Minister for Defence provides a link between the Secretary General and the Minister, the Department, the military authorities, and the general public and is responsible for the monitoring and co-ordination of the Department's contribution to parliamentary business. During 2019, the Minister answered a total of 1,078 Parliamentary Questions while a further 626 representations to the Minister were administered during the year, amongst a wide range of other parliamentary and Ministerial business.

During 2019, Military Intelligence provided 126 briefings and assessments including monthly intelligence and security briefings, pre-deployment and post-deployment briefings for personnel on Peace Support Operations, and Ministerial briefings. Military Intelligence also conducted multiple internal awareness and security briefings for military career courses and staffs of the Defence Forces.

Strategic Goal - IMPLEMENT THE WHITE PAPER ON DEFENCE

The White Paper on Defence sets the defence policy framework out to 2025. Since publication of the White Paper, a total of 95 separate projects have been identified for completion over a ten-year period.

The Joint White Paper Implementation Facilitation Team (Joint Team) is a civil-military team which operates in an oversight capacity, providing support and monitoring the progress of these White Paper projects. During 2019 the Joint Team reported monthly on the progress of implementation to the SMC as part of the governance framework put in place to oversee implementation. These monthly reports provide high quality information to the Minister and to senior civil and military management, while the use of a project management framework to facilitate White Paper implementation has allowed the Defence Organisation to take a focused and practical approach to implementation.

Implementation of all actions and projects is being carried out by civil-military teams on a phased basis over a ten-year period. By the end of 2019, out of a total of 95 separate projects, 42 had been initiated since the beginning of the implementation programme in June 2016. These include three that were initiated in 2019, while four projects

were fully completed and closed during the year. This brought the total number of projects closed to 15 by the end of 2019.

WHITE PAPER UPDATE

The White Paper contains the Government's decision to put in place a fixed cycle of defence reviews, to be carried out on a three yearly cycle. These reviews, which are common internationally, are intended to ensure that defence policy remains up to date and to bring certainty and regularity to the process of defence planning on overall preparedness. The first such review, the White Paper on Defence - Update 2019, was completed during 2019 and, following Government approval, was published on the Department of Defence website (www.gov.ie/en/organisation/department-of-defence).

The updated security environment assessment, contained in the Update, concludes that while the essential aggregate level of threat facing this State has not altered in a way to justify increasing the overall stated level of threat, the position has developed and changed in the period since the White Paper was published in 2015. Threats in the cyber domain, and from espionage, are assessed as increasing, while the wider political global environment is now more complex and uncertain. All of these aspects are addressed in the Update, as are important developments in relation to national security management, including the establishment of a National Security Analysis Centre, the appointment of a Director and progress towards development of a National Security Strategy.

Important human resources issues that have emerged in the period since 2015 are fully reflected in the Update, which acknowledges that the current gap in PDF strength is a capability deficiency that is particularly pronounced in specialist areas. The Update gives recognition to the possibility of additionality in certain areas, including special forces, cyber, safety management, headquarters (including capability development and joint operations) and other specialist roles. A key conclusion notes the importance of HR related White Paper projects and the need to prioritise certain projects in order to further progress others. Also, the Update concludes that addressing HR issues will require unrelenting attention into the foreseeable future. The Update notes that a broad range of initiatives to address these matters are underway, including the Government's High Level Plan to implement the recommendations made in the Public Service Pay Commission Report published in July 2019.

The Update also reflects on the good progress that has been made so far in implementing the commitments made in the White Paper. One of the strongest conclusions coming through from a review of White Paper projects, carried out as part of the Update, is the need to build a stronger and more integrated approach to capability planning and delivery.

The Update reconfirms the approaches in the White Paper, including the roles of the Defence Forces, and the need for continued development of defence capabilities in order to meet a range of current and contingent requirements. In addition, it reinforces Ireland's active approach to international engagement as an absolute necessity in the present and likely future security environment.

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

CABINET COMMITTEE ON SECURITY

The Minister with responsibility for Defence is a member of the Cabinet Committee on Security. This is a new Cabinet Committee which was established in 2019 and covers issues relating to justice, defence, Garda reform and national security. The existence of a cabinet level committee facilitates necessary Ministerial involvement in the broad dimensions of security as well as a range of specific matters requiring Ministerial and Government consideration and decision. Among these is the follow-up to the Report of the Commission on the Future of Policing, published in September 2018. Implementation of the Commission's Report is now being overseen by a High Level Steering Board and an Implementation Group on Policing Reform, with Department of Defence input. The Committee's remit also includes oversight of implementation of the Government's High Level Plan to implement the Report of the Public Sector Pay Commission (PSPC) on recruitment and retention issues in the Permanent Defence Force (PDF) (this is dealt with further in Section 2 of this Report).

NATIONAL SECURITY ANALYSIS CENTRE (NSAC)

Arising from the recommendations in the Report of the Commission on the Future of Policing, a new National Security Analysis Centre (NSAC) was established during 2019 under the aegis of the Department of the Taoiseach. The associated work and operation of the new Centre will help refine and shape the national security architecture and future approaches across government to assessing the security environment, including in the context of future fixed cycle defence reviews.

In this regard, NSAC commenced work on the development of a National Security Strategy in 2019. The new Strategy will aim to set out a whole of Government approach for how the State can protect its national security and vital interests from current and emerging threats over the period 2020-2025. A public consultation process in relation to the development of a National Security Strategy was completed during 2019.

Two personnel from the Defence Organisation, one civil and one military, were seconded to NSAC in 2019.

UNITED NATIONS PEACEKEEPING CAPABILITY READINESS SYSTEM (PCRS)

Ireland and other troop contributing countries are obliged to register capabilities and contingents available for deployment to UN Peacekeeping Operations overseas on the PCRS. These capabilities are additional to those already deployed or committed to other operations. The purpose of the PCRS system is to provide the UN with a dynamic up-to-date catalogue of actual trained and available forces to draw from when establishing or reinforcing a UN mission.

During 2019, Ireland pledged personnel and equipment to the UN PCRS. In addition, Ireland pledged and delivered training in Ireland and overseas for troop contributing country personnel deploying to UN missions. Ireland also pledged funding to support the provision of UN Military Intelligence training initiatives in 2020 that will enhance the safety and security of personnel and support the implementation of mission mandates. Deficits in training act as a

barrier to effective peacekeeping and the courses delivered by Defence Forces personnel are responding to the identified needs of the UN.

EU GLOBAL STRATEGY ON FOREIGN AND SECURITY POLICY

During 2019, in response to the ongoing security challenges in the EU neighbourhood, development and implementation of initiatives in the area of security and defence within the EU continued apace. Developments in 2019 followed on from the presentation, by the High Representative for Foreign Affairs and Security Policy (HRVP), of the EU Global Strategy on Foreign and Security Policy to the European Council in June 2016, and the associated Implementation Plan to Foreign and Defence Ministers in November 2016. In June 2019, HRVP Mogherini presented the third annual progress report on the EU Global Strategy titled '*The EU Global Strategy: Three Years On, Looking Forward*' to the European Council. The progress report listed a number of key achievements and also called for enhanced EU action in terms of the EU's Common Foreign and Security Policy. The Joint Foreign Affairs Council with Defence Ministers adopted forward-looking Council Conclusions on 17th June in conjunction with the progress report.

Implementation of initiatives across 2019 included key deliverables in relation to Permanent Structured Cooperation (PESCO). PESCO's first two rounds of projects (17 in each round) were adopted during 2018 and Ireland actively engaged in the third round process in 2019 through attendance at several workshops, along with regular assessments of proposals which allowed for the exchange of information on the project proposals and assisted in National decision making. The third round of 13 additional projects to be developed under PESCO was adopted in November 2019 with a total of 47 projects from the three rounds. In 2019, Ireland participated on two projects from the first round, namely the German led European Union Training Mission Competence Centre and the Greek-led Upgrade of Maritime Surveillance project and was an Observer on a further nine projects.

In the Council Decision establishing PESCO, two consecutive initial phases were agreed; 2018-2020 and 2021-2025 respectively. As 2020 marks the end of the first initial phase, a strategic review will take place in 2020.

Ireland is fully engaged with the Coordinated Annual Review on Defence (CARD) Process. This initiative aims to create greater transparency amongst Member States by sharing information on future defence policy, capability development, budgets and investment in order to support Member States in identifying opportunities for greater collaboration in the development and procurement of military capabilities, including equipment, training and support services. Ireland participated in two dedicated workshops; one on the CARD Trial Run Lessons Identified in December 2018 in Austria, and one on the CARD Methodology in March 2019 in Romania. A common understanding was achieved on the objectives, content and modalities to be taken into account in view of the first full CARD cycle. The revised CARD methodology was presented in June 2019, in view of applying it for the first full CARD cycle launched in autumn 2019. The first full CARD cycle is now underway, with Ireland having its bilateral with the European Defence Agency on 15th October 2019 in Dublin. The first full CARD cycle will give Ministers a comprehensive review on the state of the European capability landscape by autumn 2020.

During 2019, there was a focus by Member States on coherence among defence and security initiatives, in particular PESCO, CARD and the European Peace Facility (EPF). These were discussed at both Defence Policy Director and Ministerial level meetings throughout the year and the HRVP presented a report on “interactions, linkages and coherence among EU defence initiatives” to the June Foreign Affairs Council with Defence Ministers. The focus on coherence aims to increase efficiency and effectiveness.

The Preparatory Action on Defence Research provided grants for collaborative defence research projects, with a budget of €90 million for 2017-2019, implemented through annual calls for proposals over the three years. The final call for proposals was published on 19th March 2019. The European defence industrial development programme (EDIDP), established in 2018, is an industrial programme of the EU that aims to support the competitiveness and innovation capacity of the Union’s defence industry. EDIDP has a budget of €500 million to co-finance the joint development of defence products and technologies. Calls for proposals were adopted by the European Commission on 19th March 2019 and nine calls for 2019 were published in April 2019. On the basis of these two pilot programmes, the Council adopted its position on the European Defence Fund, proposed by the European Commission in the context of the Multi-annual Financial Framework (MFF) for 2021-2027, to “foster the competitiveness, efficiency and innovation capacity of the European defence industry”. The MFF discussions on a budget for the European Defence Fund were not concluded by the end of 2019 and are continuing.

Meetings and negotiations on the EDIDP regulation and calls for proposals, as well as subsequent negotiation of the European Defence Fund, were serviced by the staff from the Department of Defence and the Department of Business Enterprise and Innovation based in the Permanent Representation office in Brussels. Opportunities arising from these new EU funding initiatives have been promoted domestically by the Department of Defence and the Defence Forces with the support of Enterprise Ireland.

Regarding the 2018 Action Plan on Military Mobility, which covers a number of military requirements (including infrastructure, dangerous goods, customs and VAT as well as cross border movement permission), a gap analysis process comparing military requirements against the existing Trans-European Transport Network was carried out during 2019. The outcome of this analysis is informing the way forward in relation to military mobility. In their Council Conclusions on 17th June, the Joint Foreign Affairs Council with Defence Ministers welcomed the first progress report on the implementation of the Action Plan. The Action Plan recognises that full respect will be given to the sovereignty of EU Member States over their national territory and national decision making processes regarding military movements.

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

EUROPEAN DEFENCE AGENCY (EDA)

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

In 2019, Ireland continued its participation in a number of Energy initiatives with the European Defence Agency. Some examples include the EDA's Energy and Environment Working Group which examines opportunities to improve energy performance across the Defence Sector which Ireland actively participates in and also the EDA 'Smart Blue Camps' Water Management project which aims to address energy and environmental concerns with regard to water usage and management in military installations. Ireland also continued to participate in the European Commission's 'Consultation Forum for Sustainable Energy in the Defence & Security Sectors' coordinated by the EDA, with the launch of Phase III in October 2019 which is expected to conclude in mid-2023. During 2019, Ireland also participated in five EDA projects in the areas of Counter Improvised Explosive Devices, Maritime Surveillance, Satellite Communications and Cyber Defence, with Government approval for participation in a Military Search (Category B) project received in February 2019.

EU-NATO COOPERATION

During 2019, work continued on a Common Set of Proposals for the implementation of the Joint Declaration on EU-NATO Cooperation made in July 2016 by the Presidents of the European Council and European Commission, together with the NATO Secretary General. These proposals focus on cooperation in the key areas of countering hybrid threats, operational cooperation including maritime issues, cyber security and defence, defence capabilities, defence industry and research, exercises and defence and security capacity building. In June 2019, the fourth progress report on EU-NATO cooperation was issued by the EU and NATO. It did not identify any new areas of cooperation and was positive regarding progress to date.

PARTNERSHIP FOR PEACE (PFP)

Ireland's relationship with NATO is conducted through the PFP Planning and Review Process (PARP) mechanism. Ireland's involvement in PARP is focused on enhancing Defence Forces interoperability in multi-national operations and contributing to the development of military capabilities in accordance with international standards. Ireland continued to make progress in meeting the requirements of its Partnership Goals. Of the 27 Partnership Goals addressed to Ireland in 2018, three are now considered implemented with the capabilities being maintained², two have been fully completed³, and the implementation of the remaining goals is underway.

² G1105 CIMIC Capabilities, M1201 Operations Preparation and Training, and M3005 Situational Awareness.

³ G0014 Protection of Civilians and G1107 Stabilisation & Reconstruction – Specialised Capabilities Contribution.

In line with the White Paper on Defence, Ireland continued to engage with the Partnership Interoperability Advocacy Group (PIAG) and continued its participation in the Operational Capabilities Concept (OCC) (Evaluation & Feedback Pillar) during 2019. PIAG provides a unique opportunity to maximise interoperability and to foster, develop and enhance cooperation and dialogue with other members. The main benefit to participation in OCC is that Defence Forces training is benchmarked to an international standard through both internal and external validation. Following the first participation by a Defence Forces unit in the OCC Evaluation and Feedback Assessment in 2018, planning was undertaken throughout 2019 in preparing the Army Ranger Wing and the Naval Service for their evaluations in 2020.

In February 2019, a bilateral meeting was held with NATO officials in Ireland to discuss Ireland's 2019 PARP Assessment, the final phase of the PARP cycle, and a subsequent multilateral meeting was held in NATO HQ in June 2019.

MEMORANDUM OF UNDERSTANDING WITH THE UK

Work continued during 2019 on the various actions provided for in the Action Plan of the Memorandum of Understanding (MOU) between Ireland and the UK on the enhancement of bilateral engagement on certain aspects of defence and security co-operation. In April 2019, under the remit of the over-arching MOU, a further MOU between Ireland and the UK concerning the protection of defence classified information was agreed. The MOU, and the associated Action Plan, fully respects the differing policy positions and security arrangements of both states.

BREXIT

Throughout 2019, the Defence Organisation remained fully engaged to address the potential challenges arising from Brexit. The senior official with responsibility for Brexit related matters represented the Department on the inter-departmental Senior Officials, and, EU and Brexit Groups which are chaired by the Department of the Taoiseach and are engaged with the identification of key strategic, operational and policy issues arising from Brexit. Department officials also attended the Brexit Co-ordinators Group and relevant Sectoral Groups, which are chaired by the Department of Foreign Affairs and Trade. During 2019, the Defence Forces also continued to engage in prudent planning for a broad range of contingencies. There is regular and ongoing close liaison between An Garda Síochána and the Defence Forces' management regarding security matters.

INSTITUTE FOR PEACE SUPPORT AND LEADERSHIP TRAINING

The White Paper on Defence includes a commitment to evaluating the potential development of a new Institute for Peace Support and Leadership Training at the Defence Forces Training Centre, Curragh Camp. Arising from initial scoping work, it was decided to conduct a formal feasibility study of the concept. An interim report was presented to the project Steering Group in November 2018, and deliberations of the project team continued during 2019 within the context of the next project phase.

Strategic Goal - ENHANCE CROSS CUTTING POLICY COLLABORATION

There are important cross-departmental dimensions to the work of the Defence Organisation and meeting our goals and objectives is often critically dependent on the inputs and co-operation of other departments and agencies. Equally, their success can be dependent on the inputs and co-operation of the Defence Organisation. Throughout 2019, Department officials and Defence Forces personnel were represented on a wide range of inter-departmental groups and committees – see Section 4.9 for a full list.

The Defence Organisation has developed the use of Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs) covering services delivered to a range of other departments and agencies. The Department continued to develop this approach during 2019 and a list of all MOUs and SLAs is contained at Section 4.10.

The White Paper on Defence reflects the importance of whole of government approaches to the security of the State. During 2019, the Department of Defence continued to collaborate with a range of departments and agencies that have security responsibilities. Developments in relation to some of these cross-cutting relationships during 2019 are outlined below.

GOVERNMENT TASK FORCE ON EMERGENCY PLANNING

The Government Task Force (GTF) on Emergency Planning continued to provide strategic direction and coordination of national-level emergency planning. It comprises Ministers and/or senior officials from all government departments and key public bodies. The GTF met on six occasions in 2019. The Office of Emergency Planning (OEP) is a joint civil-military branch of the Department that supports the Minister with responsibility for Defence in his role as Chair of the Government Task Force (GTF), whilst the National Emergency Coordination Centre (NECC), located in Agriculture House in Dublin, is managed by the OEP and supports the Lead Government Departments responsible for managing National-level emergency incidents. The NECC hosted all meetings of the GTF during 2019 as well as a wide range of other emergency planning groups and associated training and exercises.

STRATEGIC EMERGENCY MANAGEMENT: NATIONAL STRUCTURES AND FRAMEWORK

Following a review of national-level structures and processes, approved by Government in July 2017, regarding implementation of the “Strategic Emergency Management (SEM): National Structures and Framework” document, the GTF carried out a review of its Work Programme on the SEM implementation plans during the first half of 2019. This was initiated primarily as a result of the lessons learned from the management of recent severe weather events and from inputs received from the Lead Government Departments on the GTF.

In May 2019, the GTF agreed to continue with the existing SEM structures and implementation plans and, in line with the Government decision in 2017, to deal with capability development issues through a Capability Development GTF subgroup. This subgroup was also tasked with incorporating specific considerations of the Department of Housing, Planning and Local Government, and from the other Lead Government Departments, and to regularly

report to the GTF on its work plans on identifying and developing future capability requirements, medium-term capability development plans and associated SEM guidance documents for GTF endorsement.

NATIONAL EMERGENCY COORDINATION GROUP

Severe weather events continue to be the main reason for convening a National Emergency Coordination Group (NECG). Throughout these severe weather events, public safety has continued to be the key priority. Following careful consideration of the developing weather situation in the run up to Storm Lorenzo in late September 2019, and the warnings being issued by Met Éireann, the NECG coordinated responses and issued very clear public statements on the potential impacts of the winds and associated weather conditions. The review of these severe weather events by the Department of Housing, Planning and Local Government was published on the 30th December 2019 and the GTF is examining the recommendations made in this report to ensure that the lessons learned are applied to its “whole of Government” approach to managing such events.

‘BE WINTER READY’ CAMPAIGN

The Government launched the ‘Be Winter-Ready’ 2019-2020 information campaign on the 6th November 2019. This focussed on Met Éireann weather warnings and explaining the Status Yellow/Orange/Red colour coding system. One of the important roles of Met Éireann is to issue weather forecasts and warnings for Ireland. Weather advisories and warnings are not issued lightly and it is important, therefore, that the difference between a status yellow, orange and red advisory is well understood. The campaign was jointly launched by the Minister with responsibility for Defence and Chairman of the Government Task Force, Mr Paul Kehoe TD, the Minister for Business, Enterprise and Innovation, Ms Heather Humphreys TD, the Minister for Transport, Tourism and Sport, Mr Shane Ross TD and the Minister with special responsibility for Housing and Urban Development, Mr Damien English TD. Also in attendance were representatives from the various departments and agencies tasked with emergency planning and response. The launch coincided with a meeting of the Government Task Force, which specifically dealt with winter-preparedness.

The OEP, in collaboration with Met Éireann, also designed and produced a leaflet on weather warnings, which is available at www.winterready.ie alongside other valuable advice and information.

CYBER SECURITY

The security environment assessment in the White Paper Update 2019 points to the fact that threats in the cyber domain have been increasing since 2015 and that cyber security risks exist for government and public utilities, as well as for commercial entities and individuals. The Department of Defence and the Defence Forces have an MOU and an SLA in place with the Department of Communications, Climate Action and Environment to provide support in the area of national cyber security. The overall aim of these agreements is to improve the cyber security of the State through various types of assistance and support while also ensuring the operational requirements of the Defence Forces are prioritised. During 2019, the Department of Defence and the Defence Forces continued to engage with the Department of Communications, Climate Action and Environment. As part of this engagement, the

respective Ministers received Government approval in July to become a 'Contributing Participant' in the 'Cooperative Cyber Defence Centre of Excellence' based in Tallinn, Estonia. The application to participate in this Centre was made by the Department of Communications, Climate Action and Environment.

In addition, officials from the Department of Defence and members of the Defence Forces were involved in the development of the National Cyber Security Strategy 2019 – 2024 which was published in December 2019. This strategy, in conjunction with the White Paper on Defence, will continue to inform our engagement in this critical area.

EMERGENCY CIVIL ASSISTANCE TEAM (ECAT)

As part of the implementation of the White Paper on Defence, a civil-military project team was established to formalise, by means of an SLA, existing arrangements for the provision of Defence Forces support to the Department of Foreign Affairs and Trade for its Emergency Civil Assistance Team (ECAT) Initiative.

Building on an existing MOU, in September 2019 an SLA was agreed and formally signed off by all parties which resulted in the closure of this White Paper project.

During 2019, there were three separate ECAT missions that involved Defence Forces deployments overseas.

CEREMONIALS AND COMMEMORATIONS

The Defence Forces participated in more than 50 significant military and State ceremonial events in 2019.

The Defence Forces participated in the State commemoration of the 103rd anniversary of the Easter Rising at the GPO, O'Connell Street on Easter Sunday; the 1916 Leaders Commemoration at Arbour Hill in May; the National Famine Commemoration held in Sligo, also in May; and at the National Day of Commemoration at the Royal Hospital, Kilmainham, in July.

State ceremonial honours were afforded on the occasion of the State Visit to Ireland of the King and Queen of Sweden in May, the King and Queen of the Netherlands in June and the President of Cuba in October. Honours were also afforded to President Michael D. Higgins on the occasion of his departure for a State visit to Germany in July.

The Defence Forces also participated in a series of monthly ceremonies at Áras an Uachtaráin where a total of 35 Ambassadors presented their Credentials of Office to President Higgins.

In April, a ceremony attended by An Taoiseach took place in Waterford to mark the Naming and Commissioning of the new Naval Service vessel, LÉ George Bernard Shaw.

A special State ceremony was held at the National Museum of Ireland, Collins Barracks, Dublin on 16th April 2019 to commemorate the 90th Anniversary of the establishment of the Reserve Defence Force (RDF). The event was organised to acknowledge the contribution that members of the RDF, serving and former, have made to the State and for their integral part of Ireland's Defence capability. In recognising this service, the Minister with responsibility for Defence reflected on the long and proud history of the RDF stemming back to the formation of the Volunteer Reserve in 1929.

On 11th May 2019, the Minister with responsibility for Defence attended the 6th annual Defence Forces' Veterans Day in the National Museum of Ireland, Collins Barracks, Dublin. This annual event is organised to acknowledge the contribution that former servicemen and women have provided to the State.

The Defence Forces Remembrance Ceremony was held at the National Memorial, Merrion Square, in December to remember those members of the Defence Forces who have given their lives in the service of the State. As part of this ceremony, the Minister with responsibility for Defence laid a wreath, along with the Chief of Staff and families of deceased members.

MILITARY ARCHIVES

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

Public release of material from the collection is made available online through the Military Archives website www.militaryarchives.ie. In recent years, there have been a number of online releases and, in 2019, the much anticipated Brigade Activity Reports (or 'A' series) were released online. These Reports had been compiled by Brigade Committees around the country comprising persons who had formerly held rank in the IRA structure. A public symposium took place to coincide with the release of these Reports and was accompanied by the publication "The Military Service (1916- 1923) Pensions Collection - The Brigade Activity Reports". In October, "The Revolution Files" was published as a supplement in The Irish Times, which provided county-by-county insights into local and regional events during the years of revolution and included a guide on the use of the material in the classroom. There was a further launch of material from the Collection in October 2019 which brings the number of individuals, whose files are now available online, up to 9,555 (representing over 28,700 files).

DEFENCE FORCES EMPLOYMENT SUPPORT SCHEME

In line with the White Paper on Defence, a Defence Forces Employment Support Scheme was developed through detailed consultation involving the Department of Defence, the Defence Forces, the Department of Employment Affairs and Social Protection and the Dublin and Dun-Laoghaire Education and Training Board.

The objective of the Scheme is to help develop a path to economic independence for participants, aged between 18 and 24 years, who are at a serious disadvantage owing to their current socio-economic situation. The programme aims to provide participants with new skills, knowledge, competencies and self-development that enhances their capacity to pursue employment, work experience or further educational opportunities.

One iteration of the programme successfully took place in 2019, in Gormanston Camp, Co. Meath from 13th June to 16th August 2019 with 24 participants.

CIVIL DEFENCE

Throughout 2019, Civil Defence volunteers undertook a total of 2,135 operations. These included support to the Principal Response Agencies (An Garda Síochána, local authorities and the Health Service Executive) as well as a wide range of community, sporting, cultural and charitable organisations. At the end of 2019, there were 3,307 active volunteers in Civil Defence.

In 2019, the Government provided an additional €500,000 in funding to Civil Defence through the Dormant Accounts fund. This was used to purchase 16 new four wheel drive vehicles to improve the organisation's capability and capacity. In late 2019, Civil Defence was awarded a further €1 million in Dormant Accounts funding, due in 2020. This money will again be used for replacing vehicles to ensure that Civil Defence can continue to fulfil its role of supporting the Principal Response Agencies, as set out in the White Paper on Defence.

During 2019, the Department of Defence worked closely with the Local Government Management Agency to renew Civil Defence's Pre-Hospital Emergency Care Council (PHECC) licence, which is required by organisations such as Civil Defence who provide emergency medical services.

In relation to the review of the roles and responsibilities of Civil Defence, which had been launched in 2018 by the Minister with responsibility for Defence, work in this regard continued during 2019 and the new policy document 'Towards 2030' will be published in 2020.

During 2019, Civil Defence was subject to a Spending Review undertaken jointly by the Department of Public Expenditure and Reform and the Department of Defence. The final report of the Review was published in October 2019. The review made a number of recommendations, including the need for a minimum training standard for Civil Defence volunteers and the need for better management information regarding Civil Defence activities. The process of implementing these recommendations has commenced.

CIVIL DEFENCE TRAINING

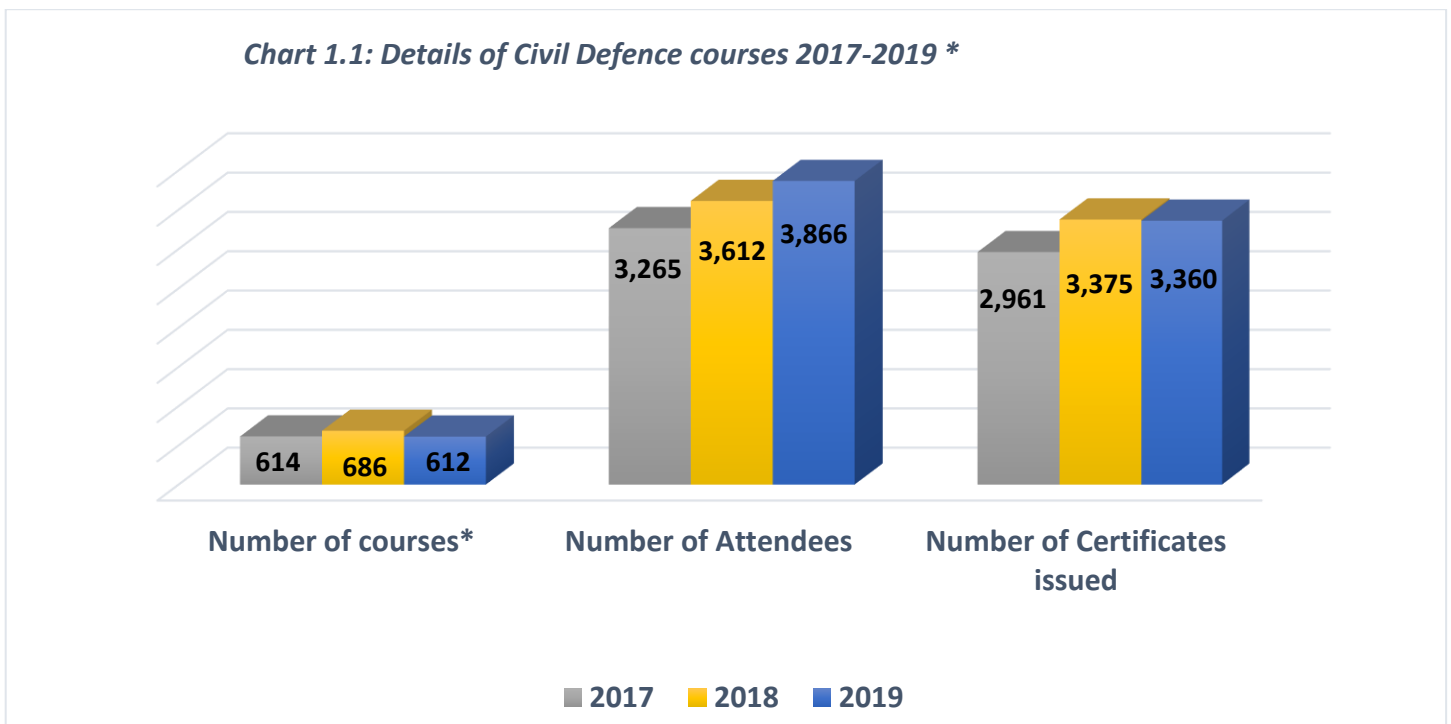
Training delivered through the Civil Defence College is designed and developed to meet the needs of the Principal Response Agencies as outlined in the White Paper on Defence. During 2019, Civil Defence continued to deliver training and to certify instructors. Training provided included Flood, Swift Water, Casualty and Missing Persons. In addition, in conjunction with the Fire Services Directorate, 11 Civil Defence volunteers were certified as Pump Instructors in November 2019. As a result, the courses they will deliver will ensure standardised use of pumps by Civil Defence volunteers during flood and other emergencies.

During 2019, Civil Defence issued new Standard Operating Guidelines for Civil Defence Boat Crews. One new element is the requirement for boat crew members to undergo a one-day course on Personal Survival Training in the National Maritime College in Cork. During the year, 96 volunteers undertook this training.

The provision of Severe Weather Off Road Driver Training continued during 2019, with over 500 volunteers now trained.

During 2019, the Civil Defence Branch of the Department of Defence procured two waterproof drones. These were allocated to Wicklow and Galway Civil Defence units and their volunteers received specialised training on their operation. This brings to 23 the total numbers of drones available to Civil Defence units.

Chart 1.1 below outlines the number of courses provided, the numbers trained and the number of certificates issued during 2019, and provides a comparison with 2018 and 2017.



* This does not include locally delivered uncertified training.

ATLANTIC YOUTH TRUST

The Atlantic Youth Trust (AYT) is a youth development charity aimed at providing educational and personal development opportunities to young people. The AYT initially proposed building and operating a new sail training vessel on an all-island basis to facilitate youth development, mentoring, and training. The Government has committed to work with the Northern Ireland Executive to seek agreement on a funding plan for the AYT project. In August 2019, the AYT submitted a new funding proposal which involves leasing and operating an existing vessel.

SAIL TRAINING IRELAND

For many years, the State provided funding, through the Department of Defence, for the national sail training vessel Asgard II. However, following the loss of Asgard II off the French coast in 2008, the scheme was terminated. Sail Training Ireland was established in 2011 by some of those previously involved with Asgard II. Sail Training Ireland places young people, mainly from disadvantaged backgrounds, on voyages with the objective of youth development as well as teaching young people to sail. In 2018 the Government agreed to provide €85,000 to Sail Training Ireland for each of the following two years. A Performance Delivery Agreement was entered into between the Department of Defence and Sail Training Ireland in early 2019 which allowed the first tranche of €85,000 to be paid in 2019. In 2019, Sail Training Ireland carried 421 trainees, compared to 341 in 2018. 370 of these trainees were from disadvantaged backgrounds.

Section 2: Ensuring the Capacity to Deliver

Strategic Goal - DEVELOPMENT AND MAINTENANCE OF CAPABILITIES

PERMANENT DEFENCE FORCE STRENGTH

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

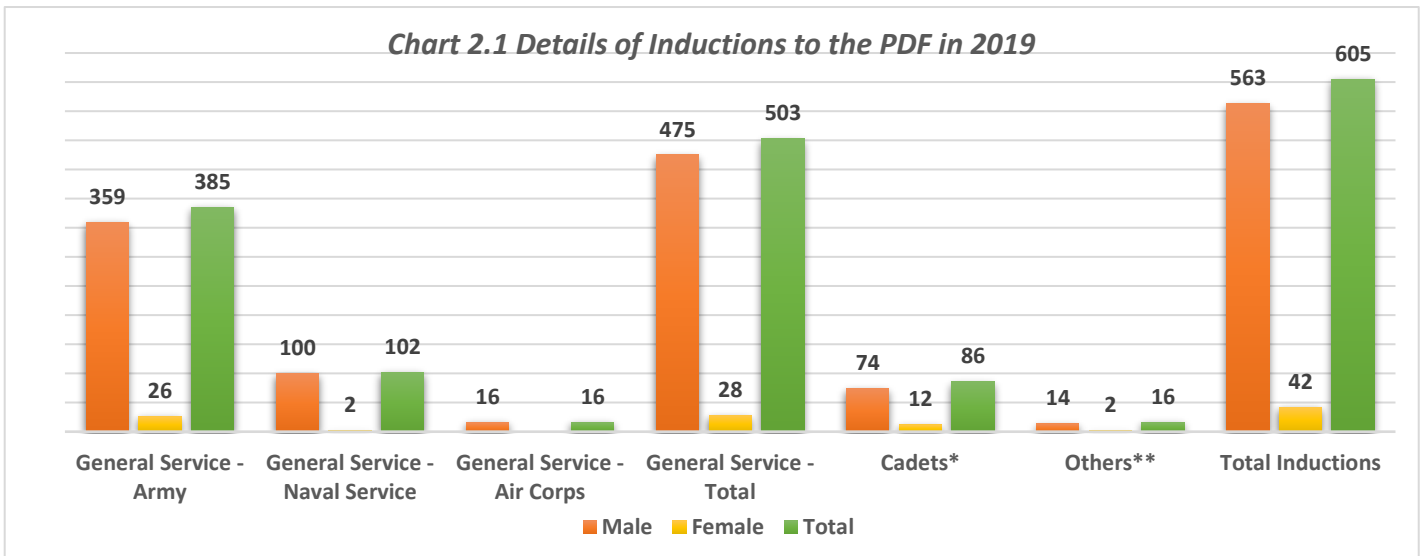
As of 31st December 2019, the strength of the PDF in whole time equivalent (WTE) posts stood at 8,659 personnel, comprised of 7,002 Army personnel, 721 Air Corps personnel and 936 Naval Service personnel.

RECRUITMENT TO THE PERMANENT DEFENCE FORCE

In 2019, the application process for General Service and Naval Service recruitment competitions was changed and, as a result, the competition was opened on an ongoing basis to maximise the Defence Forces training capacity.

In addition to General Service recruitment, recruitment throughout the year also encompassed competitions for Cadets, Air Corps Apprentices, Direct Entry Medical Officers, and Naval Service direct entry competitions for Engine Room Artificers, Cooks and Officers for Bridge Watch-keeping, Marine Engineering and Electrical Engineering roles. Furthermore, during 2019 two Air Corps Flying Officers (Pilots) were recommissioned, having opted to return to service.

Overall, a total of 605 personnel were inducted into the Defence Forces during the year as per Chart 2.1 below.



* The Cadet inductions in this category are new entrants only. In addition to these 86 new entrants, 10 serving soldiers were awarded a Cadetship bringing the total Cadet class size to 96.

** Comprises eight Air Corps Apprentices, two Direct Entry Engine Room Artificers, two Direct Entry Medical Doctors, two Direct Entry Naval Service Officers and two Recommissioned Flying Officers (Pilots).

RETENTION OF PERSONNEL

Turnover in the Defence Forces is higher than that which normally prevails in other sectors. In this context, there is ongoing recruitment to replace personnel who depart. While there were 605 new personnel recruited into the PDF in 2019, there were 878 departures. This equates to a turnover level of approximately 10% for all departures, including trainees. This is the highest level of turnover that the PDF has experienced in the period since 2002.

The Government has acknowledged that there are recruitment and retention challenges and, during 2019, a number of important work strands, outlined below, were progressed in order to address these challenges, which are not unique to Ireland's military and can also be observed internationally. The White Paper Update stated that addressing these human resources challenges is an absolute requirement and one which has received very significant attention by the Minister and civil and military management and has engaged the input of a range of external parties including the Department of Public Expenditure and Reform. The Update went on to note that all dimensions of human resources management will require unrelenting attention into the future.

PUBLIC SERVICE PAY COMMISSION REPORT

The Report of the Public Service Pay Commission (PSPC) on Recruitment and Retention in the Defence Forces was published on the 4th of July 2019. The Report was accepted in full by Government and, to facilitate implementation, an extensive High Level Plan titled "Strengthening our Defence Forces – Phase One" was also agreed and published on the same date.

The High Level Plan provides for measures in the short, medium and longer term to deliver on the PSPC's recommendations. The overall programme of work comprises 15 individual projects, five of which are led by the Department of Public Expenditure and Reform (DPER). The projects include a review of pay structures in the PDF and the identification of pay related retention measures. Both of these measures will be progressed within the framework of the Public Service Stability Agreement and future public sector pay negotiations. A range of other pay and non-pay related actions are also being progressed.

In line with action 10 of Our Public Service (OPS) 2020⁴, a project management approach was adopted in order to drive necessary actions set out in the High Level Plan. A civil-military Programme Management Office (PMO), within the Department of Defence, was established to co-ordinate, facilitate, support and monitor implementation of the Defence aspects of the Plan. The PMO reports weekly on the progress of implementation of the Plan to designated programme sponsors and monthly to the Strategic Management Committee on the progress of implementation and to the newly established Strategic HR Group. In line with the oversight arrangements detailed in the Plan, an external HR advisor was also appointed in 2019 to assist with implementation of the Plan.

⁴ *Our Public Service (OPS) 2020 is a framework that establishes the overall strategy for development and innovation in the Public Service to 2020 and beyond.*

At the end of 2019, nine of the ten projects being led by the Department of Defence (civil and military) were up and running and broadly on track.

A full list of all 15 projects arising from the High Level Plan is contained in the Table 2.1 below.

Table 2.1: High Level Implementation Plan projects

Project No.	Project Title	Project Lead
Value members of the PDF		
V1	Review of pay structures	Project being led by DPER
V2	Increase MSA	Project being led by DPER
V3	Restore allowances cut under HRA	Project being led by DPER
V4	Restore weekend premium rates	Project being led by DPER
Retain the best people in the PDF		
R1	Restore Pilot Service Commitment Scheme	Project being led by DPER
R2	Tech. 2-6 arrangements	Project being led by Defence
R3	Incentivised long service arrangements - NCO and Officer ranks	Project being led by Defence
R4	Barriers to extended participation in the PDF	Project being led by Defence
R5	Bespoke management training for leaders and managers	Project being led by Defence
R6	Professional Military Education (PME) Strategy	Project being led by Defence
R7	Mental Health and Wellbeing Strategy	Project being led by Defence
R8	Non Pay Retention Measures in the PDF	Project being led by Defence
R9	Additional specialist posts for high turnover/long lead-in appointments	Project being led by Defence
Attract the best people to the PDF		
A1	Recruitments methods for PDF	Project being led by Defence
A2	Workforce Planning	Project being led by Defence

STRATEGIC HUMAN RESOURCES GROUP

As an initial priority following its establishment during 2019, the SHRG was assigned responsibility for overseeing the implementation of actions in the Government's High Level Plan to implement the Report of the PSPC. Following its establishment during 2019, the SHRG met on three occasions before the end of 2019. An external HR advisor to the SHRG was also appointed during 2019 to assist the Group in its work.

FLYING OFFICERS SERVICE COMMITMENT SCHEME

Arising from the implementation of the Report of the PSPC, and the High Level Plan, the Air Corps Flying Officers Service Commitment Scheme was restored in 2019. The scheme envisages commitments to service ranging from three to eight years and payments being made for this commitment on an annual basis.

The Scheme provides for an annual payment of just over €22,000 per annum to Flying Officers holding the ranks of Captain, Commandant or Lieutenant Colonel.

RE-COMMISSIONING OF FORMER PDF OFFICERS

During 2019, a scheme which permits former Officers, with specialist skills, to re-enter the PDF was introduced. In October 2019, two former Flying Officers (pilots) were re-commissioned into the Air Corps and further applications progressed. Arrangements were also put in train to implement a statutory change with a view to introducing a similar scheme for suitably qualified-former enlisted personnel with particular skills and expertise.

FEMALE PARTICIPATION IN THE PDF

As of at 31st December 2019 the number of female personnel in the PDF stood at 598 which represents 6.9% of serving personnel. This comprised 501 Army personnel, 34 Air Corps personnel and 63 Naval Service personnel.

COMPETITION TO APPOINT A DIRECTOR OF MILITARY PROSECUTIONS

In 2019, sanction was granted to fill the post of Director of Military Prosecutions. A committee comprising the Chief of Staff of the Defence Forces, the Director of Public Prosecutions and a Judge of the High Court, was convened to select a suitable candidate and, following a competition, a recommendation for appointment was made to the Minister for Defence in December 2019. [An appointment was subsequently made in early 2020.]

ARMY RANGER WING

Work continued during 2019, in accordance with a White Paper commitment, on the examination of the capabilities of the Army Ranger Wing with a view to further enhancing and increasing the strength of the unit.

RESERVE DEFENCE FORCE STRENGTH

The Reserve Defence Force (RDF) consists of the First Line Reserve (FLR), the Army Reserve (AR) and the Naval Service Reserve (NSR). In accordance with the White Paper on Defence, the establishment of the AR is 3,869 personnel while the NSR establishment is 200. The primary role of the RDF is to augment the PDF in crisis situations and to contribute to State ceremonial events.

The FLR is comprised of former members of the PDF who have undertaken to, either voluntarily or on foot of a contractual commitment, complete a period of service in the FLR. At the end of 2019, the strength of the FLR was 304 personnel; comprising of 164 Army, 114 Naval Service and 26 Air Corps.

The AR and NSR are comprised of individuals, from a broad variety of backgrounds, who have voluntarily committed to complete a period of military service. At the end of 2019, the effective strengths of the AR and NSR were 1,534 and 139 personnel respectively.

FEMALE PARTICIPATION IN THE AR AND NSR

As of 31st December 2019, the numbers of female personnel (effective) serving in the AR and NSR were 201 and 22 respectively.

RDF RECRUITMENT AND RETENTION

The Government recognises the important role that the three elements of the RDF play in contributing to Ireland's defence capability. The White Paper on Defence is clear that there is a continued requirement to retain and develop the RDF and it is currently on a development path arising from the recommendations of the White Paper.

The Government remains committed to on-going recruitment to the RDF with several initiatives in place involving the use of social media, the Defence Forces Press Office, outreach activities by RDF members and use of PDF exit interviews which contain information on applying to the RDF. There were two recruitment campaigns for the AR and the NSR in 2019, one in March and a second in October. These attracted a total of 2,603 applications, 2,140 to join the AR (including 319 female applicants) and 463 to join the NSR (including 69 female applicants).

By the end of 2019, 97 new members had been inducted into the AR (including eight females) and 17 into the NSR (including two females).

SPECIALIST RESERVE

Under the current phase of implementation of White Paper actions, two White Paper projects have been identified which are important precursors to the establishment of a Specialist Reserve. While these two merged projects are currently paused, a skills survey of the RDF was previously conducted which highlighted the existence of a substantial body of skills and qualifications that have a direct relevance to the Defence Forces. The White Paper Update in 2019 determined that these projects should remain paused pending the outcome of a separate project to conduct a gap analysis of skills sets within the PDF which will identify potential roles for Reserve members with specialist skills. The ultimate intention is to utilise those Reservists who have specialist skills in areas where gaps exist in the PDF.

HLPPG OUTPUT AND MAJOR PROCUREMENT IN 2019

Throughout 2019, the High Level Planning and Procurement Group (HLPPG) approved a number of major equipment projects, including the acquisition of enhanced levels of force protection equipment for overseas service and the replacement of software defined radios. Progress was also made throughout 2019 on the multi-annual mid-life maintenance and upgrade programme in respect of the Army's fleet of MOWAG Armoured Personnel Carriers. When completed, this will extend the utility of the fleet and provide greater levels of protection, mobility and firepower. The ongoing upgrade of the Explosive Ordnance Disposal robot was also progressed during 2019. The acquisition of ammunition for training and overseas deployments continued throughout the year, including the purchase of Bolidé missiles for the recently upgraded RBS70 Surface to Air Missile system.

Good progress also continued to be made in 2019 on the build and fit out of three new PC-12 fixed wing utility aircraft, suitably equipped for ISTAR (Intelligence, Surveillance, Target Acquisition and Reconnaissance) taskings. These aircraft, when delivered, will replace the Air Corps' fleet of Cessna aircraft purchased in 1972.

Other major investment approved by the HLPPG during 2019 included the placement of a contract for the purchase of two new C-295 Maritime Patrol Aircraft to replace the Air Corps' two CASA 235 Maritime Patrol Aircraft. The new aircraft, when delivered, will enhance the Air Corps' maritime surveillance capability and will also provide a greater degree of utility for transport and cargo carrying tasks.

Work also commenced during 2019 on the Mid-Life Extension programme for the Naval Service vessel LÉ Roisín while planning commenced for a similar Mid-Life Extension programme for LÉ Niamh. The White Paper project to replace the Naval Service flagship LÉ Eithne with a new Multi-Role Vessel, enabled for helicopter operations and with freight carrying capacity, was also progressed during 2019.

Transport related procurement also continued throughout 2019. The main acquisitions included the procurement of 70 three quarter tonne 4 x 4 vehicles, two midi coaches, three coaches, three saloon cars, 20 crew cab 4 x 4 vehicles, six ambulances, one horse transporter truck, 48 escort of honour motorbikes, ten electric vehicles (buggies), five crew cab vans and five tipper trucks. Funding was also provided on an ongoing basis for the maintenance of vehicles in the military transport fleet, both at home and overseas.

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

PROPERTY MANAGEMENT AND MAJOR INFRASTRUCTURE INVESTMENT 2019

The Defence property portfolio consists of a diverse range of facilities from conventional military barracks to forts, camps, married quarters and training lands. At the end of 2019, the portfolio consisted of some 70 sites, including 14 permanently occupied military installations, together with lands comprising over 20,000 acres.

In 2019, approximately €12.7m was spent on building works in military installations and barracks across the country under the capital element of the Defence Forces Built Infrastructure Programme. The capital element of the Programme focused mainly on infrastructural projects comprising the construction of new buildings and the refurbishment of existing buildings and facilities. At the end of 2019, some €62m worth of capital projects were at various stages, from design tender to construction, including:

- Construction of new gymnasia at Sarsfield Barracks, Limerick and at Stephens Barracks, Kilkenny; €6.2m
- Locker Block refurbishment in Cathal Brugha Barracks, Dublin 6; €3.7m
- Upgrade and refurbishment works to the Cookhouse and Dining Hall in Custume Barracks, Athlone; €4.2m
- Upgrade and refurbishment works to the Apprentice Hostel in Casement Aerodrome, Baldonnel; €3.6m

- Upgrade of the Oil Wharf and installation of Fire Detection and Firefighting System at the Naval Base, Haulbowline; €2.9m
- Upgrade of accommodation in Blocks 1 and 2 at Cathal Brugha Barracks, Rathmines, Dublin 6; €2.8m
- Upgrade of Block 7 accommodation facility in Connolly Barracks, Defence Forces Training Centre; €2m
- Replacement of a major secure storage facility (phases 2 and 3) at Defence Forces Training Centre; €10.2m
- Upgrade of accommodation Blocks B and D at Pearse Barracks, Defence Forces Training Centre; €3.2m
- Upgrade to waste and water services at Coolmoney Camp, Glen of Imaal, Co. Wicklow; €1m
- Upgrade and refurbishment of two buildings at McKee Barracks, Dublin 7; €7.5m
- Upgrade of Blocks 8 and 9 at the Naval Base, Haulbowline and construction/upgrade of Block 1 at Collins Barracks, Cork; €12.6m
- Upgrade of underground services at barracks' in Kilkenny, Dundalk, Galway, Finner Camp and at Casement Aerodrome, Baldonnel; €2.8m

In addition to major capital projects, there are ongoing works required under the Built Infrastructure Programme to ensure the upkeep and repair of buildings and facilities generally for Defence Forces personnel. These works are treated as current expenditure under the Programme and the amount spent in 2019 amounted to some €9m.

In accordance with the White Paper on Defence, substantial progress was made during 2019 on the finalisation of a five-year infrastructure development programme (which was subsequently published on 14th January 2020). It is projected that over its five-year lifespan, some €145m will be invested to ensure that infrastructure is modernised in line with existing and future requirements. It is intended that the programme will be used as a planning tool and will be subject to joint periodic review throughout the lifetime of the White Paper.

Throughout 2019, the Department continued its engagement with the Land Development Agency (LDA) in relation to potential landholdings which may be of interest for the development of housing provision. The LDA confirmed its interest to the Department in acquiring the former Columb Barracks in Mullingar and, to this end, the Department commenced the necessary background work to facilitate the early transfer of these lands and property. The LDA also confirmed its future interest in acquiring the St. Bricin's medical facility in Dublin 7. The Department of Defence and the Defence Forces are now scoping out the implications of accommodating the services currently provided at St. Bricin's at an alternative location within the Defence property portfolio. The Department will continue to liaise with the LDA in accordance with the Government's decision on the establishment of the LDA.

MANAGEMENT OF THE CURRAGH PLAINS

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

A new Maor of the Curragh had been appointed in 2018 and, following this, in early 2019 the Lands Management Team was consolidated through the appointment of two F6 Mhaor. This increase in the number of staff patrolling the Curragh has created a greater and more visible presence on the ground to monitor activity on the Plains. Also in 2019, a tendering process resulted in the appointment of a new contractor to deal with the collection of all rubbish dumped on Curragh lands and its subsequent removal to an approved waste facility.

In addition, the Department of Defence entered into discussions during 2019 with Kildare County Council to develop a collaborative consultancy study on the future conservation management of the Curragh Plains. It is anticipated that the study will take 12 months and will be jointly funded by the Department and the Council. The study will involve a multi-design team who will make proposals on the land management arrangements with a view to identifying opportunities for the conservation management of the Plains and to capitalise on its future development potential. The procurement process for the appointment of consultants commenced towards the end of 2019.

CAPABILITY DEVELOPMENT PLAN

A joint civil-military project team, established as a result of a White Paper commitment, continued to review progress during 2019 on the production of a Capability Development Plan. When completed, this will underpin the capacity of the Defence Forces to continue to fulfil all roles assigned by Government. The White Paper Update 2019 reinforces the necessity for this project and the need for it to be accelerated.

REVIEW OF HIGH-LEVEL COMMAND AND CONTROL

Also arising from a commitment made in the White Paper, during 2019 a joint civil-military project team continued their review of high-level Command and Control pertaining to the Defence Forces.

DEFENCE ENTERPRISE COMMITTEE

Three White Paper projects were identified by the Defence Organisation to further develop the Defence Enterprise Initiative. Work is progressing to finalise and complete the two remaining White Paper projects in connection with the Defence Enterprise Committee which include advancing the Defence Enterprise Initiative further with the establishment of a Security and Defence Enterprise Group with the support of Enterprise Ireland. As part of these projects, a Feasibility Study has commenced to examine potential options to support research and technology innovation for capability development within the Defence Organisation. It is planned that this feasibility study will be completed in 2020 and will be considered within the context of existing White Paper projects.

During 2019, meetings between the Defence Organisation and Enterprise Ireland continued through the Defence Enterprise Committee; while the Defence Organisation also provided assistance to Enterprise Ireland and Enterprise Ireland companies throughout the year.

The Defence Forces also continued to participate in two Horizon 2020 projects of relevance to capability development. Horizon 2020 is the largest EU research and innovation programme on record with almost €80 billion of funding available over seven years (2014 - 2020).

TRAINING AND EDUCATION OUTPUTS DURING 2019

The primary focus of the Defence Forces, when not on operations, is training and education. During 2019, these activities continued to be central to capability development. Table 2.2 below summarises the outputs delivered by the Defence Forces' Training and Education Branch during the year.

Table 2.2: Details of Training Courses completed during 2019

	Instructor Courses	Skills Courses	Career Courses	Totals
Number of Courses completed in Defence Forces training installations	28	1,063	37	1,128
Number of Students	311	13,214	618	14,143

Career progression in the Defence Forces is facilitated by successful completion of the relevant primary career progression courses. During 2019, a total of 354 personnel completed 18 primary career progression courses across a range of areas, as illustrated hereunder in Table 2.3.

Table 2.3: Details of Primary Career Courses conducted

Course Title	No. of Courses	No. of Students
Potential NCO (Naval Service)	1	21
Potential NCO (Army)	1	35
Potential NCO (Air Corps)	1	23
Logistics Accountancy Course	1	20
Standard NCO Course (Naval Service)	1	24
Standard NCO Course (All Corps)	6	69
All Arms Standard NCO Course	1	49
Young Officers Course (All Corps)	4	70
Junior Command and Staff Course	1	23
1st Joint Command and Staff Course	1	20
Totals	18	354

RECRUIT INDUCTION TRAINING

In 2019, a total of 487 Permanent Defence Force (PDF) and 92 Reserve Defence Force (RDF) recruits were inducted into the Defence Forces.

Table 2.4 below provides a breakdown by formation and service and comparison with recent years.

Table 2.4: Details of Recruit Induction Training during 2017, 2018 and 2019

	PDF *			RDF		
	2017	2018	2019	2017	2018	2019
1 Brigade	231	187	210	51	51	36
2 Brigade	222	168	175	41	49	26
Defence Forces Training Centre	100	43	--	25	16	13
Naval Service	62	94	102	22	13	17
Totals	615	492	487	139	129	92

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

TRAINING FOR OVERSEAS

Throughout 2019, the conduct of essential Pre-Deployment Training, for both units and individuals being deployed to overseas missions, (e.g. UNIFIL, UNDOF and EUTM Mali), was coordinated by Defence Forces' Training and Education Branch in collaboration with the Military College in the Defence Forces Training Centre (DFTC) and assisted by the lead formation.

Four Mission Readiness Exercises were conducted for larger troop deployments to UNIFIL and UNDOF involving 1,900 troops in order to certify minimum capability and competence prior to deployment.

The Defence Forces also engaged in external and foreign training and education activities during 2019 to facilitate organisational learning and to ensure that training, education and capability development gaps are identified and addressed. In total, the Defence Forces participated in 222 such activities during 2019, involving 434 personnel. This engagement helps to ensure that the Defence Forces remain up-to-date with regard to best international practice in terms of military thinking and expertise, and ensures that the Defence Forces remains interoperable both at home and overseas.

RESERVE DEFENCE FORCE (RDF) TRAINING

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

The funding available for RDF training in 2019 was maintained at a level to support planned training and a total of 1,014 Reservists utilised 18,295 paid man-days in pursuit of professional development through career courses, continuous professional development seminars and participation in integrated exercises as part of the Single Force concept.

LEADERSHIP, MANAGEMENT AND DEFENCE STUDIES PROGRAMME

During 2019, the Leadership, Management and Defence Studies (LMDS) Programme for enlisted personnel continued to develop and to be a source of significant success for the Defence Forces and its members. On October 31st, 164 personnel were conferred with awards by the Institute of Technology (IT) Carlow, including 52 with a Higher Level Certificate in LMDS (Level 6), 101 with a Minor Award in LMDS (Level 7) and 11 being conferred with a BA

(LMDS) (Level 7). This brings the total number of personnel conferred with awards by IT Carlow relating to the LMDS Programme to 1,261 since its inception in 2012. The Defence Forces' Training and Education Branch continues to promote the benefits of the Programme among soldiers, sailors and aircrew of 3* Private rank and to attract them to join the LMDS Programme. In 2019, the total number of Defence Forces personnel who have joined the Programme rose to 3,339.

In addition, Maynooth University conferred 77 Special Purpose Awards at Level 7 (LMDS) associated with Cadet training, 24 Special Purpose Awards at Level 7 (LMDS) associated with Potential Officer training, 47 Higher Diplomas (Leadership, Defence and Contemporary Security Studies) associated with the Junior Command and Staff Course, and 22 MAs (LMDS) associated with the 1st Joint Command and Staff Course (formerly known as the Senior Command and Staff Course). The National Maritime College of Ireland also conferred Leadership, Management and Naval Studies awards, at Level 6, to 14 personnel.

In addition, two Officers were conferred at Level 9 through the CIS Corps Young Officer Course.

TRAINEE TECHNICIAN SCHEMES

During 2019, a total of 42 personnel qualified under the Trainee Technician Scheme (TTS). Successful trainees comprised 13 CIS Corps students (Level 7), two Transport Corps students (Level 6), 21 Engineer Corps students (Level 6) and six Ordnance Corps students (Level 7).

525 students have now qualified under the Army TTS since 2000. At the end of 2019, there are 156 TTS students, drawn from the CIS, Transport, Engineer and the Ordnance corps in training, across 38 training locations.

Separately, during 2019, 13 personnel successfully qualified under the Naval Service TTS. These comprised two Electronic Engineer students (Level 7), eight Electronic Engineer Artificer students (Level 6) and three Hull Artificer students (Level 6).

In addition, five graduates from the Defence Forces' School of Catering received Level 5 Quality and Qualification Ireland (QQI) accredited awards.

MEDICAL SERVICES REVIEW

Arising from the difficulty in recruiting medical professionals to the Medical Corps, a review of how medical services are delivered continued to make progress during 2019. A joint civil-military Standing Committee made progress on a number of fronts during 2019, including:

- The tendering process for GP services was completed and a contract commenced with the service provider;
- Reviews of Physiotherapy, Dental and Pharmacy services were progressed towards finalisation;
- At the end of the year, there were three trainees enrolled on the Military Medicine Training Scheme; and

- An extension to the Service Level Agreement with the HSE's National Ambulance Service to facilitate clinical skills maintenance for Defence Forces paramedics was agreed.

LEGISLATION

During 2019, in relation to primary legislation, progress was made on the **Defence Forces (Evidence) Bill** which was published in August and, subsequently, the second stage Dáil debate on the Bill was completed in October. Regarding the **Defence (Amendment) Bill**, the text of this Bill was approved for publication by Government in December 2019.

Regarding secondary legislation, work continued during 2019, in conjunction with the military authorities, on the amendment and modernisation of various Defence Force Regulations made pursuant to the Defence Act 1954.

Strategic Goal - EFFICIENT AND INNOVATIVE MANAGEMENT OF RESOURCES

FINANCIAL MANAGEMENT

Comprehensive details of Defence Vote expenditure and Army Pensions Vote expenditure during 2019 are provided at Sections 4.1 and 4.2 of this Report while Section 4.3 contains details of the volume of transactions processed. In terms of compliance with Prompt Payment obligations, 99.7% of all payments made in 2019, within the Defence Sector, were paid within 30 days, with 93% of all payments being made within 15 days. Prompt Payment interest of €1,476.66 for late payments was paid on 87 invoices (totalling €158,973) in accordance with the Prompt Payment of Accounts Act 1997 (Late Payments in Commercial Transactions Regulations, 2002).

Engagement with the National Shared Services Office continued in 2019 on the design process for the Financial Management Shared Services project. Data cleansing of the existing Financial and Inventory Management systems was also advanced during the year.

LITIGATION

The Department's Litigation Branch manages cases taken against the Minister for Defence, including Personal Injuries Claims, Judicial Reviews, Plenary Summonses and Civil Bills. In doing so, the Branch works closely with both the State Claims Agency (SCA) and the Chief State Solicitor's Office (CSSO). Chart 2.2 and Table 2.5 provide details of the position in relation to all litigation cases handled during 2019.

Chart 2.2: Details of Litigation Cases during 2019

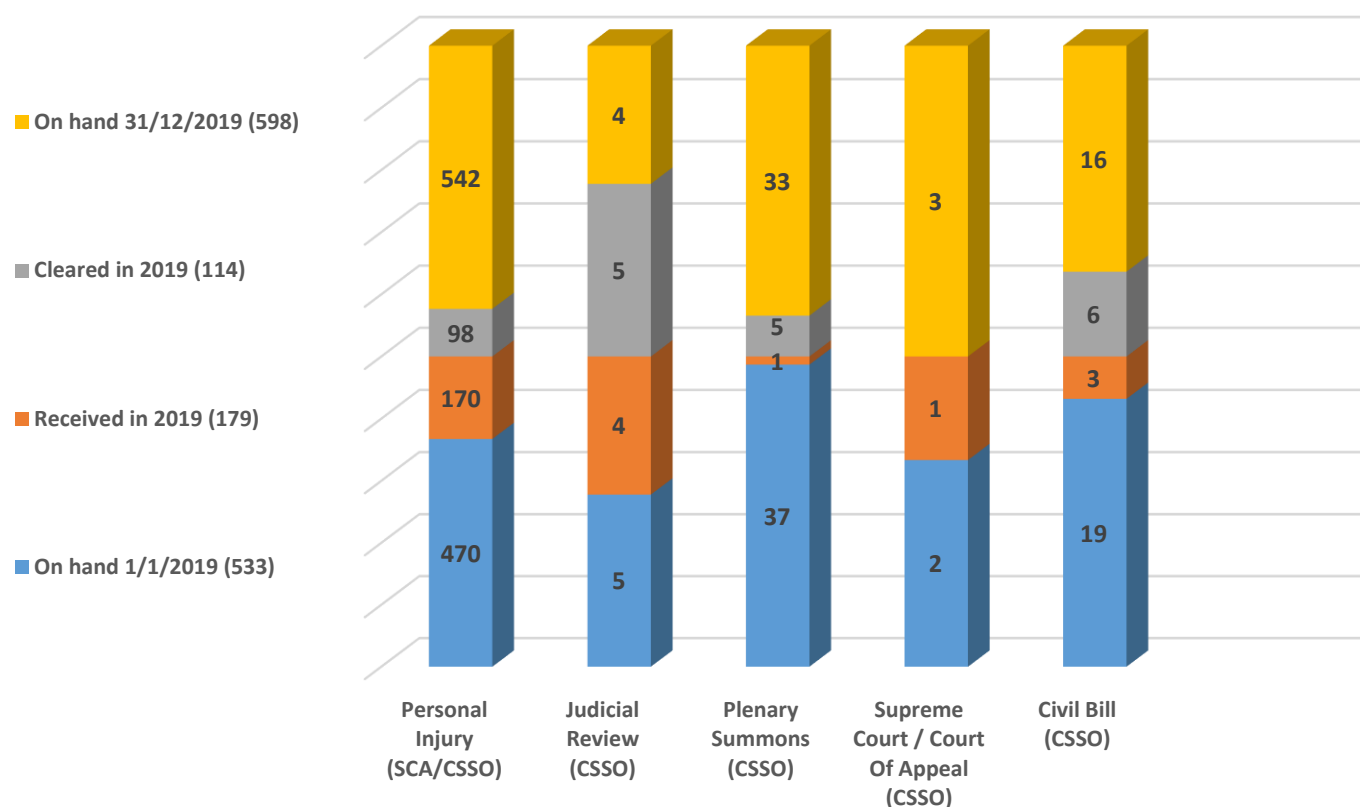


Table 2.5: Details of Litigation expenditure during 2017, 2018 and 2019

	CSSO			SCA			Other			TOTAL		
	Employment			Personal Injury			Miscellaneous					
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
	€	€	€	€	€	€	€	€	€	€	€	€
Settlements	188,820	399,976	43,200	1,979,491	3,374,961	3,177,131	--	--	--	2,168,311	3,774,937	3,220,331
Plaintiff Legal Costs	131,083	420,113	1,149,496	782,114	1,900,846	862,458	--	--	--	913,197	2,320,959	2,011,954
Medical Costs	--	--	--	86,731	95,298	124,872	--	--	--	86,731	95,298	124,872
Agency Solicitors Fees	--	--	--	152,203	317,007	314,876	--	--	--	152,203	317,007	314,876
Agency Counsel Fees	--	--	--	222,969	459,144	570,108	--	--	--	222,969	459,144	570,108
Injuries Board Assessment Fees	--	--	--	7,800	21,369	10,668	--	--	--	7,800	21,369	10,668
Miscellaneous Costs	--	--	--	100,115	78,565	133,541	6,528	2,277	14,948	106,643	80,842	148,489
DMP Legal Costs	--	--	--	--	--	--	109,198	30,788	15,025	109,198	30,788	15,025
Totals	€319,903	€820,089	€1,192,696	€3,331,423	€6,247,190	€5,193,654	€115,726	€33,065	€29,973	€3,767,052	€7,100,344	€6,416,323

IRISH RED CROSS SOCIETY

The Department of Defence provides an annual grant to the Irish Red Cross Society which is a contribution towards the salary and administration costs of running the Society's headquarters. The grant in 2019 amounted to a total of €932,000 (an increase of €32,000 from 2018) of which €130,000 represented the Government's annual contribution to the International Committee of the Red Cross.

Strategic Goal - DEVELOP MANAGEMENT STRUCTURES, ORGANISATION AND PEOPLE

CONCILIATION AND ARBITRATION

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

REVIEW OF THE CONCILIATION AND ARBITRATION SCHEME FOR PDF MEMBERS

An independent review of the Conciliation and Arbitration scheme for members of the PDF was completed in 2018. The report of the review contained a number of recommendations. Seven meetings of a sub-committee, comprising the parties to the scheme, including the PDF Representative Associations were held during 2019, for the purpose of agreeing a revised scheme, incorporating the recommendations in the review. One of the recommendations was the appointment of an independent Chairperson of Council, to be identified by the Workplace Relations Commission and appointed by the Minister for Defence, in consultation with the parties. [An appointment was subsequently made in early 2020.]

REPRESENTATIVE ASSOCIATION OF COMMISSIONED OFFICERS (RACO)

During 2019, RACO lodged three new claims at Conciliation Council. There were five meetings of Council, six Pay and Allowance sub-committee meetings, and one Induction sub-committee meeting. One agreed report was signed in 2019.

PERMANENT DEFENCE FORCES OTHER RANKS REPRESENTATIVE ASSOCIATION (PDFORRA)

PDFORRA lodged seven new claims at Conciliation Council during 2019. There were six meetings of Council and six Pay and Allowance sub-committee meetings during the year. There were eight agreed reports signed in 2019. There was one adjudication hearing in 2019 arising from claims received through the Conciliation and Arbitration process.

JOINT SUB-COMMITTEE MEETINGS

Three meetings of the Sub-committee to review the Change of Station Allowance, and four meetings of the Sub-Committee to apply the Working Time Directive for members of the PDF also took place during 2019.

PUBLIC SERVICE STABILITY AGREEMENT (PSSA) 2018-2020

The Public Service Stability Agreement 2018-2020, provides for increases in pay ranging from 6.2% to 7.4% over the lifetime of the Agreement. The following increases due under the PSSA in 2019 were paid to members of the Defence Forces:

- Annualised salaries up to €30,000 were increased by 1% from 1st January 2019; and
- All annualised salaries were increased by 1.75% from 1st September 2019.

WORKING TIME DIRECTIVE

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

The Department of Employment Affairs and Social Protection has lead responsibility for amending existing legislation in order to remove the current blanket exemption on An Garda Síochána and the Defence Forces from the scope of the 1997 Act. During 2019, the Department of Employment Affairs and Social Protection liaised with the Department of Defence on what is a complex process and work remains ongoing. The Defence Forces also undertook significant work during 2019 in examining the nature of the duties of the Defence Forces and how the EU Directive can be applied to its members.

GENDER, EQUALITY AND DIVERSITY IN THE DEFENCE FORCES

In relation to Women Peace and Security, Ireland's 3rd National Action Plan was launched in June 2019 and this reaffirms the Defence Forces' commitment to the implementation of United Nations Security Council Resolution (UNSCR) 1325. This commitment manifests through the continued briefing of Defence Forces personnel on gender issues on all career courses while a special emphasis continues to be included in all pre-deployment training, especially in relation to the protection of vulnerable groups, the prevention of sexual violence, sexual exploitation and abuse and related Codes of Conduct.

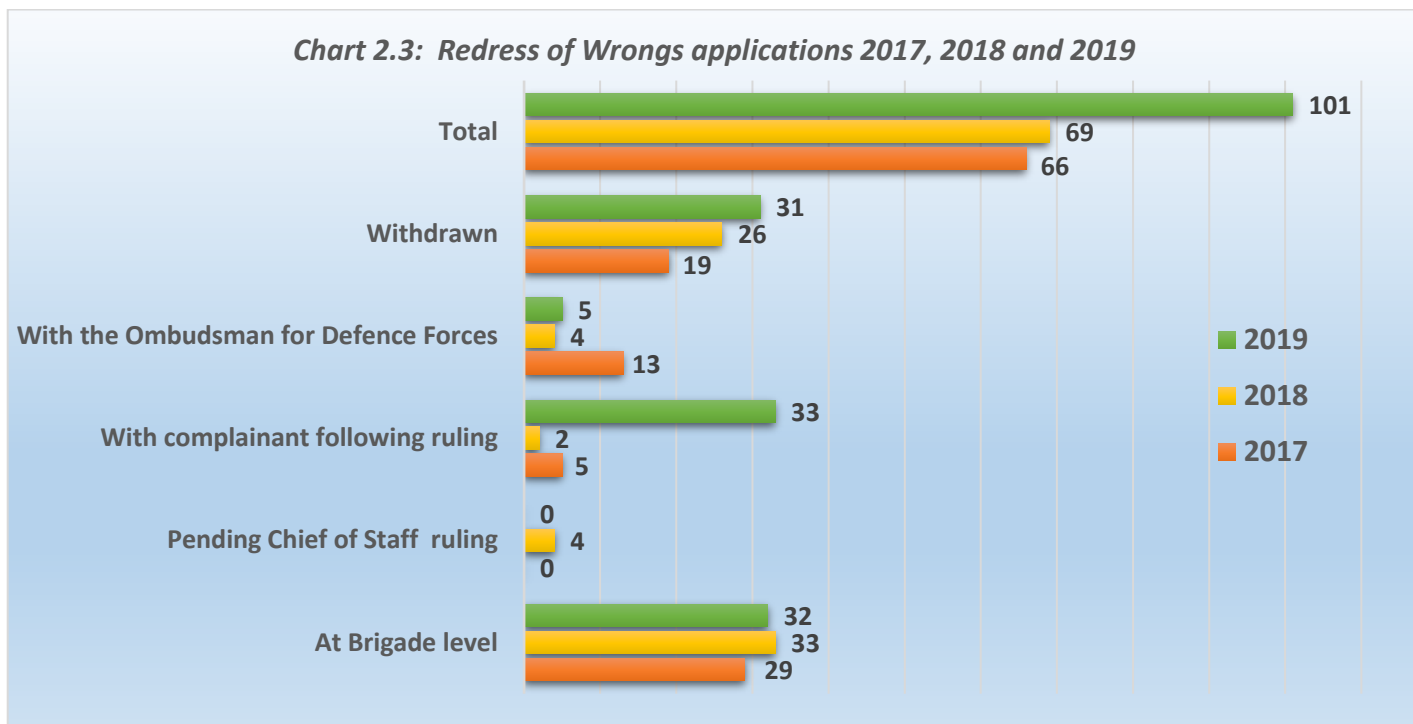
Work also continued during 2019 on two gender related White Paper Projects; one to explore the contribution of gender focused measures in peacekeeping, particularly in relation to the deployment of female personnel, and another which aims to conduct a survey to identify impediments to the advancement of women in the PDF.

With regard to equality, diversity and inclusion, Defend with Pride, the Defence Forces' LGBT Network continued to support LGBTI personnel within the organisation and their families. Members of Defend with Pride were also invited to address other Government organisations and national entities over the course of the year. In addition, the Network was invited to address NATO, including Partner nations, and was instrumental in the creation of NATO's new, informal LGBT Network (PROUD@NATO).

In further acknowledgement that a modern Defence Forces must reflect the demographics of Irish society, a joint civil-military working group was established in 2019 to progress the development of a Transgender Employment Policy for the Defence Forces while the Defence Forces also continued, during 2019, to proactively contribute to the OPS 2020 Action 16 on Diversity and Inclusion.

REDRESS OF WRONGS

Chart 2.3 provides end of year details in respect of 101 Redress of Wrongs applications received during 2019 with 2017 and 2018 figures also provided for comparison.



OMBUDSMAN FOR THE DEFENCE FORCES

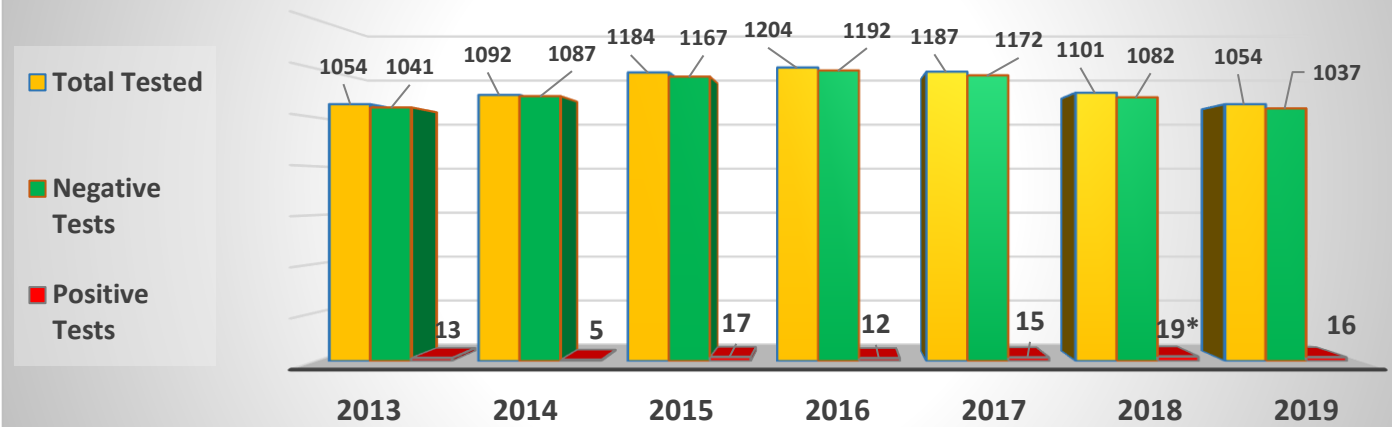
The Ombudsman for the Defence Forces (ODF) launched a combined Annual Report for 2017 and 2018 in August 2019. The Annual Report noted that a substantial number of complaints were resolved internally by the Defence Forces without the need for referral to the ODF, and confirmed that the ODF is in a position to report and conclude on all cases within six to eight weeks of their referral.

DRUG TESTING DURING 2019

In 2019, the Defence Forces drug testing team conducted 1,054 random drug tests in a total of 16 different locations. Of these, there were 16 positive results which represents 1.52% of the numbers tested. This is broadly in line with the general trend over the past number of years.

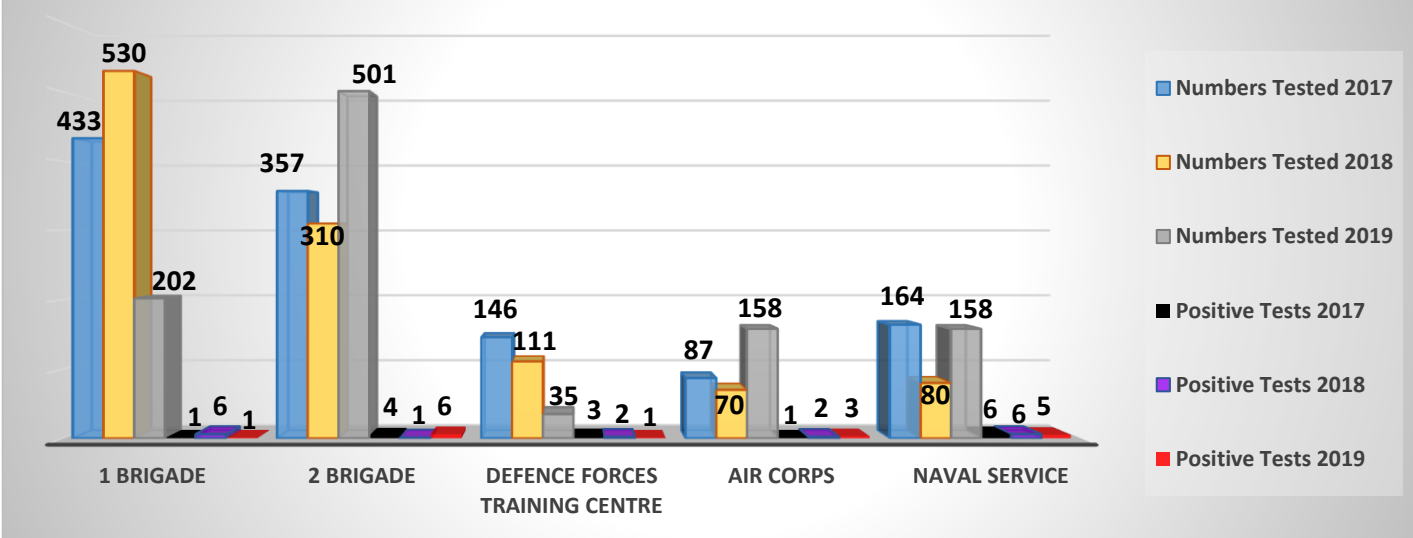
Further details are contained in Charts 2.4 and 2.5 below, along with comparisons with recent years.

Chart 2.4: Details of Compulsory Random Drug Tests from 2013 to 2019



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

Chart 2.5: Compulsory Random Drug Testing by location in 2017, 2018 and 2019



In terms of targeted drug testing, three personnel were in the targeted drug testing programme at the start of 2019. A total of 15 targeted tests were carried out during the testing period, with an additional four personnel joining the programme during the year. Of these personnel, one completed the process and was retained in service, 16 tested positive for controlled drugs substances and re-entered the administrative process. At the end of 2019, there were five persons remaining in the targeted drugs testing process.

SUPPORT TO VETERANS GROUPS

During 2019 quarterly meetings were held with the recognised veterans associations. The Minister with responsibility for Defence attended the meetings held in December with the Organisation of National Ex-Service Personnel (ONE), the Irish United Nations Veterans Association (IUNVA) and the Association of Retired Commissioned Officers. Matters of interest to veterans were discussed at these meetings. The Minister also

attended the annual Defence Forces Veterans Day which took place in the National Museum of Ireland, Collins Barracks, on 11th May 2019.

The Government remains committed to supporting and providing funding to ONE and IUNVA. Annual grants of €100,000 and €11,000 were paid to ONE and IUNVA respectively in 2019. In addition, funding was sought and granted from the Dormant Accounts Fund, covering the period 2020–2022, which will result in a total of €300,000 being allocated to the organisations under the Dormant Accounts Fund Action Plan 2020.

CIVIL SERVICE LEARNING AND DEVELOPMENT

The Department's culture of prioritising and developing learning and development opportunities for staff continued in 2019. During the year, 1,585 development interventions were provided through training courses, conferences/seminars, briefings and events. Expenditure on Learning and Development during the year was €208,596. The Department's commitment to developing the shared learning model, *OneLearning*, continued and the roll out of the new Learning Management System was successfully implemented in 2019. The Department continues to ensure Defence Organisation niche learning and development requirements are addressed as required.

CUSTOMER SERVICE

The Department of Defence and the Defence Forces are committed to the provision of the highest standard of Customer Service to the individuals and organisations with whom we interact. The Department of Defence and Defence Forces Customer Charter sets out the standards of service we aim to provide in accordance with the principles of quality Customer Service, as approved by Government. During 2019, the Department was contacted on a total of 226,421 occasions, either by telephone, post or e-mail. This includes two items of correspondence received in Irish. In summary, 97.6% of correspondence received was acknowledged within three working days and the rate of response within three working weeks was 99.75%.

IRISH LANGUAGE SCHEME

The Department of Defence is committed to fulfilling the obligations set out in the Official Languages Act 2003 with regard to the level of service provided through Irish. In 2019, events were held to promote the use of the Irish language within the Department. In September, representatives from the Department attended the Oireachtas Joint Committee on the Irish Language, the Gaeltacht and the Islands. The Department continues to meet its commitments under the Irish Language Scheme regarding services to be provided through the medium of Irish and English.

CIVIL SERVICE RENEWAL PLAN

The Department of Defence continued to contribute to the development and implementation of civil and public service renewal and development programmes. During 2019, the Department progressed actions to address the results of the 2017 Civil Service Employee Engagement Survey in line with the Department's change management programme; Adapting to a Changing Environment (ACE).

One of the Department's submissions was successful in being shortlisted for the 2019 Civil Service Excellence and Innovation Awards.

OUR PUBLIC SERVICE (OPS) 2020

OPS 2020 establishes the overall strategy for development and innovation in the Public Service to 2020 and beyond. It is designed to build on the significant achievements of previous phases of reform while, in parallel, pursuing new initiatives to further develop the culture of continuous improvement across the Public Service.

As part of OPS 2020, the Defence Organisation was chosen in 2018 as the lead in the implementation of one of six identified key priority actions; Action 10 – Embed Programme and Project Management across the public service. The joint civil-military White Paper Implementation Facilitation Team are facilitating this and, during 2019, continued to liaise very closely with other public service bodies and the Project Managers Leaders & Advisory Service (PMLAS). An Action 10 Team, incorporating personnel from different sectors across the civil and public service, previously identified eight initiatives, three of which were prioritised and in 2019 were delivered as follows:

- (a) Initiative 4: Identify pilot policy/strategic projects to demonstrate the benefits of Programme and Project Management. In this regard, exemplar case studies were collated from across the public service and a Catalogue/Reference Guide was developed, together with a detailed Index, which was launched at the first Public Service Project Manager's Network (PSPMN) Conference on 3rd September 2019. These are available to view on the new www.OPS2020.gov.ie website.
- (b) Initiative 6: Develop reach of the current Civil Service Project Manager's Network (CSPMN), including with possible sub-networks at public service level. In this regard, a formal transition from the CSPMN to the PSPMN took place at the PSPMN Conference on 3rd September 2019 and was followed by a second Conference on 10th December 2019.
- (c) Initiative 7: Handbooks for Programme and Project Management. During 2019, a Handbook was developed for the purpose of providing user friendly guidelines on how to adopt a project management approach for members of the public service. It was formally launched at the PSPMN Conference on 10th December 2019 and is available to view on www.OPS2020.gov.ie.

During 2019, work also commenced in relation to the remaining initiatives and will be ongoing throughout 2020.

CIVIL SERVANTS AND CIVILIAN EMPLOYEES

The number of civil service staff employed by the Department of Defence as at 31st December 2019 was 369⁵ (351 WTE).

The Department of Defence employs civilian staff at various military installations to support the upkeep and maintenance of military infrastructure and equipment. The grades employed are spread across a wide spectrum

⁵ This figure does not include the two special advisers to the Minister.

and include craft workers (Electricians, Carpenters, Plumbers, Fitters, Welders etc.), services (General Operatives), administrative (Clerks, Storemen), healthcare professionals (Social Workers, Physiotherapists, Pharmacists) and other specialist grades (Archivists, Aircraft Inspector/Instructor, Technicians, Quantity Surveyors, Draughtsmen).

In 2019, 48 civilian appointments were made from external competitions and there were nine internal promotions. There were 17 competitions held during the course of the year, covering approximately 54 vacancies. As of 31st December, and arising from these competitions, there were an additional 14 candidates in the process of security/medical clearance, prior to appointment. The number of civilian employees, employed by the Department at the end of 2019, excluding those yet to be cleared and appointed, was 451 (444 whole time equivalent).

EQUALITY

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

In compliance with Part 5 of the Disability Act 2005, the Department of Defence undertook, where practicable, to promote and support the employment of people with disabilities. The percentage of civil servants who have self-declared a disability was 4.33% and the percentage of civilian employees with a disability was 6% at end of 2019.

The Department's policy is that all personnel be accorded equality of opportunity and treatment and includes a commitment to the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by women. In 2019, 39% of Principals and 46% of Assistant Principals were women. Overall, 42% of staff at the grades of Assistant Principal and upwards were filled by women.

INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

The Department's ICT Branch provides the technical platforms and systems to enable staff to carry out their functions with the maintenance and development of these being an integral part of the 2019 support programme.

The Department's five-year ICT strategy continued to be implemented during 2019 to address the complex challenges and changes in technologies, service delivery and the evolving security environment.

The strategy, which guides the future investment in, and management of ICT within the Department, seeks to ensure that a strategic approach is taken to the ongoing development of ICT services and capabilities and that the focus of ICT delivery is fully aligned with the Department's business needs over the coming years.

The strategy, through a "Build to Share first" approach, has exploited relevant opportunities available through the Office of the Government Chief Information Officer's "Build to Share" and "Government Cloud Platform" initiatives.

OFFICE OF GOVERNMENT PROCUREMENT

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

During 2019, the Defence Organisation continued to pursue the potential for enhanced cooperation in joint procurement activities through the Defence and Security Sector Category Council, established under the auspices of the OGP. This Category Council is chaired by the Department of Defence and includes representation by personnel with responsibility for procurement from An Garda Síochána and the Irish Prison Service. The Defence Organisation is also represented on relevant Category Councils for other expenditure portfolios (Health, Education and Local Government). The Defence Organisation uses central framework contracts to acquire goods and services that are common to the public service.

The Department of Defence is also represented on the OGP Procurement Executive at Principal level, and this met on nine occasions during 2019.

Section 3: Defence Forces Operational Outputs

Strategic Goal - DELIVER OPERATIONS SUCCESSFULLY

AID TO THE CIVIL POWER

Domestic security is primarily the responsibility of the Department of Justice and Equality and An Garda Síochána. The Defence Forces provide Aid to the Civil Power (ATCP) support on request. Table 3.1 provides details of the number and type of ATCP operations where the Defence Forces provided support to An Garda Síochána during 2019 and provides a comparison with recent years.

Table 3.1: Aid to the Civil Power operations 2017-2019

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

* Refers to days

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

OVERSEAS DEPLOYMENTS [ON PEACE SUPPORT OPERATIONS]

In planning and supporting overseas operations, the combined engagement of the Defence Forces and Departmental staff is an essential element in the effective management of deployments. This includes reviewing

⁶ The Department recoups the full economic cost incurred as a result of escort and security services provided to the Central Bank in the previous year. The total cost of this service in 2018 was €1.33m and this amount was received from the Central Bank on 14th October 2019.

⁷ These three separate VIP visits resulted in a total of 2,614 personnel being deployed in support of An Garda Síochána.

⁸ These 15 separate search operations resulted in a total of 388 personnel being deployed in support of An Garda Síochána.

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 2019, 1,785 members of the PDF served overseas in various missions. Table 3.2 provides a breakdown of mission categories and troop deployments on January 1st and December 31st for the years 2017, 2018 and 2019.

Table 3.2: Details of Overseas Postings 2017*, 2018* and 2019

Mission	01 Jan 2017	31 Dec 2017	01 Jan 2018	31 Dec 2018	01 Jan 2019	31 Dec 2019
UNTSO (Middle East)	12	12	12	12	12	9
MINURSO (Western Sahara)	3	3	3	3	3	3
MONUSCO (Democratic Rep Congo)	4	4	4	4	4	3
UNOCI (Cote d'Ivoire)	1	0	0	0	0	0
UNIFIL HQ (Lebanon)	30	30	30	9	9	9
UNIFIL Infantry Battalion (Lebanon)	341	341	341	443	443	340
UNIFIL Sector West HQ (Lebanon)	8	8	8	8	8	8
UNDOF Infantry Group (Golan Heights)	130	130	130	130	130	129
UNDOF HQ (Golan Heights)	6	6	6	8	8	8
MINUSMA (Mali)	0	0	0	0	0	13
SUB-TOTAL (UN)	535	534	534	617	617	522
EUFOR (Bosnia & Herzegovina)	7	5	5	5	5	5
German-led Battlegroup 2016	10	0	0	0	0	0
UK-led Battlegroup 2016	5	0	0	0	0	0
German-led Battlegroup 2020	0	0	0	0	0	10
EUTM Mali	18	20	20	20	20	19
Operations HQ/Floating HQ (Operation Sophia HQ)	0	3	3	5	5	3
SUB-TOTAL (UN Mandated Missions)	40	28	28	30	30	37
KFOR HQ	12	12	12	12	12	13
SUB-TOTAL (NATO/PfP)	12	12	12	12	12	13
OSCE	2	1	1	1	1	1
SUB-TOTAL (OSCE)	2	1	1	1	1	1
UNNY (New York)	1	1	1	1	1	1
EUMS (Brussels)	4	4	4	5	5	6
NATO/PfP (Belgium)	5	5	5	5	5	6
Irish Delegation to OSCE (Vienna)	1	1	1	1	1	1
CSDP/PSC (Brussels)**	9	8	8	11	11	8
SUB-TOTAL (OSCE / MIL. REPS / ADVISERS / STAFF)	20	19	19	23	23	22
TOTAL PERSONNEL OVERSEAS	609	594	594	683	683	595

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

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

United Nations Interim Force in Lebanon (UNIFIL)

Ireland assumed full duties and responsibilities of IRISHBATT from November 2018 to November 2019 and, as a result, deployed an additional contingent of approximately 106 Defence Forces personnel to the mission following the departure of the Finnish/Estonian contingent in November 2018.

Arrangements were put in place with the United Nations during 2019 for Poland to partner Ireland in UNIFIL from November 2019. As a result, in November 2019 Ireland reduced its contribution of troops in UNIFIL to approximately 340 personnel with Poland providing some 220 personnel. Hungarian personnel are also deployed as part of the Polish contingent. Partnership with other States is an important element of peacekeeping operations.

There were two troop rotations during 2019. In May, the 114th Infantry Battalion replaced the 113th Infantry Battalion and then in November the 114th Infantry Battalion was replaced by the 115th Infantry Battalion. The 114th Infantry Battalion comprised 10 Armed Forces of Malta (AFM) personnel and nine AFM personnel deployed with the 115th Infantry Battalion. Maltese personnel underwent pre-deployment training in Ireland prior to their six month deployment in UNIFIL.

The Government remains strongly committed to the maintenance of peace and security in Lebanon through our continued participation in UNIFIL.

United Nations Disengagement Observer Force (UNDOF)

The Irish contingent deployed with UNDOF in the Golan Heights is tasked primarily to serve as the Force Mobile Reserve, providing a Quick Reaction Force which is on standby to assist with on-going operations within the UNDOF area of responsibility. There were two rotations during 2019. In March, the 59th Infantry Group replaced the 58th Infantry Group and then in October the 60th Infantry Group replaced the 59th Infantry Group.

Ireland's Brigadier General Maureen O'Brien took up the role of Deputy Force Commander UNDOF in September 2019. In the interim period, Brigadier General O'Brien has now undertaken the role of Acting Force Commander following the sudden passing of the incumbent on 19th April 2019.

The UNDOF mission maintains regular contact with the Israeli Defence Forces and Syrian Arab Armed Forces in the context of its role in the area of separation, ensuring the security and safety of its personnel and a common understanding of its role between the parties. The continued presence of the UNDOF mission remains an important element in ensuring stability not only in the Golan Heights but throughout the wider Middle East region.

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

The United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) is the UN mission providing support to the Malian Government in reasserting its authority over northern Mali. MINUSMA was established in April 2013 by UN Security Council Resolution 2100 to stabilise the country after the Tuareg rebellion

(2012). The role of the mission is to ensure security, stabilization and protection of civilians; supporting national political dialogue and reconciliation; and assisting the re-establishment of State authority, the rebuilding of the security sector, and the promotion and protection of human rights in Mali.

Government and Dáil approval was received in June 2019 for the deployment of a contingent of the Defence Forces to participate in MINUSMA. During September 2019, two officers deployed to the MINUSMA Force Headquarters in Bamako and an additional 10 personnel drawn from the Army Ranger Wing deployed with the German Armed Forces to Camp Castor in Gao, Mali.

European Union Training Mission – EUTM Mali

The objective of this EU Training Mission is to improve the capacity of the Malian Armed Forces to maintain security in Mali and restore the authority of the Malian Government and the territorial integrity of the Malian State. Alongside standard infantry training, training is provided in international humanitarian law, the protection of civilians and human rights. A contingent of Defence Forces personnel has been deployed to EUTM Mali since March 2013. 20 members of the Defence Forces were deployed to the mission during 2019. Irish personnel are based in the mission headquarters in Bamako and in Koulikoro Training Centre.

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

Operation 'ALTHEA' in Bosnia and Herzegovina (BiH) continues to focus on maintaining a safe and secure environment while overseeing the transfer of military tasks to national authorities. This mission remains an important part of the EU's comprehensive efforts in BiH to support a political process aimed at enabling BiH, on the basis of necessary reforms, to continue to move forward in the EU integration process. Five members of the Defence Forces were deployed to the mission headquarters in Sarajevo during 2019.

Kosovo Force (KFOR)

Ireland continues to contribute to the UN-authorized and NATO-led Peace Support Operation in Kosovo (KFOR). 12 Defence Forces personnel were deployed to this mission up until November 2019 at which time the number of personnel deployed increased to 13.

United Nations Truce Supervision Organisation (UNTSO)

Ireland deployed 12 Defence Forces personnel as military observers within the UNTSO mission area of Lebanon, Egypt, Jordan, Syria and Israel during 2019.

NAVAL SERVICE OVERSEAS DEPLOYMENTS

Between May 2015 and October 2018, Naval Service vessels were deployed overseas on a regular basis to assist with the collective effort to save lives in the Mediterranean. Initially, this was under 'Operation Pontus' which was a humanitarian search and rescue mission conducted as part of a bilateral agreement with Italy. Subsequently, from October 2017 the vessel deployment was under the EU Naval Mission in the Mediterranean, known as EUNAVFOR

MED or 'Operation Sophia', until October 2018. Following a decision adopted by the European Council in March 2019 to temporarily suspend deployment of its naval assets, no further naval vessels were deployed. However, Defence Forces personnel have continued to serve in the mission Operational Headquarters (OHQ) in Rome. Five personnel had been deployed to the OHQ and in April 2019 this was reduced to three personnel.

In September 2019, the Naval Service flagship, LÉ Samuel Beckett, was tasked with a diplomatic mission to New York and Boston in support of the Government's bid to secure a seat on the United Nations Security Council. While in New York, the vessel and its crew facilitated numerous Enterprise Ireland and IDA events, and a diplomatic function was also hosted on board by the Minister with responsibility for Defence. LÉ Samuel Beckett also had the honour of a visit from President Higgins before it departed for Boston where the Irish Consulate held a number of diplomatic events on board. The visit to both New York and Boston afforded the Irish diaspora an opportunity to visit the ship, which was open to the public, and in total over 7,700 people visited the ship.

AID TO THE CIVIL AUTHORITY

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

During 2019, ATCA operations included the deployment of a total of 88 personnel on seven separate occasions, between January and July, to Dublin, Cork and Kildare following requests for support from the Health authorities due to industrial action by ambulance personnel. A further 66 personnel were deployed in early October to assist the civil authorities with flood relief operations in counties Galway, Cork and Kerry in the context of Storm Lorenzo. Furthermore, gorse fires resulted in Air Corps' helicopters being deployed on three separate dates to assist the civil authorities in dealing with serious outbreaks; on 27th February to Co. Wicklow, 22nd April to Co. Donegal and 22nd May to Co. Mayo. In total, 50 personnel were deployed over the course of these three operations, including the deployment of troops on the ground in Co. Donegal.

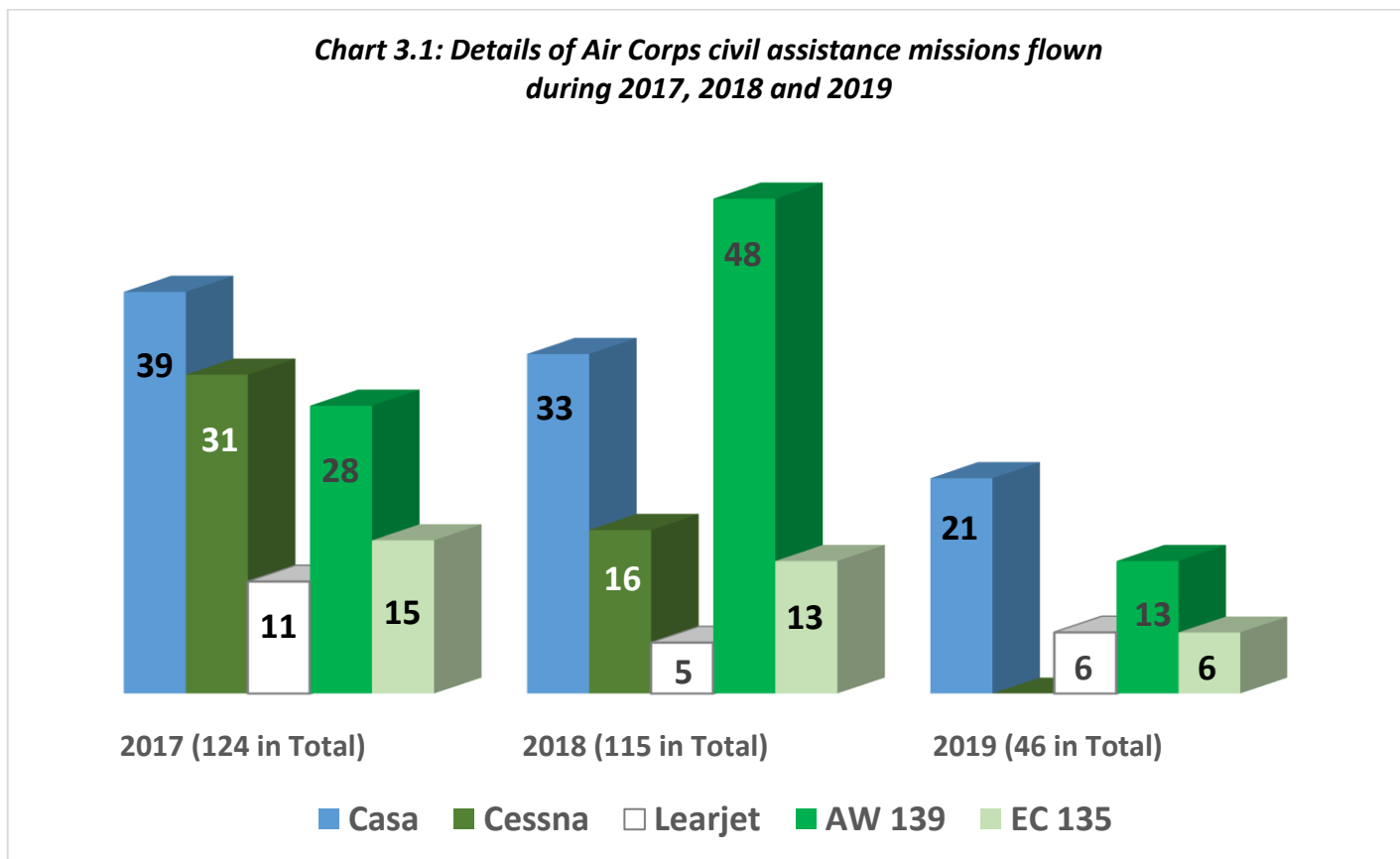
Table 3.3 below provides details of ATCA operations carried out by the Naval Service during 2019.

Table 3.3 Naval Service ATCA Operations in 2019

Date	Details
22 March	Irish Coast Guard (IRCG) request for Naval Service Diving Section assistance in relation to a missing person, Inisheer, Aran Islands.
07 April	IRCG request for Naval Service Diving Section assistance in relation to a missing person, Doolin, Co. Clare.
10 April	IRCG request for Naval Service Diving Section assistance in relation to a missing person, Ballycotton, Co. Cork.
25 May	IRCG request for Naval vessel (LE Orla) assistance in relation to divers in difficulty, Irish Sea.
08 August	IRCG request for Naval vessel (LE George Bernard Shaw) assistance in relation to a diver in difficulty, Courtmacsherry Bay, Cork.
21 October	Marine Survey Office request for Naval Service assistance in relation to an illegal towing operation, Schull, Co. Cork.

Chart 3.1 below provides details of ATCA operations carried out by the Air Corps during 2019, with details for 2017 and 2018 also provided for comparison purposes. Such missions include search and rescue support to the Irish Coast Guard, delivery and collection of ballot boxes to and from the islands, flood relief missions, response to major accidents, gorse fires, bog surveys and wildlife surveys.

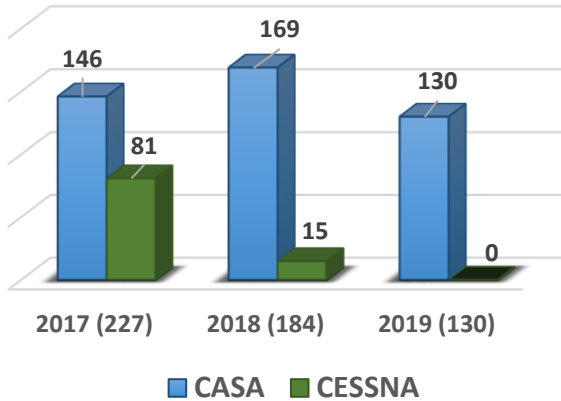
These missions also include the inter-hospital Air Ambulance Service which provides for emergency transfers of patients and transport of emergency organ retrieval teams, including paediatric organ transplant transfers to the UK. The HSE's Aeromedical Desk in its National Emergency Operations Centre is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



FISHERY PROTECTION

Fishery protection services provided during 2019 were based on outputs agreed with the Sea Fisheries Protection Authority (SFPA). Throughout the year, the Naval Service worked in close cooperation with the SFPA on all aspects including in relation to a re-emphasis on a risk based approach to fishery protection to better utilise resources. During the year, the Naval Service carried out a total of 1,036 fishery patrol days while the Air Corps carried out a total of 130 separate patrols. Charts 3.2.1 and 3.2.2 and Table 3.4 below provide details of Air Corps and Naval Service patrol activities during 2019 with details for 2017 and 2018 also provided for comparison purposes. The Cessna aircraft fleet, which had carried out inshore patrols only, were withdrawn from operational tasks in October 2018.

**Chart 3.2.1: Air Corps Fishery Patrols
2017-2019
Number of Missions**



**Chart 3.2.2: Air Corps Fishery Patrols
2017-2019
Total Flight Hours**

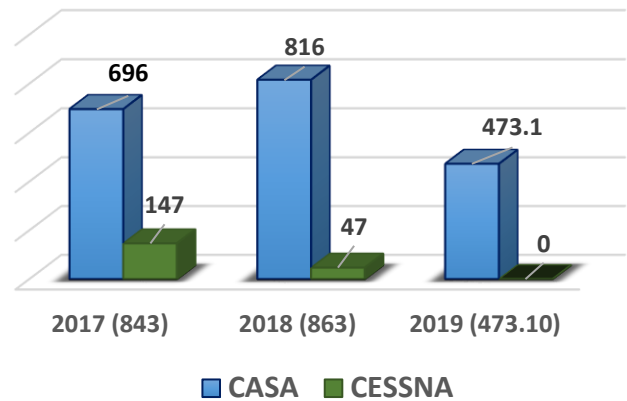


Table 3.4: Details of Naval Service fishery protection activity during 2017, 2018 and 2019

Fishing Vessel Nationality	Sightings			Boardings			Detentions			Infringements		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
Irish	791	576	606	634	399	354	5	3	5	12	1	6
Spanish	255	220	276	207	161	240	0	2	2	0	1	0
UK	127	95	96	108	68	70	1	2	2	2	1	2
French	272	142	119	220	99	86	0	0	1	2	1	0
Belgian	16	10	10	15	8	4	0	0	1	0	0	0
German	13	4	4	11	4	4	0	0	0	1	0	0
Dutch	15	11	15	11	8	7	0	0	0	0	0	0
Portuguese	0	2	2	0	1	2	0	0	1	0	0	0
Russian	25	8	4	12	5	3	0	0	0	0	0	0
Norwegian	3	5	0	1	2	0	0	0	0	0	0	0
Faroese	2	2	0	1	2	0	0	0	0	0	0	0
Icelandic	0	3	0	0	3	0	0	0	0	0	0	0
Latvian	0	1	0	0	1	0	0	0	0	0	0	0
Danish	1	4	0	1	1	0	0	0	0	0	0	0
Greenland	0	0	1	0	0	1	0	0	0	0	0	0
Estonian	0	0	1	0	0	1	0	0	0	0	0	0
Total	1,520	1,083	1,134	1,221	762	772	6	7	12	17	4	8

Charts 3.3.1, 3.3.2, 3.4.1 and 3.4.2 below provide details of the Air Corps' support to the HSE's Emergency Aeromedical Support (EAS) service which operates on a daily basis out of Custume Barracks, Athlone. This service provides rapid patient transport to an appropriate facility where the land transit time, given the patient's condition and its severity, would not be clinically acceptable. A decision to deploy the EAS service is guided by EAS clinical tasking criteria, as determined by the National Ambulance Service Medical Director.

Chart 3.3.1: Details of EAS Missions completed during 2019
(Aircraft AW 139)

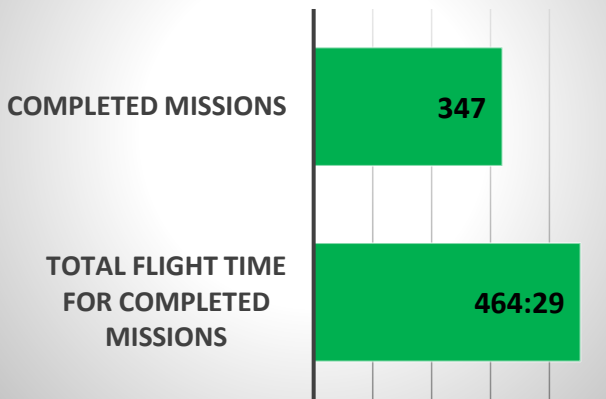
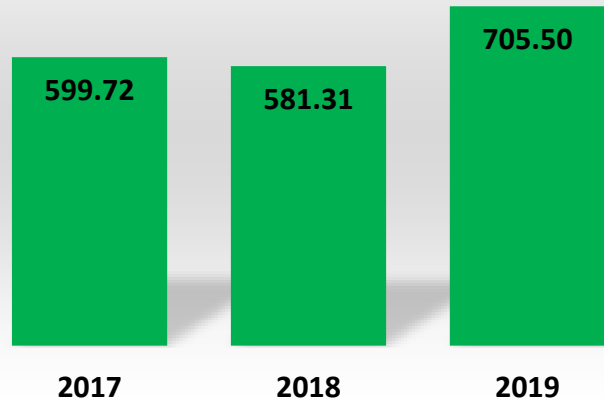


Chart 3.3.2: Comparison of Total Operational Flight Time on EAS Missions*



* Includes missions where the AW139 was stood down

Chart 3.4.1: Nature of EAS Missions completed during 2019

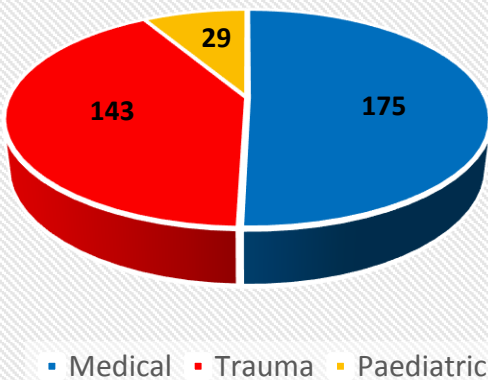
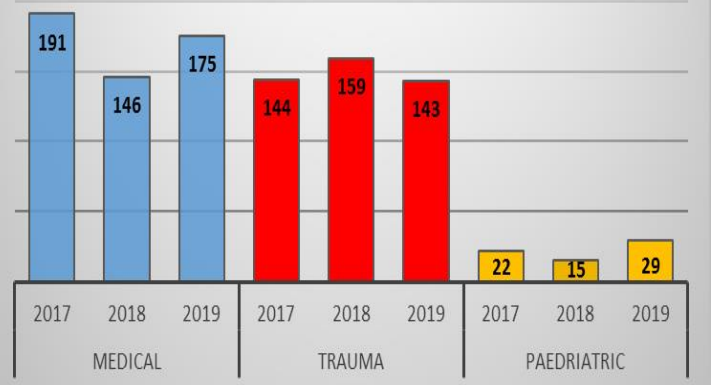


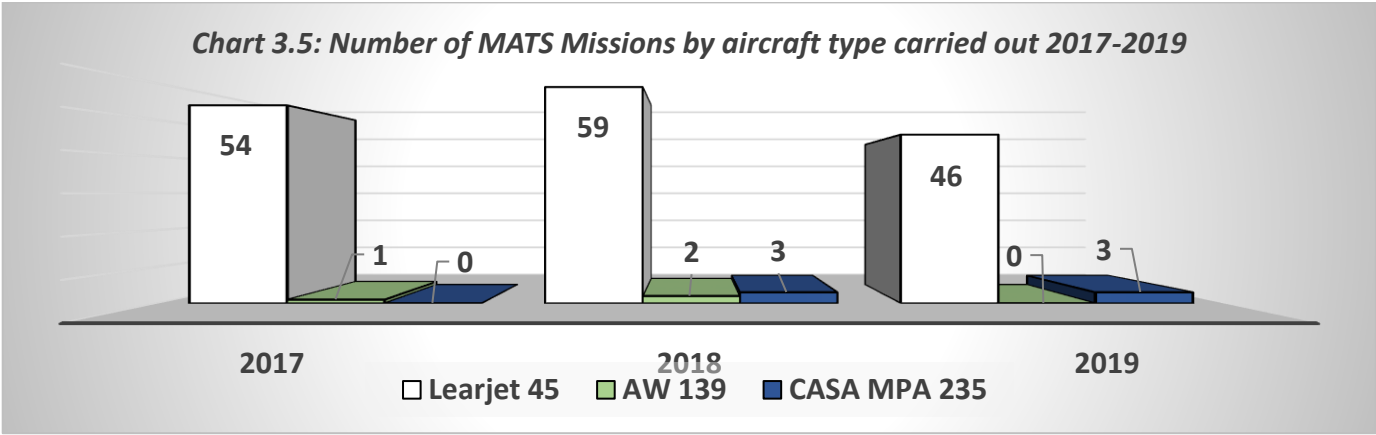
Chart 3.4.2: Number and Nature of completed EAS Missions 2017 - 2019



MINISTERIAL AIR TRANSPORT SERVICE

The Ministerial Air Transport Service is provided by the Air Corps to assist the President and members of the Government in fulfilling their official engagements at home and abroad. Updated statistical information relating to the use of the Service is published on www.gov.ie/en/organisation/department-of-defence on a monthly basis. Chart 3.5 below contains summary details in respect of 2019 with similar details for 2017 and 2018 also provided for comparison purposes.

Chart 3.5: Number of MATS Missions by aircraft type carried out 2017-2019



ARMY EQUITATION SCHOOL

During 2019, the Army Equitation School competed in 11 international horse shows winning four international competitions. In addition, Army horses also participated over 38 days at national competitions throughout the country, including the Dublin Horse Show at the RDS. Following the performance of Bishops Quarter and Captain Geoff Curran in the Puissance competition at the Dublin Horse Show, the School was invited to compete at the 4 Star Liverpool International Horse Show where Bishops Quarter cleared a height of 2.15m to achieve a high level placing.

During 2019, three new horses were purchased leaving the School with a total stock of 41 horses at the end of the year. The personnel strength of the School was 31, comprising seven Officers (including four Riding Officers), seven Non-Commissioned Officers and 17 Privates.

CEREMONIAL SERVICES

The Defence Organisation plays a highly significant and noteworthy role in many State commemoration ceremonies. Chart 3.6 provides summary details of engagements by the Defence Forces School of Music Military Bands during 2019 while Table 3.5 provides details of the Defence Forces contribution to both State and Military ceremonial events during 2019.

CHART 3.6: SCHOOL OF MUSIC ENGAGEMENTS 2019

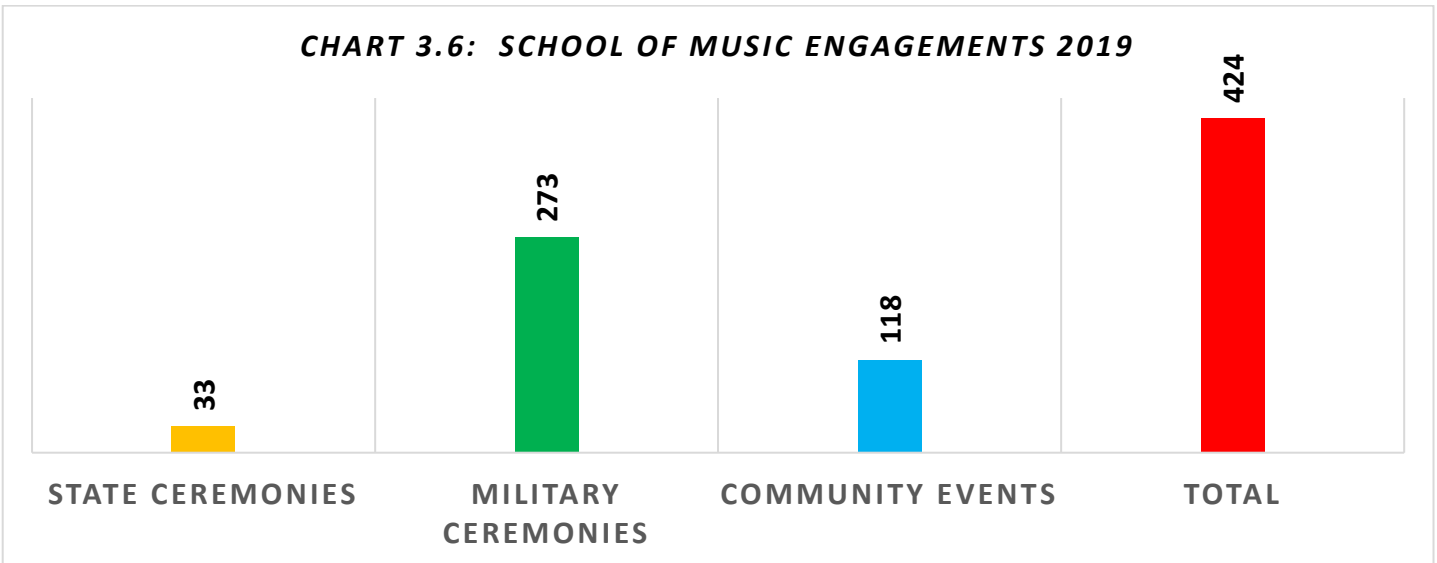


Table 3.5: Details of the Defence Forces contribution to State and Military ceremonial events during 2019

Date	Event	Total DF Numbers ⁹
17 Jan	Credentials Ceremony, Áras an Uachtaráin.	118
11 Feb	Medical Officer Commissioning Ceremony, McKee Barracks.	14
28 Feb	Credentials Ceremony, Áras an Uachtaráin.	118
17 Mar	Presidential Escort of Honour to attend the Dublin St. Patrick's Day Parade.	29
21 Mar	Credentials Ceremony, Áras an Uachtaráin.	118
22 Mar	Ministerial Review 59 Inf Gp, UNDOF, DFTC	163
16 Apr	Commemoration of the 90 th anniversary of the RDF, National Museum of Ireland, Collins Barracks, Dublin	174
17 Apr	State reception – Speaker Nancy Pelosi, Dublin Castle	14
21 Apr	Easter Sunday wreath laying, Glasnevin Cemetery.	12
21 Apr	1916 Commemoration Ceremony at the GPO	290
30 Apr	Credentials Ceremony, Áras an Uachtaráin.	118
30 Apr	Naming & Commissioning ceremony – LE George Bernard Shaw	116
03 May	Ministerial Review 114 Inf Bn, UNIFIL, Letterkenny	354
08 May	Commemoration of the execution of The Leaders of the 1916 Rising, Arbour Hill, Dublin.	224
11 May	Defence Forces Veterans Day, National Museum of Ireland, Collins Barracks, Dublin.	156
19 May	National Famine Commemoration, Sligo	98
22 – 24 May	State visit to Ireland by Their Majesties King Carl XVI Gustaf and Queen Silvia of Sweden	261
28 May	Credentials Ceremony, Áras an Uachtaráin.	118
12 Jun	State visit to Ireland by Their Majesties King Willem-Alexander and Queen Máxima of the Netherlands	261
13 Jun	Wreath Laying Ceremony by the Foreign Minister of Lebanon, National Memorial, Merrion Square	12
25 Jun	Credentials Ceremony, Áras an Uachtaráin.	118
01 Jul	Credentials Ceremony, Áras an Uachtaráin.	118
02 Jul	State visit by President Higgins to Germany, departure ceremony, Áras an Uachtaráin and Escort of Honour to Dublin Airport	173
14 Jul	National Day of Commemoration, National Museum of Ireland, Collins Barracks, Dublin.	336
18 Aug	All-Ireland Hurling Final	10
01 Sep	All-Ireland Football Final	16
13 Sep	Credentials Ceremony, Áras an Uachtaráin.	118
16 Sep	Ministerial Review 60 Inf Gp, UNDOF, Custume Barracks, Athlone	163
21 Oct	Official visit to Ireland by H.E. Mr.Miguel Díaz-Canel Bermúdez, President of the Republic of Cuba.	175
25 Oct	Ministerial Review 115 Inf Bn, UNIFIL, Stephen's Barracks, Kilkenny	354
31 Oct	Credentials Ceremony, Áras an Uachtaráin.	118
20 Nov	Credentials Ceremony, Áras an Uachtaráin.	118
29 Nov	Wreath Laying Ceremony, UN Under Sec Gen and President of General Assembly, UNTSI	15
04 Dec	Defence Forces Remembrance Ceremony, National Memorial, Merrion Square	225
05 Dec	Credentials Ceremony, Áras an Uachtaráin.	118
11 Dec	Defence Forces Carol Service, Arbour Hill, Dublin	46

⁹ These figures represent military personnel on parade for each event and do not include personnel involved in planning and logistics for such events.

Section 4: Corporate Information and Data

4.1 DETAILS OF DEFENCE VOTE EXPENDITURE FOR 2017, 2018 AND 2019 BY CATEGORY*

Expenditure Category	2017		2018		2019	
	€m	%	€m	%	€m	%
PDF Pay and Allowances	430	63.2	432	61.7	456	60.4
Pay and Allowances of Civilian Employees and RDF	22	3.2	22	3.1	21	2.8
DF Capability and Development	73	10.7	77	11	103	13.6
Air Corps: Equipment and Support	16	2.4	18	2.6	17	2.2
Naval Service: Equipment and Support	14	2.1	17	2.4	14	1.9
Barracks Expenses, Engineering Equipment and Maintenance	21	3.1	23	3.3	23	3
DF Built Infrastructure – Capital	13	1.9	10	1.4	15	2
Military Transport	12	1.8	15	2.1	20	2.6
Litigation and Compensation Costs	4	0.6	7	1	6	0.8
Other non-pay military expenditure	46	6.8	52	7.4	52	6.9
Administration	22	3.2	23	3.4	23	3
Civil Defence (incl. dormant accounts funding)	5	0.7	4.2	0.5	5	0.7
Irish Red Cross Society	1.6	0.3	1.1	0.1	1	0.1
Total (Gross)	680	100	701	100	756	100

* Minor discrepancies may arise due to rounding. Provisional outturn figures for 2019.

4.2 DETAILS OF ARMY PENSIONS VOTE EXPENDITURE FOR 2017, 2018 AND 2019 BY CATEGORY*

Expenditure Category	2017		2018		2019	
	€m	%	€m	%	€m	%
Defence Forces (Pensions) Scheme & Payments in respect of Transferred Service	230.6	96.1	233.5	96.4	242.2	96.5
Wound & Disability Pensions, allowances and gratuities, to or in respect of former members of the Defence Forces	8.9	3.7	8.3	3.4	8.4	3.3
Payments in respect of dependants of Veterans of the War of Independence & other miscellaneous expenditure.	0.5	0.2	0.5	0.2	0.4	0.2
Total (Gross)	240	100	242.3	100	251	100

* Minor discrepancies may arise due to rounding. Provisional outturn figures for 2019.

4.3 DETAILS OF THE VOLUME OF TRANSACTIONS PROCESSED DURING 2017, 2018 AND 2019

Metrics	2017	2018	2019
No. of non-payroll payments made (invoices, etc.) *	34,031	22,596	21,247
No. of new pensions approved (service, disability & dependants)	473	454	556
No. of cases processed on death of a pensioner	279	289	296
No. of payroll family law queries	25	20	7
No. of pensions family law queries	858	810	820
No. of pensions benefit estimate statements provided and pension benefit queries answered	1,927	2,120	2,900
No. of Single Pension Scheme annual benefit statements issued **	383	5,338	2,819

* Due to the migration of military Travel & Subsistence Expenses payments to the National Shared Services Office (NSSO) in late 2017, the number of non-payroll payments fell in 2018 and 2019.

** The Single Pension Scheme annual benefit statements relate primarily to the year 2018. Statements issued in 2018 included previous years.

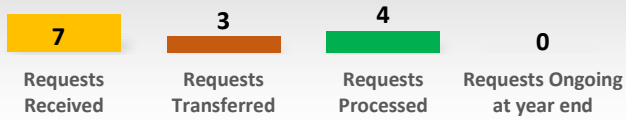
4.4 INTERNAL AUDIT

The Department's Internal Audit Section is an independent unit which provides the internal audit service in respect of the Defence Organisation and reports directly to the Secretary General. As a service provider, the section follows the audit standards published by the Department of Public Expenditure and Reform. During 2019, the section worked to its annual audit plan, which was approved by the Secretary General, and which covered a range of systems and stores audits. The Department's Audit Committee, which comprises of two external members (one of whom is the Chair) and one representative from each of the civil and military elements of the Department, reviewed the section's work on an ongoing basis. During 2019, the section carried out some 80 audits.

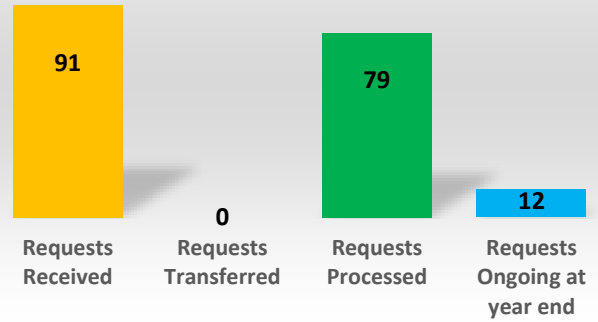
4.5 GENERAL DATA PROTECTION REGULATION (GDPR)

The Department of Defence and the Defence Forces, as separate data controllers for the Defence Organisation, continued throughout 2019 to carry out their obligations under the Data Protection Acts 1988 to 2018 and the General Data Protection Regulation. This has been achieved through continuous training and ongoing engagement with the Data Protection Commission and external subject matter experts. Charts 4.1.1 and 4.1.2 below provide details of the number of Subject Access Requests processed by the Data Protection Offices of both data controllers during 2019.

**Chart 4.1.1: GDPR Subject Access Requests 2019
Department of Defence**



**Chart 4.1.2: GDPR Subject Access Requests 2019
Defence Forces**



4.6 FREEDOM OF INFORMATION

The Department of Defence and the Defence Forces are treated as separate bodies for the purposes of the Freedom of Information (FOI) Act. Charts 4.2.1 and 4.2.2 below provide details of the number of FOI requests processed by both bodies during 2019, with details for 2017 and 2018 also provided for comparison purposes.

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

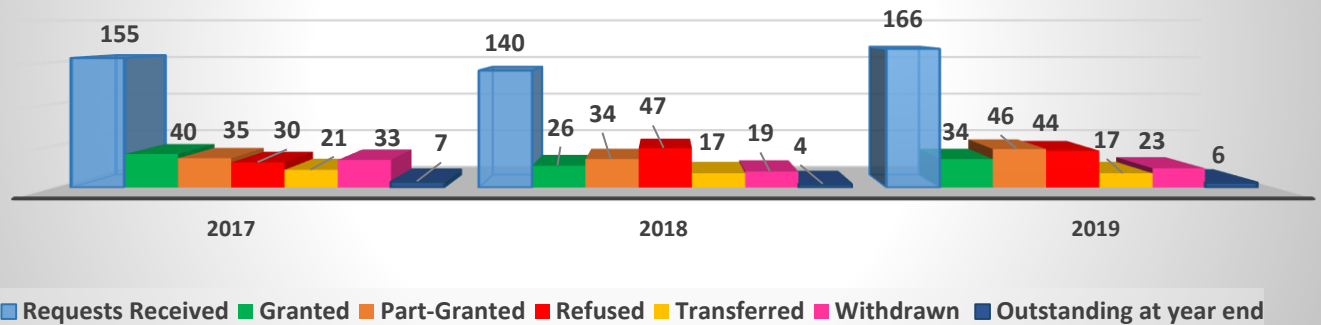
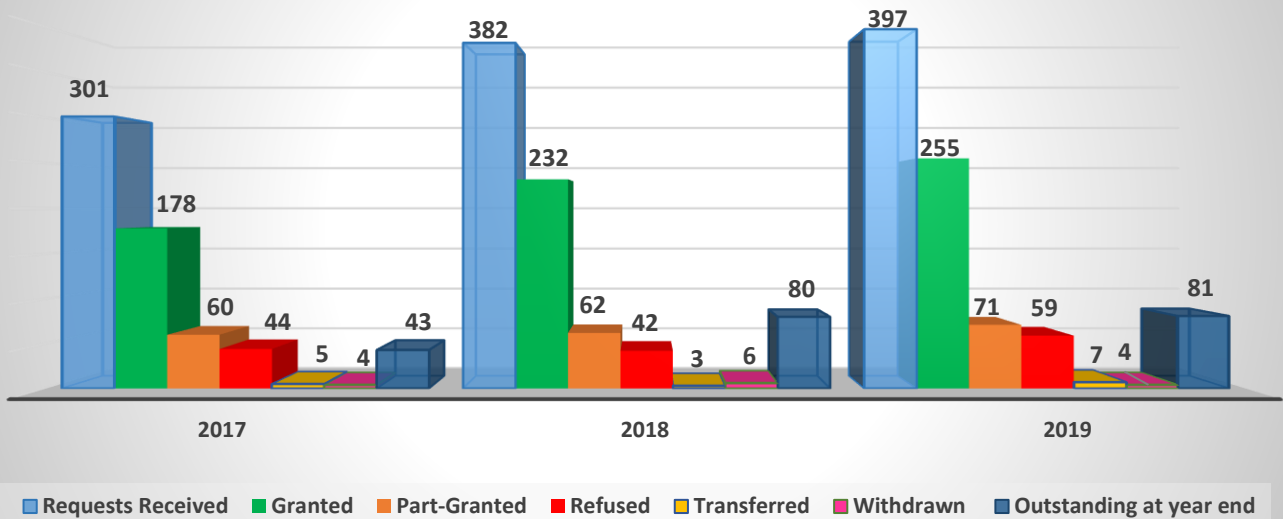


Chart 4.2.2: Details of FOI Requests processed by the Defence Forces

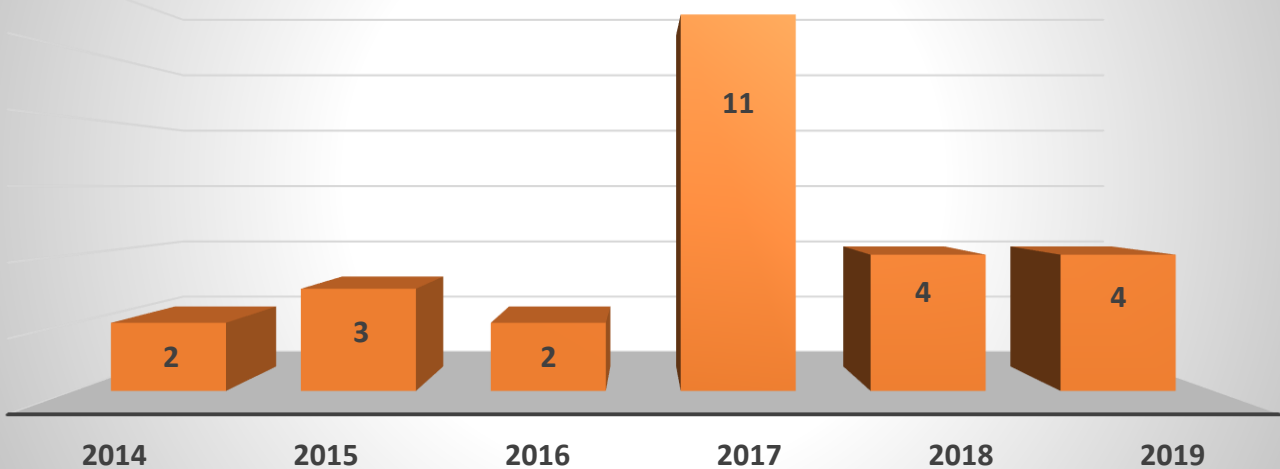


4.7 PROTECTED DISCLOSURES

During 2019, the single civil-military Protected Disclosures Office in the Department of Defence continued to carry out an initial assessment of all protected disclosures received across the Defence Organisation.

In accordance with the terms of section 22 of the Protected Disclosures Act 2014, an annual report in relation to the total number of protected disclosures made in the preceding year is published on the Department’s website www.gov.ie/en/publication/c3800f-protected-disclosures with the 2019 report being compiled at present. Chart 4.3 below details the numbers of disclosures received in the years 2014 to 2019. These details are not broken down further in keeping with the confidentiality requirements specified in the 2014 Act.

Chart 4.3: Number of Protected Disclosures received in the years 2014 to 2019



4.8 ENERGY CONSUMPTION 2019

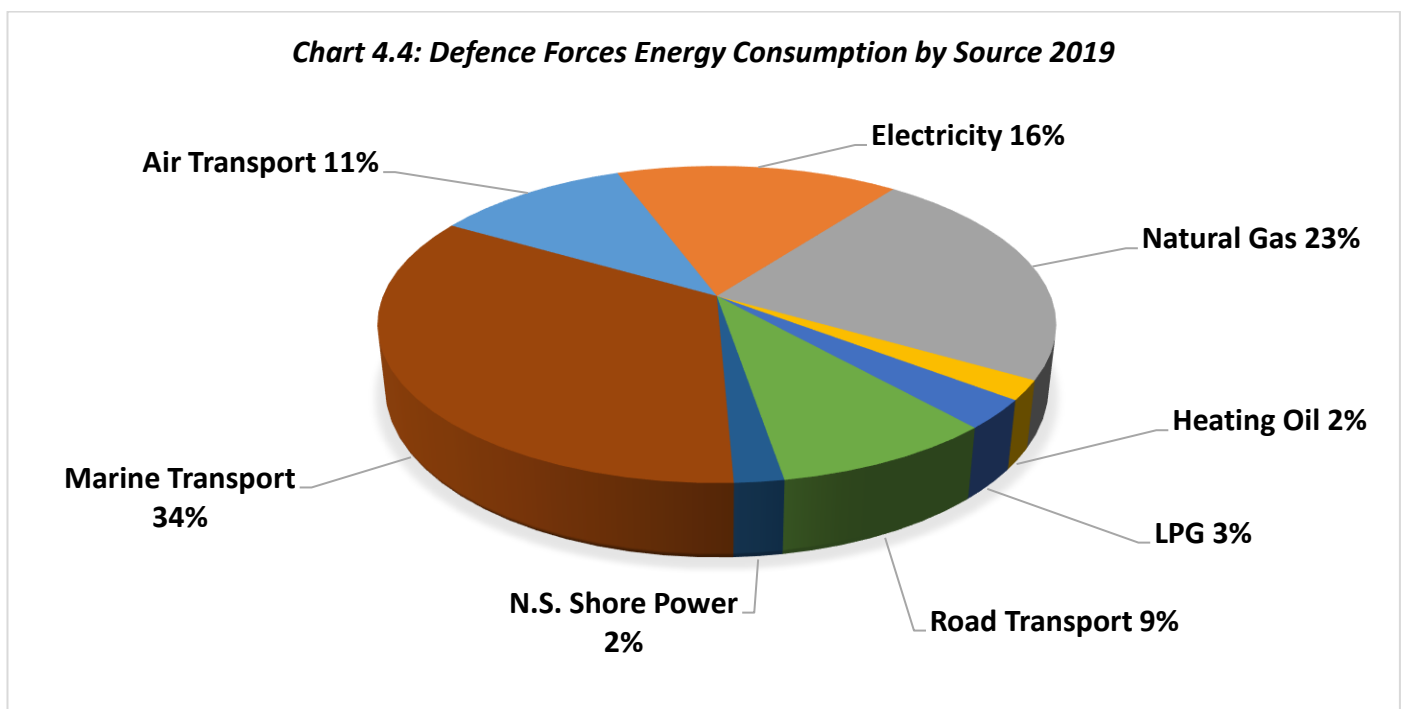
DEPARTMENT OF DEFENCE

The Department of Defence continued to take a very proactive approach during 2019 throughout its buildings in Newbridge, Renmore and Roscrea in progressing energy-efficient initiatives. Efforts towards improving energy efficiency have been achieved through proactive departmental energy teams who are, since 2007, implementing energy efficiency initiatives such as using only energy efficient lighting, more strict control of heating and ventilation systems, organising Energy Awareness Days to improve behaviour by staff at desk level, installing timers on high energy units, regular energy audits and monitoring and reporting.

The Department of Defence was chosen for a pilot energy study in 2007 and, as such, refers to 2007 as its base year. The total usage of energy in Renmore during 2019 was 565,232 kWh, which represents a decrease in energy consumption of 34% compared to the base year of 2007. The total energy usage for the Roscrea building in 2019 was 300,594 kWh, which represents a decrease in energy consumption of 41% compared to the base year of 2007. The total energy for the Newbridge building in 2019 was 1,702,942 kWh which represents a decrease of 16.5% when compared with 2011, the first full year of occupancy.

DEFENCE FORCES

In 2019, the Defence Forces consumed 195,455 MWh of energy. This represents an overall decrease in final energy consumption of 7.3% over 2018 levels. The main sources of energy use within the Defence Forces during 2019 were utilities (electricity, natural gas, LPG and heating oil) and transport fuel (including aviation fuel, marine fuel and road diesel and petrol and SFGO for Naval Service shore power). Chart 4.4 below provides a breakdown of the main sources of energy consumption by the Defence Forces during 2019.



Overall, the Defence Forces have reduced final energy consumption by 17.6% since 2009. The Defence Forces also continued to maintain certification to the international energy management standard ISO 50001 and, as part of the certification process, three locations were audited in 2019. The Defence Forces Senior Energy Executive, chaired by the Deputy Chief of Staff (Support), approves an Annual Plan of Action (POA) to address energy use across the full spectrum of energy categories. It includes numerous projects, and some notable achievements of the POA 2019 included:

- the successful trial of reduced standby heating on Naval vessels;
- the completion of a 358kWp solar PV project in Baldonnel, bringing installed photovoltaic (PV) capacity in the Defence Forces to almost 1 MWp; and
- the retrofit of heat pumps in suitably identified Defence Forces buildings.

EUROPEAN DEFENCE AGENCY (EDA) COLLABORATION - ENERGY

The Defence Forces continued to engage with the EDA on a number of energy initiatives during 2019. Since 2014, the Defence Forces have participated in the EDA's Energy and Environment Working Group. This Working Group examines opportunities to improve energy performance across the Defence Sector.

In 2019, Ireland continued to participate in the European Commission's 'Consultation Forum for Sustainable Energy in the Defence & Security Sectors', Phase II (CF SEDSS II). This is coordinated by the EDA and consists of a series of conferences which examine the applicability of EU energy legislation and how it can be implemented by European militaries. The forum comprises four working groups, each of which are attended by Defence Forces personnel. In 2019, the Defence Forces continued to provide a Moderator to one the working groups, while personnel also made significant contributions to the work of the other three groups.

In 2019, officers from the Defence Forces continued to participate on the EDA Defence Energy Managers Course (DEMC), which is run over the course of one year with three 3-5 day sessions in Brussels. The aim of the course is to reinforce understanding of the complexities of managing energy within a defence organisation based on the new version of ISO 50001.

4.9 CROSS-DEPARTMENTAL WORKING GROUPS WITH INPUT FROM DEFENCE

- Brexit Coordination Meeting Group
- CISM Network (Critical Incidence Stress Management Network)
- Civil Service Employee Assistant Service Advisory Committee
- Civil Service ICT Managers' Group
- Civil Service Project Managers' Network
- Civil Service Renewal Working Group on cross-cutting issues
- Court Martial Rules Committee
- Department of the Taoiseach National Risk Assessment Steering Group
- Disability Liaison Officers Network
- Dormant Accounts Fund (DAF) Interdepartmental Group
- Electronic Recording System (ERS) Implementation Group (Fisheries)
- Employee Services Customer Group (ESCG)
- European Social Fund (ESF) Programme Monitoring Committee, chaired by the Department of Education & Skills' ESF Managing Authority;
- Finance Officers Network
- Financial Management Shared Services – Process Design Advisory Group
- Financial Management Shared Services - Technology Advisory Group
- Financial Management Shared Services – Functional Working Groups
- Financial Management Shared Services – Security Working Group
- Fixed Asset Working Group
- Garda Air Support Unit Steering Group
- Government Contracts Committee for Construction (GCCC)
- Government Task Force on Emergency Planning
- Government Task Force on Emergency Planning sub-group on Electricity Contingency Planning
- Government Task Force on Emergency Planning sub-group on Risk
- Government Task Force on Emergency Planning sub-group on Strategic Emergency Management – National Structures and Framework
- Health Threats Co-ordination Group
- High Level Steering Group on Cyber Security
- Implementation Group on Policing Reform
- Inter-departmental Committee on Conventional Weapons
- Inter-departmental Committee on Development
- Inter-departmental Committee on EU Engagement
- Inter-departmental Committee on Non-Proliferation of Weapons of Mass Destruction
- Inter-departmental Committee on Peacekeeping
- Inter-departmental Committee on Protected Disclosures
- Inter-departmental Committee on the Security of Government Buildings Complex
- Inter-departmental Committee to implement the UN Convention on the Rights of Persons with Disabilities
- Inter-departmental Group on EU and Brexit
- Inter-departmental Group on Security of Electoral Process and Disinformation
- Inter-departmental Group on the Irish Abroad
- Inter-departmental Meeting on the Council of Europe
- Inter-departmental meetings on Post 2015 Sustainable Development Goals
- Inter-departmental National Security Authority Group.
- Inter-departmental Planning Group for 1916 Easter Sunday Commemoration
- Inter-departmental Planning Group for the National Day of Commemoration
- Inter-departmental Steering Group on the Military Service Pensions Collection project
- Inter-hospital Air Ambulance Steering Group
- Irish Aeronautical Maritime Emergency Advisory Group
- Irish Government Economic and Evaluation Service (IGEES) Management Board
- Irish Marine Search and Rescue Committee
- Irish Prison Service Interagency Contingency Planning Group
- Malaria Chemoprophylaxis Working Group
- Management Board of the National Directorate for Fire and Emergency Management
- Marine Co-ordination Group

- Marine Strategy Framework Directive Implementation Group
- Maritime Surveillance (MARSUR) Committee and Working Group
- National Aeromedical Group
- National Airspace Policy Body (Flexible Use of Airspace)
- National Civil Aviation Security Committee
- National Committee on International Humanitarian Law
- National Co-ordination Group on Severe Weather Events
- National Data Infrastructure (NDI) Champions Group
- National Emergency Planning Group on Nuclear Accidents (NEPNA)
- National Famine Commemoration Committee
- National Implementation Committee for Disused Radioactive Source Management
- National Office of Suicide Preventions "Connecting for Life Cross Sectoral Steering Group" progressing the implementation of the National Strategy to Reduce Suicide 2015-2020.
- National Security Committee
- National Steering Group on Major Emergency Management
- OFGUG (Oracle Financials Government User Group)
- OGCIO (Office of the Government Chief Information Officer) ICT Advisory Board
- OGP (Office of Government Procurement) Category Councils
- OPW Catchment Flood Risk Assessment and Management (CFRAM) Steering Group
- OPW Interdepartmental Flood Policy Co-ordination Group
- Our Public Service 2020 Action Team 10 "Embed Programme and Project Management" (DOD Leads)
- Our Public Service 2020 Action Team 1 "Accelerate Digital Delivery"
- Our Public Service 2020 Action Team 4 "Significantly Improve Communications and Engagement"
- Our Public Service 2020 Action Team 6 "Promote a Culture of Innovation"
- Our Public Service 2020 Action Team 13 "Mainstream Continuous Work Force Planning"
- Our Public Service 2020 Action Team 14 "Continuous and Responsive Professional Development"
- Our Public Service 2020 Action Team 16 "Promote Equality, Diversion and Inclusion"
- Our Public Service 2020 Indicators Working Group
- Our Public Service 2020 Public Service Leadership Board (PSLB)
- Our Public Service 2020 Public Service Management Group (PSMG)
- Oversight Group of Ireland's second National Action Plan on Women, Peace and Security (2015 – 2018)
- Personnel Officers Executive Committee
- Personnel Officers Network
- Public Service Management Group
- Quality Customer Service Officers Network
- Risk Management Liaison Group
- Sea Fisheries Protection Authority Consultative Committee
- Sea Fisheries Protection Authority SLA Management Groups Levels 1 and 2
- Sectoral Workforce Planning Forum
- Senior Officials Group on EU Affairs
- Single Pension Scheme Programme Board
- Training Officers Network
- Working Group on Corporate Manslaughter

4.10 MEMORANDA OF UNDERSTANDING (MOUs) AND SERVICE LEVEL AGREEMENTS (SLAs)

The Department of Defence has completed MOU's with:

- Department of Agriculture, Fisheries and Marine
- Department of Transport, Tourism and Sport
- Department of Health
- Department of Foreign Affairs and Trade
- Department of Housing, Planning and Local Government
- Office of Revenue Commissioners
- Department of Communications, Climate Action and Environment
- Department of Employment Affairs and Social Protection
- State Claims Agency
- United Nations
- Ministry of Defence, UK
- Ministry for Home Affairs and National Security, Malta
- Irish Red Cross Society
- Permanent Defence Force Other Ranks Representative Association (PDFORRA)
- Representative Association of Commissioned Officers (RACO)
- Department of Defence, Australia
- MODs in Austria, Croatia, Czech Republic, Germany and Netherlands re. EU Battlegroup 2020
- Minister of National Defence of the Republic of Poland

SLAs have been agreed with:

- Department of Education and Skills – regarding ESF funding relating to the Defence Forces Employment Support Scheme.
- Marine Institute – regarding surveys, information sharing and training between the MI and the Naval Service.
- Medico – in relation to training assistance provided by the Naval Service to Medico.
- Air Accident Investigation Unit – in relation to services provided by the Defence Forces in the event of an air accident.
- Irish Coast Guard (IRCG) – regarding Search and Rescue support and other services provided by the Defence Forces to the IRCG.
- Met Éireann – regarding the exchange of meteorological data between the Naval Service and Met Éireann.
- Department of Health/Health Service Executive (HSE) – regarding an Air Ambulance Service provided by the Air Corps.
- Health Service Executive/National Ambulance Service – Regarding a pilot scheme for the availability of a Defence Forces ambulance and crew to the National Ambulance Service.
- Marine Survey Office – assistance in routine or emergency situations.
- Garda Síochána Ombudsman Commission (GSOC) – for the provision by the Air Corps of an air transport service to GSOC Investigators.
- Irish Aviation Authority (IAA) – regarding Air Navigation Services between the IAA and the Air Corps.
- Department of Justice and Equality – regarding the Garda Air Support Unit.
- Office of Public Works (OPW) – in relation to services provided by the Air Corps to the OPW during extreme weather events.
- Irish Aid – in relation to a range of services provided by the Defence Forces regarding the Rapid Response Initiative.
- Sea Fisheries Protection Agency (SFPA) – in relation to services provided by the Naval Service and Air Corps to the SFPA in regard to fisheries protection.
- An Garda Síochána (AGS) - terms of service between Civil Defence and AGS in relation to emergency incidents.
- Environmental Protection Agency and the Department of Communications, Climate Action and Environment – regarding the provision of services by the Defence Forces and Civil Defence.
- Department of Culture, Heritage, and the Gaeltacht (National Parks and Wildlife Service) – regarding the provision of services by the Defence Forces.
- Department of Transport, Tourism and Sport – regarding the provision of services by the Defence Forces to the Dublin Airport Authority.
- Department of Housing, Planning and Local Government in relation to Mass Fatality Planning.

- Department of Communications, Climate Action and Environment and the National Cyber Security Centre with the overall aim of improving the cyber-security of the State
- Óglaigh Náisiúnta na hEireann (ONE) for the provision of services to ONE.
- Irish United Nations Veterans Association (IUNVA) for the provision of services to IUNVA.
- Irish Coast Guard – provision of service between Civil Defence and the Irish Coast Guard in relation to emergency incidents on the waters of Ireland.

