
DEPARTMENT OF DEFENCE
AND
DEFENCE FORCES

ANNUAL REPORT 2014



An Roinn Cosanta
DEPARTMENT OF DEFENCE



Óglaigh na hÉireann
DEFENCE FORCES IRELAND

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Department of Defence and Defence Forces

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ISSN: 1649-9999

Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2014.



Maurice Quinn
Secretary General

Maurice Quinn



Vice Admiral Mark Mellett
Chief of Staff

Mark Mellett



Ministerial Foreword

I am very pleased to receive this annual report which outlines the significant body of work undertaken by the Department of Defence and the Defence Forces during 2014. Following my appointment as Minister for Defence in July 2014, the preparation of a new White Paper on Defence was a key priority for me and it was completed and published on 26th August 2015. I am privileged to have had an opportunity to lead that important project which has set out the defence policy framework for the next decade.

This annual report provides a detailed account of the activities undertaken and outputs delivered in 2014, which required distinct but complementary efforts from the Department and the Defence Forces. The work of the Defence Organisation includes providing for the defence of the State, the provision of domestic security supports, contributing to the maintenance of international peace and security, and the delivery of a broad range of “non-security” supports to government departments and agencies. The recruitment and training of personnel, the maintenance and upgrade of infrastructure and the acquisition of equipment are critical to ensure that the Defence Forces retain the capabilities required to fulfil the roles assigned by Government.

I wish to take this opportunity to record my thanks to the Secretary General, the Chief of Staff and their civil and military personnel for the significant work undertaken in 2014 and for their continued efforts, at home and overseas.



Simon Coveney T.D.
Minister for Defence

A handwritten signature in black ink that reads "Simon Coveney". The signature is written in a cursive style and is positioned below the printed name.



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INTRODUCTION

INTRODUCTION

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

The Strategy Statement for the period 2011-2014 establish 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

SECTION 1: DEFENCE POLICY

Background Information

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 of Defence.



The Defence Organisation has civil and military elements, which work collaboratively to ensure that the Minister's and Government's requirements for Defence are delivered. The Secretary General is the Minister's principal 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, the work of the Office of Emergency Planning and the development of Memoranda of Understanding and Service Level Agreements with other Government Departments and State Agencies, across a diverse range of roles.

The Defence Policy Framework also 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.

Strategic defence issues are discussed at the Strategic Management Committee (SMC). The SMC is a joint civil-military committee consisting of the Secretary General of the Department of Defence (Chairman), the Chief of Staff, the two Assistant Secretary Generals, the Director of the Department of Defence, the two Deputy Chiefs of Staff and the Assistant Chief of Staff. The General Officer

Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. The SMC meets on a monthly basis. The Minister chairs the SMC periodically.

The High Level Planning and Procurement Group (HLPPG) is jointly chaired by the Director, Department of Defence and the Deputy Chief of Staff (Support). This group arose on foot of recommendations contained in the White Paper on Defence (2000). A key task of the HLPPG is to identify equipment requirements and agree a procurement programme to provide the Defence Forces with the type and quantities of equipment necessary to carry out their assigned roles.

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

Military Intelligence

During 2014, the Director of Military Intelligence continued to provide timely and accurate defence and security assessments to the Minister for Defence in respect of State Security and the safety and security of the Defence Force personnel deployed overseas on peace support operations. Monthly intelligence summaries were provided to the Minister and threat assessments and briefings were provided as required. The Defence Forces intelligence effort is closely harmonised with that of An Garda Síochána.

Military Intelligence monitored and conducted analysis of the security environments in which Defence Forces peace support operations were conducted, with a particular focus on force protection. In doing so, Military Intelligence provided levels of situational awareness, early warning and threat assessments to units and troops serving overseas in order to support the successful conduct of operations. During 2014,

Military Intelligence provided 90 briefings and assessments including monthly intelligence and security briefings, pre-deployment and post-deployment briefings for personnel on Peace Support Operations, and Ministerial briefings.

White Paper on Defence

The White Paper on Defence (2000) has provided the policy framework for Defence since its publication. The policy provisions it set out have underpinned the modernisation process within the Defence Organisation and afforded the requisite flexibility to develop appropriate capabilities in response to changes in the defence and security environment.

Work continued throughout 2014 on the preparation of a new White Paper on Defence. As part of the consultative process on the White Paper, a number of individuals and organisations were invited to meet with members of the White Paper Civil-Military Steering Group, as a follow up to their written submissions. These meetings took place throughout November and December 2013 and into the first quarter of 2014.

Working groups comprising civil and military representatives from the Department of Defence and the Defence Forces were established to consider likely future operational demands and the defence capabilities required to meet these demands. This work continued throughout the White Paper process and informed recommendations regarding defence provision.

Discussions were held with government departments throughout 2014 on cross-cutting policy issues and likely future demands from Government bodies and State agencies. The views of international organisations were also sought with a particular focus on likely future trends in international peace support operations.

A key part of the development of the White Paper was the consideration of potential challenges to the security environment that may emerge into the future. An interdepartmental group comprising representatives from the Departments of An Taoiseach, Defence, Foreign Affairs and Trade, Justice and Equality as well as the Defence Forces and An Garda Síochána prepared an assessment of the security environment. This has been incorporated within the new White Paper.

The final draft of the White Paper was approved by Government in July 2015 and subsequently published on the 26 August 2015.

Comprehensive Review of Expenditure

The Department of Defence made a submission to the Department of Public Expenditure and Reform in May 2014 as part of a Comprehensive Review of Expenditure (CRE) process which reviewed all elements of Government spending and inform decisions on expenditure allocations for the years 2015–2017. All elements of Defence expenditure were examined for the CRE.

Following on from the CRE, Budget 2015 set out the overall financial envelope for the 2015–2017 period. Within this envelope, decisions on resource allocation are made on a prioritised basis in accordance with assessed operational requirements.

Strategy Statement 2015-2017

In accordance with the provisions of the Public Service Management Act 1997, preparation of a new Strategy Statement commenced following the appointment of Mr. Simon Coveney T.D., as Minister for Defence, in July 2014.

A draft Strategy Statement was prepared by civil and military personnel and submitted to the Minister for Defence within the statutory timeframe stipulated by the 1997 Act. The Strategy Statement encompasses the Department of Defence and the Defence Forces and will provide a strategic framework for the Defence Organisation for the period 2015–2017.

Cross-Departmental Issues

There are important cross-departmental dimensions to the work of the Defence Organisation. Department officials and Defence Force personnel are represented on a number of inter-departmental groups and committees which consider a range of cross-cutting issues that impact on Government. A list of the Groups where the Defence Organisation has input is included at Appendix 2 to this report.

Domestic Security and Support

In contrast to many other nations, the Defence Forces provide a variety of operational outputs at home, on a day to day basis, and across a wide spectrum. These include activities in support of An Garda Síochána such as providing cash escorts,

prisoner escorts and explosive ordnance disposal. It also involves the provision of a fishery protection service, the provision of an air ambulance service to the Health Service Executive (HSE) and the provision of support to the civil authorities across a wide range of contingencies, including assistance to local authorities during severe weather events such as flooding. In addition, at the request of Government, the Defence Forces have responsibility for providing a permanent armed guard at Portlaoise Prison.

The Naval Service, together with Revenue and An Garda Síochána form the Joint Task Force on Drug Interdiction with responsibility for the interdiction of illegal narcotics at sea.

Where services are provided to other Government Departments and agencies on a regular basis or for routine services, a formal arrangement such as a Memorandum of Understanding (MOU) or a Service Level Agreement (SLA) is agreed between the Department of Defence and the requesting body. The existence of MOUs and SLAs between the Department and other Government Departments and agencies continued to facilitate planned and efficient response by the Defence Forces during emergencies and other situations. These agreements are reviewed periodically and updated as required. A list of MOUs and SLAs in place during 2014 is included at Appendix 3 to this report.

The Department of Defence had a formal agreement in place with the Banking & Payments Federation Ireland, and its member banks, which provided that the banks pay the Department the full economic cost incurred as a result of provision by the Defence Forces of cash in transit escorts. The cost incurred in respect of each 12 month period to end-December is paid during the following year. The total cost of the service provided to the banks in 2013 was €7.5m and payment was received in 2014. The requirement for Defence Forces support to An Garda Síochána, in Aid to the Civil Power (ATCP) for routine cash in transit escorts ceased in November 2014.

The Department of Defence also recoups the full economic cost incurred as a result of escort and security services provided to the Central Bank in the previous year. The total cost of this service in 2013 was €1.37m and this amount was received from the Central Bank in 2014. The Defence Forces

continue to provide support to other specific escorts on request.

Office of Emergency Planning

The Government Task Force on Emergency Planning provides strategic direction and coordination of emergency planning. It is comprised of Ministers and/or senior officials from all government departments and key public bodies. The Task Force met on seven occasions in 2014.

Emergency Planning in Ireland is structured around the 'lead department' principle, which means that the government department that is responsible for an activity in normal conditions retains that responsibility during a major emergency/crisis, particularly one that has a national level impact. The Government Task Force decided in early 2014 that there was a requirement to develop a national framework for emergency management, to ensure an overarching national co-ordination, and define the roles and responsibilities of government departments in coordinating the national response to emergencies/crises at a strategic level. The national framework is expected to build on the existing national arrangements, and will replace the 'Strategic Emergency Planning Guidelines' and the 'Guidelines for Coordinating a National-Level Emergency/Crisis Response'. Work on the draft continued in 2014.

The Office of Emergency Planning (OEP) is a civil/military office within the Department of Defence. It supports the Minister for Defence in his role as Chairman of the Government Task Force on Emergency Planning. The OEP maintains regular contacts with other EU member states through their emergency planning structures, particularly with the United Kingdom. Officials from the OEP also attend various international seminars and training events. Information from these various contacts is shared by the OEP through the Government Task Force and covers a wide range of areas such as planning for high visibility events, social media, space weather, EU and OECD issues and national risk overviews.

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

National Coordination Group meetings throughout the series of severe weather storms from late December 2013 through to mid February 2014.

In November 2014, the Minister for Defence, Mr. Simon Coveney, T.D., Mr. Paschal Donohoe, T.D., Minister for Transport, Tourism and Sport and Mr. Paudie Coffey, T.D., Minister of State at the Department of the Environment, Community and Local Government launched the Government's 'Be Winter Ready' 2014-2015 information campaign. Advice is made available from a number of sources categorised under various headings including: the home, road safety, schools, the farming community and the business sector and this information has been compiled into a booklet which can be downloaded from the dedicated website (www.winterready.ie)

The OEP also maintained a twitter information campaign during the winter period to augment the 'Be Winter Ready' information campaign. The twitter account can be followed on [@emergencyIE](https://twitter.com/emergencyIE) and the public are encouraged to join in the conversation at [#bewaterready](https://twitter.com/#bewaterready).



INTERNATIONAL DEFENCE AND SECURITY POLICY

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

Ireland has accorded central importance to the United Nations since it became a member in 1955 and, within the UN system, has supported effective

international action in areas such as disarmament, peacekeeping, development and human rights.

Ireland has also been a strong defender of the primary role of the Security Council in the maintenance of international peace and security. In line with this approach, Ireland has taken seriously its obligation under the United Nations Charter to make available to the Security Council armed forces, assistance and facilities, in order to contribute to the maintenance of international peace and security. This is reflected in Ireland's continuous involvement in peacekeeping operations, mandated or authorised by the United Nations Security Council, since 1958.

Ireland has a long-standing policy of military neutrality. However, this has never been a limiting factor in the use of defence as an appropriate tool of international policy in the UN context and in the context of European Union membership having regard to the provisions of the EU Treaties.

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

Common Security and Defence Policy

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

In addition to military tasks, there is a significant civilian and humanitarian dimension. In this regard, the EU has at its disposal a comprehensive range of economic, humanitarian, diplomatic, political and military instruments which it can use to influence

the international security agenda. Ireland's participation in CSDP takes place within the framework of our commitment to the primacy of the United Nations in the maintenance of international peace and security. Based on the provisions of the Treaty on European Union, amended by the Lisbon Treaty, Ireland has continued to participate in the ongoing development of EU military and civilian crisis management capabilities under CSDP. The Defence Organisation works proactively in this area in association with colleagues from the Department of Foreign Affairs and Trade.

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

International Defence Policy Development

Ireland was represented at all four ministerial meetings of the EU Foreign Affairs Council with Defence Ministers held in 2014 (two formal meetings and two informal meetings). There were also four meetings of Defence Policy Directors at which Ireland was again represented. The Policy Director meetings were held to prepare for the ministerial meetings and as such the agendas were similar. Ireland was also represented at two EU meetings at the level of Chiefs of Defence (CHODs) during 2014.

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 2014 approximately nine bilateral meetings were held with a range of EU Member States and other organisations, such as United Nations and NATO.

European Council, December 2013

At its December 2013 meeting, the European Council agreed on a range of actions to support increased cooperation among Member States to deliver the necessary civil and military capabilities in support of CSDP and security and defence more generally.

The Council Conclusions addressed three key areas of Defence, as follows:

1. Increasing the effectiveness, visibility and impact of the Common Security and Defence Policy (CSDP);
2. Enhancing the development of security and defence capabilities;
3. Strengthening Europe's defence industry.

The European Council Conclusions reflect the emerging security challenges in the world today. The conclusions emphasise the importance of improving the effectiveness of CSDP by ensuring that the EU has the capacity to act quickly and appropriately in response to security and humanitarian crises. The Council also acknowledged that this requires the enhanced development of the necessary civil and military capabilities. With constrained Defence budgets across Europe, cooperation in the development of these capabilities and an effective and efficient research and industrial complex to deliver the required capabilities is necessary if the EU is to continue to maintain the capacity to respond to international crises.

During 2014, Ireland contributed to the work that continued in the EU institutions to implement and progress the 2013 Council's conclusions. The EU institutions produced a number of reports on the ongoing implementation of these conclusions detailing the progress made such as roadmaps for different projects and the development of the EU Maritime Security Strategy Action Plan. The EU Cyber Defence Policy Framework and the Policy Framework for Systematic and Long-Term Defence Cooperation were adopted at the Foreign Affairs Council (Defence) in November 2014.

Following the adoption of the EU Atlantic Strategy Action Plan by the European Commission in May 2013, the requirement to increase information sharing among member states, at regional and EU level was recognised. In October 2014, Ireland's MARSUR project was declared fully operational.

Civil Defence

Civil Defence policy at a national level is set down by the Department of Defence. The organisation is managed and developed at national level by the Civil Defence Branch of the Department. At local level Civil Defence is based in each local authority area under the operational control of the relevant local authority. On a day to day basis these Units operate under the control of a Civil Defence Officer, who is an employee of the local authority.

Civil Defence training and operations are funded by a combination of a central grant from the Department of Defence and a contribution from the relevant local authority on a 70/30 basis respectively. As well as grant aid and policy advice and support, the Department provides other supports to local Civil Defence units such as central training for local instructors in a “train the trainer” system through the Civil Defence College in Roscrea. The Department also supplies vehicles, uniforms and personal protective equipment for volunteers and a wide range of other equipment to local authorities for Civil Defence use.



Irish Red Cross Society

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

sponsored and brought to Government by the Minister for Defence.

The Department of Defence provides an annual grant-in-aid to the Society which is a contribution towards the salary and administration costs of running the Society's headquarters. The grant in 2014 amounted to €869,000 of which €130,000 represented the Government's annual contribution to the International Committee of the Red Cross.

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SECTION 2: ENSURING THE CAPACITY TO DELIVER

SECTION 2: ENSURING THE CAPACITY TO DELIVER

DEFENCE FORCES STRENGTH, EQUIPMENT AND TRAINING

The Defence Organisation must retain and develop a broad range of capabilities in order to ensure that it can efficiently and effectively deliver the required outputs. The retention and development of the defence capabilities required to deliver operational outputs is underpinned by the capacity to discharge a broad range of management tasks including; planning, financial management, human resource and industrial relations management, audit, management of legal matters, procurement, ICT and estate management. There is a concerted effort across the Defence Organisation, both civil and military, to ensure that the State retains appropriate defence capabilities to effectively discharge the roles assigned by Government. In this context, this section of the report describes associated developments during the course of 2014.

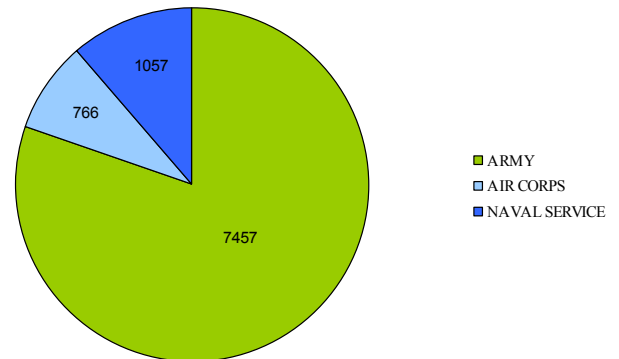
Defence Forces Strength

The Defence Forces are organised on conventional all arms military lines providing a sufficiently flexible structure to carry out all the roles assigned by Government. The Defence Forces consist of a Permanent Defence Force (PDF) and a Reserve Defence Force (RDF).

Permanent Defence Force Strength

The Permanent Defence Force (PDF) consists of the Army, the Air Corps and the Naval Service. The strength of the Permanent Defence Force at 31 December 2014 was 9,280 personnel, comprising Army 7,457, Air Corps 766 and Naval Service 1,057. The strength figures have been calculated on the basis of actual numbers serving on that date, excluding those members who are on career breaks, or on secondment to, and being paid by other organisations.

Figure 2.1 Permanent Defence Force (PDF) strength at 31 December 2014



Reserve Defence Force

The Reserve Defence Force (RDF) consists of the First Line Reserve (FLR), the Army Reserve (AR) and the Naval Service Reserve (NSR). These provide a capacity to augment the Permanent Defence Force in its contingent Defence role and in emergency situations. The Reserve Defence Force is now organised alongside the PDF within a Single Force Structure. On a day to day basis, the Army Reserve (AR) and Naval Service Reserve (NSR) undertake training in preparation to assist the PDF, when required.

The FLR comprises former PDF personnel. The substantive strength of the FLR as at 31 December 2014 was 253 personnel. Figure 2.2 gives a breakdown of the figures by Army, Air Corps and Naval Service.

Figure 2.2 Substantive Strength of the FLR at 31 December 2014

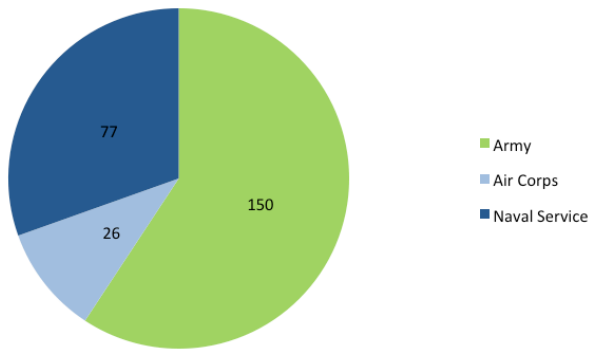
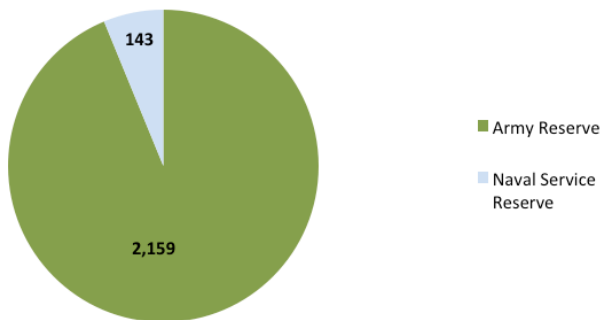


Figure 2.3 AR and NSR strength at 31 December 2014



The effective strength of the AR and NSR as at 31 December 2014 was 2,302 personnel comprising 2,159 AR and 143 NSR.

PDF Recruitment

A total of 504 personnel were inducted into the PDF during 2014, with 443 of these in line appointments and the remainder being specialists such as Air Corps Apprentices, Cadets, Medical Officers and a Conductor in the Defence Forces School of Music.

Table 2.1 Induction to the Permanent Defence Force in 2014

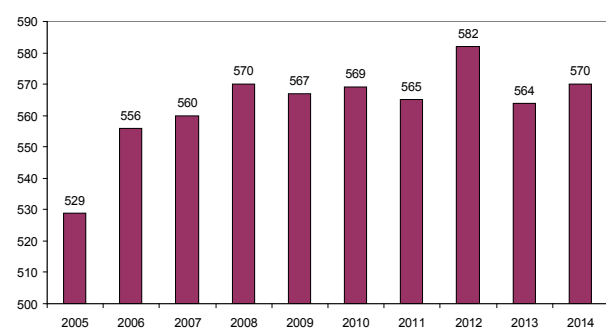
Category	Number
General Service Recruitment	443*
Air Corps Apprentices	16
Cadets	43
Medical Officer	3
DFSM Conductor	1
Total	506

* 360 of 443 Recruits remained in service on 31 December 2014

Recruitment and Retention of Women in the Permanent Defence Force

The Government are committed to a policy of equality of opportunity for men and women throughout the Defence Forces and to the full participation by women in all aspects of Defence Forces activities. The Defence Forces have no restrictions as regards the assignment of men or women to the full range of operational and administrative duties. All promotions and career courses are open to both genders on merit. The Defence Forces prides itself on providing a working environment that allows for equality of opportunity for all personnel. Policies on equality are constantly communicated to all ranks. The military authorities are alert and vigilant to this issue and are committed to addressing this matter in a continuing and proactive manner. Figure 2.3 illustrates the strength of females serving in the Defence Forces in the past 10 years.

Figure 2.4 Women serving in the PDF 2005 - 2014



Career Development

During 2014, promotion competitions continued under the promotion systems agreed in 2011. In respect of Non Commissioned Officers (NCOs), promotion competitions to the rank of Sergeant and higher NCO ranks saw 57 personnel promoted across the Defence Forces with 35 promoted in the Army, five promoted in the Air Corps and 17 promoted in the Naval Service. At the rank of Corporal a total of 144 personnel were promoted across the Defence Forces, which translates as 2.5% of enlisted strength progressing to higher rank.

A total of eight promotion boards were convened in 2014 in order to facilitate the filling of Officer vacancies arising within the Defence Forces. The promotion boards used a competency based approach to assess candidates for Major General

and Brigadier General vacancies. Competency based procedures are being progressed for all other officer competitions. Length of service marks, where they existed, have been phased out completely and no longer apply.

Permanent Defence Force Training & Education

The main effort for Defence Forces Training and Education in 2014 was to continue to support the reorganisation of the Defence Forces, and to improve its operational effectiveness by increasing the quantity and quality of collective training and exercises. Four (4) training priorities for the Defence Forces were identified to support this process;

1. Career Training and Education
2. Overseas Skills Based Training and Exercises
3. Single Force Concept
4. Collective Training



Career Training and Education

The ongoing professional education and training of officers and enlisted ranks ensures that the Defence Forces maintains an adequate pool of qualified officers and NCOs to fill the spectrum of command and leadership appointments both at home and abroad. During 2014, the Defence Forces provided a variety of career advancement courses to ensure sufficient numbers of qualified personnel were available to fill leadership appointments at all levels in the organisation. Such courses also provided opportunities for personnel to attain career development goals. Delivering this level of training required the continued development of a competent body of instructors within the Defence Forces. The Defence Forces commit considerable resources to the training of instructors in a variety of disciplines. A total of 509 Permanent Defence Force personnel attended 46 instructor training courses during 2014. In addition, there was a

requirement for retraining or ‘up-skilling’ of PDF and RDF personnel who have transferred between Corps in specialist Corps skills. Corps Schools and units played a major role in this area. The Table 2.2 below indicates the number of PDF Career Courses undertaken in 2014.

Table 2.2 Permanent Defence Force Career Courses 2014

Course Name	Number of Courses	Number of Students
Potential NCO (NS)	1	33
Potential NCO (AC)	1	32
Potential NCO (Army)	2	94
Logistics Accountancy Course	1	20
Standard NCO Course (NS)	1	27
Standard NCO Course (All Corps)	1	23
All Arms Standard NCO Course	1	42
Senior NCO Course (NS)	1	28
Senior NCO Course	1	41
Young Officers Courses (All Corps)	1	27
Junior Command and Staff Course	1	19
Junior Command Operations Course (NS)	1	6
Senior Command and Staff Course	1	19
TOTAL	14	411

In addition, the Defence Forces continued to roll out the Leadership Management and Defence Studies (LMDS) programme in collaboration with the Institute of Technology Carlow. This programme delivers validation of enlisted personnel career training and education with linked awards on the National Framework of Qualifications. 223 Defence Forces students received awards at levels 6 and 7 from the Institute of Technology Carlow in October 2014. NUI Maynooth Leadership Defence and Contemporary Security Level 8 Higher Diplomas were awarded to students on successful completion of the Junior Command & Staff Course.

National Maritime College of Ireland (NMCI)

The Naval Service continued to develop its academic partnership with the Cork Institute of Technology (CIT) for the purpose of delivering education and training to both military and civilian seafarers to meet national requirements in the National Maritime College of Ireland. The NMCI celebrated its 10th anniversary in 2014.

The Naval Service, in partnership with the NMCI, held a total of 87 courses throughout the year, training 1,158 Naval Service students, in disciplines such as Technical Training, Seamanship Training and Communications Training.

Overseas Skills Based Training and Exercises

Overseas skills based training and exercises were conducted to ensure that personnel and units were properly trained for deployment to overseas units. Four PSO Mission Readiness Exercises were conducted for the contingents that deployed to Lebanon (UNIFIL) and Syria / Golan Heights (UNDOF).

In addition, two Overseas Qualification Courses were conducted to prepare Officers and NCOs who deploy on observer missions or to overseas HQs. A total of 52 students completed these courses.

The Single Force Concept & Reserve Defence Force (RDF) Training

In 2014, the RDF continued to train for its primary role of providing contingent support to the Permanent Defence Force in emergency situations. RDF training was tailored to deliver the interoperability standards required between PDF and RDF elements (the Single Force Concept). A total of 158 RDF personnel participated in Defence Force exercises during 2014. Skill courses, seminars and induction courses were conducted throughout 2014 as per the Annual Training and Education Directive. RDF shooting competitions (small arms) were successfully conducted in Kilworth. A total of 1,521 members of the AR and NSR utilised 22,992 paid training mandays in 2014. The funding available for AR and NSR training in 2014 was maintained at a level to support the planned training.

Collective Training

As part of the ongoing programme to develop the concept for the evaluation of the individual soldier and collective readiness of units, the Defence Forces held a number of Company Group

Exercises between June and September 2014 in order to assess operational readiness. Skills such as Navigation, Counter Improvised Explosive Device (C-IED), Chemical, Biological, Radiological Nuclear explosive (CBRNe) and Medical skills were exercised and assessed while sustainment of the unit in an operational setting was practiced. Each exercise was supported by elements of the RDF.

Defensive and Other Major Equipment Purchases

The constrained financial envelope available has seen the Defence Organisation continue to apply a prudent approach to equipment purchasing and maintenance programmes during 2014. The budgetary situation will continue to dictate the level of funding available for new equipment and upgrades. Decisions will be made accordingly on a strictly prioritised basis with a view to ensuring the operational effectiveness of the Defence Forces. A particular focus is maintained on ensuring that modern and effective equipment is available for overseas operations.

In 2014, the Defence Organisation continued to progress a number of defensive equipment programmes including the upgrade of the Steyr rifle and the explosive ordnance disposal robots (e.g. the HOBOT). In addition, new Ground Surveillance Radar Systems were procured and an RBS 70 upgrade project was launched. The replacement programme for the Army's MORFIRE system was initiated with trials conducted in late 2014. A programme to replace the current stock of 12.7mm Heavy Machine Guns (HMG) continued and will be completed in 2015. The Defence Force's mine clearance capability was further enhanced with the upgrade of the MineWolf System. A contract for the conversion of nine Mowag Armoured Personnel Carriers (APCs) to Combat Reconnaissance Vehicle (CRV) variant was launched. These programmes, when finalised will enhance and future proof Defence Force capabilities.

Throughout 2014, the focussed procurement of ammunition continued, with a view to maintaining levels of critical stock in order to meet ongoing operational and associated training commitment.

During 2014, the first of three P60 class Offshore Patrol Vessels (OPVs) for the Naval Service was delivered and commissioned. The L.É. SAMUEL BECKETT commenced operational duty in the 2nd

quarter of 2014. The second ship was completed in 2015 and is named the L.É. JAMES JOYCE. This vessel replaces the L.É. AOIFE which was decommissioned in January 2015 after 36 years of service. The third vessel is due to be delivered in 2016.



The updating of the general service transport fleet continued. The first Defence Forces procurement through the Office of Government Procurement (OGP) was completed in 2014 for general service 4x4 vehicles.

Review of Inventory Management in the Defence Forces

A Review of Inventory Management in the Defence Forces was published in May 2014. This comprehensive and wide ranging review entailed a detailed assessment of the Defence organisation's management of inventory and associated corporate governance procedures covering areas ranging from procurement practices through to management of information systems and arrangements. The overriding principle governing the approach in the review was to promote an efficient inventory lifecycle management process that underpins and supports the operational roles assigned to the Defence Forces while promoting a Value for Money approach.

The report contains detailed findings and conclusions with supporting recommendations relating to procurement policy, management structures, disposal and valuation policies and corporate governance matters.

A joint implementation group, consisting of Departmental and Defence Forces personnel, was established to implement the recommendations and findings of the Review.

INFRASTRUCTURE

Following the the decentralisation of the Department of Defence to Newbridge in 2010 and re-organisation of the Permanent Defence Force in 2012, a further objective was to centralise the various elements of Defence Forces Headquarters (DFHQ) which were located in different parts of Dublin. McKee Barracks was selected as the location for the centralised DFHQ and work commenced on the refurbishment of a number of blocks to accommodate the various elements. During 2014, DFHQ Branches vacated Colaiste Caoimhin and Parkgate, and relocated to McKee Barracks; Human Resource Branch (J1) relocated to Newbridge.

In 2014, almost €6m was spent on capital building works which were part of an on-going capital building programme designed to modernise and enhance the training, operational and accommodation facilities available to members of the Defence Forces. In any one year the programme provides for new start projects and for the continuation of capital building projects already underway from prior years.

The major projects which were under development during the year included:

- the refurbishment works to the Cookhouse and Dining Hall in Casement Aerodrome, Baldonnel, Co. Dublin,
- the second phase refurbishment of North Accommodation Block in McKee Barracks which is a flagship building and a major heritage project,
- the continuation of a major project in the Defence Forces Training Centre (Curragh Camp) to convert all boilers to natural gas,
- planning for Phase Two of the replacement of a major storage facility in the Defence Forces Training Centre, and
- planning for the construction of new transport vehicle maintenance facilities in Sarsfield Barracks, Limerick and Stephens Barracks, Kilkenny.

In addition, the following works were completed during 2014:

- Phase one of the replacement of a major storage facility in the Defence Forces Training Centre,
- Phase one of the refurbishment of north accommodation block in McKee

Barracks which is a flagship building and a major heritage project, and works associated with phase one of the centralisation of DFHQ in McKee Barracks.

Work commenced on site in 2014 of the new military archives project in Cathal Brugha barracks in Rathmines, Dublin.

The capital building programme for 2014 also included an expanded range of minor works projects across military installations. In addition, almost €7.5m was spent on maintenance-related works across military installations.

During 2014, Cork County Council instigated and engaged consultants to deliver a master plan for Haulbowline island, which is due to be completed in early 2015. This plan encompasses the potential for the development of the entirety of Haulbowline island in light of the already commenced remediation project for the island. A key requirement within this future development is the necessity to operate a fully functioning Naval Base and Naval Dockyard and to realise the considerable potential surrounding the use of the old steel factory site including the Naval Service requirement for the utilisation of the west wall berthage facility in the Naval Basin to facilitate the larger P60 class Offshore Patrol Vessels.

Following the reorganisation of the Reserve Defence Force in March 2013 over 30 properties used by the Reserve were closed throughout 2013. Most of these have already been disposed of whilst others are in the process of being prepared for disposal in 2015. Property disposals in 2014 realised over €3,200,000.

Interoperability and European Union Capability Development

In 2014, Ireland continued to contribute to the development of the EU's capability to conduct crisis management operations. This engagement in capability development is conducted in the context of the Headline Goal 2010. During the year Ireland participated in the production of an EU force catalogue which outlined member states potential contributions for EU crisis management operations. Ireland was also involved in the production of the Progress Catalogue 2014 which presents a comprehensive picture of the prioritised capability shortfalls in the short-term and their operational

risks assessed against the illustrative scenarios reflecting the EU level of ambition. This process contributed to the production of an EU capability development plan which outlines priority areas for future capability development within the EU.

Having regard to this capability development, Defence Organisation personnel attended various training and education courses and events during 2014, both in Brussels and in other EU locations. For example, both Department of Defence and Defence Forces personnel attended CSDP orientation courses, while military subject matter experts attended seminars, workshops and conferences in such areas as capability development, cyber security, communication and information systems (CIS), counter improvised explosive devices (C-IED), logistics and MILEX14².

European Defence Agency (EDA)

Ireland joined the EDA when it was established in 2004. The Agency is headed by the EU High Representative (HR) for Foreign Affairs and Security Policy. The Mission of the EDA is to support the Council and the member states in their effort to improve the EU's defence capabilities in the field of crisis management and to sustain the Common Security and Defence Policy as it stands now and develops in the future. The work of the Agency is achieved through a steering board comprising of EU Defence Ministers of the participating member states.

The EDA's main aims are to support member states in the area of capability development, to support greater efficiency and competition in the European defence equipment market and to support and improve investment in defence and security research and technology (R&T). On a day-to-day basis, the Minister for Defence is represented in the EDA by officials from the Department of Defence.

Departmental and Defence Forces personnel participate in the EDA in the area of Capability Development Plan (CDP), Integrated Development Teams (IDT) and Project Teams (PT).

During 2014, Ireland was involved in two category B projects in the area of maritime surveillance and C-IED. The aim of the maritime surveillance project is to develop and improve an exchange network that will allow for the sharing of data between

² Military Exercise 2014

member states in order to compile a recognised maritime picture. In October 2014, this category B project ended, having delivered an automated information sharing capability. The project will continue to move into the live phase to ensure a fully operational network, sharing intelligence information based on regional activities. In April 2014, with Government and Dáil approval, Ireland joined the EDA C-IED project called Manual Neutralisation Techniques Courses and Exercises. This is a four year project which will involve researching, developing and delivering a range of training courses and exercises to address the use of manual neutralisation techniques. “Pooling and Sharing” is an EU concept which refers to member states-led initiatives and projects to increase collaboration on military capabilities. Ireland was actively involved in a number of Pooling and Sharing project teams including cyber ranges, naval training which Ireland is leading and C-IED. In the context of C-IED, Ireland hosted two Home Made Explosives (HME) courses in 2014. The objectives of this course are to instruct anyone likely to be involved in targeting the explosive processing chain to identify the precursors used in HME manufacture, how to safely process a scene and dispose of any hazardous substances arising from a scene. Students gain the skills to instruct other first responders on identifying hazards upon finding a clandestine HME factory.

Ireland also supports the Agency’s work in capability development and market initiatives within the framework of CSDP and the relevant treaty provisions and national legislation. Ireland continued to participate in the EDA’s research and technology joint investment project on force protection. This programme aimed to enhance the security of deployed operations through improved doctrine, best practice and emerging technologies. Ireland is also participating in the joint investment programme on CBRN defence and in a project on maritime surveillance. The aim of the CBRN programme is to develop initiatives to provide additional protection in the area of CBRN.

DEFENCE RESEARCH & INNOVATION

With the approval of the Minister for Defence, the Defence Forces and the Department of Defence have committed to participate in a wide range of activities with Irish-based institutions and enterprise in relation to the development of research, innovation, technology and education/training activities, which have the capacity to contribute to Defence Forces capability development.

Defence Enterprise Committee

There is an ongoing requirement to examine new and innovative means of improving capabilities in the security and defence domain, so that the Defence Forces can continue to undertake the roles assigned by Government. In July 2011 the Government approved arrangements, whereby Enterprise Ireland supports Defence Forces capability development by raising the awareness of, and engaging with, Irish-based enterprise and research institutes, including third level colleges that are engaged in relevant and related activities. This is achieved through the Defence Enterprise Committee which is overseen by the Defence-Enterprise Ireland Co-ordination Committee. These committees are comprised of personnel from the Department of Defence, the Defence Forces and Enterprise Ireland. Projects proposed by institutes and companies are firstly considered and cleared by Enterprise Ireland and then submitted to the Defence Enterprise Committee for consideration. All proposals are vetted and agreed by the Defence-Enterprise Ireland Coordination Committee to ensure compatibility with the roles assigned to the Defence Forces by Government.

The Defence Forces, in turn, support Irish enterprise and research institutes, including third level colleges, which can contribute to the development and enhancement of Defence Forces crisis management capabilities. The Defence Forces also offer their considered views on trends in specific capability development requirements. Under this initiative the Defence Forces are supporting 46 research, training and innovation projects, including projects with Irish indigenous companies.

Irish Maritime and Energy Resource Cluster (IMERC)

The Naval Service strategic partnership with IMERC during 2014 has seen the continued development of the IMERC Campus. The University College Cork (UCC) National Beaufort Laboratory is the first building constructed on this site. Funding to service five sites was secured during the year. These sites are to be marketed by the IDA to Foreign Direct Investment (FDI) and multi-national companies. Industry suites will be available to clients who will benefit from the co-location via access to shared services and facilities available from the IMERC partners in University College Cork (UCC), Cork Institute of Technology (CIT) and the Naval Service.

IMERC secured the funding and procurement of incubation units to be located adjacent to the NMCI. The modular units will be used to house the existing companies located in the NMCI with room to bring in more entrepreneurs and start-up companies.



Halpin Centre

The Naval Service's partnership with the Halpin Centre for research and innovation was formalised in 2013 and continued to develop into 2014. The Halpin centre, which is the research constituent of the NMCI, facilitates the research inputs of both Naval Service and CIT to the overall research effort in maritime security and sustainable energy. At present the Halpin research centre is involved in 16 projects, six of which directly involve Naval Service participation. Tangible benefits for the Naval Service through engagement with the Halpin research centre have been accrued in terms of experience and knowledge. Involvement by Naval Service staff in projects under the Halpin umbrella has produced an increase in its understanding, effectiveness, preparedness and readiness in

areas such as maritime security, pollution control and continent wide information sharing systems. Through a number of these projects, the Naval Service have benefitted from interaction with other institutions and companies, engaged in research into autonomous subsea systems and unmanned aerial systems.

Partnership for Peace (PFP)

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

Ireland, also participates in 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 to contribute to the development of military capabilities in accordance with international standards'. The Defence Forces Standardisation Strategy provides the framework to ensure that the Defence Forces continue to maintain interoperable forces to effectively carry out all roles assigned by Government. The adoption of NATO standards provides the foundation for interoperability. This was further enhanced through the Defence Forces engagement during 2014 with the NATO Standardisation Agency.

Ireland continued to implement the thirteenth annual Individual Partnership and Cooperation Programme (IPCP) with NATO/PfP during 2014. The IPCP was developed in consultation with the Departments of Foreign Affairs and Trade; Environment, Community and Local Government; Justice and Equality; Health; and Communications, Energy and Natural Resources.

Defence Forces personnel were approved to attend a number of IPCP related events in 2014. These events facilitate the achievement of the Defence Forces' PARP Partnership Goals (PGs) and ensure that the Defence Forces can incorporate best international practice into its doctrine and standard operating procedures for crisis management operations. In

2014, Ireland continued to make progress in meeting the requirements of its 31 PGs. To date, Ireland has fully implemented 16 PGs. Personnel from NATO member states and other partner nations attended Defence Forces' courses that were offered as part of Ireland's contribution to the Individual Partnership Cooperation Programme.

Ireland was also represented at two NATO meetings at the level of Chiefs of Defence (CHODs) during 2014.

Civil Service and Civilian Employee Human Resources Management

The key objective of the Department's Human Resources (HR) Branch is to enable staff to contribute effectively and productively to the achievement of the Organisation's goals and objectives.

A key focus during the year was the ongoing implementation of initiatives under the Government's reform programme, such as the Civil Service Renewal Plan, workforce planning, improving performance management systems, participating in the HR shared services project, the HR element of the Payroll Shared Service Project and reducing sick leave rates. Provisions of the Haddington Road Agreement were introduced for staff and implemented during 2014.

The Civil Service Renewal Plan was published on 30 October 2014. The three year action plan identifies actions that will strengthen capacity, capability, accountability and leadership throughout the Civil Service. Responsibility for the delivery of each action is allocated to a named Secretary General or group of Secretaries General. Within the Department of Defence, a dedicated Project Manager (PM) has been appointed by the Secretary General with responsibility to drive the actions and to work centrally with all other project managers under the direction of a central Programme Management Office (PMO).

During 2014, the Department of Defence maintained its staffing levels within the annual Employment Control Framework (ECF) target of 351. The Department had 344 whole time equivalent personnel as at 31 December 2014.

Workforce plans provide an important compliance mechanism in the setting of binding multi-annual pay ceilings and in monitoring delegated

sanction. The Department's workforce plan for 2013-2015 forecast staffing needs in relation to strategic business objectives so as to achieve the right balance between labour demand and supply to get the right people, with the right skills, in the right place at the right time. The Workforce Action Plan 2013-2015 continued to be implemented in 2014. Planning commenced in late 2014 for the preparation of a new workforce plan covering the period 2015-2017, which will take into consideration central initiatives including Civil Service Reform, the Renewal Plan, etc.

Another key action in the Civil Service Renewal Plan is to strengthen the performance management process, including an examination of the ratings scheme and the appraisal process. A calibration process was introduced as a pilot scheme in the Department of Defence for the 2014 cycle of PMDS. In 2014, 97% of staff completed an annual review under PMDS.

The Public Service Reform Plan identified shared services as a major element in the reform programme. Work continued throughout 2014 on planning the transition of the Department's payroll and expense payments to the Payroll Shared Services Centre. Work commenced on preparing the Department's Human Resources area for transition to PeoplePoint, (the new HR Shared Services Centre for the Civil Service).

The Department's focus on proactively managing sick leave absences continued throughout 2014. In this regard the sick leave rates for the Department fell from 3.8% in 2013 to 3.07% in 2014. The new Public Service Sick Leave Scheme commenced on 31st March 2014 and is being implemented for all staff.

In 2014, the Department carried out a health screening programme for staff. 35% of civil service staff availed of the programme over four locations with the Department contributing 50%, or €50, towards the cost for each participating staff member.

In 2013, the Department launched a pilot scheme to facilitate 4th year/transition year work placements in the academic year 2013/14. In total 8 placements commenced in 2014, seven in Newbridge and one in Galway. Following a review of the scheme, it was decided to continue the scheme for the academic

year 2014/15 with four placements in Newbridge and two in Galway.

In 2014, the Department also took part in the Job Shadow Scheme, the nationwide initiative dedicated to giving people with disabilities a unique opportunity to “shadow” a workplace mentor (company employee) as he or she goes through a normal day at work. In addition the Department completed 2 placements under the Government’s National Internship Scheme in the areas of Management Information Framework (MIF) and Finance. In 2014, a total of 36 internships were advertised throughout the Defence Forces including for positions as curators, archivists, engineers, physical training instructors and legal researchers. Nine of these positions were filled during 2014 and ten were re-advertised for 2015.

Civilian Employees

As of 31 December 2014, there were 509.9 whole time equivalent civilian employees engaged under the Defence Act 1954. The majority of these employees are craft, general operative and related grades and are involved mainly in the maintenance of equipment and military installations. The remaining employees are mostly involved in clerical and storekeeping duties for the Defence Forces and also include aircraft inspectors and various professional and technical grades. Included in the recruitment of personnel in 2014 were a small number of medical professionals to support the provision of medical services for members of the Defence Forces.

Civil Service Training and Development

The Department continues to invest in developing its staff. With a budget of €129,000, the focus on training in 2014 was on administrative law, up-skilling in computer-based applications, and management training.

- The overall spend on external training amounted to €60,000 approx. 75% of staff requested formal training compared to 72% in 2013 and 94% in 2012.
- 216 training requests were completed with a total of 61 training courses delivered.
- In addition, €14,364 was spent on ; the Refund of Fees Scheme and €26,529 on advance fees to encourage staff up-skilling by providing funding for external programmes of study.
- The centrally driven workforce planning

project was progressed with the completion of a skills and experience gap analysis.

- The training and development web page on the Department’s intranet was revamped and updated.
- A focus group was convened to identify the training and development needs of staff at Assistant Principal (AP) and Higher Executive Officer (HEO) grades. The report arising from this focus group will inform the content of a developmental programme for these grades.
- Additional modules on the online learning tool MOODLE were made available to staff. These were; Effective Report Writing, Minute Taking and Coaching for Managers.

Equality

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

The Department’s policy is that all personnel be accorded equality of opportunity and treatment. The HR Strategy reflects this policy position and includes a commitment to the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by women. In 2014, 36% of Assistant Principals and 44% of Principal Officers were women. Overall, 36% of staff at the grades of Assistant Principal upwards were women.

In compliance with Part 5 of the Disability Act, 2005 the Department of Defence undertook, where practicable, to promote and support the employment of people with disabilities. The percentage of civil servants with a disability was 5.85% and the percentage of civilian employees with a disability, employed by the Department, on behalf of the Defence Forces was 4.9%.

Civil Defence

Civil Defence is a volunteer based organization that supports the front line emergency services. As of December 2014, there were 4,234 active members listed on the Civil Defence volunteer register. Civil

Defence has volunteers trained in each of the following services: Casualty, Search and Rescue, Auxiliary Fire Service, Radiation Monitoring, Welfare and Communications. These volunteers were based in each local authority area.

Throughout 2014, Civil Defence was involved in a wide range of activities across the country including supporting responses to major emergencies such as severe weather and flooding. Civil Defence volunteers were involved in a large number of missing person's searches with An Garda Síochána. Civil Defence also supported a wide range of community and sporting events countrywide throughout the year, including large events, such as the Giro D'Italia, the Fleadh Ceoil and the Electric Picnic.

Table 2.3 Civil Defence Activities 2014

ACTIVITY	NUMBER OF CALLOUTS
Accident	4
Boating	60
Climatic	35
Community	545
Local Authority	100
Other	199
Search	67
Sporting Events	1,005
TOTAL	2,015

The Civil Defence College continued to deliver high quality training to volunteers. Training is designed to equip volunteers with the skills and ability to assist the Principal Response Agencies (i.e. Garda Síochána, Health Service Executive and local authorities) and provide community support.

During 2014 Civil Defence engaged with the Defence Forces to deliver a catering course. Volunteers who completed this training are now equipped to prepare a selection of hot and cold food for large numbers. This is particularly important for volunteers, Gardaí and others involved in searches for missing persons and other large exercises and events. Further training in the area of searches for missing persons was delivered during 2014.

The Management of Water and Flood Incidents course gave Civil Defence Officers an understanding and knowledge of flood incidents where they may be involved with their volunteers. The Swiftwater

and Flood First Response Instructors course continued during 2014 and instructors began to deliver training to volunteers.

The certification and recertification of instructors in the casualty service and other services continued throughout the year. Civil Defence has over 300 Emergency Medical Technicians (EMTs).

The Civil Defence College in conjunction with the National Ambulance Service has validated the new Manual Handling Instructors Course with QQI (Quality Qualifications Ireland - formerly known as FETAC). Volunteers received training in both manual handling and people handling during 2014, which qualifies them to instruct to the new QQI standards.

The table below indicates the number of courses delivered and number of certificates issued by the Civil Defence College during 2014. The numbers include training courses delivered by Civil Defence nationwide and through the Civil Defence College. In addition to the training courses, a number of seminars/exercises were held which did not result in the issuing of certification.

Table 2.4 Details of Civil Defence Courses delivered and certificates issued during 2014

Courses/Seminars/ Exercises	738
Numbers Attended	4,518
Certificates Issued	3,694



DEFENCE FORCES HUMAN RESOURCE MANAGEMENT

Excellence Through People

All human resource practices and processes in the Defence Forces are subject to external validation through the Excellence Through People (ETP) process. The Defence Forces reaps a variety of benefits through accreditation in the scheme. It is the national standard for HR. As such it acts as an independent benchmark for Defence Forces practices and is a catalyst for the introduction of best and latest practice within the organisation. In 2014, the Naval Service and 2 Brigade achieved the ETP standard through the National Standards Authority of Ireland (NSAI). The Air Corps had previously achieved the standard in 2013. This mechanism is now embedded within the Defence Forces and will be further developed in 2015 through the National Standards Authority of Ireland.

Gender, Equality and Diversity in the Defence Forces

The Defence Forces operate in an environment without discrimination in areas as provided by the Equality Acts which ensure that the principles of employment equality are implemented in recruitment, promotion, training and work experience. All regulations and Administrative Instructions concerning service in the Defence Forces will be set out in a manner consistent with this policy of equal opportunity, diversity and

inclusion. These policies are reviewed along with Defence Force Regulations on an ongoing basis by the Deputy Chief of Staff (Support) to ensure compliance with best practice and to maintain a working environment that treats all members of the Defence Forces in a manner consistent with equality of opportunity. The issue of dissemination of Defence Forces equality, diversity and equal status policies is crucial to its success. The policies apply equally to the Reserve Defence Force (RDF).

The role of the Gender Advisor in the Defence Forces is to ensure the integration of a gender perspective into the Defence Forces at all levels and also an understanding of UNSCR 1325 and associated UN resolutions. The Gender Advisor is also responsible for the co-ordination of gender related training for Defence Forces personnel.

During 2014, the Defence Forces Action Plan on the Implementation of UNSCR 1325 was signed by the Chief of Staff. The aim of the Defence Forces Action Plan is not only to meet the requirements of Ireland's National Action Plan (NAP) for the Implementation of UNSCR 1325 but also to plan the who, what, why, when and where of the implementation of UNSCR 1325 in the Defence Forces. Ireland's 1st NAP, 2011-2014 has now elapsed and a Final Report, commissioned by Department of Foreign Affairs and Trade concluded that the Defence Forces are a "model of good practice" and recommend "for Ireland to share learning on the contribution of gender perspectives on peacekeeping missions." The Defence Forces Gender Advisor was also invited to address the Oireachtas Joint Committee on Justice, Defence and Equality in relation to the progress made by the Defence Forces in this area. Ireland's 2nd NAP, 2015-2018 has now been published and the Defence Forces Action Plan will be amended accordingly.

In addition, a gender advisor has been appointed in each Brigade/ Formation and they assist the Defence Forces Gender Advisor in the integration of a gender perspective into the Defence Forces. A Gender Focal Point (GFP) course has also been created and is now being rolled out across the Defence Forces which will help to ensure a gender perspective is integrated into plans, procedures and training at all levels.

Personnel Support Service

The Defence Forces operate a Personnel Support Service (PSS), which is a confidential service providing information, social education, support and a referral service designed to give Defence Forces personnel access to information and services both from within the military community and outside it. The type of information the PSS provides covers a wide range of topics from financial matters to alcohol and drugs awareness. At another level the PSS provides counselling and/or support in aspects of personal relationships, parental issues, family problems, separation and bereavement. Prior to deployment overseas, all personnel receive instruction in stress management and before returning home, trained members of the PSS visit the mission areas and carry out stress debriefs. To enhance the support services available to personnel serving overseas, a care call line, a confidential and independent service, has been extended to personnel serving with the United Nations Interim Force in Lebanon (UNIFIL).

Skills-based Training on Risk Management (STORM) training was provided for Defence Forces personnel. This was rolled out in every military location in 2014. The PSS also continued to provide Critical Incident Stress Management (CISM) support to the Irish Coast Guard by way of a service level agreement. A Critical Incident Stress Management Programme was introduced to Civil Defence, resulting in the training of Civil Defence peer supporters.

Independent Monitoring Group

The Independent Monitoring Group (IMG) was established in May 2002 by the Minister for Defence to oversee the implementation of recommendations arising from a report on the extent of harassment, bullying, discrimination and sexual harassment within the Defence Forces. The Report of the Independent Monitoring Group (IMG) in 2004, demonstrated how the Permanent Defence Force had responded at organisational level to a range of workplace challenges including bullying, harassment, discrimination and sexual harassment that had been identified and researched between 2000 and 2002. The second IMG report (2008) recorded considerable progress by the Defence Forces, particularly in the area of human resources and personnel management. Inevitably as in any workplace, there were some concerns and room for further development.

The Third Report of the IMG was published on 3 September 2014. The report presents a review of progress made by the Defence Forces since the publication of the IMG's second report in 2008 and makes a total of 35 recommendations. These fall broadly under 6 headings:

- Human Resource Management – 3 recommendations
- New Entrants – 17 recommendations
- Personnel Support Services – 6 recommendations
- Training and Development – 3 recommendations
- Reserve Defence Force – 3 Recommendations
- Continual Review of Progress – 3 Recommendations

An implementation group has been established to progress implementation of the aforementioned recommendations.

Implementation of the Defence Forces Medical Services Review

The Medical Corps has four main service objectives:

- To maintain and promote health and well-being for, and prevent disease amongst, serving members of the Permanent Defence Force (PDF);
- To maximise the medical readiness of the PDF for operational activities both at home and overseas;
- To provide current and competent field medical support in operational and training settings both at home and overseas.
- Medical assessment of members of the Reserve to ensure their health status is compatible with their role as part of the Single Force Structure.

The main medical services provided or organised by the Medical Corps are pre hospital emergency care, general primary care, occupational health, physiotherapy, mental health assessment and support, and dental services. The Medical Corps employs pre hospital practitioners (emergency medical technicians, paramedics and advanced paramedics), medical officers, dental officers, nurses, pharmacists and psychologists who provide the services, augmented by contracted doctors, and dentists tasked with providing medical services to the Defence Forces.

A shortage of medical professionals within the Medical Corps in recent years led to a review of how these services might be delivered. The review is being led by a joint civil/military standing committee and the objective is to advance the development of a sustainable integrated medical service involving both internal and outsourced service provision. The Joint Standing Committee has implemented solutions to a number of service delivery areas and will continue to develop solutions towards implementing its agreed work-plan. The Joint Committee, allied to the work of the Transformation and Systems Reform Officer, will focus on implementing solutions to ensure that medical services are delivered in an optimum and sustainable manner.

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

In 2014, the Defence Forces drug testing team carried out 17 drug testing operations, testing a total of 1,092 Defence Forces personnel. Of the 1,092 tests, 99.54% proved negative. There were 5 positive tests representing, 0.46% of the total tests completed. Appropriate administrative action ensued in all cases. As of 31st December 2014, there were no Defence Forces personnel subject to targeted drugs testing.

Table 2.5 Compulsory Random Drug Testing for the years 2009 - 2014

Year	Total Tested	Positive Tests
2009	1,719	6
2010	1,586	7
2011	1,362	6
2012	2,058	16
2013	1,054	13
2014	1092	5
Total	8,871	53

Table 2.6 Number of Compulsory Random Drug Tests completed by location in 2014

Formation	Total
2 Brigade	422
1 Brigade	438
Defence Forces Training Centre	9
Air Corps	184
Naval Service	0

Defence Forces Headquarters	39
Overseas (UNIFIL)	0
Total	1,092

Redress of Wrongs

A comprehensive review of the Redress of Wrongs process continued throughout 2014 and is due for completion in late 2015, early 2016. The Review will be the subject of discussions with all interested parties with a view to achieving agreement on its recommendations and implementation.

Table 2.7 Redress of Wrongs Applications

	2010	2011	2012	2013	2014
Career Development	44	49	59	39	28
Interpersonal Relations	4	4	7	3	8
Other	13	31	44	69	60
Total	61	84	110	111	96

Defence Forces Conciliation and Arbitration Scheme

There were approximately 115 claims processed through the Conciliation and Arbitration Scheme during 2014.

Representative Association of Commissioned Officers (RACO)

During 2014, RACO lodged a number of new claims at conciliation council, which were discussed at four Council meetings. There were two agreed and three disagreed reports signed in 2014. There were no facilitation or adjudication hearings arising from claims during 2014. There were four meetings of DFHQ Military Forum at which a range of issues were discussed.

Permanent Defence Force Other Ranks Representative Association (PDFORRA)

PDFORRA lodged a number of new claims at conciliation council during 2014. These claims were addressed at five council meetings. There were three agreed and one disagreed report signed in 2014. There was one adjudication hearing arising from a claim disagreed at conciliation council in 2014. There were four meetings of the DFHQ Military Forum at which a range of issues were discussed.

PUBLIC SERVICE STABILITY AGREEMENT 2013-2016 “THE HADDINGTON ROAD AGREEMENT”

Work continued on finalising the implementation of the central provisions of the Haddington Road Agreement and also the specific provisions provided for under the Defence Sector Collective Agreement. Work continued on the reviews of technical pay Groups 2 – 6 and security duty allowances as provided for under the Croke Park Agreement. The Review of technical pay Group 1, which accounts for over 50% of all technician payments, was finalised in October 2014.

FINANCE

During 2014, the Department’s Finance Branch, based in Renmore, Galway, acted as a shared service provider to the Department of Defence, the Defence Forces, and the Office of the Ombudsman for the Defence Forces. It is responsible for making and accounting for all payments (including payroll and pensions) on behalf of the Department and the Defence Forces; for the co-ordination of estimates-related work; and for the administration of military pensions (as well as the formulation of pension policy). The Branch engaged with the Department of Public Expenditure and Reform’s Payroll Shared Services (PSS) Project through user acceptance testing and parallel running to achieve milestones for wave 3 of the project scheduled for implementation in 2015. Representatives from Finance Branch also took part in the Financial Management Shared Services (FMSS) project.

The tasks completed by the Branch, during 2014, included the implementation and monitoring of all changes required under the Haddington Road Agreement. Payroll aspects of the single pension scheme were also implemented and required changes to pension payroll were processed. The Table below illustrates some of the work completed by the Finance Branch during 2014

Table 2.8 Financial Transactions 2014

No. of non-payroll payments made (invoices, etc)	41,890
No. of payroll payments made	477,686
No of Pensions payments made	144,000
No. of Travel & Subsistence claims processed	22,665
No. of new pensions approved (service, disability & dependants)	393
No. of cases processed on death of a pensioner	320
No. of pension payroll queries answered	6,970
No of Payroll Family Law queries in 2014	35
No of Payroll benefit statements provided in 2014	2,354
No of Pensions Family Law queries in 2014	321

Prompt Payment of Accounts

Government Departments are required to make payments to suppliers of goods and services within 15 days from receipt of a valid invoice. In 2014, the Department of Defence paid prompt payment interest of €287.17 on 23 invoices for late payments in accordance with the terms of the European Communities (Late Payment in Commercial Transactions), Regulations 2002.

99.9% of all 2014 payments within the Defence Sector were paid within 30 days. 96% of payments within the Defence Sector were paid within 15 days.

Corporate Services

Litigation

The Department’s Litigation Branch manages cases taken against the Minister for Defence. It provides information, reports, etc., as required by the State Claims Agency (SCA) and/or the Chief State Solicitor’s Office (CSSO) in respect of all types of litigation cases, including Personal Injuries Claims, Judicial Reviews, Plenary Summonses and Civil Bills. The Branch continues to play an active role in the management of litigation risk through regular meetings with the State Claims Agency. The Branch participated on the Risk Management Liaison Group whose members include representatives from the Department of Defence, the Defence Forces and the State Claims Agency.

The following table outlines the position with all litigation cases as at 31 December 2014:

TABLE 2.9 Litigation cases 2014

Case Type	Managed By	On Hands 1/1/14	Received in 2014	Cleared 2014	On Hands 31/12/14
Personal injury	SCA/ CSSO	263	128	96	295
Judicial Review	CSSO	8	3	7	4
Plenary Summons	CSSO	14	26	26	14
Supreme Court Appeal	CSSO	6	2	2	6
Civil Bill	CSSO	14	6	2	18
Employment Appeals Tribunal	CSSO	1	0	1	0
Employment Equality Authority	CSSO	1	0	0	1
Medical Council	CSSO	0	2	2	0
European Court of Justice	CSSO	1	0	1	0
Total		308*	167	137	338

* Following an internal stock-take of cases, the number on-hand at the beginning of 2014 was reduced by 22.

Total expenditure on all cases amounted to € 4,243,950 in the year 2014. Table 2.10 illustrates a breakdown of the figures.

Table 2.10 Litigation Costs

	CSSO Employment	SCA Personal Injury	Miscellaneous Personal Injury	Total
Settlements	€664,332	€1,987,567		€2,651,899
Plaintiff Legal Costs	€594,931	€406,757		€1,001,688
Medical Costs		€66,882		€66,882
Agency Solicitors Fees		€143,038		€143,038
Agency Counsel Fees		€163,954		€163,954
Injuries Board Assessment Fees		€9,022		€9,022
Miscellaneous Costs	€14,926	€60,188	€132,353	€207,467
Total	€1,274,189	€2,837,408	€132,353	€4,243,950

Internal Audit

The Department's Internal Audit Section is an independent unit which provides the internal audit service to the Department and Defence Forces and which reports directly to the Secretary General. As a service provider, the section follows closely the audit standards published by the Department of Public Expenditure and Reform. It provides management, both civil and military, with an independent and objective assurance and consulting activity which is designed to add value and improve the Defence Organisation's operations. This is achieved through the evaluation and improvement of the effectiveness of the risk management, control and governance processes in the Organisation. The section works to an annual audit plan, covering a range of systems, compliance and stores audits, which is approved by the Secretary General. The section's work is reviewed on an ongoing basis by the Department's Audit Committee which comprises two external members (one of whom is the Chair) and one representative from each of the civil and military sides of the Defence Organisation. During 2014, the section carried out an audit programme of some 140 audits.

Customer Service

The Department of Defence and Defence Forces are committed to the provision of the highest standard of customer service to the individuals and organisations with whom we interact. The Defence Customer Charter and Customer Service Action Plan (2013 – 2015), sets out the principles and standards of customer service that can be expected from the Organisation. Copies of both documents can be found on www.defence.ie.

The Department of Defence is represented on the Inter-departmental Quality Customer Service (QCS) Officers' Network of the Reform and Delivery Office, Department of Public Enterprise & Reform. The network meets on a regular basis to highlight and discuss how the delivery of quality customer service can be maintained and improved in public office, under the Civil Service Renewal programme.

Each Branch within the Department has a QCS Liaison Officer who reports to the Customer Service manager on a quarterly basis with respect to the timeliness of reply to customer correspondence, the level of customer contact received through Irish and the number of customer complaints and

their resolution.

During 2014, there were 91,363 contacts by telephone, post and e-mail. 98% of correspondence was acknowledged within three working days and that the rate of response within three working weeks was 99%. The following table sets out the response to correspondence received.

Table 2.11 Correspondence received in the Department of Defence in 2014

Total Number of customer correspondence items received	Percentage of total items of customer correspondence acknowledged within 3 working days	Percentage of definitive or interim replies issued to all customer correspondence within 3 working weeks
91,363	98%	99%

Provision of Services through Irish

The Department of Defence is committed to fulfilling the obligations set out in the Official Languages Act 2003 with regard to the level of service provided through Irish. The Department's third Irish Language Scheme 2014-2017 came into effect on 3 March 2014. The Scheme sets out the Department's commitments regarding the services it will provide in Irish or bilingually. Separately, the Defence Forces have produced their third Language Scheme which came into effect on 21 April 2014. Progress on the implementation of both Schemes is monitored by Oifig an Choimisinéara Teanga. The Department of Defence and the Defence Forces continued to progress the joint Implementation Plan for the 20-Year Strategy for the Irish Language 2010-2030.

Freedom of Information (FOI)

Under the Freedom of Information Act, the Department of Defence, the Army Pensions Board and the Defence Forces' are regarded as separate bodies for the purposes of the Act. Table 2.12 sets out the number of FOI requests processed by the Department during 2014.

Table 2.12 Department of Defence FOI Requests processed during 2014

Requests Received 2014	29
Requests Carried Over from 2013	3
Granted	10
Part-Granted	12
Refused	3
Transferred	2
Withdrawn or Handled outside of FOI	5
Total Requests Finalised in 2014	32

Table 2.13 shows the status of FOI requests processed by the Defence Forces' during 2014.

Table 2.13 Defence Forces' FOI Requests processed during 2014

Requests Received 2014	224
Requests Carried Over from 2013	26
Granted	159
Part-Granted	38
Refused	26
Transferred	0
Withdrawn or Handled outside of FOI	6
Total Requests Finalised in 2014	229

Support to Veterans Groups

The Government remains committed to providing funding to the Organisation of National Ex-Servicemen and Women (ONE) and the Irish United Nations Veterans Association (IUNVA). Annual grants-in-aid of €40,000 and €10,000 respectively, were paid to ONE and IUNVA from the Vote of the Department of Defence in 2014.

Military Service (1916-1923) Pensions Collection Project

The Department of Defence, as part of the Government Centenary Commemoration programme, is cataloguing and partially digitising the military service pensions files in the custody of the Military Archives. The purpose of the Military Service (1916-1923) Pensions Collection project is to make records and files relating to the period from Easter Week 1916, through the War of Independence and Civil War available to the public and to historians. This collection comprises nearly 300,000 files.

The project is overseen by a working group comprising representatives of the Department of Defence, the Defence Forces, the Department of the Taoiseach, the Department of Arts, Heritage and the Gaeltacht, and the National Archives. In addition, a team of archivists is in place.

Ongoing work on the project included the development of a website for the public release online of material through the Military Archives website. Two on line releases were completed in 2014 and further releases are planned in the run-up to 2016.

Military Archives Project – Cathal Brugha Barracks

As part of the commemorative capital programme, one of the key capital projects that is being funded for 2016 is the refurbishment and expansion of an existing building to improve access and facilities for the Military Archives at Cathal Brugha Barracks, Rathmines, Dublin 6. The new facility will comprise a newly constructed building for the storage of archival material, including the Military Service (1916-1923) Pensions Collection, and the refurbishment of an adjoining building to facilitate visitor access to the facility.

The contract for the construction works was placed at the end of 2014. The planned completion date of the works is end 2015 with opening of the facility scheduled to take place in time for Easter 2016.

Information and Communications Technologies (ICT)

ICT Branch provides the technical platforms and systems to enable staff to carry out their functions. Maintenance and development of these technical platforms and systems formed an integral part of the 2014 support programme. ICT Branch also contributed to security and general technology requirements with respect to the various shared services initiatives.

The overall governing body for ICT matters in the Department and the Defence Forces is the Information Technology Steering Committee (ITSC) comprising civil and military members at senior levels in the organisation. The ITSC ensures that a strategic view is taken of programmes and that the principles of Value for Money (VFM) are applied to ICT expenditure. Expenditure programmes continue to be subject to specific sanction from the Department of Public Expenditure and Reform.

A continued programme of investment in ICT is an essential part of the organisation's operations and will be critical to the achievement of the goals of the organisation. ICT will remain an integral part of the work carried out by the organisation and help to respond to future challenges. The further use of ICT will increase productivity, operational efficiency and effectiveness when delivering services and information within the organisation.

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SECTION 3: DEFENCE FORCES OPERATIONAL OUTPUTS

SECTION 3: DEFENCE FORCES OPERATIONAL OUTPUTS

OVERSEAS DEPLOYMENTS ON PEACE SUPPORT OPERATIONS

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

Ireland's main contributions in 2014 were to United Nations Interim Force in Lebanon (UNIFIL) and to United Nations Disengagement Observer Force (UNDOF). Elsewhere Ireland continued to deploy Defence Forces personnel overseas in observer missions and troop deployments such as the NATO led International Security Assistance Force (ISAF) Afghanistan, the NATO led Kosovo Force (KFOR) and European Union Force (EUFOR) Operation ALTHEA in Bosnia and Herzegovina.

The Defence Forces continued its contribution to EUTM Mali throughout 2014. This includes the provision of a joint Irish UK Training Team, Headquarters Staff and a Logistic Support Element. Staff Officers and Military Observers, serving in the UN, EU and the OSCE, continued to make valuable contributions to Peace Support Operations (PSOs) in countries and regions such as Democratic Republic of Congo, Ivory Coast, Western Sahara, the Middle East and throughout the Balkans. Defence Forces personnel also served in the military staffs of the EU and NATO / PfP in Brussels and with the Organisation for Security and Cooperation in Europe (OSCE) in Vienna, where they held a variety of key appointments.

During 2014, approximately 1,181 members of the Permanent Defence Force served overseas in various missions including postings with the UN, EU, OSCE and PfP / NATO. Table 3.1 gives the breakdown as per the mission categories on 1 January 2014 and on 31 December 2014.

Table 3.1 Department of Defence and Defence Forces Overseas Postings – 2014

MISSION	01-JAN-14	31-DEC-14
United Nations led operations		
UNTSO (Middle East)	13	12
MINURSO (Western Sahara)	3	3
MONUSCO (Democratic Rep Congo)	4	4
UNOCI (Cote d'Ivoire)	2	2
UNIFIL HQ (Lebanon)	16	9
UNIFIL Infantry Battalion (Lebanon)	180	181
UNIFIL Sector West HQ (Lebanon)	8	4
UNDOF Infantry Group (Golan Heights)	114	130
UNDOF HQ (Golan Heights)	4	8
UNMAS	4	-
UNIFIL Contingent Security team	5	5
SUB-TOTAL (UN)	353	358
European Union led operations		
EUFOR (Bosnia & Herzegovina)	8	7
Nordic Battlegroup	-	14
EUTM Somalia	7	-
EUTM Mali	8	10
SUB-TOTAL (EU)	23	31
NATO led operations		
KFOR HQ	12	12
ISAF (Afghanistan)	7	0
RESOLUTE SUPPORT MISSION (Afghanistan)	0	7
SUB-TOTAL (NATO/PfP)	19	19
OSCE led operations		
OSCE	4	3
SUB-TOTAL (OSCE)	4	3
Military Reps/Advisers//Staff Postings		
UNNY (New York)	1	1
EUMS (Brussels)*	5	5
NATO/PfP (Belgium)	5	5
Irish delegation to OSCE (VIENNA)	1	1
CSDP/PSC (Brussels)*	7	9
SUB-TOTAL (MIL REPS/ADVISERS/STAFF)	19	21
TOTAL PERSONNEL OVERSEAS	418	432

United Nations Interim Force In Lebanon (UNIFIL)

For most of 2014, a total of 199 Defence Forces personnel served with the United Nations Interim Force in Lebanon (UNIFIL) at any one time. The Defence Forces served as part of a joint Finnish-Irish Battalion, based in Sector West of UNIFIL's area of operations, in an area designated by the Force Commander, in the vicinity of At Tiri, and with two posts on the 'Line of Withdrawal' (also known as the 'Blue Line'), which separates Lebanon and Israel.

There were two Infantry Group (Inf Gp) rotations during 2014. In May 2014, the 42nd Inf Gp was replaced by the 45th Inf Gp and during November 2014, the 45th Inf Gp was replaced by the 47th Infantry Group. Each Infantry Group comprised approximately 186 personnel. In addition, a number of Defence Forces personnel served at UNIFIL Sector West Headquarters in Shama and at the Force Headquarters in Naqoura. A Brigadier General of the Irish Defence Forces who was appointed Deputy Force Commander UNIFIL in April 2012 had his appointment extended in 2013 until April 2014 at the request of the UN.

United Nations Disengagement Observer Force (UNDOF)

In response to a further United Nations request and following Government and Dáil approval, the deployment of the 44th Infantry Group, comprising 115 personnel, to UNDOF on the Golan Heights was successfully completed on 19 March 2014. The 44th Infantry Group was tasked primarily to serve as the Force Mobile Reserve within the UNDOF Area of Responsibility. The 46 Inf Gp replaced the 44 Inf Gp and deployed in October 2014.



In addition to the Force Reserve Company, there are eight other Defence Forces personnel based in UNDOF Headquarters, Camp Ziouani. Including an Irish Brigadier General who deployed as Deputy Force Commander UNDOF in September 2014.

Fighting between Syrian Arab Armed Forces and Anti Government Armed Elements escalated in the UNDOF area of responsibility during the reporting period. In August 2014 and in response to the hostilities, the Irish contingent, in its capacity as the Force Reserve Company, dealt with several incidents as requested by the Force Commander UNDOF, including assisting with the safe extraction of members of the Philippine Battalion.

Following on from these events and at the request of the Minister for Defence, the UN undertook a review of the mission, particularly the capacity of the mission to fulfill its mandate in light of the civil war in Syria. Since then there has been a fundamental realignment of the UNDOF mission with a view to minimising unacceptable risks to peacekeepers, while continuing to implement the mission's mandate. The Headquarters of the UNDOF mission, including the Irish contingent, was relocated from Camp Faouar on the Syrian side of the area of separation to Camp Ziouani on the Israeli side of the area of separation in September 2014. Movement in the Area of Separation has also been restricted since September 2014. The UN continues to review the mission and provides regular updates on the mission to the Security Council in this regard.

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

EUFOR's Operation ALTHEA continues to focus on maintaining a safe and secure environment while overseeing the transfer of military tasks to national authorities. The EU is focused on a transition of Operation ALTHEA from a military peace enforcement operation to a training and support mission, targeted at supporting the BiH security forces as they take responsibility for the internal security of the country. Seven members of the Defence Forces are deployed on this mission; all are located at the Headquarters in Sarajevo.

In the Council Conclusions on 20 October 2014, as part of the overall strategy for Bosnia and Herzegovina, the Council confirmed the EU's readiness to continue an executive military role to

support BiH authorities to maintain the safe and secure environment, under a renewed mandate. The UN Security Council adopted Resolution 2183 (2014) at a meeting on the 11 November, renewing the authorisation of EUFOR ALTHEA for a further 12 months.

European Union Training Mission (EUTM) Somalia

This EUTM was launched in 2010 to train the security forces of the Somali Transitional Federal Government. The Irish commitment included a training team, headquarters team and support cell staff. Ireland completed its service with the mission in April 2014.

European Union Training Mission- EUTM Mali

The objective of EUTM Mali 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. The mission is focused on the training and advising pillars which include the provision of standard infantry skills, international humanitarian law, the protection of civilians and human rights training.

Between January and September 2014, eight members of the Permanent Defence Force were deployed to EUTM Mali as part of a joint training contingent with the United Kingdom Armed Forces and additional headquarters staff. That number rose to ten in October 2014 when two additional personnel were deployed to the mission.

The mission is now completely integrated into the military training structure in Mali. EUTM Mali is recognised as an essential partner in the reconstruction of the Malian State and the main instrument for the reconstruction of its armed forces.

Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led PSO in Kosovo (KFOR). At the end of 2014 12 Defence Forces personnel were serving in the KFOR Headquarters in Pristina.

International Security Assistance Force (ISAF) - Afghanistan

During 2014, seven Defence Forces personnel continued to serve in Afghanistan as part of the NATO led International Security Assistance Force.

The Irish personnel, who were all located in ISAF headquarters in Kabul, worked in staff and administrative posts.

In June 2013, the fifth and final group of Afghan provinces, cities and districts entered into the transition process which was completed at the end of 2014, when ISAF's mission ended. The Government approved the participation of seven members of the Defence Forces in the new NATO-led Resolute Support Mission in Afghanistan, which commenced on 1 January 2015, following the withdrawal of the ISAF mission from Afghanistan.

Organisation For Security and Cooperation in Europe (OSCE)

The OSCE is a pan-European security body, which operates in a regional arrangement under Chapter VIII of the UN charter. The OSCE is a primary instrument for early warning, conflict prevention, crisis management and post conflict rehabilitation. Its unique approach to security is comprehensive and deals with three dimensions of security: the human, the politico-military and the economic-environmental. A total of three Defence Forces personnel continue to serve with the OSCE, two in BiH and one in Vienna. One other officer continued to be deployed as a military advisor at the Irish delegation to the OSCE in Vienna.

United Nations Truce Supervision Organisation (UNTSO)

During 2014, Ireland continued to deploy 12 Defence Forces personnel as military observers within the UNTSO Mission area of Lebanon, Syria and Israel. A member of the Defence Forces was appointed by the United Nations to the post of Head of Mission and Chief of Staff of the UNTSO mission in July 2013 and he continued to serve in this appointment throughout 2014.

United Nations Mine Action Service (UNMAS) in South Sudan.

At the request of the United Nations and following Government approval, four members of the Permanent Defence Force deployed for service with the United Nations Mine Action Service (UNMAS) in South Sudan in August 2013. Their role was to provide a specialist training team on Conventional Munitions Disposal (CMD), mine and specialist search awareness to South Sudanese Police. A second contingent rotated in February 2014 and served until September 2014 before returning

home. This contingent was not replaced when Ireland completed its service with that mission in September 2014.

Emergency Assistance to Ebola Crisis

In response to a request from the Department of Foreign Affairs and Trade, three members of the Permanent Defence Force were deployed to the Embassy of Ireland in Freetown, Sierra Leone in November 2014 under the Emergency Civil Assistance Team initiative, to assist in Ireland's response to the Ebola Crisis in West Africa.

To further assist in Ireland's response, in November 2014, the Minister for Defence advised the Government that consideration was being given to the deployment of members of the Permanent Defence Force as part of a UK-led Joint Inter-Agency Task Force tackling Ebola in the region. Five Irish personnel were deployed to the UK Armed Forces Treatment Unit in Kerrytown, Sierra Leone on 17 January 2015 following pre-deployment training in the UK.

RAPID RESPONSE ELEMENTS

The EU Rapid Response Concept was reviewed in 2014. The concept provides Member States with opportunities to contribute to Battlegroup Rosters, Maritime, Air and Land Rapid Response Databases.

In 2014, the Defence Forces established an ISTAR (Intelligence, Surveillance, Target Acquisition and Reconnaissance) Task Force (TF) which conducted training and preparations in order to participate in the Nordic Battlegroup (NBG) 2015-1. The ISTAR TF participated in the Battlegroup Certification Exercise in Sweden in November 2014 and was on standby from 01 January 2015 until 30 June 2015. In September 2014, 14 Defence Force personnel (twelve officers and two Senior NCOs), were deployed to the Battle Group Headquarters in Sweden for a twelve month tour of duty. This contingent included the Deputy Commander of the Battlegroup. Planning for the German led EU BG 2016-2 commenced in 2014. The contribution to this battlegroup will be in line with previous ISTAR TF, as well as elements of the OHQ and the Force Headquarters (FHQ)

Aid to the Civil Power (ATCP) Operations

Domestic security is primarily the responsibility of the Department of Justice and Equality and An Garda Síochána. The Defence Forces have a key role in providing ATCP on request. Table 3.2 illustrates

the number and type of ATCP operations where the Defence Forces supported An Garda Síochána in 2014.

TABLE 3.2 (a) Defence Forces ATCP Operations conducted in 2014

Type of ATCP Operation	Number of Operations 2014
Cash in Transit (CIT) Escorts	1299*
Euro CIT Escorts	8
Prisoner Escorts	157
Explosive Ordnance Disposal Call-outs	141
Explosive Escorts	6
Air Mission in Support to ATCP (GASU)	962
Central Bank Patrols	972
Hospital Guard	13
Airport Security Duties	357
Naval Service (ATCP) Diving Operations	17
Total	3,932

* Cash in Transit escorts ceased with effect from mid November 2014.

TABLE 3.2 (b)

	Number of Days
Central Bank Security Guard	365
Explosive Production Security Guard	365

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

Table 3.3 Cash in Transit Missions flown by the Air Corps in 2014

Aircraft	Missions	Flight Hours
Cessna FR 172	240	735.75
Augusta Westland 139	2	2.75
Total	242	738.50

Garda Air Support Unit (GASU)

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

Department of Justice and Equality.

Table 3.4 Missions flown by the Air Corps GASU in 2014

Aircraft	Missions	Flight Hours
EC 135 T2 / Defender 4000	1,376	1,252
Total	1,376	1,252

Explosive Ordnance Disposal (EOD)

EOD teams operating in ATCP provide a unique response capability within the State to deal with EOD incidents. This capability which has been developed over many years in operational environments, both at home and overseas, includes the area of chemical, biological, radiological and nuclear (CBRN) operations. The Defence Forces EOD teams responded to 141 call-outs in 2014.

Joint Task Force on Drug Interdiction

The Joint Task Force (JTF) on drug interdiction enhances cooperation between An Garda Síochána, the Naval Service and Revenue, in enforcing the law in relation to drug trafficking at sea. It is actively involved in the international effort against narcotic smuggling, working closely with An Garda Síochána, Revenue and the Maritime Analysis Operations Centre (narcotics) MAOC (N) in Lisbon. In September 2014, the yacht 'Makayabella' was detained and cocaine with a value of approximately €358m was seized. Subsequently, the yacht's master was sentenced to 16 years in prison.

ATCP Diving Operations

The Naval Service Diving Section (NSDS) has an air diving capability to 50 metres. It also has underwater search equipment at its disposal, including a Remotely Operated Vehicle (ROV) that allows the section to search and survey to 1,000 metres depth. The NSDS deployed on twenty-one (21) diving operations in 2014. Military Operations include underwater maintenance of Naval Service Fleet, sub-surface explosive ordnance disposal operations and berth clearances for visiting foreign warships. The NSDS has been involved in twelve (12) separate Search and Recovery operations following requests from the Coast Guard and An Garda Síochána. Additionally the NSDS carried out diving operations on a large merchant vessel as part of a joint Exercise with Revenue. In 2014, the NSDS conducted two internationally accredited

dive courses, qualifying Naval Divers commercially in SCUBA and Surface Supplied Diving Equipment (SSDE), as well as training combat divers from the Army Ranger Wing. Efforts have been recognised nationally through the Excellence in People award scheme run by the NSAI.

Table 3.5 Naval Service Diving Section ATCP Operations 2014

Naval Service Diving Operations	Operations	No. of Days
Berth Clearance for Visiting Naval Vessels	1	1
Search & Recovery operations	14	35
Total	15	36



Aid to the Civil Authority (ATCA) and Community Support

Response to Emergencies

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

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

The Defence Forces provided manpower assistance to various County Councils following severe flooding in February 2014. The personnel supported the relocation of valuable equipment and civilians. Also in February, Defence Forces personnel assisted in the search for a missing person in Donegal. In May, Defence Forces personnel were deployed to assist in the search for a missing person in the Dublin Mountains. In November, the Defence Forces provided flood assistance to Louth County Council by providing and filling sandbags.



Provision of an Air Ambulance Service

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

Table 3.6 Inter-Hospital Air Ambulance Missions conducted by the Air Corps in 2014

Aircraft	Missions	Flight Hours
CASA	25	80.08
Learjet 45	16	31.50
G4	2	4.08
AW 139	66	179.82
Total	109	295.48

Emergency Aeromedical Support (EAS) Service

Since 2012, an agreement has been in place between the Department of Defence and the Department of Health for a pilot Emergency Aeromedical Support service operated by the Air Corps to assist the HSE (National Ambulance Service) to provide rapid patient transfer to an appropriate medical facility in time-critical cases.

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

The pilot service was established for a 12 month period in June 2012, and operates from Custume Barracks, Athlone. The pilot service was extended to allow time for consideration of options for the establishment of a permanent EAS service. In 2014, there were 353 missions completed by the Air Corps, as tasked by the HSE’s National Aeromedical Coordination Centre (NACC). This is in addition to the inter-hospital missions mentioned above.

Table 3.7 EAS Missions

Aircraft	Missions	Flight Hours
AW 139	353	714.42
Total	353	714.42

Table 3.8 Nature of EAS missions undertaken.

MEDICAL	TRAUMA	PAEDIATRIC	OTHER	TOTAL
199	120	32	2	353

Air Corps Civil Assistance

In accordance with the roles assigned by Government, the Air Corps is committed to providing support to the civil authorities including other Government Departments and State Agencies. Table 3.9 illustrates the level of aid provided by the Air Corps to the civil authorities in 2014.

Table 3.9 Civil Assistance Missions conducted by the Air Corps in 2014

Aircraft	Missions	Flight Hours	Examples of missions undertaken
AW 139	24	88.42	Major emergency exercise
EC 135 P2	7	17.33	NPWS/Wildlife
Cessna FR 172H	31	92.50	Major fire
CASA MPA 235	2	6.08	Ballot boxes Bog Survey Inland Fisheries Pollution Survey Flood Relief Island Relief
Total	64	204.33	

A Service Level Agreement is in place with the Irish Coast Guard which sets out the search and rescue assistance that the Air Corps and Naval Service can provide to the Coast Guard. Table 3.10 below illustrates the number of search and rescue support missions undertaken by the Air Corps during 2014.

Table 3.10 Search and Rescue Missions flown by the Air Corps in 2014

Aircraft	Mission type	Number of missions	Total hours
CASA MPA 235	IRCG SAR	9	33.42
AW 139	IRCG SAR	1	3.08
Learjet 45	IRCG SAR	1	3.92
Total		11	40.42

Air Corps Maritime Patrols

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

Table 3.11 Maritime Patrols conducted by the Air Corps in 2014

Aircraft	Mission type	Number of missions	Total hours
CASA MPA 235	Maritime Patrol Day	257	1398.92
	Maritime Patrol Night	15	79.85
Total		272	1478.77



The Ministerial Air Transport Service (MATS)

The Ministerial Air Transport Service is provided by the Air Corps to assist an t-Úachtarán and members of the Government in fulfilling their official engagements at home and abroad.

In July 2014, the Gulfstream IV aircraft, which had been in service for 23 years, underwent its annual maintenance inspection. During this inspection, it was found that the servicing and repair of the aircraft would have involved a significantly higher level of investment than was anticipated and in the circumstances it was decided that the aircraft would be withdrawn from service.

The Department concluded the sale for the aircraft in December 2014. The MATS is now being provided by the Learjet 45 aircraft.

In line with a commitment given by the Government, statistical information relating to the Ministerial Air Transport Service is published on the Department of Defence website.

The basis for the calculation of MATS hours will be amended slightly for future annual reports. Up to now the hours reported were standardised times for each route, whereas for 2015, the actual time passengers are on board will be reported.

Table 3.12 Details of MATS in 2014

Aircraft	Number of missions	Total hours
Gulfstream GIV	26	116.66
Learjet LR45	34	156.42
AW 139	3	5.5
CASA MPA 235	3	6.16
Total	66	284.74

Naval Service fishery protection and Aid to the Civil Authorities Operations (ATCA) 2014

The Naval Service is the State's principal sea-going agency and provides the maritime element of the State's defence capabilities. In 2014, the Naval Service completed a total of 1,127 patrol days. This encompassed the provision of fishery protection services based on outputs agreed with the Sea Fisheries Protection Authority (SFPA). During 2014, the Naval Service conducted a total of 936 fisheries boardings with 10 fishing vessels detained for various fisheries infringements.

Table 3.13 Naval Service Fishery Protection for 2014

Nationality	Sightings	Boardings	Infringe-ments	Deten-tions
Irish	388	313	20	8
Spanish	262	246	2	2
UK	115	104	1	0
French	249	222	6	0
Belgian	5	4	0	0
German	6	4	1	0
Netherlands	14	8	0	0
Russian	14	5	0	0
Norwegian	21	18	0	0
Lithuania	3	2	0	0
Portugal	1	1	0	0
Mauratania	1	1	0	0
Faroës	3	1	0	0
Denmark	10	7	1	0
Total	1,092	936	31	10

Naval Service Aid to the Civil Authorities Operations (ATCA) 2014

The nature of Naval Service vessel capabilities and taskings means that in practice, multiple activities across a range of roles may be performed concurrently during such patrols. In meeting the patrol day output, the fleet completed a total of 64 sailing orders ranging from one to four weeks' duration. The Naval Service provided aid to the civil authorities as follows:

Table 3.14 Overview of Naval Service ATCA Operations/Exercises

Type of ATCA Exercise	Number of Op-erations	Activity
National Marine Emergency Exercise	1	Ex ELVA 14
Joint Deployment Patrol	5	Out of area Fishery Pa-trols in co-operation with other EU member states
Baseline Survey Support	1	Ship on station to facilitate baseline data gathering
Total	7	

**Joint Deployment Patrols are fishery patrols conducted in cooperation with other EU member states.*

The Naval Service took part in the Irish Coast Guard's National Marine Emergency Exercise, "Ex ELVA 2014" which was a Maritime Mass Casualty Evacuation exercise.

Provision of Military Ceremonial Services

The Defence Forces continue to participate in a broad range of ceremonial events both at home and overseas. Preparation involves liaison with a variety of stakeholders including Government Departments, Defence Forces Formations, Local Authorities and External Agencies. The range of ceremonial events includes: State Ceremonial, National Commemorative Events, Ministerial Reviews of Defence Forces units travelling overseas and support to formation level local events such as St Patrick's Day celebrations. Highlights in 2014 included the National Commemoration for the Centenary of the founding of Cumann na mBan, the National Famine Commemoration in Strokestown, the joint unveiling of the Cross of Sacrifice in Glasnevin Cemetery involving an t-Uachtarán and HRH, The Duke of Kent and the Commissioning of the Naval Service Offshore Patrol Vessel, the L.E. Samuel Beckett.



Defence Forces School of Music

The Defence Forces School of Music has responsibility for three military bands (Dublin, Cork and Athlone) and the training of seven infantry battalion pipe bands and one Air Corps pipe band. 524 engagements were fulfilled by Defence Force instrumental groups during 2014, the majority of which fell into the category of State and military engagements. Defence Forces

bands provided musical support to a wide range of State ceremonial events such as the National Day of Commemoration, the annual 1916 Easter Rising commemorative event, 1916 Commemoration (Arbour Hill), National Famine Commemoration, Citizenship Ceremonies, visits of foreign Heads of State and presentation of credentials to Uachtarán na hÉireann by foreign ambassadors. Musical support was given to a wide range of military ceremonial such as commissioning ceremonies and passing out parades with Army, Naval Service and Air Corps.

Defence Forces bands also fulfilled a wide variety of civilian engagements, performing at major sporting events such as the Six Nations rugby championship, international soccer matches and the Dublin Horse Show opening and closing ceremonies. A combined Defence Forces band performed at the opening of the 60th Cork International Choral Festival and annual massed bands performances took place in the National Concert Hall, Dublin and City Hall, Cork. Defence Forces bands also participated in a number of St. Patrick's Day parades and continued its very popular educational programme with visits to primary and secondary schools throughout the State.

Army Equitation School

During 2014, Army Riding Officers riding Irish bred sport horses, competed at, and achieved notable success at numerous prestigious International equestrian competitions, including: the RDS (Dublin), Arezzo (Italy), Odense (Denmark), Lisbon (Portugal), Falsterbo (Sweden), Fontainebleau (France), Magna Racino (Austria), Badminton Horse Trials (England) and the Global Champions Tour of Vienna (Austria).

Captain Geoff Curran was a member of the Irish Team that competed in the Nations Cup competition in Arezzo (Italy) and had a top twenty finish at the prestigious Badminton Horse Trials (England). Captain Michael Kelly was a team member on the Nations Cup teams at Odense (Denmark) and Lisbon (Portugal). During the year he had numerous wins at International competitions most notably winning the Speed Derby in the RDS with Mo Chróí on her last appearance for the Equitation School

before she retired. Captain Kelly also had wins at Magna Racino (Austria) and won the Grand Prix at Balmoral (Northern Ireland). During the year Army Riding Officers competed at numerous national shows throughout the country, the highlight of which was Lieutenant David Power winning the Cavan Indoor Derby.

During the year the Equitation School continued its Transition Year Student Programme and Training Bursaries. Approximately sixty transition year students spent one week on work experience and two Pony Club bursary recipients completed one week's training with their horses in the Equitation School. In addition the Equitation School continued to provide support and advice to the Sport Horse sector by hosting many visits from a variety of interest groups including equitation students from the University of Limerick, Kildalton and Thomastown Agricultural Colleges.



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SECTION 4: APPENDICES

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Appendix 1: Financial information

Table A.1 Details of Defence Vote Expenditure for 2014 by Category

* Based on 2014 Provisional Outturn Figures

Expenditure Category	€m	%
PDF Pay & Allowances	423	62.9
Pay & Allowances of civilian employees & RDF	25	3.7
Defensive Equipment	26	3.9
Air Corps – Equipment, fuel maintenance etc.	17	2.5
Naval service – equipment, fuel maintenance etc	71	10.5
Barrack Expenses, repairs & maintenance of land	22	3.3
Building – capital (includes capital carryover of €1.5m)	6	0.9
Military Transport – new vehicles, fuel, repairs & maintenance	13	1.9
Compensation	4	0.6
Other non-pay military expenditure	39	5.8
Administrative budget	22	3.3
Civil Defence, Irish Red Cross Society.	5	0.7
Total (Gross)	673	100

Table A.2 Details of Army Pensions Expenditure for 2014 by Category

* Based on 2014 Outturn Figures

Expenditure Category	€m	%
Defence Forces (Pensions) Scheme & Payments in respect of Transferred Service	217	96
Wound & Disability Pensions, allowances and gratuities, to or in respect of former members of the Defence Forces	8	3.7
Payments in respect of dependants of Veterans of the War of Independence & other miscellaneous expenditure	1	0.3
Total (Gross)	226	100

Note: Minor discrepancies may arise due to rounding.

Appendix 2: Cross-Departmental Working Groups with Input from Defence

- ✧ Interdepartmental Committee on Development
- ✧ Interdepartmental Committee on Peacekeeping
- ✧ Interdepartmental Committee on EU Engagement
- ✧ Interdepartmental Committee on Ireland's membership of the UN Human Rights Council, 2013-2015
- ✧ Monitoring and Evaluation Group on UNSCR1325
- ✧ Senior Officials Group on EU Affairs
- ✧ Interdepartmental meetings on the Diaspora
- ✧ Interdepartmental meetings on Post 2015 Sustainable Development Goals
- ✧ Maritime Coordination Group
- ✧ Court Martial Rules Committee
- ✧ Interdepartmental Meeting on the Council of Europe
- ✧ Interdepartmental National Security Authority Group.
- ✧ Working Group on Corporate Manslaughter
- ✧ Interdepartmental Cyber Security Committee (Heads of ICT)
- ✧ Public Service Management Group
- ✧ Interdepartmental committee to implement the UN Convention on the Rights of Persons with Disabilities
- ✧ Sectoral Workforce Planning Forum
- ✧ Interdepartmental Steering Group on Military Service Pensions Collection Project
- ✧ CISM Network (Critical Incidence Stress Management Network)
- ✧ Risk Management Liaison Group
- ✧ Malaria Chemoprophylaxis Working Group
- ✧ Inter-Agency Group on Illness and Maternity Benefits
- ✧ Interdepartmental Steering Committee on the Military Pensions Archive project
- ✧ OFGUG (Oracle Financials Government User Group)
- ✧ Corepay Users Group

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- ✧ Military Service Pensions Archives Project
 - ✧ Finance Officers Network
 - ✧ Shared Services Leadership Network
 - ✧ Single Pension Scheme – focus group
 - ✧ Various Working Groups related to the Financial Management Shared Services project
 - ✧ Civil Service Renewal Working Group on cross-cutting issues
 - ✧ Personnel Officers Network
 - ✧ Training Officers Network
 - ✧ Disability Liaison Officers Network
 - ✧ Personnel Officers Executive Committee
 - ✧ Civil Service Employee Assistant Service Advisory Committee
 - ✧ Quality Customer Service Officers Network
 - ✧ National Famine Commemoration Committee
 - ✧ Interdepartmental Planning Group for 1916 Easter Sunday Commemoration
 - ✧ Interdepartmental Planning Group for the National Day of Commemoration
 - ✧ Government Task Force on Emergency Planning
 - ✧ Interdepartmental Group on Emergency Planning
 - ✧ Emergency Planning subgroup on National Risk Assessment
 - ✧ Emergency Planning subgroup on Roles & Responsibilities
 - ✧ Emergency Planning subgroup on CBRN
 - ✧ Emergency Planning subgroup on Severe Weather Events
 - ✧ Emergency Planning subgroup on Communications & Flooding
 - ✧ Emergency Planning subgroup on Electricity Contingency Planning
 - ✧ National Steering Group on Major Emergency Management
 - ✧ National Emergency Planning Group on Nuclear Accidents (NEPNA)
 - ✧ National Implementation Committee for Disused Radioactive Source Management
 - ✧ National Committee on International Humanitarian Law

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- ✧ Interdepartmental Committee on Conventional Weapons
 - ✧ Interdepartmental Committee on Non-Proliferation of Weapons of Mass Destruction
 - ✧ Irish Prison Service Interagency Contingency Planning Group
 - ✧ Interdepartmental Committee on the Security of Government Buildings Complex
 - ✧ Maritime Surveillance (MARSUR) Committee and Working Group
 - ✧ Marine Strategy Framework Directive Implementation Group
 - ✧ Irish Marine Search and Rescue Committee
 - ✧ Electronic Recording System (ERS) Implementation Group (Fisheries)
 - ✧ Sea Fisheries Protection Authority SLA Management Groups Levels 1 and 2
 - ✧ Marine Co-ordination Group
 - ✧ National Airspace Policy Body (Flexible Use of Airspace)
 - ✧ National Aeromedical Group
 - ✧ Emergency Aeromedical Support (EAS) service Working Group
 - ✧ Emergency Aeromedical Support (EAS) service Audit and Evaluation Group
 - ✧ Inter-hospital Air Ambulance Steering Group
 - ✧ National Civil Aviation Security Committee
 - ✧ Garda Air Support Unit Steering Group

Appendix 3: Memorandums of understanding (MOUs) and service level agreements (SLAs)

The Department of Defence has completed MOUs with:

- ✧ Department of Agriculture; Food and Marine;
- ✧ Department of Environment, Community and Local Government
- ✧ Department of Foreign Affairs, and Trade
- ✧ Department of Health; Department of Transport, Tourism and Sport.
- ✧ Ministry of Defence, Finland
- ✧ United Nations
- ✧ The State Claims Agency
- ✧ Banking & Payments Federation Ireland

SLAs have been agreed with:

- ✧ Garda Síochána Ombudsman Commission (GSOC) - for the provision by the Air Corps of an air transport service to GSOC Investigators.
- ✧ Department of Health / Health Service Executive (HSE) – regarding an Air Ambulance Service provided by the Air Corps.
- ✧ Irish Aviation Authority (IAA) – regarding Air Navigation Services between the IAA and the Air Corps.
- ✧ Department of Justice and Equality – regarding the Garda Air Support Unit.
- ✧ Irish Coast Guard (IRCG) – regarding Search and Rescue (SAR) support and other services provided by the Defence Forces to the IRCG.
- ✧ Marine Institute (MI) – regarding surveys, information sharing and training between the MI and the Naval Service.
- ✧ Met Éireann – regarding the exchange of meteorological data between the Naval Service and Met Éireann.
- ✧ Air Accident Investigation Unit (AAIU) - in relation to services provided by the Defence Forces to the AAIU in the event of an air accident.
- ✧ Marine Survey Office (MSO) - in relation to port security services provided by the Naval Service to the MSO.
- ✧ Department of Transport - provision of support by the Air Corps
- ✧ Medico Unit in Cork University Hospital, - in relation to training assistance provided by the Naval Service to Medico³.

³ 'Medico Cork' is the communications call sign for the National Maritime Telemedical Assistance Service provided by the Emergency Department at Cork University Hospital. The service provides medical advice and assistance in the event of medical emergencies at sea or on an island.

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- ⌘ 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 Authority (SFPA) – in relation to services provided by the Naval Service and Air Corps to the SFPA in regard to fisheries protection.
 - ⌘ State Claims Agency (SCA) - in relation to services provided to the Department of Defence in respect of litigation.
 - ⌘ An Garda Síochána – Terms of service between Civil Defence and An Garda Síochána in relation to emergency incidents.

Appendix 4: Overview of Energy Usage in 2014

This section sets out the energy usage in the Defence Organisation for 2014 and the initiatives taken to improve our energy performance in compliance with the requirements as set out in the European Communities (Energy End-Use Efficiency and Energy Services) Regulations 2009, (S.I. No. 542 of 2009).⁸

Department of Defence Energy Consumption 2014

The Department of Defence continued to take a very proactive approach during 2014 throughout its buildings in Newbridge, Renmore and Roscrea in progressing energy-efficient initiatives. All staff received regular reminders of energy awareness initiatives and instructions to switch off electrical appliances when not in use. The installation of energy saving light bulbs and the monitoring of boilers contributed to the reduction of energy usage throughout the Department.

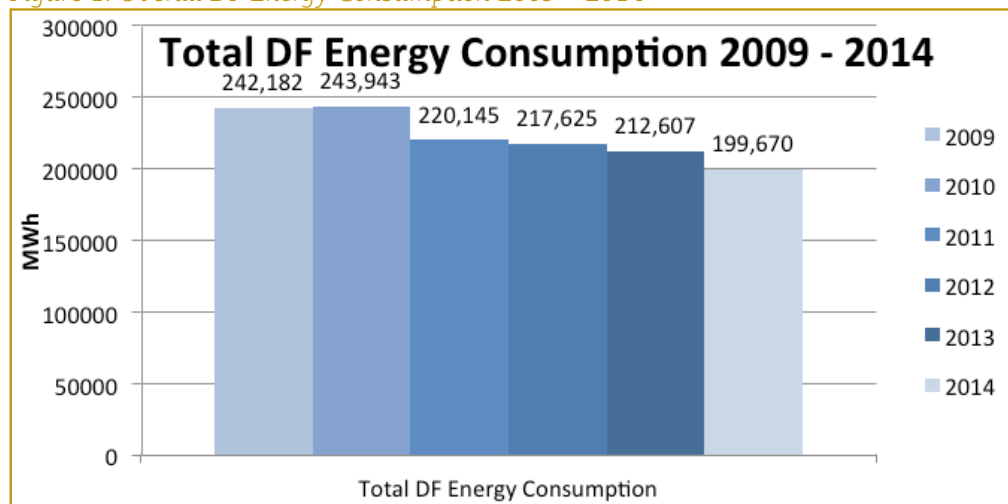
The Department of Defence was chosen for a pilot energy study in 2007 and as such refers to 2007 as its base year. The total usage of energy in Renmore during 2014 of 582,654kWh represents a reduction in energy consumption of 34% compared to the base year of 2007. Total energy usage for the Roscrea building in 2014 was 310,866 kWh which represents a reduction of 37% when compared to 2007 figures. The total energy consumed by the Newbridge building in 2014 was 1,905,042kWh which represents a reduction of some 7% when compared with 2011, the first full year of occupation.

The Department of Defence reported further successes through their continued involvement in OPW's Optimising Power at Work Campaign. At the Regional Awards Ceremonies in 2014 the Renmore building was selected as the winner in the 'Best Naturally Ventilated Building' category while the Roscrea building was highly commended in that category. The Energy Team in Renmore were also awarded the 'Best Energy Team' at the National Energy Awards.

DEFENCE FORCES ENERGY CONSUMPTION 2014

In 2014, the Defence Forces consumed 199,669.53 MWh of energy. This represented a reduction in absolute Energy Consumption of 12,937.03 MWh (6.08%) beneath 2013 consumption which was 212,606.56 MWh. Overall the DF has reduced absolute Energy consumption by 17.55% since 2009. However, energy use was exceptionally low due to a number of operational factors which are temporary.

Figure 1. Overall DF Energy Consumption 2009 – 2014



The main sources of energy use within the Defence Forces during 2014 were utilities including Electricity, Natural Gas, LPG and Heating Oil and Transport Fuel including Aviation Fuel, Marine Fuel and Road Diesel + Petrol.

The total consumption for each energy use is listed below and illustrated in the following chart:

⌘ Electricity	31,324 MWh
⌘ Natural Gas	33,706 MWh
⌘ Heating Oil	14,560 MWh
⌘ LPG	6,829 MWh
⌘ Marine Diesel	56,914 MWh
⌘ Aviation Fuel	30,157 MWh
⌘ Road Diesel and Petrol	26,179 MWh

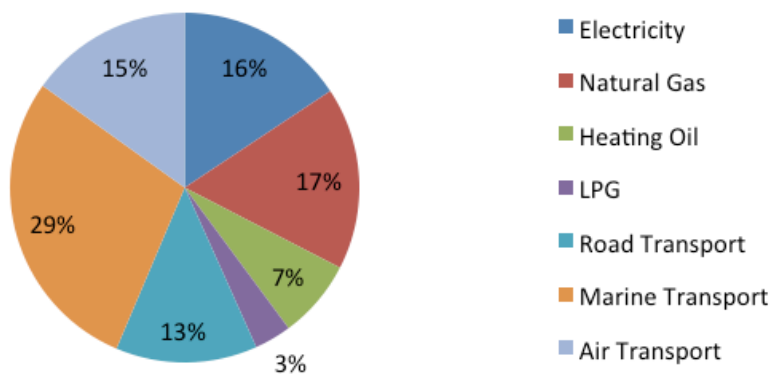
Figure 2 - DF Energy Usage 2014 vs 2013

Electricity	-4.64%
Natural Gas	15.76%
Heating Oil	-28.35%
LPG	-6.37%
Road Transport	5.71%
Marine Transport	-11.96%
Air Transport	-10.28%

The following chart indicates the relative usage of transport and utilities. The most significant uses of DF Energy remain Marine Gas Oil (29%) which is followed by Natural Gas (17%) and Electricity (16%).

Figure 3 - DF Energy use (%) 2014

Total DF Energy Use 2014



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