

# Department of Defence and Defence Forces Annual Report 2010



An Roinn Cosanta  
Department of Defence



Óglaigh  
na hÉireann  
DEFENCE FORCES IRELAND

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## FOREWORD

### Minister for Justice, Equality and Defence

I am pleased to accept delivery of this Annual Report for 2010 encompassing the performance of both the Department of Defence and the Defence Forces.

This Report and the associated Annual Output Statement illustrate the full range of activities and outputs delivered by the people working in the Defence Organisation during 2010. The duties ranged from contributing to domestic and international peace and security to providing practical support to local authorities. The Defence Organisation continued to carry out all assigned roles to a high standard, within a reduced resource envelope.

The Defence Forces continued to provide key support to An Garda Síochána in matters such as cash in transit escorts, prisoner escorts and the provision of security to protect vital installations. The Defence Forces also provided support throughout the year to civil authorities and local communities. This was evidenced particularly during the period of severe weather at the beginning and end of the year where Defence Forces personnel assisted in the maintenance of everyday life and business. Throughout the crisis the Office of Emergency Planning activated and operated the national Emergency Coordination Centre.

2010 marked the 50th Anniversary of the first deployment of Irish Peacekeepers to the Congo. The Operation des Nations Unies au Congo (ONUC) from 1960 to 1964 was the first peacekeeping mission to which an armed contingent of the Defence Forces was committed. This international involvement was highly significant because it demonstrated that Ireland, though small and still a young state, was willing to play its part on the world stage.

That continued willingness was evidenced in 2010 when the withdrawal of the Defence Forces from MINURCAT in Chad concluded one of the largest logistical operations in the history of the Defence Forces. I believe that it is vitally important for Ireland to maintain an appropriate level of commitment to international peace support and crisis management operations. In April 2011, I obtained the approval of Dáil Éireann for the deployment of up to 440 Irish troops to the United Nations Interim Force in Lebanon (UNIFIL), which subsequently deployed.

The relocation of civil and military elements of the Department from offices in Dublin to Newbridge, County Kildare was completed in November 2010, with no interruption to service delivery. While the relocation of the Defence Force Headquarters to a new building in the Curragh was deferred in light of budgetary constraints,



Alan Shatter TD, Minister for Justice, Equality and Defence

options to address the challenges presented to the Defence Organisation by this situation are being pursued.

The Defence Organisation will sadly remember 2010 as the year we lost one of our most distinguished public servants following the untimely death of the former Chief of Staff, the late Lieutenant General Dermot Earley. His leadership and commitment to duty brought great distinction to the Defence Forces. Ar dheis Dé go raibh a h-anam.

The progress outlined in this Annual Report would not have been possible without the dedication and commitment of the staff of the whole of the Defence Organisation, both civil and military and I wish to take this opportunity to record my appreciation for the work done by the Secretary General, the Chief of Staff and their civil and military personnel.

The requirement for continued fiscal consolidation over the coming years will present further challenges in delivering Defence outputs. There will be a requirement to manage with reduced resources whilst maintaining service delivery to the greatest extent possible.

The positive engagement which all personnel in the Organisation have shown in their co-operation to achieve the targets set out in the Action Plans to the Public Service Agreement 2010–2014 will continue to deliver on the transformation of defence, systems and processes.

The Defence Organisation has been a model of public sector reform in recent years. I have no doubt that the re-organisation of existing forces structures, which is currently

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ngoing, will ensure that the Defence Forces will be in a position to maintain the delivery of operational outputs and capabilities to the greatest extent possible.

I look forward to working closely with the Secretary General and the Chief of Staff in ensuring that the State retains effective and efficient Defence Forces and the essential policy development capacity in the civilian element of the Department.



Alan Shatter TD,  
Minister for Justice, Equality and Defence

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Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2010.



A handwritten signature in black ink that reads "Michael Howard".

Michael Howard,  
Secretary General



A handwritten signature in black ink that reads "Seán McCann Lt Gen".

Lt Gen Seán McCann,  
Chief of Staff



## CONTENTS

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<b>Introduction</b>	<b>9</b>
<b>Section 1: Developing and Maintaining Contingent Capabilities</b>	<b>13</b>
<b>Section 2 : On-Island Security and Support to other Agencies</b>	<b>23</b>
<b>Section 3 : International Peace and Security</b>	<b>33</b>
<b>Section 4 : Defence Policy, Military Advice and Corporate Services</b>	<b>43</b>
<b>Section 5 : Financial Report</b>	<b>53</b>
<b>Appendix 1 : Statutory Basis, Organisation Structure, Mission and Roles</b>	<b>57</b>
<b>Appendix 2 : Overview of Energy Usage in 2010</b>	<b>61</b>

**Footnotes will appear at the end of each section**





## INTRODUCTION

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### DEPARTMENT OF DEFENCE AND DEFENCE FORCES STRATEGY STATEMENT

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2010. Performance is reviewed against the programme headings and objectives, set out in the Department of Defence and Defence Forces Strategy Statement 2008 – 2010, and is consistent with the structure of the Defence Annual Output Statement.

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

The vision, mission and high-level goals as identified in the Department of Defence and Defence Forces Strategy Statement 2008 – 2010 are:

#### Vision

In the period 2008-2010 we will continue to work to develop and sustain our vision of a Defence Organisation that formulates and implements effective policy, provides timely and accurate advice and is capable of deploying a modern, interoperable, sustainable force that can deliver flexible military capabilities at home and abroad.

#### Mission

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.

#### High-Level Goals

- To provide for the defence of the State against armed aggression, by maintaining and developing appropriate military capabilities.
- To contribute to on-island security and stability by providing, on request, aid to the civil power (ATCP), aid to the civil authority (ATCA) and other emergency and non-emergency services.
- To contribute to the maintenance of international peace and security through participation in approved UN-mandated peace support, crisis management and humanitarian relief operations.
- To provide the best possible defence policy advice and military advice to the Minister in order to support management of all aspects of defence provision and facilitate planning for future needs.

The report is set out in five sections, with two appendices, as follows:

#### Section 1 - Developing and Maintaining Contingent Capabilities

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

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

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

#### Section 3 - International Peace and Security

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

#### Section 4 - Defence Policy, Military Advice and Corporate Services

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

#### Section 5 – Financial Report

This section contains a report on expenditure in 2010 from Votes 36 and 37 together with an extract from the Annual Output Statement. The latter includes details of outputs for 2010 and projections for 2011.

#### Appendix 1 – Statutory Basis, Organisation Structure, Mission and Roles

This section outlines the statutory framework within which the Department of Defence and the Defence Forces operate and sets out strategic objectives, mission and roles.

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## Appendix 2 – Overview of Energy Usage in 2010

This section sets out the energy usage in the Defence Organisation for 2010 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).

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SECTION 1

# Developing and Maintaining Contingent Capabilities



## SECTION 1: Developing and Maintaining Contingent Capabilities

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The White Paper on Defence (2000) addresses all aspects of defence provision and organisation and sets out current Defence policy. The White Paper seeks to ensure a level of defence capability appropriate to the prevailing defence and security environment at home and overseas. It emphasises the need for conventionally organised Defence Forces capable of carrying out the roles set out by Government.

*“Defence is an expression of sovereignty. Defence provision is to a significant extent about preparing for and dealing with contingency: it has been likened to insurance. The Defence Organisation must seek to provide capabilities appropriate to the anticipated risks – the risks to the security of the State in its broadest sense...to a significant extent, defence is about preparing and maintaining a capability to respond to contingencies and threats”.<sup>1</sup>*

Decisions on the extent and nature of capabilities to be maintained and resources to be devoted to defence are made by Government in this context and in the light of military advice and defence policy advice. Implementation of White Paper objectives requires a co-ordinated effort across the Defence Organisation<sup>2</sup> involving both civil and military personnel. A joint Department of Defence and Defence Forces Strategy Statement for the period 2008-2010 was published in 2008. This Strategy Statement outlines the vision, high-level goals and strategic objectives for the Department of Defence and the Defence Forces over this period.

As outlined in the Strategy Statement, a high level goal of the Defence Organisation is:

*To provide for the defence of the State against armed aggression, by maintaining and developing appropriate military capabilities.*

The Defence Capability Framework, outlined in the Annual Output Statement 2010, describes the key components of military capability and the actions required in order to progress the development of defence capabilities. This section outlines the progress made during 2010 in equipment procurement, infrastructural and human resource development, including training.

### **Defensive and Other Major Equipment Purchases**

Modern, effective military equipment is an essential component of military capability. The increased level of

expenditure on equipment in recent years was made possible by the Government's decision that pay savings arising from the reorganisation of the Defence Forces set out in the White Paper of 2000, along with proceeds from the sale of surplus properties, would be reallocated for investment in modern facilities and equipment. All elements of the Defence Forces have benefited from the investment in new equipment.

In the current economic situation, it is accepted that it is not possible to continue the same rate of expenditure on equipment as has taken place in recent years. However, it is the intention to maintain investment in priority equipment programmes. In this regard, a ten year Equipment Development Plan for the Defence Forces (2009-2018) was completed and approved in 2009. This plan provides the way forward on the acquisition of defensive equipment on a prioritised basis, to match operational capabilities. In this context, the re-equipment programme for the Defence Forces continued in 2010.

### **Recent developments on the Equipment front are as follows:**

#### **Army**

- In December 2008, a contract for the supply of twenty-seven Light Tactical Armoured Vehicles (LTAVs) to the Defence Forces was awarded to BAE Systems based in South Africa. This followed a tender competition, which was initiated in May 2008 and concluded in November 2008. The contract for the supply of the twenty-seven RG 32M vehicles ran over a period of three years (2008 – 2010). The LTAV complements the Mowag Armoured Personnel Carriers (APCs) in the conduct of conventional and Peace Support Operations and fills a gap that exists between soft-skinned vehicles and the Mowag APCs. Delivery of the vehicles took place in 2010. A number of LTAVs have since been deployed for service in Lebanon.
- A contract for the provision and installation of Surveillance and Target Acquisition Suites (STAs) on four of the LTAVs was placed in 2009. The Suites are required to enhance the capability of the Irish Defence Forces to carry out surveillance and target acquisition for overseas Peace Support Operations. They are used as an information-gathering asset and will provide a means to enhance force protection and the safety of Irish troops whilst on overseas missions. The four STAs vehicle variants were delivered in 2010 and training on the commissioning of the STA vehicle variants is ongoing.

- A contract for a Vehicle Monitoring System for the eighty Mowag Piranha Armoured Personnel Carrier Vehicles was placed in December 2010. The Monitoring System has since been installed on all the APCs.
- Two heavy recovery vehicles for the Defence Forces were ordered in 2009, one was delivered in 2010 and the other was delivered in 2011. Other transport related acquisitions delivered in 2010 include twenty-two minibuses, twenty-six crew cab vehicles, two ambulances, forty-five ¾ ton 4 x 4 patrol vehicles and four midi-coaches for troop transportation.
- A contract was awarded for the provision of fifty Roll Over Protection Systems for troop carrying vehicles and these systems were delivered in the first half of 2010.
- Placement / completion of other contracts for a range of various equipment, e.g. Chemical Detection equipment, Body Armour, Chemical Biological Radiological Nuclear (CBRN) Containment Systems, Night Vision Equipment, Sniper Equipment etc. took place during the year in order to maintain Defence Forces' capabilities.

The procurement of ammunition in 2010 included the acquisition of a range of different ammunition types, necessary to maintain stocks, given the training and overseas requirement throughout the year.

### Air Corps

- There was no expenditure on new aircraft for the Air Corps in 2010. However, a very significant level of investment in new equipment for the Air Corps took place in the period up to end 2008. The comprehensive investment programme included the delivery of Pilatus training aircraft, the acquisition of two light utility EC 135 helicopters, the acquisition of six utility AW 139 helicopters and a major mid life upgrade on the two CASA maritime patrol aircraft. The main expenditure in the Air Corps during 2010 related to the maintenance and Power by the Hour contracts set up to keep the fleet operational.

### Naval Service

- A contract was awarded to Babcock Marine in 2010 for the provision of two new Offshore Patrol Vessels (OPV's) for the Naval Service at a cost of circa €100m, exclusive of VAT. The new vessels will replace existing vessels who are coming to the end of their useful life. Payments on the contract will be made over a period of seven years (2010 to 2017).

- Preparations for the build of the new vessels have commenced and the first new vessel is scheduled for delivery in 2014. The second vessel will follow one year later.
- This strategy combined with a continuous process of refurbishment and repair will ensure that the operational capability of the Naval Service is maintained at a satisfactory level.

### Infrastructure

The size, diversity and nature of the Department's property portfolio are dictated by history and the Defence Forces' requirements in relation to raising, training and maintaining military personnel, undertaking and sustaining military operations and providing accommodation and training facilities.

In addition to the letting and leasing of lands and properties, the Department disposes of property that is surplus to military requirements. This activity has become increasingly important with the ongoing consolidation of military properties and the closure and disposal of certain barracks that are surplus to requirements. The proceeds from the sales of barracks and other surplus properties, including married quarters, provided funds for investment in Defence Forces equipment and infrastructure.

The Department continues to cooperate with other Departments and State agencies in making Defence facilities available for a variety of purposes including accommodation for asylum seekers, the provision of firing ranges to the Gardaí, and facilities to the media, film production, etc.

The military training lands were the subject of a Value for Money Review, which was completed during 2010. The recommendations from this Review will be progressed during 2011.

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

The Department is engaged in an on-going capital building programme designed to modernise and enhance the training, operational and accommodation facilities available to members of the Defence Forces. The programme provides for new starts and the continuation of capital building projects already underway. In 2010, the Department spent approximately €11m on capital building projects. Major new projects commenced in the Defence Forces Training Centre (Curragh), Kilbride Camp, Custume Barracks Athlone and Collins Barracks Cork.

### Energy Management

During 2010, the Defence Organisation continued to adopt measures to reduce energy consumption. The Department of Defence reduced heating time schedules in both of its offices in Dublin. A review of the boiler heating system in the Department's office in Galway resulted in more efficient heating schedules. Energy awareness posters were also placed throughout all buildings with regular reminders to staff to switch off lights and other appliances, when not in use. The Department's Dublin offices were relocated to a new premises in Co. Kildare in November 2010. The new facility presents additional opportunities for energy conservation measures.

The Defence Forces Energy Management Team (DFEMT) noted a marked improvement in the level of energy awareness and conservation throughout the organisation generally. In November 2010 the Defence Forces signed up to the Sustainable Energy Authority of Ireland's (SEAI) Public Sector Energy Partnerships Programme; the partnership agreement offers a clear roadmap for achieving targeted energy savings in the future. The Defence Forces conducted a small number of pilot projects using the Energy Efficiency Retrofit Fund (EERF) to partially fund building energy improvement projects. The Defence Forces Annual Energy Efficiency Day was held on 1st December 2010 for the purpose of promoting energy awareness and reducing energy usage. Details of Energy Usage in the Defence Organisation are contained in Appendix 2.

### Defence Forces Human Resources

#### Organisational Strength and Recruitment

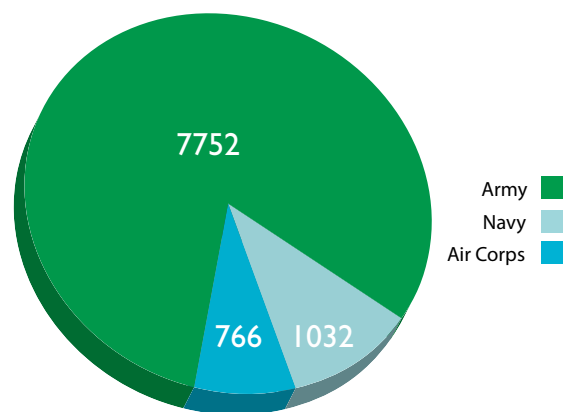
On 27th March 2009, the Government introduced a moratorium on recruitment and promotions in the Public Service, including the Permanent Defence Force. Official confirmation and details relating to the Employment Control Framework (ECF) were received in October 2010, from

the Department of Finance. The ECF is based on a figure of 10,000 all ranks Permanent Defence Force personnel. The White Paper set out a figure of 10,500 personnel for the Permanent Defence Force. However, in the light of Government policy on public service numbers and available payroll resources, the Permanent Defence Force (PDF) is required to operate below this level.

During 2010 work was progressed on developing a revised PDF organisational structure, based on the ECF strength ceiling. This work is ongoing, having regard to the requirement for flexible organisation structures that can accommodate strength levels in line with the prevailing resource envelope.

The strength of the PDF at year-end was 9,550 as illustrated in figure 1.1

Figure 1.1 Permanent Defence Force Strength 31st Dec 2010



#### Defence Forces Medical Service Review

The Defence Forces Medical Report by PA Consulting Group was presented to and accepted by the Minister in June 2009. A joint Programme Group was established to drive the implementation of the Medical Services Review. The primary purpose of the review is to recommend a future model of medical service provision for the Defence Forces, designing a structure that delivers medical expertise in an efficient, effective and economic manner. Work continued through 2010 with the commencement of the implementation phase planned for mid 2011.

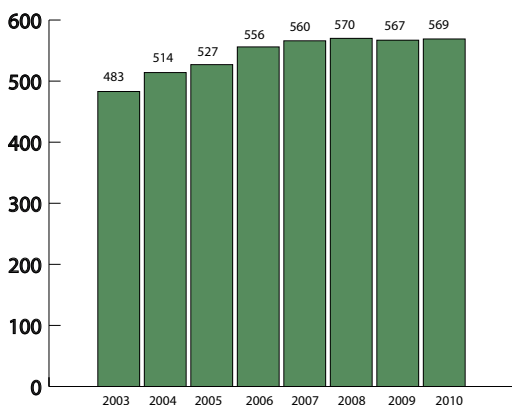
## Recruitment and retention of women in the Permanent Defence Force

The Defence Forces are committed to a policy of equal opportunities for men and women and to the full participation of women in all aspects of Defence Forces activities. The Defence Forces prides itself on providing a gender neutral working environment. There are no restrictions as regards the assignment of men or women to the full range of operational and administrative duties. Policies on equality are being constantly communicated to all ranks. The military authorities are alert and vigilant to this issue and are committed to addressing this matter in a continuing and proactive manner. All promotions and career courses are open to both genders on merit.



The number of women serving amounted to 569 in 2010, which represents 6% of the overall strength of the Permanent Defence Force. This comprised 467 Army, 32 Air Corps and 70 Naval Service personnel. The General Service Recruitment Campaign conducted in 2010 attracted 7,080 applicants. This resulted in the induction of 80 recruits including 12 women in 2010.

Figure 1.2 Women serving in the PDF 2003 - 2010



## 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. Prior to deployment overseas, all personnel receive instruction in stress management. Again, before each unit returned home, trained members of the PSS visited the mission area and carried out stress debriefs in locations such as Kosovo, Bosnia and Chad. The PSS continued to provide Critical Incident Stress Management support to the Coast Guard by way of a Service Level Agreement.

## Excellence Through People

All Human Resource practices and processes in the Defence Forces are subject to external validation through the Excellence Through People process. This mechanism is now embedded within the Defence Forces with all formations accredited at Standard Level or higher. The process benchmarks Human Resources activity within the Defence Forces with best external practice and will be further developed in 2011.

## Interpersonal Relationships

Following the presentation to the Minister in December 2008 of the Report of the Independent Monitoring Group (IMG), the Director of Human Resources Management, the Director of Administration and the Department's Defence Forces Personnel Policy Branch continue to oversee the implementation of the recommendations set out in the Report. The report is considered monthly by the joint military/civilian Standing Committee on Defence Forces Personnel Policy Issues.

## Redress of Wrongs

There was a decrease in the number of individual applications for redress received in 2010 as against 2009. While the introduction of procedures and appeal mechanisms dealing with selection for career advancement courses, etc. is a contributing factor in this reduction, the implementation of the Government Moratorium on Recruitment and Promotions in the Public Service in March 2009 is also a factor.



**TABLE 1.1 Redress of Wrongs Applications**

	2005	2006	2007	2008	2009	2010
Career Development	17	73	107	70	40	44
Interpersonal Relations	3	3	7	4	3	4
Other	5	18	95 <sup>3</sup>	160 <sup>4</sup>	31	13

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

Compulsory Random Drug Testing (CRDT) and Targeted Drugs Testing (TDT) supports the Defence Forces' Policy on drug and substance abuse or misuse, which is based on the premise that unlawful possession, supply or use of a controlled drug is incompatible with membership of the Defence Forces.

The primary objective of CRDT and TDT is deterrence. In order to provide a credible deterrent, the testing programme is devised to maximise the possibility of selection and thus detection for the presence of controlled drugs.

Following a review of the procedures covering CRDT the relevant regulations and instructions were amended in 2009. These revised regulations and instructions introduced new processes for handling representations as well as enlarging on the appeals procedures. They also provided for the introduction of Targeted Drug Testing (TDT) in defined circumstances.

In 2010, the Defence Forces Drug Testing Team carried out 28 Drug Testing Operations testing a total of 1,586 Defence Forces personnel. Of the 1,586 tests 99.56% proved negative with only seven positive tests, representing 0.44% of the total tests completed. There are currently three personnel subject to Targeted Drugs Testing. The Defence Forces continues to be a leading organisation with regard to Work Place Drug Testing in Ireland.

**TABLE 1.2 CRDTs for the Years 2003 - 2010**

Year	Total Tested	Positive Tests
2003	1,086	4
2004	1,110	4
2005	1,238	7
2006	1,212	7
2007	1,905	7
2008	1,908	6
2009	1,719	6
2010	1,586	7
Total	11,764	48

**TABLE 1.3 Number of CRDTs Completed by Location 2010**

Formation	Total
2 Eastern Brigade	307
1 Southern Brigade	211
4 Western Brigade	283
Defence Forces Training Centre	496
Air Corps	9
Naval Service	280
Total	1,586

### Permanent Defence Force Training

In 2010 the Defence Forces conducted 1,157 courses, which were attended by 13,027 students. These figures capture the formal side of training through authorised Defence Forces syllabi, but do not reflect the additional day-to-day training activities, Exercises and Pre-Deployment Training conducted by units.

## Career Courses

In 2010, the Defence Forces provided a variety of career advancement courses to ensure sufficient numbers of qualified personnel were available to fill leadership appointments at all levels in the organisation and that ample opportunities were available for personnel to attain career development goals.

**TABLE 1.4 Career Courses 2010**

Training Output	Total	Students
Senior Command and Staff Course	1	18
Junior Command and Staff Course	1	25
Young Officer Course (All Corps)	6	52
Potential NCO Course	3	109
Standard NCO Course	2	49
Senior NCO Course	2	55
Logistics Accountancy Course	1	20
<b>Total</b>	<b>16</b>	<b>328</b>

## Defence Forces Instructors

The development of a competent and capable instructor cadre within the Defence Forces is essential for the provision of high quality instruction. The Defence Forces commit considerable resources to the training of instructors in a variety of disciplines. Table 1.5 indicates the number of instructor training courses undertaken in 2010.



**TABLE 1.5 Instructors Courses 2010**

Training Output	No. of Personnel Trained
Military Survival Instructor Course	12
EC 135 Instructor Conversion Course	2
Infantry Light Support Weapons	27
Map Reading and Navigation	40
Tactical Engagement Simulation System Instructor Course (TESS)	18
Armoured Fighting Vehicle (AFV) Recognition Instructor Course	7
RUAG 120/81 mm Operator/Instructor	12
120/81 mm Mortar System	25
MOWAG Crewman Instructor Cse (Inf)	20
Grenade Machine Gun Instructor Course	16
Motorcycle Instructor Course	8
RG 32M LTAV Driving Instructor	25
Confidence Training Instructor (CIT)	38
Physical Training Instructor (PTI)	23
Obstacle Instructor Course	19
Unarmed Combat Instructor Course	31
Occupational First Aid	9
Office Information Systems (OIS)	9
Counter IED Instructor Course (C-IED)	21
MT Driving Instructor Course	38
Sniper Instructor Course	20
Specialised Instructor Course (SIC)	66
Direct Fire Infantry Support Weapons	21
Digital Indoor Range Theatre (DIRT)	15
AMSTAR Operator/Instructor	10
Manual Handling Instructor Course	16
Naval Boarding Team Instructor Course	7
Naval Boarding Team Ship Instructor	14
Personal Survival Techniques (PST)	6
Handbook for Military Instructor Training and Education Course	38
<b>Total</b>	<b>613</b>

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## Collective Training Exercises

The Defence Forces conducted 49 collective exercises in 2010 to maintain competencies in conventional operations. The main focus of these exercises was command and control procedures, staff procedures, fire planning and the conduct of operations by day and night. The primary purpose of Defence Forces' collective training exercises is to prepare for the deployment of personnel on operations. Validation of competencies prior to the deployment of units on overseas operations is achieved by conducting unit level training exercises followed by evaluation in Mission Readiness Exercises (MRE's) by the Infantry School, Defence Force Training Centre (DFTC).

## Live Fire Tactical Training (LFTT)

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



## Reserve Defence Force (RDF)

During 2010 the RDF continued to train for its primary task in peacetime, by training for contingency tasks and providing the capacity to augment the PDF in the event of a major crisis. RDF small arms shooting and orienteering competitions were conducted successfully during the year. The training year culminated with Tactical Field Assessments. This consisted of a tactical training evaluation of representative groups from each RDF Bde and took place in the Glen of Imaal from the 8th - 10th October 2010.

Limited recruitment was authorised by the Minister in March 2010 and 400 recruit places were distributed to the formations at that stage. The strength of the RDF at 31st December 2010 was at 6,083.

A 'Value For Money' (VFM) review of the RDF commenced in 2010. A report on the outcome of this review is expected in 2011.

### Footnotes

1. White Paper Section 13.8
2. 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.
3. 48 of these were received from two individuals
4. 113 of these were received from one individual



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SECTION 2

# On-Island Security and Support to Other Agencies



## SECTION 2: On-Island Security and Support to Other Agencies

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As outlined in the Department of Defence and Defence Forces Strategy Statement 2008-2010, a high level goal of the Defence Organisation is:

*To contribute to on-island security and stability by providing, on request, aid to the civil power (ATCP), aid to the civil authority (ATCA) and other emergency and non-emergency services.*

The general approach, where services are provided to other Departments and Agencies, is to agree a Memorandum of Understanding (MOU) or a Service Level Agreement (SLA) as a framework for the provision of services. The Department of Defence has now completed MOUs with a number of Government Departments.

SLAs have been agreed with:

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

- Medico Unit in Cork University Hospital, in relation to training assistance provided by the Naval Service to Medico.

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

### Response to Emergencies

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

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

In order to be prepared to respond quickly and efficiently in emergency situations, there is a requirement for all response agencies to be able to operate jointly. This requires joint training and inter-agency exercises. During 2010, the Defence Forces continued to participate in a large number of inter-agency exercises.

### Participation in Emergency Planning Fora

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

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

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

### Aid to the Civil Power (ATCP) Operations

Internal 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 2.1 illustrates the number and type of ATCP operations where the Defence Forces supported An Garda Síochána in 2010.

**TABLE 2.1 Defence Forces ATCP Operations conducted in 2010**

Type of ATCP Operations	Number of Operations 2010
Cash in Transit (CIT) Escorts <sup>1</sup>	2,143
Prisoner Escorts	175
Explosive Ordnance Disposal (EOD) Call-Outs	198
Explosive Escorts	4
Air Missions in Support of ATCP (GASU) <sup>2</sup>	1,617
Security at Government Buildings	365
Public Building Patrols	730
Central Bank Security Guard	365
Central Bank Patrols	730
Portlaoise Prison Security Duties	365
Explosive Production, Security Guard	365
Airport Security Duties	293
Shannon Airport Patrols	40
Power Installation Security	365
Fuel Storage Facilities	11
NS Salmon Patrols	1
NS ATCP Diving Operations <sup>3</sup>	19
NS involvement in Joint Task Force Operations	2
<b>Total</b>	<b>7,788</b>

**TABLE 2.2 Cash In Transit Missions flown by the Air Corps in 2010**

Aircraft	Missions Flight	Hrs
Cessna FR 172	260	734.6
Agusta Westland 139	12	22.2
Eurocopter 135P2	10	20.6
<b>Total</b>	<b>282</b>	<b>777.4</b>

### Garda Air Support Unit (GASU)

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

**TABLE 2.3 Missions flown by the Air Corps GASU in 2010**

Aircraft	Missions Flight	Hrs
EC 135 T2	1,523	1,432.27
Defender 4000	94	185.42
<b>Total</b>	<b>1,617</b>	<b>1,617.69</b>

In 2010, in addition to the missions flown by the dedicated GASU aircraft, the Air Corps EC135P2 and AW139 helicopters performed 10 missions in support of An Garda Síochána.



### Provision of an Air Transport Service to the Garda Síochána Ombudsman Commission (GSOC)

A SLA between the Department and GSOC was signed in November 2007. This agreement provides for the provision by the Air Corps of an air transport service for the rapid and essential transport of GSOC investigators to the scene of a serious incident.

### Explosive Ordnance Disposal (EOD)

EOD teams operating in ATCP provide a unique response capability within the State to deal with EOD incidents. This capability has been developed over many years in operational environments, both at home and overseas which includes the area of chemical, biological, radiological and nuclear (CBRN) operations. The EOD Unit was awarded a National Courage award by the Irish Security Industry in November 2010.

### Joint Task Force on Drug Interdiction

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

In 2010, the Naval Service was involved in two Joint Task Force operations in co-operation with An Garda Síochána and the Customs Service.

### ATCP Diving Operations

The Naval Service Diving Section (NSDS) has an air diving capability to 50 metres. It also has underwater search equipment at its disposal, including a Remotely Operated Vehicle (ROV) that allows the section to search and survey to 1,000 metres depth.

**TABLE 2.4 Naval Service Diving Section (NSDS ATCP Operations 2010)**

NS Diving Operations	Operations	No. of Days
Search Missing Persons/Vessel	15	41
Berth Clearance for Visiting Naval Vessels	4	5
<b>Total</b>	<b>19</b>	<b>46</b>

### Aid to the Civil Authority (ATCA)

**TABLE 2.5 Defence Forces ATCA Operations conducted in 2010**

Severe Weather Relief Operations	Number of Operations in 2010
In support of the HSE	1,090
In support of Local Authorities and Others	273
<b>Total</b>	<b>1,363</b>

### Severe Weather Relief

The Defence Forces provided nationwide assistance to the civil authorities during the severe cold weather conditions experienced in January, November and December 2010 with all Brigades, the Defence Forces Training Centre, the Naval Service and the Air Corps providing support. The majority of Defence Forces assistance was provided in Eastern counties – Louth, Meath, Dublin, Kildare, Wicklow and Wexford.

The Defence Forces were assigned a priority objective at the start of these crises to assist the HSE and their staff in maintaining health care facilities and access to patients in remote areas. These operations accounted for approximately 70% of all Defence Forces ATCA operations in line with priority support objectives identified by the Inter-Agency Co-ordination Committee based in the National Emergency Co-ordination Centre.



The remaining Defence Forces ATCA operations were in support to An Garda Síochána (especially in the Southern Brigade with mobility operations), Local Authorities (clearing of footpaths and access to public areas, provision of drivers to Councils for snow-gritting operations), Irish Blood Transfusion Service, Meals on Wheels and various hospices.

### Maritime Agencies

The Naval Service played an active part in various exercises and demonstrations with Irish Maritime Agencies. Operation Purple Drum involved the Naval Service, the Irish Coast Guard and the Health Service Executive exercising in the event of large oil pollution and emergency collisions at sea on the South Coast. The Naval Service assisted the Irish Coast Guard in an Irish Marine Search & Rescue demonstration in Cork Harbour. This involved large scale demonstrations of Search & Rescue, capabilities.

### Provision of an Air Ambulance Service

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

**TABLE 2.6 Air Ambulance conducted by the Air Corps in 2010**

Aircraft	Missions (incl Organ Retrieval)	Flight Hours
CASA	15	53.36
Learjet 45	16	32.58
AW 139	35	88.33
EC 135 P2	3	5.5
<b>Total</b>	<b>69</b>	<b>179.77</b>



### Air Corps Civil Assistance

**TABLE 2.7 Civil Assistance Missions conducted by the Air Corps in 2010**

Aircraft	Missions	Flight Hrs	Activity
AW 139	18	49.152	2 Snow 4 Major Emergency Exercise 2 Major Fire Exercise 1 Casevac Exercise 5 Pollution Control 1 Island Polls Ballot Box Ass. 3 Wildlife Survey
EC 135 P2	15	28	1 Snow Relief 1 Casevac Exercise 3 Pollution Control 10 Wildlife Survey
Cessna 172	3	16	Wildlife Survey
<b>Total</b>	<b>36</b>	<b>93.15</b>	

**TABLE 2.8 Search and Rescue Missions flown by the Air Corps in 2010**

Aircraft	Missions	Flight Hrs	Activity
AW 139	2	4.08	Mountain Rescue
CASA CN235	3	11.00	SAR Top Cover
<b>Total</b>	<b>5</b>	<b>15.08</b>	

## Air Corps Maritime Patrols

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

**TABLE 2.9 Maritime Patrols conducted by the Air Corps in 2010**

Aircraft	Patrols	Flight Hrs	Vessels	Logged
CASA CN235	276	1,520.89	4,495	Offshore
Cessna FR172	7	35.83	N/A	Inland
Eurocopter 135 P2	4	12.17	N/A	Inland
<b>Total</b>	<b>287</b>	<b>1,568.89</b>	<b>4,495</b>	

## The Ministerial Air Transport Service (MATS)

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

**TABLE 2.10 Details of MATS in 2010**

Aircraft	Missions	Ministerial Time on Board Hours
Gulfstream IV	38	186.83
Learjet 45	55	160.75
AW 139	8	14.16
<b>Total</b>	<b>101</b>	<b>361.74</b>

## Naval Service aid to the Civil Authorities Operations (ATCA) 2010

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

**TABLE 2.11 Overview of Naval Service ATCA Operations**

Type of ATCA Operation	Number of Ops	Activity
Inshore Patrols	8	Sea Fisheries Protection Authority
Joint Deployment Patrols	2	Out of Area Fishery patrols in Co-operation with other EU Member States
Customs and Excise, Operation Entente and Operation Quartet	2	Surveillance Planned Operations on South, South West and South East Coast
International Ship and Port Security (ISPS) Inspections	12	Marine Surveyors Office
Search and Rescue Operations	6	Coast Guard
Marine Institute	5	NSDS
Recompression Chamber	7	NSDS
SAR Cover IRCG during Volcanic Ash Crisis	1	SAR cover on SW and SE Coast during Ash Crisis for IRCG
HSE cover during Volcanic Ash Crisis	1	HSE cover on East Coast during Ash Crisis
Dublin Fire Brigade and Maritime Emergency Response Team Exercise	2	Exercise involving Dublin Fire Brigade and Maritime Emergency Response Team Exercise

**TABLE 2.11 Overview of Naval Service ATCA Operations**

Type of ATCA Operation	Number of Ops	Activity
International Maritime Search and Rescue (IMSAR) Demonstration	1	IRCG and Naval Service involved in public demonstration of maritime search and rescue operations in Cork Harbour
<b>Total</b>	<b>47</b>	

**TABLE 2.12 Courses Provided by the Naval Service in 2010**

Training Course	Number of Courses	Number of Students	Activity
Personal Survival Techniques	1	17	MediCo, HSE
VHF SRC (very High Frequency Short Range Course)	1	20	Cork University Hospital, HSE
Damage Control and Fire Fighting	12	124	Cork Institute of Tehnology
<b>Total</b>	<b>14</b>	<b>161</b>	

fishery protection services based on outputs agreed with the Sea Fisheries Protection Authority (SFPA).

**TABLE 2.13 Naval Service Fishery Protection 2010**

Nationality	Sightings	Boardings	Warnings	Detentions
Irish	996	826	49	3
Spanish	499	439	6	3
UK	181	151	8	2
French	233	204	3	0
Belgian	17	17	0	0
German	7	6	1	0
Dutch	20	18	2	0
Russian	5	5	0	0
Norwegian	2	2	0	0
Faeroes	3	2	0	0
Danish	9	8	0	0
Portuguese	4	4	0	0
Icelandic	4	2	0	0
<b>Total</b>	<b>1,980</b>	<b>1,684</b>	<b>69</b>	<b>8</b>

### Naval Service Patrol Days

The Naval Service is the State's principle sea-going agency and provides the maritime element of the State's defence capabilities. In 2010, the fleet completed a total of 1,480 patrol days. The nature of Naval Service vessel capabilities and tasking means that in practice, multiple activities across a range of roles may be performed concurrently during such patrols. In meeting the patrol day output, the fleet of 8 ships completed a total of 70 sailing orders ranging from one to four weeks duration.

1,249 of the completed patrol days were directed towards Programme 2 activities. This encompasses the provision of



### Provision of Military Ceremonial Services

The Defence Forces continue to participate in a broad range of ceremonial events both at home and overseas. Preparation involves liaison with a variety of stakeholders to include Government Departments, Defence Force Formations, Local Authorities and External Agencies. The range of ceremonial events includes; State Ceremonial, National Commemorative Events, Ministerial Reviews of Defence Force Units travelling overseas and support to Formation Level Local Events such as St Patrick's Day celebrations.



### Army Equitation School

The Army Equitation School, located in McKee Barracks Dublin, was set up in 1926 for the purpose of advertising the new Irish State and promoting the Irish Horse. Its mission is to promote the Irish Sport Horse through the pursuit of excellence in world-class equestrian competition.

During 2010, Riding Officers riding Irish Bred Sport Horses achieved success at prestigious international competitions, including RDS (Dublin), Maubeuge (France), Falsterbo (Sweden), Hickstead (England), Rotterdam (Netherlands), Barcelona (Spain) and in Birmingham (England). An Army Equitation School Riding Officer was a member of the Super League Nations Cup Team at Rotterdam (Netherlands), where the team placed fifth. This participation contributed to Ireland achieving fourth place in the premier Nations Cup league standings for 2010 and in securing Ireland's place in the premier Super League Nations Cup for 2011. Other highlights of the 2010 season include winning second prize in the prestigious Hickstead Derby.

The Army Equitation School achieved great success in the Young Horse competitions in 2010. Three young horses were selected to represent Ireland in the World Breeding Championships in Lanaken (Belgium). On the International

Three-day eventing circuit, one Riding Officer was a member of the National Three Day Eventing Team at the World Equestrian Games in Kentucky, USA where the team finished in 7th place. International success was achieved at Gatcombe (England), Balindenisk (Cork), Tattersalls (Meath), Hartpury (England) & Burghley (England). The Army Equitation School accommodated 35 applications for Work Experience from Transition year students in 2010. These students were given an introduction to the equestrian careers offered by the School. The Army Equitation School received visit requests from a large cross section of society ranging from Equine/Agricultural Colleges/ interest groups to local youth groups. In 2010 the School entertained 45 visits.

### Civil Defence

The current Civil Defence Board was appointed by the Minister in July 2008 for a term of 3 years to July 2011. While the Minister for Defence retains overall policy responsibility in relation to Civil Defence, the Board has responsibility for the management and development of the organisation at national level.

In May, 2010, the Civil Defence Board published its third Strategic Plan, which covers the period 2010-2013. The plan is effectively the roadmap for Civil Defence, setting realistic targets and ensuring that strategic objectives identified will benefit the organisation during the lifetime of the Plan.

The Civil Defence Board produces its own Annual Report, which can be accessed at [www.civildefence.ie](http://www.civildefence.ie).

### Rapid Response Initiative

The Department of Defence and the Defence Forces continued to co-operate with the Department of Foreign Affairs (DFA) and Irish Aid on the Rapid Response Corps (RRC) Initiative. The ground floor at the Eastern Expense Store at the Defence Forces Training Centre (DFTC), Curragh Camp has been made available to Irish Aid for the storage of a stockpile of humanitarian aid that will be available for rapid deployment. The Defence Forces delivered, as requested by DFA, one pre-deployment training course, at the United Nations Training School (UNTSI) for members of the Rapid Response Corps. The course, held in May 2010, had 27 participants.

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## Footnotes

1. Details of the Air Corps contribution to these missions is outlined in table 2.2
2. Details of flying hours are outlined in table 2.3
3. Further details are provided in table 2.4

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SECTION 3

# International Peace and Security





## SECTION 3: International Peace and Security

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### Introduction

As outlined in the Department of Defence and Defence Forces Strategy Statement 2008 – 2010, a high level goal of the Defence Organisation is:

*'to contribute to the maintenance of international peace and security through participation in approved UN-mandated peace support, crisis management and humanitarian relief operations.'*

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

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

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

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

The establishment of a Political and Security Committee (PSC) defence delegation comprising civil and military elements in Ireland's Permanent Representation to the EU

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

### Common Security and Defence Policy (CSDP)

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

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

### European Union Capability Development

In 2010, Ireland continued to contribute to the development of the EU's capability to conduct Crisis Management Operations. This engagement in capability development includes Ireland's offer of a palette of forces (Table 3.1),

which can be made available for EU Crisis Management Operations through the Headline Goal 2010. Ireland's contribution to the Headline Goal comes from within our existing commitment of up to 850 personnel to the United Nations Standby Arrangements System (UNSAS).

Throughout 2010, planning and preparation took place to put an Infantry Brigade HQ on a high readiness state with a total strength of 150 personnel. This unit reached active status in 2010.

During 2010, the European Defence Agency worked with Member States and the Military Committee on updating the Capability Development Plan (CDP). The CDP addresses the issues of both the existing capability shortfalls and future shortfalls up to 2025, in the context of Crisis Management Operations. The updated CDP will be approved by the EDA Steering Board in 2011.

**TABLE 3.1 Defence Forces Contribution - EU HEADLINE GOAL 2010<sup>1</sup>**

Unit	Personnel	Readiness <sup>2</sup>
Infantry Brigade HQ's	150	M
Logistics Battalion HQ	50	H
Light Infantry Bn with I Infantry Company Group	750	VH
Field Artillery Battery	80	H
Reconnaissance Unit	80	V
Medium Transport Unit	60	H
Medium Truck Pallet Cargo	60	H
Special Operations Forces Unit	40	V
CBRN Decontamination Unit <sup>3</sup>	30	H
CIMIC Group <sup>4</sup>	30	H
CIMIC Tactical Elements	25	H
EOD/IED Team <sup>5</sup>	5	H
EOD/IEDD Team (CBRN)	5	H
Military Observation Team	12	V
Operations Liaison Reconnaissance Team	10	V
Military Provost Marshal Office	10	H

**TABLE 3.1 Defence Forces Contribution - EU HEADLINE GOAL 2010<sup>1</sup>**

Unit	Personnel	Readiness <sup>2</sup>
Military Police Detachment	10	H
Media Operations Unit	6	H

### Rapid Response Elements (Battlegroups)

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

Throughout 2010, preparation and planning were ongoing with regard to Ireland's participation in the Nordic Battlegroup (NBG) 2011,<sup>6</sup> which is on standby from 1 January 2011 to 30 June 2011. There were 13 Defence Forces personnel deployed in NBG Force Headquarters (FHQ) in Enköping, Sweden at the end of 2010.

In 2010 the Government approved Ireland's participation in the Austrian/German Battlegroup, which will be on stand-by for the second six months of 2012. The proposed Defence Forces contribution will be similar to that offered to NBG 2011.

### European Defence Agency

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

The EDA's main aims are to support Member States in the area of capability development, to support greater efficiency and competition in the European defence equipment market and to support and improve investment in Defence and Security Research and Technology (R&T). During 2010, both Department of Defence and Defence

Forces personnel were actively engaged in participating in EDA meetings and project teams particularly in relation to areas such as Counter Improvised Explosive Devices, Maritime Surveillance, CBRN, Single European Skies, Radio Spectrum and Network Enabled Capabilities, thereby making a valuable contribution to the development of ongoing projects.

Force Protection is a vital consideration in defence planning and procurement, and in all military operations. Ireland continues to participate in the EDA's Research and Technology Joint Investment Project on Force Protection. The force protection programme is a broad project that aims to enhance the security of deployed operations through improved doctrine, best practice and emerging technologies. Ireland's key interest in the programme is in the development of technologies to protect troops from threats such as snipers, booby traps and improvised explosive devices (IED). Body armour, sensors and counter IED devices are key elements of the programme. Ireland also supports the Agency's work in capability development, R&T and market initiatives within the framework of CSDP and the relevant treaty provisions and National Legislation.<sup>7</sup>

Any participation by Ireland in any specific project or programme of the EDA is subject to Government and Dáil approval, in accordance with the requirements of the Defence (Miscellaneous Provisions) Act 2009.

### **E.U. Co-operation with International Organisations**

Co-operation between the EU and other international actors, particularly the UN, in the area of crisis management, has developed substantially. The Department and the Defence Forces regard this EU-UN co-operation as an important tool in strengthening effective multilateralism by allowing both organisations to work together to respond more effectively in times of crisis. The relationship between the EU and UN is a key consideration in advancing the role of the Union in international crisis management. In this regard, the Department of Defence in association with the Department of Foreign Affairs, has developed a Food For Thought paper, "Enhancing EU/UN Co-operation"<sup>8</sup>. The paper highlights a number of options as to how the EU, as part of its ongoing CSDP capability development process, might identify niche or modular capabilities developed for CSDP crisis management operations, which could be made available to and fully integrated into UN-led "blue-hat" crisis management operations. The EU's Crisis Management and Planning Directorate (CMPD) will bring forward this initiative in 2011.

The EU and NATO have continued to develop their strategic partnership in crisis management with co-operation in particular at operational level in the Balkans and Afghanistan.

### **Partnership for Peace (PfP)**

Ireland joined NATO's Partnership for Peace (PfP) in December 1999. 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's ninth annual Individual Partnership Programme (IPP), covering the period 2009-2010, was completed in consultation with the Departments of Foreign Affairs; Environment, Heritage and Local Government; Justice, Equality and Law Reform; Health and Children; and Communications, Marine and Natural Resources.

In 2010, the Defence Forces and the Department of Defence implemented its IPP, which consisted of 80 approved events that the Defence Forces attended. These events facilitate the achievement of the Defence Forces Partnership Goals (PGs) and ensure that the Defence Forces can incorporate best international practice into its doctrine and Standard Operating Procedures for Peace Support Operations (PSOs). Other nations continue to attend Defence Forces courses that were offered as part of Ireland's contribution to the Partnership Work Programme.



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

### The Organisation for Security and Co-operation in Europe (OSCE)

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. Preparations are ongoing for Ireland's Chairmanship of the OSCE in 2012.

Ireland chaired the OSCE Forum of Security and Co-Operation (FSC) from September to December 2010. Two additional Defence Forces personnel were deployed to the Irish Delegation to OSCE in Vienna, during the period July to December 2010, in support of Ireland's Chair.

### Overseas Deployments on Peace Support Operations

The Defence Forces made a major contribution to international peacekeeping in 2010 through their participation in overseas Peace Support Operations (PSOs). During 2010, a total of 1,156 members of the Permanent Defence Force deployed to various missions including postings in the UN, EU, OSCE and PfP/NATO. Table 3.2 gives the breakdown as per the Mission categories on 1 January 2010 and on 31 December 2010.

The past year has seen a sizable decrease in the number of troops deployed on overseas missions due to withdrawals from MINURCAT and KFOR. The 102 Battalion successfully completed a complex withdrawal of personnel from MINURCAT by 20 May 2010, ensuring that Defence Forces Contingent Owned Equipment (COE) and personnel were removed from theatre prior to the onset of the rainy season. The mission in KFOR is transitioning and downsizing. The main component of the 41 Infantry Group withdrew from KFOR in April 2010. The Defence Forces continues to deploy twelve personnel in KFOR (HQ).

Staff Officers and Military Observers continued to make valuable contributions to PSOs in countries and regions such as Democratic Republic of the Congo, Ivory Coast, Western Sahara, the Middle East and throughout the Balkans serving in the United Nations, and the OSCE Defence Forces' personnel also serve in the military staffs of the EU and NATO/PfP in Brussels and with the OSCE in Vienna, where they hold a variety of appointments.

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

**TABLE 3.2 Department of Defence and Defence Forces Overseas Postings - 2010**

Missions	01-Jan-10	31-Dec-10
<b>UNITED NATIONS led Peace Keeping Operations</b>		
UNTSO (Middle East)	12	12
MINURSO (Western Sahara)	3	3
MONUC (Democratic Rep Congo)	3	3
UNOCI(Cote d'Ivoire)	2	2
UNIFIL HQ(Lebanon)	8	9
MINURCAT HQ(Chad)	13	Nil
MINURCAT Bn(Chad)	406	Nil
Sub-Total (UN)	447	29
<b>EUROPEAN UNION Led Crisis Management Operations</b>		
EUFOR(Bosnia and Herzegovina)	43	43
Nordic Battlegroup HQ (Swenden)	4	13
EUTM Somalia	Nil	2
Sub-Total (EU)	47	58
<b>NATO PfP Led Peace Support Operations</b>		
KFOR(Kosovo)	216	Nil
KFOR HQ	20	12

**TABLE 3.2 Department of Defence and Defence Forces Overseas Postings - 2010**

Missions	01-Jan-10	31-Dec-10
ISAF (Afghanistan)	7	7
Sub-Total (NATOT/PfP)	243	19
OSCE Led Operations		
OSCE	4	4
Sub-Total	4	4
Military REPS/ADVISERS/STAFF Postings		
UNNY (New York)	1	1
EUMS (Brussels)	8	7
NATO/PfP (Belgium)*	5	5
Irish Delegation to OSCE (Vienna)	1	3
ESDP/PSC (Brussels)*	8	8
Sub-Total Military REPS/ADVISERS/STAFF Postings	23	24
<b>Total Personnel Overseas</b>	<b>764</b>	<b>134</b>

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

#### UN Mission in Tchad and the Central African Republic (MINURCAT)

MINURCAT was established under the authority of the United Nations Security Council Resolution 1861 of 14 January 2009, to replace the EU-led EUFOR Tchad/RCA mission in Chad and the Central African Republic. In excess of 400 Irish Defence Forces personnel transferred to the authority of MINURCAT on 15 March 2009.

In January 2010, the Government of Chad requested the UN to withdraw the military component of MINURCAT from Chad. Due to the uncertain situation regarding the mission mandate, the Government approved the withdrawal of the Irish contingent of the Permanent Defence Force serving with MINURCAT.

The re-patriation of Defence Forces' contingent personnel and equipment assets was completed in May 2010. A small number of personnel were retained at the Force Headquarters in support of the mission until December 2010 including Brigadier General Gerald Aherne, who served as Deputy Force Commander of MINURCAT.

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

Throughout 2010, Ireland continued its commitment to the Western Balkans. Some forty-three (43) personnel continue to be deployed to the EU-led operation in Bosnia and Herzegovina (EUFOR Operation "ALTHEA") These personnel served as Force Headquarters staff, on verification teams, within the military police unit and in a national support element. This mission was to reconfigure in 2010 to a Training and Support mission but due to the volatile situation in BiH the plan was postponed and a Training and Capacity Building Division was established in the current mission. The current mandate and mission posture was renewed on 18 November 2010 for a further period of 12 months.

#### Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led PSO in Kosovo (KFOR). In line with the Government budgetary decision of December 2009, the 41 Infantry Group personnel were withdrawn in April 2010. All Irish Contingent Owned Equipment was recovered to Ireland in May 2010 and the Memorandum of Understanding for the handover of Camp Clarke to UN Mission in Kosovo was signed in June 2010. Twelve Defence Forces personnel currently serve in KFOR HQ.

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

During 2010, the Defence Forces continues its presence in UNIFIL. A small number of officers and NCOs filled key staff appointments at UNIFIL's Force HQ in Naqoura.

Additionally, following a request from the United Nations, the Government, in December 2010, approved the deployment of a contingent of the Defence Forces to the United Nations Interim Force in Lebanon (UNIFIL). The approval of Dáil Éireann for the deployment was secured in April 2011. This completed the Triple Lock mechanism of a UN mandate, Government and Dáil approval. The Department and the Defence Forces are currently planning for the deployment of a contingent of up to 440 personnel to UNIFIL as part of a joint Finnish/Irish battalion.

#### International Security Assistance Force (ISAF) – Afghanistan

During 2010, seven Defence Forces' personnel continued to serve in Afghanistan as part of the NATO led International Security Assistance Force. The Defence Forces reconfigured its commitment to ISAF with all personnel of the contingent taking up appointments in the same HQ in Kabul.



### European Union Training Mission (EUTM) Somalia

This EU lead training mission is designed to support the Transitional Federal Government (TFG) of Somali, by providing training to soldiers to develop the Somali Security Forces. In April 2010, five members of the Defence Forces, (two officers and three NCOs) deployed to the mission. Four of the Irish personnel were deployed in Bihanga Camp and one in Kampala. Personnel from the Armed Forces of Malta partnered the Irish personnel in the training team for a period of twelve months.

### The Organisation for Security and Co-operation in Europe (OSCE)

Seven officers were deployed with the organisation in Austria, Bosnia and Herzegovina, and Serbia during 2010.

### Mission Preparation and Mission Readiness Exercises

Preparations for the provision of overseas units continues to be based on the Defence Forces' "Lead Brigade" concept whereby designated Brigades (East, South or West) in turn have the responsibility for the preparation and provision of a unit for overseas service. The brigade standby period is typically of six months duration, coinciding with the deployment period overseas. However, because of the extreme environmental and operational conditions in Tchad/RCA, deployment to that mission was reduced to four months and the Lead Brigade standby period was reduced accordingly.

The Lead Brigade concept facilitates a very high readiness capability that is available to the Defence Forces to respond to such situations as evacuation and/or humanitarian operations as a result of a sudden natural catastrophe or escalating threats. The Lead Brigade prepares and trains the unit for deployment under a programme developed by the Director of Defence Forces Training. Training is in four phases with phase four taking place in the mission area. Phase one is preparation and administration of individuals. Phase two encompasses refresher training and continuation training. It also provides the additional skills training necessary for any particular mission, including modules on cultural awareness and human rights training. Phase three involves a tailored pre-deployment Mission Readiness Exercise (MRE), which includes Battalion Staff training with the Command & Staff simulator, tactical drills and skills practiced in pre-deployment Situational Training Exercises (STE). Units also complete Live Fire Tactical Training and a Battle Inoculation.

During 2010, the Lead Brigade concept proved once again to be an effective operational tool for the preparation and provision of troop deployments to meet Government commitments to UNSAS, EU Headline Goal and Partnership for Peace.

### Interoperability for Peace Support Operations

The ability to work efficiently and effectively with other armed forces is a critical factor in the success of overseas missions and operations. Interoperability with other troop contributing countries in PSOs is a key tenet in Defence Forces' training. It is vital that the Defence Forces remain aware of international best practice for PSOs and keep up to date with modern technologies and developments by participation in courses abroad, international seminars and by computer and desktop exercises. These experiences are important because they provide external validation of our capability to work in a multinational setting. Defence Forces involvement in international training exercises is focused on crisis management, disaster relief and peace support scenarios. Relevant doctrine and procedures are then integrated into Defence Forces strategic, operational and tactical level education and training.



## United Nations Training School Ireland (UNTSI)

UNTSI, a crisis management training centre within the Military College, develops doctrine and conducts civil military coordination (CIMIC), human rights, cultural awareness and leadership training courses and seminars as well as mission specific pre-deployment briefs to prepare Defence Forces' personnel for service overseas. It also provides security awareness training to the Rapid Response Corps (Department of Foreign Affairs). In addition to conducting courses and seminars, UNTSI, as required, receives and briefs members of the Diplomatic Corps, Irish and foreign academics and Defence Attachés accredited to Ireland, aid workers and members of the press corps. UNTSI has an ongoing programme of instructor exchange with other UN and International Peace Support Training Centres, thus ensuring that instruction is up to date and follows current best practice.

## International Exercises and Training

### EU MILITARY EXERCISE 10

The fifth EU Military Exercise (MILEX 10) took place during June 2010, focusing on key military aspects of crisis management at the military strategic and operational level for an envisaged EU-led crisis management operation, without recourse to NATO common assets and capabilities. It focused mainly on the interaction between an EU Operation Headquarters activated in Germany and an EU Force Headquarters activated in France.



## Footnotes

1. The table provides for any combinations of units up to a maximum commitment of 850.
2. Readiness States are measured in Days: Very High 1-20, High 21-60, Medium 61-90 days
3. CBRN: Chemical, Biological, Radiological and Nuclear.
4. CIMIC: Civil-Military Cooperation
5. EOD/IEDD: Explosive Ordnance Disposal/Improvised Explosive Device and Disposal.
6. Ireland's contribution to NBG 2011 consists of an Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) group together with support elements and staff posts at NBG Force Headquarters (FHQ) in Enköping, Sweden.
7. The Defence (Miscellaneous Provisions) Act 2009
8. Available on quick links @ <http://www.defence.ie>





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SECTION 4

# Defence Policy, Military Advice and Corporate Services



## SECTION 4:

### Defence Policy, Military Advice and Corporate Services

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As outlined in the Department of Defence and Defence Forces Strategy Statement 2008-2010, a high level goal of the Defence Organisation is:

*To provide the best possible defence policy advice and military advice to the Minister in order to support management of all aspects of defence provision and facilitate planning for future needs.*

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

The **Strategic Management Committee** (SMC) is a joint civil-military committee providing a forum for the discussion of key policy issues. The SMC members are the Secretary General (Chairman), the Chief of Staff, the two Assistant Secretary Generals, the Director, the two Deputy Chiefs of Staff and the Assistant Chief of Staff. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services.

The **High Level Planning and Procurement Group** (HLPPG) is jointly chaired by the Director of the Department of Defence and the Deputy Chief of Staff (Support). A key task of this joint civil-military group is to develop and implement five to ten year rolling plans for equipment procurement, infrastructural development and property acquisition and disposal. The HLPPG met 12 times during 2010.

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 and the Chief of Staff of the Defence Forces and the Secretary General of the Department of Foreign Affairs. The Committee receives threat assessments from the Garda Commissioner and the Chief of Staff and reviews the overall security situation in the domestic and international environment.

#### Military Intelligence

During 2010, the Directorate of Military Intelligence provided security and intelligence services to the Defence Organisation and to Government on State Security, and at an organisational level to the Defence Forces on operational matters. The Directorate liaised extensively with other national agencies, in particular An Garda Síochána, and with security-related organisations of EU Member States, through partnership co-operation protocols. It provided regular assessments, reports and briefings to the Minister for Defence, the Chief of Staff and the Secretary General relating to internal and external threats to the security of the State and national interests.

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

#### Office of Emergency Planning

The Office of Emergency Planning is a civil/military office within the Department of Defence. It supports the Minister for Defence as Chairman of the Government Task Force on Emergency Planning.

The Task Force is the top-level structure that provides policy and direction, supports coordination and oversees the emergency planning activities of government departments and agencies. The Office chairs meetings of the Inter-Departmental Working Group on Emergency Planning. The Task Force charges this Working Group with carrying out specific tasks and developing particular aspects of emergency planning that cut across a number of departments and agencies.

The website [www.emergencyplanning.ie](http://www.emergencyplanning.ie) is managed and updated on an ongoing basis by the Office of Emergency Planning. It gives up-to-date information and advice when

emergencies occur and provides links to all relevant web sites and information sources.

The National Emergency Coordination Centre is based in Agriculture House, Kildare Street and is managed by the Office of Emergency Planning. The Centre provides a strategic level of management facility and comprehensive communication systems for use in the event of emergencies requiring a national-level response. During 2010 the Centre was activated to coordinate the national-level response to several events including the severe weather that occurred in January and December and the volcanic ash plume in April and May that caused disruption to both Irish and international airspace. The Centre was used extensively for the hosting of workshops, exercises and meetings associated with emergency planning and response.

The Office of Emergency Planning played a central role in coordinating the reviews of the above events and was instrumental in implementing a lessons learned process. Oversight of emergency planning was carried out with all departments during the year and the Minister for Defence submitted a confidential Annual Report on Emergency Planning to Government in December.

### Civil Service and Civilian Employee Human Resources

The Department recognises that its success in meeting its goals is due in no small part to the dedication, enthusiasm and commitment of staff. Work continued on the implementation of the 2009 review of the Finance Branch and further staff savings were delivered. The number of whole time equivalents serving in the Department at 31 December 2010 was 330.

PMDS is an effective tool in managing performance and developing staff. In 2010, 96% of staff completed an Annual Review under PMDS.

### Civilian Employees

Civilian Employees engaged under the provisions of the Defence Act 1954, are based at some thirty military locations around the country. As at 31 December 2010 there were 730.6 whole-time equivalent civilian employees comprising a wide variety of different grades. The majority of these employees are made up of the craft, general operative and related grades and are involved mainly in the maintenance of equipment and military installations. The remaining civilian employees are mostly involved in clerical



and storekeeping duties for the Defence Forces and also include aircraft inspectors and various technical grades.

### Civil Service Training and Development

The Department continues to invest in developing its staff. In 2010 Learning and Development initiatives covered a broad range of categories including Information and Communications Technologies (ICT), Language Training, Induction Training, MIF and Interviewee/Interviewer Training. In addition, 2010 saw the successful set-up of multi-media links enabling course participants in Brussels and Galway to attend and participate remotely in training sessions.

With decentralisation in mind, special emphasis was placed on Health and Safety, including Safe Pass, Manual Handling, Fire Safety Training and Defibrillation Training. Public Financial Management and Planning for Retirement training continued on from 2009. A total of 108 training courses were provided in 2010, with a total of 422 participants.

The Department invested the equivalent of 2.4% of its payroll in training & development.

### Equality

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 2010, 35% of Assistant Principals were women. In addition, 43% of Principal Officers 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 4% and the percentage of civilian employees with a disability, employed by the Department, on behalf of the Defence Forces was 5.6%.

### Decentralisation

The relocation to Newbridge, under the decentralisation programme, of all of the Department's Dublin based civil service staff and a number of military personnel was completed on 8 November 2010.

Approximately 170 civil service staff and 50 military personnel are now in situ in Newbridge, including the Secretary General and the Chief of Staff and their senior management teams.

All civil branches of the Department are now located in either Newbridge or in Renmore, Galway. The remaining Military Directorates continue to be located at the Dublin locations of Parkgate Street, St. Bricin's Hospital, Coláiste Caoimhin, Park House and McKee Barracks, and also Kickham Barracks in Clonmel, Co. Tipperary.

In light of budgetary constraints, the relocation of the Defence Forces Headquarters to a new building in the Curragh was deferred. Options to address the challenges presented to the Defence Organisation by this situation are being pursued.

### Ombudsman for the Defence Forces

The Office of the Ombudsman for the Defence Forces was established under the Ombudsman (Defence Forces) Act 2004. In September 2008, Ms. Paulyn Marrinan-Quinn SC was re-appointed by the President, upon the recommendation of the Government, for a further period of three years as the Ombudsman for the Defence Forces.

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

### Support to Veterans Groups

Annual grants-in-aid of €40,000 and €10,000 were paid to veteran groups ONE and IUNVA from the Vote of the

Department of Defence in 2010. Meetings at Ministerial and official level were also held during the course of 2010 with both organisations.

### Internal Audit

The Department's Internal Audit Section is an independent unit reporting directly to the Secretary General. As a service provider, the Section follows closely the Professional Practice Standards set down by the Institute of Internal Auditors by providing to management, both civil and military, an independent and objective assurance and consulting activity which is designed to add value and improve the Department's operations through the evaluation and improvement of the effectiveness of the risk management, control and governance processes in the Department. The Section works to an annual audit plan, covering a range of systems, compliance and stores audits, which is approved by the Secretary General. The Section's work is reviewed on an ongoing basis by the Department's Audit Committee. During 2010, the Section carried out an audit programme of some 110 audits.

### Prompt Payment of Accounts

Government Departments are required to make payments to suppliers of goods and services within 15 days from receipt of a valid invoice. The Department of Defence produces quarterly reports on payments to suppliers. A summary of the figures for 2010 is set out in the table below.

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

Detail	Number	(€)	% of total payment made (Number)
Total Payment made in 2010	46,204	206m	
Number of Payments made with 15 days	43,328	183.8m	93.8%
Number of Payments made within 16 to 30 days	2,062	18.7m	4.4%
Number of payments made in excess of 30 days	814	3.5m	1.8%

In 2010 the Department paid prompt payment interest of €2,327 on 87 invoices in accordance with the terms of the European Communities (Late Payment in Commercial Transactions), Regulations 2002.

### **Information and Communications Technologies (ICTs)**

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 VFM are applied to ICT expenditure. Expenditure programmes are also subject to specific sanction from the Department of Finance IT Control Section.

ICT support provides the technical platforms and systems to enable the business managers to carry out their functions. Strategic ICT systems comprise of management information systems, Defence Forces personnel system, accounts processing and payments, inventory system and payroll processing of circa 25,000 serving staff and pensioners. Maintenance and development of these technical platforms and systems formed an integral part of the 2010 support programme. As part of the decentralisation project, a new wide area network and a new VOIP (Voice Over Internet Protocol) telephony system together with a switched LAN infrastructure supporting both IP Telephony and Data were installed and commissioned.

ICT Security was again a major concern in the private and public sector during 2010. Internal security subgroups, under the aegis of the ITSC, are tasked with the ongoing examination of specific areas of activity where security needs to be strengthened. Recommendations arising from the 2009 penetration testing and overall security review of the technical infrastructure were implemented throughout 2010. In addition a new firewall infrastructure was implemented in the Department in conjunction to the move to Newbridge.

The Department was awarded ISO27001 certification for IT Security in October 2006. A surveillance audit carried out in 2009 extended the existing certification to July 2010. An application for re-certification based on our new location in Newbridge will be made in 2011.

### **Value for Money (VFM) and Policy Reviews**

A value for money review of military training lands was published in December 2010. The Review was overseen by a joint civilian/military Steering Committee with detailed analysis carried out by FGS Consulting (in association with Sector Associates, a specialist UK-based military training consultancy).

The Review examined usage and costs across all 17 tracts of military training land, over the period 2004 to 2007 inclusive. Four sites within the military training lands portfolio were identified as surplus to requirements.

Of the remaining sites the Steering Committee have made recommendations ranging from retention, retention pending future developments or further analysis. There were a number of data deficits that prevented a definitive conclusion regarding an optimal portfolio. Where further analysis is recommended, this will be completed after the collation of a full range of data, as outlined in the Review.

Work on preparing a Value for Money Review of the Reserve Defence Force commenced in 2010 and will be completed in 2011.

### **Costing Framework Pilot Project**

Work was progressed on the development of an enhanced costing system across the Defence Organisation. The Costing Framework Pilot Project Report, which was completed in the Air Corps in 2010, identified a range of issues and a road map for the development of a more effective costing system in the Defence Organisation within the available system framework. The outcome of the report will inform future work on a costing framework to support analysis, decision making and control of the organisation as a whole.

### **Programme for Simplification and Reform of Legislation and Regulations**

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

Work was progressed on the drafting, in conjunction with the Office of the Parliamentary Counsel, of a Defence (Amendment) Bill to amend the provisions of Part V of the Defence Act, 1954, primarily relating to offences against military law and extended provisions for arrests and detention.

In the area of Defence Force Regulations, substantial progress was made over the course of the year on the re-write of those regulations dealing with Accommodation and Engineer Works (DFR L1), Equitation, Survey of Stores, Transport and Travelling, Welfare Schemes and Canteens (DFR L4) and on Pay and Allowances (DFR S3). Work also continued on rewriting and simplifying Leave (DFR A11) and Enlistment, Promotions, Reductions, Transfer to the Reserve Defence Force and Discharge (DFR A10).

A total of 14 amendments were made to existing Defence Force Regulations. The processing of a further 18 amendments was commenced.

### Regulatory Impact Analysis

The Defence Acts and Regulations made there under are focussed on the Defence Forces only and do not apply to the ordinary citizen or to business. Notwithstanding this, the Department applies the principles set out in the RIA Guidelines where appropriate. The need for the Department to prepare a RIA did not arise in respect of any legislation commenced during 2010.



### Customer Service Action Plan

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

### Freedom of Information (FOI)

Since the Freedom of Information Act was enacted, the Department of Defence, The Army Pensions Board and the Defence Forces have been regarded as separate bodies for the purposes of the Act. In June 2007, the Act was extended to take in additional public bodies, including the Civil Defence Board and Coiste an Asgard.

No Freedom of Information requests were received by the Army Pensions Board or the Civil Defence Board during 2010. Coiste an Asgard received one FOI request.

**TABLE 4.2 Department of Defence FOI requests 2010**

Requests Received	62
Granted	10
Part-Granted	17
Refused	7
Transferred	13
Withdrawn or Handled outside FOI	11
Finalised	58

**TABLE 4.3 Defence Forces FOI requests 2010**

Requests Received	82
Granted	62
Part-Granted	13



**TABLE 4.3 Defence Forces FOI requests 2010**

Refused	4
Transferred	0
Withdrawn or Handled outside FOI	5
Finalised	84

## Partnership

### CIVIL SERVICE

Partnership is a valuable forum for staff and management to discuss issues of mutual interest. During 2010, Partnership reviewed its structures and processes and agreed a number of changes to improve its inclusiveness and effectiveness. The Partnership Committee met on four occasions during 2010.

Staff also continued to avail of a range of work/life balance schemes. For example seventy-seven staff availed of worksharing during 2010 while forty-one availed of the Shorter Working Year Scheme.

### Civilian Employees

There are currently seven local partnership committees throughout the country. There is also a National Partnership Steering Committee for civilian employees, which meets a number of times annually with representatives from the local committees, Military, Unions and Management.

### Defence Forces

The Defence Forces National Partnership Steering Group (DFNPSG) continued to function in 2010.

### Defence Forces Conciliation and Arbitration Scheme

There were approximately 200 claims processed through the Conciliation and Arbitration Scheme during 2010.

### Representative Association of Commissioned Officers (RACO)

During 2010 the Association lodged a number of new claims at Conciliation Council, which were discussed at five Council meetings. Five reports recording agreement were signed, while one recorded disagreement.

There were no Facilitation or Adjudication hearings arising from claims during 2010. The DFHQ Military Forum continued to meet with RACO, meeting on four occasions.

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

PDFORRA lodged a number of new claims at Conciliation Council during 2010. These claims were addressed at six Council meetings. There were no reports recording agreement delivered in 2010. Five disagreed reports were delivered. There were seven adjudication hearings during the year dealing with claims disagreed at Conciliation Council. There were also two meetings of the DFHQ Military Forum at which a range of issues were discussed.

### Public Service Agreement 2010-2014

In addition to the Conciliation and Arbitration Scheme, a framework exists which facilitates the Associations engaging with the official side in talks parallel to those taking place between the Social Partners at national level. This parallel process operated in 2010 where the Representative Associations were involved in drafting the Defence Sector agreement which, along with the central Public Sector Agreement (Croke Park Agreement), forms part of the Department of Defence pay agreement.

## Litigation

### Personal Injuries Claims

Since December 2001, the management of the majority of new non-hearing loss claims lodged against the Minister for Defence has been delegated to the State Claims Agency (SCA). During 2010, 109 claims were referred to the agency. In all, 341 cases were finalised by the Agency during this period leaving 646 cases outstanding. Total expenditure on claims finalised by the Agency during 2010 amounted to €1.6m, plus €1m in legal costs.

In relation to claims that have not been delegated to the SCA, 51 claims were finalised in 2010 leaving 158 claims outstanding at year-end. Total expenditure in 2010 on these claims amounted to approximately €0.7m plus €0.7m in legal costs.

### Judicial Reviews and Other High Court Proceedings

During 2010, four judicial reviews and other High Court actions regarding administrative decisions relating to members of the Defence Forces were initiated against the Minister for Defence. Nine cases were finalised during 2010. At year-end nineteen cases were on hand including appeals to the Supreme Court in four cases.



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### **Military Service Pensions Archive Project**

Progress on the project to make the Military Service Pensions Archive collection available to the public has continued. The work of processing the information on the files that make up this collection for release into the public domain has been advanced.



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SECTION 5

# Financial Report



## SECTION 5: Financial Report

Details of Defence Vote Expenditure for 2010 by Category

<i>Details of Defence Vote Expenditure for 2010 by Category</i>		
Expenditure Category	€m	%
PDF Pay and Allowances	468	63.0
Pay and Allowances of civilian and RDF employees	35	4.7
Defensive Equipment	37	5.0
Air Corps - Equipment, Fuel, Maintenance etc	17	2.3
Naval Service - Equipment, Fuel, Maintenance etc	37	5.0
Barrack Expenses, Repairs and Maintenance of Land	24	3.2
Building - Capital	11	1.5
Military Transport - New Vehicles, fuel, repairs and Maintenance	26	3.5
Compensation	4	0.5
Other Non-pay Military expenditure	57	7.6
Administrative Budget	21	2.8
Civil Defence Board and Irish Red Cross Society	7	0.9
<b>Total (Gross) (incl. capital carry over of 1m)</b>	<b>744</b>	<b>100</b>

Details of Army Pensions Expenditure for 2010 by Category

<i>Details of Army Pensions Expenditure by 2010 by Category</i>		
Expenditure Category	€m	%
Defence Forces(Pensions) Scheme and Payments in respect of Transferred Service	207.9	95
Wound and Disability Pensions, allowance and gratuities, to or in respect of former member of the Defence Forces	8.7	4.0
Payments to or in respect of Veterans of the War of Independence	1.4	0.6
Miscellaneous	0.1	0.4
<b>Total Gross</b>	<b>218.1</b>	<b>100</b>

### 1. Defence Annual Output Statement

The Output Statements are a key element of the Budget and Estimates Reform measures announced by the Minister for Finance in Budget 2006. The Output Statements are designed to match key outputs and strategic impacts to financial staffing resources for the financial year. The following is an extract from the 2011 Annual Output Statement. Information on outturn for 2010 is included in the statement.

#### Programme 1. Contingent Capabilities.

The primary outputs under Programme 1 are contingent capabilities, which are measured in terms of progress towards White Paper objectives and capability development targets. This programme's objective is to maintain an appropriate level of defence capability in the light of the legitimacy of, and the necessity for, a military response to certain situations. When not engaged in operations, the focus is on training and preparation.

#### Programme 2. On Island Security & Support to other agencies.

Programme 2 outlines the activities and associated costs of developing and deploying capability in ATCP and ATCA operations. Typical outputs under this programme are Cash & Prisoner Escorts, Portlaoise Prison Guard, Explosive Ordnance Disposal teams, Ceremonial services,

Maritime Patrols, Ministerial Air Transport Services and Air Ambulance flights. In addition, the costs of preparing for and responding to interruptions to essential services are included under this programme. This programme also encompasses Civil Defence, which is funded by a Grant-In-Aid from Vote 36.

### Programme 3. International Peace and Security.

Programme 3 focuses on meeting Government commitments for overseas peace support, crisis management and humanitarian relief operations. The main outputs for this programme are overseas missions under UN authority (these may be led by the UN, EU or NATO) together with OSCE missions. The Defence Forces continue to develop and maintain military capability while deployed overseas, through operational experience. These deployments have the effect of expanding organisational corporate knowledge and experience in terms of military best practice and enhance overall Defence Forces military capabilities. Personnel can expect to deploy on international security operations on average once every 3 years.

### Programme 4. Defence Policy and Military Advice.

Programme 4 outlines the costs associated with the formulation of policy and military advice and management functions for the Defence Organisation. It also includes the support provided by the Office of Emergency Planning to the Government Task Force on Emergency Planning. While this programme contributes to developing and maintaining capability, it also links directly to the formulation of Defence Policy and Defence Strategic Goals & Objectives. The Grant-In-Aid to the Irish Red Cross Society is also comprehended within this programme.

### Programme 5. Military Pensions and Gratuities.

The programme outlines the costs of the various pensions, gratuities and other analogous benefits paid from Vote 37.

## 2.Total Budget for Defence

The total Budget for Defence is provided in the Defence Vote (Vote 36) and the Army Pensions Vote (Vote 37).

Vote 36				
	2010 REV €	2010 Outturn €	2011 REV €	% Change on Outturn
Net Voted Expenditure	705.5	692.7	678.7	-2.0%
Appropriations in Aid	49.9	50.2	46.8	-6.8%
Gross Voted Expenditure	755.4	742.9	725.5	-2.3%
Deferred Surrender	1.0	1.0	1.5	50%
<b>Total Gross Expenditure</b>	<b>756.4</b>	<b>743.9</b>	<b>727.0</b>	<b>-2.3%</b>
<i>of which - Exchequer Pay</i>	<i>536.2</i>	<i>520.9</i>	<i>529.4</i>	<i>1.6%</i>
<i>No of Public Service Employees</i>	<i>11,164</i>	<i>10,663</i>	<i>10,867</i>	

Vote 37				
	2010 REV €	2010 Outturn €	2011 REV €	% Change on Outturn
Net Voted Expenditure	202.5	212.0	201.9	-4.8%
Appropriations in Aid	6.5	6.2	6.2	0.0%
Gross Voted Expenditure	209.0	218.2	208.1	-4.6%
<b>Total Gross Expenditure</b>	<b>209.0</b>	<b>218.2</b>	<b>208.1</b>	<b>-4.6%</b>
<i>of which - Exchequer Pay and Pensions</i>	<i>208.9</i>	<i>218.1</i>	<i>208.0</i>	<i>-4.6%</i>
<i>No of Public Service Employees and Pensioners</i>	<i>11,810</i>	<i>11,324</i>	<i>11,555</i>	

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APPENDIX 1

# Statutory Basis, Organisation Structure, Mission and Roles





## APPENDIX 1

# Statutory Basis, Organisation Structure, Mission and Roles

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### Introduction

This appendix describes the statutory and organisational framework within which the Department of Defence and the Defence Forces operate.

### Statutory framework

The Constitution of Ireland vests the right to raise and maintain military or armed forces exclusively in the Oireachtas and expressly prohibits the raising and maintenance of any other force for any purpose whatsoever.

The Department of Defence was established by the Ministers and Secretaries Act, 1924 and the Act assigns to the Department “the administration and business of the raising, training, organisation, maintenance, equipment, management, discipline, regulation and control according to law of the military defence forces”.

The Act provides that the Minister is ‘Head’ of the Department. The Minister is assisted in discharging his functions by the civil and military elements of the Department. The Secretary General is the “principal officer” of the Department and is also appointed by the Minister for Finance as the Accounting Officer for all defence expenditure in accordance with the Exchequer and Audit Departments Act 1866. The authority, responsibility and accountability of the Secretary General are further elaborated in the Comptroller and Auditor General (Amendment) Act, 1993 and the Public Service Management Act, 1997. The 1997 Act also requires the Secretary General to prepare a Strategy Statement for the Minister’s approval and an annual report on performance.

The Defence Acts 1954 to 2007 provide the legislative basis for the Defence Forces (Óglaigh na hÉireann). The legislation provides that Defence Forces Headquarters (DFHQ) is the military element of the Department of Defence. The Chief of Staff of the Defence Forces heads DFHQ. As provided for in the Act, the Minister has assigned duties to the Chief of Staff. The Chief of Staff is directly accountable to the Minister for the performance of these duties, which include responsibility for the military effectiveness, efficiency, organisation, and economy of the Defence Forces. As provided for in the Act and with the approval of the Minister, the Chief of Staff has, in turn, delegated responsibility for certain duties to the Deputy Chief of Staff (Operations) and to the Deputy Chief of Staff (Support).

The Act also provides for delegation by the Minister of military command to General Officers Commanding the Brigades, the Defence Forces Training Centre, the Naval Service and the Air Corps. In practice, matters relating to command are normally channelled through the Chief of Staff. In effect, this means that day-to-day operational control of the Defence Forces rests with the Chief of Staff for which he is directly responsible to the Minister.

### The White Paper on Defence (2000)

The White Paper was approved by Government and published in February 2000. It deals with all aspects of defence provision and organisation and sets out the policy on defence for the period to 2010. The objective of the White Paper is to ensure an appropriate level of defence capability, having regard to the changing defence and security environment. The White Paper has been of central importance in informing Department of Defence and Defence Forces strategic objectives since its publication.

The roles of the Defence Forces as set out in the White Paper are:

- to defend the State against armed aggression; this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of the security and defence environment;
- to aid the civil power (meaning in practice to assist, when requested, the Garda Síochána, who have primary responsibility for law and order, including the protection of the internal security of the State);
- to participate in multinational peace support, crisis management and humanitarian relief operations in support of the United Nations and under UN mandate, including regional security missions authorised by the UN;
- to provide a fishery protection service in accordance with the State’s obligations as a member of the EU; and,
- to carry out such other duties as may be assigned to them from time to time, e.g. search and rescue, air ambulance service, Ministerial air transport service, assistance on the occasion of natural or other disasters, assistance in connection with the maintenance of essential services, assistance in combating oil pollution at sea.

A review of progress in implementing the White Paper recommendations, carried out by a civil/military group, was published in April 2007. We will continue the implementation of the White Paper and seek to advance the recommendations of the Review of the White Paper.

## Organisational Structures

### Department of Defence

The primary role of the Department is to support the Minister as Head of the Department, in particular by providing policy advice and support on Defence matters. This includes assistance with policy formulation and the implementation of policy as directed by the Minister. The Secretary General is the Minister's principal defence policy advisor and the Chief of Staff is the Minister's principal military adviser.

### Defence Forces

The Defence Forces are organised on conventional 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). The former is a standing force and provides the primary capabilities for military operations at home and military peace support operations abroad. The RDF provides the necessary contingent conventional military capability to augment and assist the PDF, when necessary.

### Permanent Defence Force

The Permanent Defence Force consists of the Army, the Air Corps and the Naval Service.



### Army

The Army is structured into three all-arms brigades, consisting of combat, combat support and combat service support elements. Each brigade is designated a territorial area of responsibility with specific garrison locations. The Defence Forces' Training Centre (DFTC) and Defence Forces' Logistics Base in the Curragh, Co. Kildare support the training and logistics functions for the Permanent and the Reserve Defence Forces.

### Air Corps

The Air Corps, based at Casement Aerodrome, Baldonnel, Co. Dublin consists of an operational headquarters, two operational wings, two support wings, the Air Corps Training College, and a Communication and Information Services Squadron. The operational wings consist of a training/light strike squadron, helicopter squadrons, a maritime squadron, a transport squadron and a fixed wing reconnaissance squadron. The support wings are tasked with specialist maintenance of the aircraft fleet and administration and logistical support for the Air Corps.

### Naval Service

The Naval Service, based in Haulbowline, Co. Cork, has a flotilla of eight ships, an operational headquarters, an operations command, a logistical support command and a Naval Service College. The flotilla consists of a helicopter patrol vessel squadron, large patrol vessel squadron, an offshore patrol vessel squadron and a coastal patrol vessel squadron. The support command is responsible for personnel and all logistical, engineering, and maintenance functions.

### Reserve Defence Forces

The Reserve Defence Force (RDF) consists of the First Line Reserve, the Army Reserve and Naval Service Reserve:

#### First Line Reserve

The First Line Reserve comprises of former Permanent Defence Force personnel.

#### Army Reserve

The Army Reserve is organised into three Brigades, mirroring the PDF structure.

#### Naval Service Reserve

The Naval Service Reserve is divided into two groups known as the Eastern Group and the Southern Group. Each group consists of two companies: Dublin and Waterford in the Eastern Group and Cork and Limerick in the Southern Group.

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APPENDIX 2

# Overview of Energy Usage in 2010



## APPENDIX 2: Overview of Energy Usage in 2010

### DEPARTMENT OF DEFENCE ENERGY CONSUMPTION 2010

During 2010, the Department of Defence continued to make energy awareness a priority. In both Parkgate and Coláiste Caoimhín, heating time schedules were reduced while in Renmore, a review of the boiler heating system resulted in more efficient heating schedules. Energy awareness posters were also placed throughout all buildings with regular reminders to switch off lights and other appliances.

### ENERGY CONSUMPTION 2010

	Electricity	Gas	Oil(Fossil)
Parkgate	588.3Mwh	981.3Mwh	
Coláiste Caoimhín	346.3Mwh	954.2Mwh	
Renmore	463Mwh		418Mwh

The relocation of the Department's Dublin-based offices to a new premises in Newbridge, Co. Kildare in November 2010 has provided additional opportunities in terms of energy conservation with the installation of energy efficient lighting and advanced lighting controls, a new automated air conditioning system and the use of wood pellets as the main heat source. In addition, only energy efficient equipment is purchased by the Information Services Branch (ISB) in the Department.

### ACTIONS PLANNED FOR 2011

In 2011, the Department of Defence intends to further improve our energy performance and will undertake a number of conservation initiatives including the following:

- Continued involvement in OPW Energy Awareness Campaign.
- Energy Awareness Presentations to staff on energy conservation.
- Implementation of an Energy Policy.

- Monthly Energy Audits by Energy Team to ensure compliance with Policy and ways of further reducing energy consumption.
- Review of current lighting system in Renmore with OPW and introduction of a smart lighting system in open plan areas.
- Installation of timers on all under sink water heaters and burco boiler in Renmore.
- Car Park Lighting to be turned off for summer months.
- Ensure continued PC and monitor shutdown outside office hours.

### DEFENCE FORCES ENERGY CONSUMPTION 2010

In 2010, Defence Forces consumed 238,733 MWh of energy, consisting of:

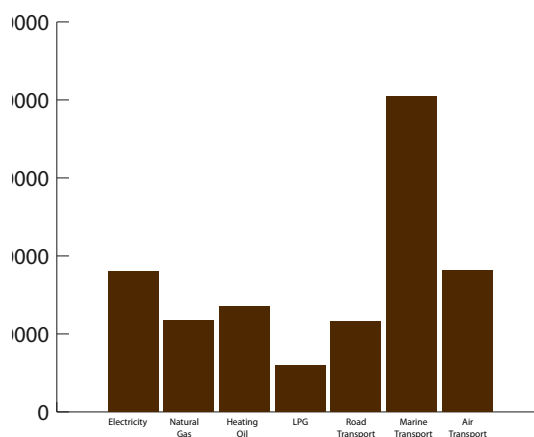
#### Building Installations

- 35,951 MWh of Electricity
- 23,481 MWh of Natural Gas
- 27,041 Mwh of Heating Oil
- 11,823 MWh of LPG

#### Fuel Consumption

- 80,965 MWh of Marine Fuel
- 36,263 MWh of Aviation Fuel
- 23,210 MWh of Road Fuel

Appendix 2 Table 2  
Defence Forces MWh Usage



**Appendix 2 TABLE 3**

Defence Forces MWhrs	
Electricity	35,950.51
Natural Gas	23,480.86
Heating Oil	27,041.18
LPG	11,823.15
Road Transport	23,210
Marine Transport	80,964.81
Air Transport	36,262.459
<b>Totals</b>	<b>238,732.97</b>

### Actions Undertaken in 2010

In 2010, Defence Forces undertook a range of initiatives to improve our energy performance, including:

#### Building Installations

- o Installation of new energy efficient lighting system and a smart lighting control system in 3 buildings in Curragh Camp. This will reduce energy usage from 39,000 kWh per year to 4500 kWh per year.
- o Insulation of attic spaces to a U-value of 0.16w/m<sup>2</sup>k in 3 buildings in Curragh Camp. This will reduce energy usage from 15,000 kWh per year to 300 kWh per year.
- o Installation of contents gauges on 56 oil storage tanks and installation of flow meters on 75 oil boilers in Curragh Camp to provide accurate reporting of energy usage for respective buildings, to monitor usage and to account for oil storage.
- o Upgrade of building fabric and services in administration block of Kilworth Camp to include the installation of roof insulation complete with polyurea roof covering, installation of external wall insulation, upgrade of internal and external lighting, upgrade of central heating and DHW system.

### Energy Management

- o In November 2010, the Defence Forces signed up to the Sustainable Energy Authority of Ireland (SEAI) Public Sector Energy Partnerships Programme. SEAI will assist the Defence Forces by providing expertise when required in technical areas. The partnership agreement offers a clear roadmap, with actions, for achieving targeted energy savings.
- o The Annual Defence Forces Energy Efficiency Day was completed on the 1st of December 2010. The aim of this day was to increase awareness, reduce energy usage and in particular electricity usage. On the day there was a total kWh Electricity savings across the Defence Forces of -2.16%.
- o Yearly Energy Awareness Inspections; Defence Forces Energy Management team (EMT) conducted inspections in each installation to assess and report on the progress made in energy awareness and conservation since 2009. There has been a marked improvement in energy management throughout the Defence Forces with energy awareness increased.
- o Training of personnel as Building Energy Assessors in order to ensure that best practices is adhered to.

Altogether, these and other energy saving measures saved the Defence Forces 2,704 MWh in 2010 compared to the 2009 utilities figures. This equates to annual saving of 2.6% on utilities.

### Actions Planned for 2011

In 2011 Defence Forces intends to further improve our energy performance by undertaking the following initiatives:

#### Building Installations

- o Audit each main installation in terms of renewable energy to reduce dependence on fossil fuel in 2011.
- o Upgrade building fabric and services throughout the Defence Forces.
- o Base Load Analysis to determine the key drivers with an aim to reduce the base load energy consumption.

- o Upgrade 2 Defence Forces sites from Low Voltage electricity incomers to Medium Voltage incomers to reduce the electricity costs.

### Defence Forces Fleet

- o Monitoring the monthly fuel usage to include that main stakeholders: Marine Fuel, Aviation Fuel and Road Fuel

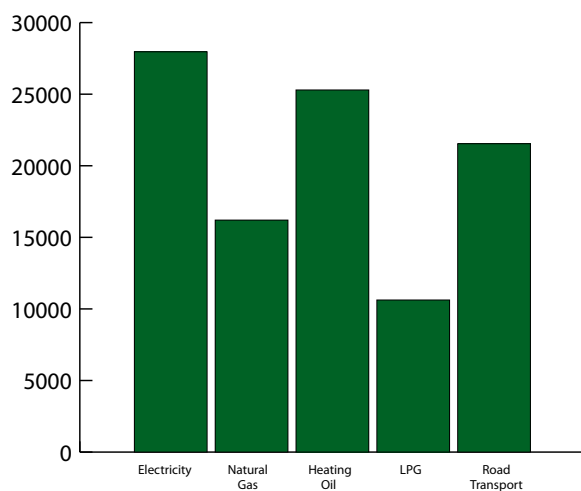
### Energy Management

- o Adoption of formal Energy Management Strategy for the years 2011-2012 to include the main stakeholders within the Defence Forces: Army, Air Corps, Naval Service, Engineer Corps, Transport Corps & Signals Corps.
- o Naval Service will establish Energy Management System to achieve IS EN 16001 in 2011.
- o Continual Energy Awareness Training and Building Energy Rating (BER) Training.

These and other energy saving measures are expected to achieve 7162 Mwh for total energy consumption in the Defence Forces, This will include utilities and fuel but is subject to the Defence Forces Fleet operational and training activities.

### Army Energy Consumption for year 2010

Appendix 2 Table 4  
Army MWh Usage year 2010

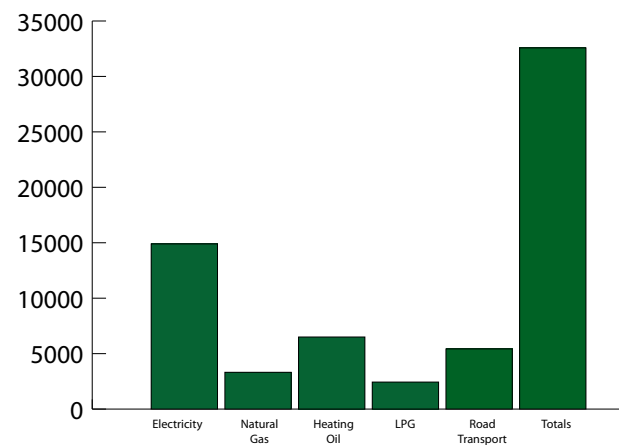


Appendix 2 TABLE 5

### Army (Tonnes CO2 Fuel p.a.)

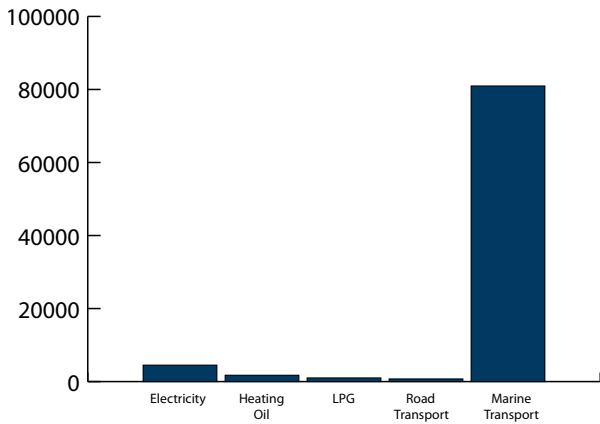
Electricity	14,895.09
Natural Gas	3,317.12
Heating Oil	6,500.68
LPG	2,435.96
Road Transport	5,425.97
<b>Totals</b>	<b>32,574.82</b>

Appendix 2 Table 6  
Army Tonnes CO2

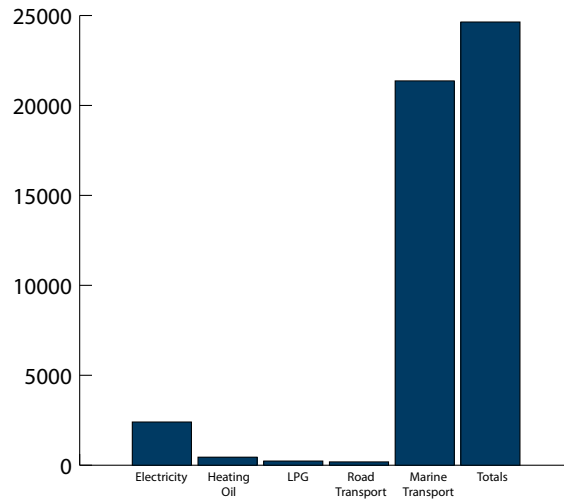


## Naval Service Energy Consumption for year 2010

Appendix 2 Table 7  
Naval Service MWh Usage year 2010



Appendix 2 Table 9  
Naval Service Tonnes CO2



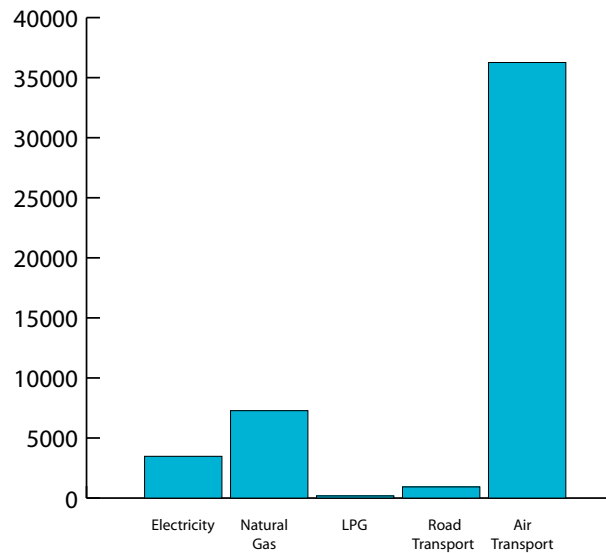
Appendix 2 TABLE 8

### Naval Service (Tonnes CO2 Fuel p.a.)

Electricity	2,403.81
Heating Oil	448.90
LPG	233.71
Road Transport	187.05
Marine Transport	21,366.61
<b>Totals</b>	<b>24,640.08</b>

## Air Corps Energy Consumption for year 2010

Appendix 2 Table 10  
Air Corps MWh Usage year 2010





**Appendix 2 TABLE 11**

**Air Corps**  
(Tonnes CO2 Fuel p.a.)

Electricity	1851.94
Natural Gas	1,489.42
LPG	41.38
Road Transport	233.58
Air Transport	9,319.45
<b>Totals</b>	<b>12,935.76</b>

Appendix 2 Table 12  
Air Corps Tonnes CO2

