



ÓGLAIGH NA HÉIREANN

DEFENCE FORCES STRATEGY STATEMENT

2005
—
2007





Defence Forces

Strategy Statement 2005 - 2007



Foreword

My overall objective as Minister for Defence is to maintain modern Defence Forces capable of meeting the needs of Government and the public and which deliver value for money. That is also the focus of the White Paper on Defence, the Programme for Government and this Strategy Statement.

The work that the Defence Forces do is very important nationally and internationally and is fundamental not just to our peace and security at home but also to the peace and security of people in all those places overseas where our Defence Forces serve with distinction.

I believe that the Defence organisation has gone from strength to strength in recent years on foot of the ongoing modernisation process that has delivered improved efficiency and effectiveness. That period has been characterised by strong leadership and a consistent strategic direction, by the quality of our people and how well we develop them to meet the challenges they face, and by the provision of the necessary resources and the effective management of those resources.

This positive and forward-looking Strategy Statement builds on the strengths and successes to date and I believe that it will result in the further enhancement of the capacity of the Defence Forces to meet needs arising at home and overseas in an evolving environment.

I welcome the Strategy Statement and I can assure the Chief of Staff and his colleagues of my support in the implementation process ahead.

A handwritten signature in black ink, appearing to read 'Willie O'Dea', written in a cursive style.

Willie O'Dea T.D.
Minister for Defence
2005



Message from Lieutenant General Jim Sreenan – Chief of Staff

I am pleased to present the Defence Forces' fifth published Strategy Statement. This statement like its predecessors takes account of the many challenges in the evolving national and international defence and security environment and focuses on the effective delivery of military services and capability based on present and future requirements.

The first four years of the White Paper implementation has seen an emphasis on restructuring, reorganisation, equipment procurement and enhancement of physical infrastructure as well as addressing our personnel policies. All of this has resulted in better equipped, better trained more capability driven Defence Forces with the proven ability to deliver a wide variety of operations and services. Notwithstanding the progress to date, the Defence Forces must continue to develop in order to keep pace with the changing environment and to make sure it has the flexibility to meet the requirements of tomorrow. For the remaining years of the White Paper 2000 the demands on the Defence Forces will continue to arise from our ATCP role, our peace support operations and domestically in regard to state security against the international terrorism threat.

The first line of defence against the threat from international terrorism lies in good intelligence. We must develop and refine our intelligence processes and procedures and continue to enhance our cooperation with other agencies both national and international. We must also develop our emergency response capabilities in line with our obligations under the Emergency Response Plan.

Overseas peace support operations have in recent years been successfully delivered under the lead brigade concept with each of the three brigades taking responsibility for the provision in turn of an all arms peace support battalion – the unit of rotation. These arrangements will continue. As those operations become ever more demanding we must continue to enhance the safety and protective measures for our troops. This is achieved to a considerable extent by good information and intelligence and so the focus for the coming years will be on the acquisition of reconnaissance and surveillance equipment to complement the Armoured Personnel Carrier – the workhorse of the peace support battalion. Every soldier deployed must be trained and equipped to deal with the most demanding situations envisaged but also to cope with the unforeseen. Situational Training Exercises (STXs) that go beyond the anticipated must be developed and soldiers exercised accordingly.


The past four years have seen considerable energy devoted to the restructuring of our Reserve Force with the widest of consultation. The new organisation, which mirrors the PDF organisation, has now been launched and the task for the period 2005–2007 is to implement the plan and embed the new process and procedures, which will without doubt enhance the overall operational capability of Óglaigh na hÉireann.

The key to success in the future lies above all in the quality and commitment of our personnel. A wide-ranging number of initiatives have been introduced over the past four years particularly in regard to developing positive work relations and a safe and supportive work environment. The introduction of legislation and the appointment of an independent Ombudsman for the Defence Forces mark the latest development in this area. I welcome the appointment and am confident that these new arrangements will go a long way to ensuring full compliance with the Dignity Charter for the Defence Forces.

A review of the disciplinary provisions of Part V of the Defence Act has been ongoing since 2001. The Government has recently approved the drafting of a Bill for a major amendment of the Act which I am confident will modernise the disciplinary code and procedures in the Defence Forces in line with best international standards and prevailing human rights requirements.

In addition to the many challenges that the Defence Forces face over the next three years the planned decentralisation programme of DFHQ to the Curragh and Newbridge is a significant objective. Every effort will be made to ensure that the relocation will not impact on our ability to deliver the required military operations and services to meet the needs of our customers.

The strategic management process, of which this statement is a significant element, provides valuable assistance in ensuring that we evolve and develop to achieve our mission in a rapidly changing environment.



Jim Sreenan
Lieutenant General
Chief of Staff
2005

DEFENCE FORCES' STRATEGY STATEMENT 2005 -2007

CONTENTS

INTRODUCTION	1
MANDATE	1
Defence Policy Guidance	2
DEFENCE OVERVIEW	2
Defence Forces' Organisation	
Permanent Defence Force	
<i>Army</i>	3
<i>Air Corps</i>	
<i>Naval Service</i>	
Reserve Defence Force	
<i>Army Reserve</i>	
<i>Naval Service Reserve</i>	
Defence Forces' Headquarters and Command Arrangements	3
Defence Budget and Assets	4
DEFENCE FORCES' ROLES, MISSION, VALUES AND VISION	5
Roles	
Mission Statement	
Vision	
ENVIRONMENTAL AND ORGANISATIONAL ANALYSES	6
Environmental Analysis	
Organisational Analysis	8
Customer Focus	9
THE DEFENCE FORCES' STRATEGIC MANAGEMENT FRAMEWORK	10
Strategic Goals	
Key Objectives, Strategic Initiatives and Performance Indicators	
STRATEGIC GOAL 1:	
To enhance the Defence Forces' capability in contributing to the security of the State	11
Introduction	11
<i>Military Advice and Support to the Minister for Defence</i>	
<i>Conventional Based Operations</i>	
<i>Aid to the Civil Power in Maintaining State Security</i>	12
<i>Investment in Conventional Training and Education</i>	
<i>Equipment Procurement, Logistics and Management</i>	13
<i>Infrastructure and Facilities Development</i>	14

STRATEGIC GOAL 2:

To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and defence outputs

17

Introduction

17

Defence Forces' Human Resource Management Strategy

Effective Management of Authorised Strength

Initial Training of Defence Forces' Personnel

18

Training and Development

Military Service Overseas and Seagoing

Positive Work Relations and a Secure and Supportive Working Environment

Health and Fitness

19

Modernisation of Disciplinary Code and Procedures

STRATEGIC GOAL 3:

To participate in multinational peace support, crisis management and humanitarian relief operations

22

Introduction

22

Peace Support Operations

23

International Security and Defence Operational Commitments

STRATEGIC GOAL 4:

To provide emergency and non-emergency services to Government bodies

25

Introduction

25

Emergency Services

26

Office of Emergency Planning

Non-emergency Services

Air Corps

Naval Service

27

IMPLEMENTATION MECHANISMS

29

Strategic Management Committee

High Level Civil-Military Planning and Procurement Group

Public Sector Modernisation & Value for Money

Annual Planning Process

30

Annual Report

Customer Service Action Plan

Introduction

INTRODUCTION

The White Paper on Defence 2000 emphasises Ireland's requirement for conventionally organised defence forces, which are affordable, sustainable and capable of carrying out the roles assigned by Government. It also assessed the national and international security environment and mapped out a restructuring process for the Defence Forces with the key objectives of providing:

- A light infantry based force with an appropriate level of all-arms capability.
- Sufficient forces and capabilities to meet needs at home and to make a significant contribution abroad.
- A more cohesive and better-equipped force than existed in 2000.
- Significant additional resources for equipment and infrastructure within the existing level of financial allocation.

While significant progress has been achieved against these objectives, the Defence Forces continues to focus on further delivery of the key objectives of the White Paper. Other impacting factors on this process include the security realities of the post 9/11 world, the continued reform of the United Nations and the ongoing development of EU military capability. This Strategy Statement provides a summary of how the Defence Forces will progress White Paper objectives, Government policy and related issues over the next three years. The Strategy Statement takes account of the environment in which the Defence Forces operate and in this context, translates the Defence Forces' mandate, roles and mission into strategic goals with associated objectives and performance indicators.

The current statement updates the 2003-05 Strategy Statement. There has been some revision to the strategic goals with consequent amendments to objectives, initiatives and indicators. These changes reflect the progress achieved in the past number of years, changing environmental circumstances, Government policy, new challenges facing the Defence Forces and the development of the Defence Forces' strategic performance management capacity and processes.

MANDATE

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

The Oireachtas enacted the Defence Act, 1954 as the primary legislative instrument from which the Defence Forces (Óglaigh na hÉireann) derives its legislative standing pursuant to the Constitution. The Defence Act has been the subject of several amendments, most recently, the Defence Amendment Act of 1998, which provides for the re-organisation of territorial boundaries and the Defence Forces' Headquarters organisation.

Defence Policy Guidance

The State's overall defence policy is detailed in the White Paper on Defence. This policy is stated with a view to ensuring an appropriate level of defence capability having regard to the changing defence and security environment both at home and abroad. The continued maintenance of the pay to non-pay ratio of 70:30 as outlined in the White Paper is fundamental to the successful future development of the Defence Forces.

The agreed Programme for Government, published in June 2002 and re-emphasised in September 2004, also outlines the Government's commitments in the area of Defence and prioritises:

- Implementing the White Paper on Defence.
- Maintaining the Permanent Defence Force's strength at 10,500.
- Developing the Reserve Defence Force.
- Introducing an integrated personnel management system.
- Continuing a policy of regular recruitment.
- Investing the total revenue from property sales in infrastructure and equipment.
- Contributing Irish troops to international peace support operations.

The Defence Forces is also guided by wider Government policy, and therefore must not only achieve Defence specific commitments, but also those relating to the wider public sector.

DEFENCE OVERVIEW

Defence Forces' Organisation

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 joint (Army, Air Corps and Naval Service) military operations at home and combined (multinational) military peace support operations abroad. The RDF provides the necessary contingent conventional military capability to augment and assist the PDF, when necessary. Defence Forces' Headquarters provides strategic direction to the Army, Air Corps, Naval Service and Reserve as well as providing the operational controlling HQ for the Army.

Permanent Defence Force

The Permanent Defence Force consists of an Army, an Air Corps and a Naval Service. The White Paper on Defence 2000 provided for an authorised Permanent Defence Force strength of 10,500 plus the option of having 250 recruits in training at any one time. A Government decision in 2003 removed the latter option as part of a wider policy of reducing overall public sector numbers.

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, specific garrison locations and a recruitment area.

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 a headquarters, two operational wings, two support wings, the Air Corps Training College, and the 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.

Naval Service

The Naval Service, based in Haulbowline, Co. Cork, has a flotilla of eight ships, a 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 logistical support command is responsible for personnel and all logistical, engineering, and maintenance functions.

Reserve Defence Force

The Reserve Defence Force will mirror the Permanent Defence Force following the implementation of the RDF Implementation Plan. The RDF will be organised into the *First Line Reserve* and a *Second Line Reserve*. The First Line Reserve will comprise former members of the Permanent Defence Force and the Second Line Reserve will comprise an Army Reserve and a Naval Service Reserve.

Army Reserve

The Army Reserve will be organised into integrated and non-integrated elements. In total, there will be nine reserve infantry battalions, eighteen combat support and combat service support units and three air defence batteries.

Naval Service Reserve

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

Defence Forces' Headquarters and Command Arrangements

The military element of the Department of Defence consists of a Defence Forces' Headquarters, which is headed by the Chief of Staff. The Chief of Staff is directly responsible to the Minister for the overall management of the Defence Forces, including responsibility for the effectiveness, efficiency, military organisation and economy of the Defence Forces. The Chief of Staff is the principal military adviser to the Minister for Defence. Legislative provision enables the Chief of Staff to delegate duties to the Deputy Chief of Staff (Operations) and Deputy Chief of Staff (Support).

Military command is delegated by the Minister directly to the General Officers Commanding (GOCs) each of the three territorial brigades (Eastern, Southern and Western), to the GOCs of

the Defence Forces' Training Centre and the Air Corps and to the Flag Officer Commanding the Naval Service. Each of these officers is responsible to the Minister for the exercise of the command delegated to him. In practice, matters in relation to command are 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.

Defence Budget and Assets

Public funding for defence is provided through the Defence Vote (€758m. gross approx in 2005 estimates) and the Army Pensions Vote (€170m. gross in 2005 estimates). Defence expenditure represents 0.7% of the predicted GNP figure for 2005. The Chief of Staff now has financial authority delegated to him in respect of approximately 53% of the Defence Forces' spend excluding pay and compensation allocations.

The Defence Forces permanently occupy 27 military installations. Departmental and Defence Forces' personnel are employed in almost 300 locations countrywide, including premises used by the Reserve Defence Force.

The Defence Forces have military equipment and stock assets valued at approx €550m. This includes a wide range of new equipment provided in recent years on foot of the modernisation process, including new ships and aircraft, armoured personnel carriers and other defensive equipment.

Defence Forces' Roles, Mission, Values and Vision

DEFENCE FORCES' ROLES, MISSION, VALUES AND VISION

Roles

In 2000, the Government set out the revised roles of the Defence Forces in the White Paper on Defence, which reflected the outcome of the defence and security environment analysis at that time. The roles assigned by Government are to:

- **Defend the State against armed aggression;** this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of threats.
- **Aid the Civil Power** (meaning in practice to assist, when requested, An Garda Síochána, who have primary responsibility for law and order, including the protection of the internal security of the State).
- **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.**
- **Provide a fishery protection service in accordance with the State's obligations as a member of the European Union.**
- **Carry out such other duties as may be assigned 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.

Mission Statement

The Defence Forces' mission is: "To contribute to the security of the State by providing for the military defence of its territorial integrity and to fulfil all roles assigned by Government, through the deployment of well-motivated and effective Defence Forces."

The mission statement identifies the core activity of the Defence Forces, points to a diverse range of additional tasks, which may be assigned by Government, and emphasises the importance of Defence Forces' human resources and the need for a flexible operational capacity.

Vision

The vision for the Defence Forces is: "To be a modern, loyal, highly disciplined, well-trained, well-resourced, interoperable force, which can deliver effective and flexible military capabilities at home and abroad."

Environmental and Organisational Analyses

ENVIRONMENTAL AND ORGANISATIONAL ANALYSES

This section identifies the critical issues facing the Defence Forces. These issues, in conjunction with the organisation's mission and roles determine the Defence Forces' strategic goals, objectives and initiatives. The Defence Forces aim to leverage internal strengths and overcome any weaknesses, while taking advantage of opportunities and ensuring that threats to Defence Forces' mission accomplishment are mitigated.

Environmental Analysis

Many environmental factors can influence and are influenced by the delivery of the Defence mission including the political, defence and security situation at home and abroad, economic and social circumstances, science and technology developments, legal factors (EU and related national legislative obligations) and natural environment factors.

Defence policy and the implementation and resourcing of that policy is grounded on a realistic assessment of these influencing factors. In the current context these factors present a mix of potential opportunities and threats to the effective delivery of the Defence Forces' mission. In determining Defence policy, cognisance is taken of the security environment, in which the Defence Forces operate. Ireland has noted the new threats posed by international terrorism and the possible escalation in international tensions. In the period ahead, the risks to international stability seem more likely to come from terrorist acts than from a conventional military threat. The attack of 9/11 on the United States and the subsequent attacks at Bali, Madrid and London emphasise how fluid and indiscriminate terrorism can be. A recently published UN report by the Secretary General's High Level Panel on Threats, Challenges and Change entitled 'A More Secure World: Our Shared Responsibility' emphasises the need for collective security and for security to be addressed at the global, regional and national level. The report identifies six clusters of threats:

- Economic and social threats, including poverty, infectious disease and environmental degradation.
- Interstate conflict.
- Internal conflict, including civil war, genocide and other large scale atrocities.
- Nuclear, radiological, chemical and biological weapons.
- Terrorism.
- International organised crime.

While the direct threat to Ireland as a target from international terrorist attack is currently assessed as low the country cannot consider itself to be immune from the threat, given the development of transnational terrorism. Therefore, when considering defence and emergency planning it will be necessary to continue to develop the readiness and flexibility to meet any associated security demands, including the potential use of Ireland as a transitory location by terrorist organisations or as a base or safe haven to facilitate attacks in other jurisdictions by them.

The Defence Forces' intelligence effort will be one of the country's first echelons of defence in such a scenario. The Intelligence Organisation and its work is a fundamental element in the framework of National Security.

The scale of recent terrorist attacks has shown that the full range of national resources is often called upon to respond to such outrages. The Defence Forces have a vital role to play in contingency planning for such emergency response operations.

The primacy of the United Nations continues to be a cornerstone of Ireland's Foreign Policy. A commitment to collective security through the development of international organisations and regional co-operation are also central elements of that policy. Chapter VIII of the United Nations Charter describes the role that regional organisations can play in the maintenance of international peace and security.

In addition to the primacy of the UN in the context of Ireland's Foreign Policy, European security and defence is in a process of evolution. Increasingly, proactive and preventive approaches, which entail a range of co-ordinated techniques (political, diplomatic, humanitarian, policing and military), in the form of regional peacekeeping and crisis management, are seen as necessary to ensure stability and to defend against threats to security in the European sphere. The reality is that no state or institution can deal by itself with the multifaceted challenges to international security. These conflict prevention and crisis management capabilities, including measures to deal with the humanitarian concerns or evacuation of a Member State's citizens, are being developed under the European Security and Defence Policy (ESDP) in support of the Common Foreign and Security Policy (CFSP).

In the context of the security and defence environment, a number of conditions exist which behove the Defence Forces to develop its capabilities including:

- Continuing involvement in international and regional organisations that provide opportunities for improved levels of co-operation and interoperability with other forces such as the current arrangements with Swedish and Finnish forces in Liberia and Kosovo.
- Government commitment to the full implementation of the White Paper on Defence and associated plans including decentralisation policy and the modernisation agenda.
- Government support of an integrated approach to national emergency planning.

The key challenges facing the Defence Forces include:

- Meeting all our overseas commitments, which are becoming more complex and challenging while developing capability to deal with domestic security issues, including those associated with an increased sophistication in terrorist organisations and their methods.
- The full implementation of new employment legislation and environmental legislation such as the Employment Equality Acts, Health and Safety Act and other related rights based legislation.
- Recruitment and retention of personnel from a decreasing recruitment pool in a strong economic environment that is characterised by near full employment, career mobility and flexibility.
- Keeping pace with other nations in terms of military technology and hardware, and interoperability and the associated costs involved from a relatively small defence expenditure base.

Organisational Analysis

In the context of mission, mandate and operating environment, an examination of the Defence Forces' current strengths and weaknesses has been undertaken. The key issues are summarised below.

The Defence Forces as an organisation has many strengths, which include:

- Proven record in meeting government's national and international security related commitments (since 1958 members of the Defence Forces have gained extensive and invaluable peace support operations experience through Ireland's membership of the United Nations, the European Union and the Organisation for Security and Co-operation in Europe, thus contributing to a high international reputation in this area).
- Proven capacity for change and flexibility as illustrated in the organisational reform process success and the variety of services provided.
- Positive relationships with our international and national customers such as the UN, EU, OSCE, An Garda Síochána and various Government departments and agencies.
- High operational profile of all formations.
- High levels of professionalism and standards of education across all ranks; the resilience of individual and collective morale and a recognised dedication and service to the State.
- Proactive and open approach to complex human resource issues such as interpersonal relationships and health and safety.
- Recent improvements in equipment, information technology and infrastructure, which have increased the Defence Forces' operational capabilities.

There are a number of weaknesses that need to be addressed including:

- A heavy reliance on the volunteer approach for overseas service – only those recruited since 1993 are subject to mandatory selection for peace enforcement operations.
- The wide dispersal of operational units and sub-units.
- The inability, by regulation, to transfer personnel as required to meet organisational requirements.
- Insufficient training areas restrict the conduct of collective military training.
- The diminished level of medical services to support and sustain personnel.

Based on the defence and security situation and the other environmental and organisational factors mentioned in the above analyses, our strategies are framed to exploit opportunities and strengths, reduce organisational weaknesses and meet all challenges effectively.

The Defence Forces' strategic management framework is comprised of organisational strategic goals, key objectives, strategies and performance indicators which are set out in the next section of the Strategy Statement.

Customer Focus

Since the foundation of the State the Defence Forces have provided loyal and dedicated service. We are committed to meeting the Defence requirements of the State as decided by Government by providing an efficient and effective operational and customer focused service to the Government and all other stakeholders.

The Defence Forces continue to embrace public sector modernisation in order to develop and deliver customer focused services. A key feature is the embedding within the strategic management framework of customer focused objectives aligned with strategies and performance indicators.

Customer services impinge upon all four high level strategic goals in this strategy statement; aid to the civil power (external customers), a positive secure and supportive working relationship (internal customer), peace support operations (overseas customers), and emergency and non-emergency support (Government agencies).

Defence Forces' Strategic Management Framework

THE DEFENCE FORCES' STRATEGIC MANAGEMENT FRAMEWORK

The Defence Forces' strategic management framework comprises strategic goals and related objectives, including, strategies to achieve these objectives and performance indicators that revolve around the delivery of value for money Defence Forces' outputs.

Strategic Goals

Strategic goals are broad statements of intent, which are results focused and cover a particular sphere of activity within the Defence Forces.

The Defence Forces' strategic goals are:

- To enhance the Defence Forces' capability in contributing to the security of the State.
- To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and defence outputs.
- To participate in multinational peace support, crisis management and humanitarian relief operations.
- To provide emergency and non-emergency services to Government bodies.

Key Objectives, Strategic Initiatives and Performance Indicators

Each of the strategic goals has associated key objectives, strategies and performance indicators to ensure progress towards the goal. The strategies are co-ordinated and pursued in a manner that ensures the Defence Forces fulfil the roles assigned by Government and that resources are utilised efficiently and effectively.

These strategic goals and associated key objectives, strategies and performance indicators will form the basis of the ongoing annual military planning process, key aspects of which include the preparation of annual plans, monitoring, reviewing and reporting of progress and the publishing of annual reports.

Strategic Goal I

Strategic Goal I: To enhance the Defence Forces' capability in contributing to the security of the State.



Introduction

Defence is a core responsibility of the State and an expression of the nation's sovereignty. The first role of the Defence Forces is to defend the state against armed aggression. The security of the state has both national and international aspects, and the activities of transnational terrorist groups have also to be considered in this regard.

The capacity to fulfil this role is defined by the Government's commitment to policy on defence. Defence policy, as contained in the White Paper on Defence, is to maintain a military force structure that provides a basis for responding to any major change in Ireland's strategic circumstances in the medium to long term, as well as demonstrating an appropriate commitment to national defence.

Military Advice and Support to the Minister for Defence

The Chief of Staff has overall responsibility for the economy, efficiency and effectiveness of military assets and human resources. The Chief of Staff is the principal military advisor to the Minister for Defence and provides support in the form of information, advice and reports to this end. This includes the military assessment of threats to the State and to the security of Defence Forces' personnel employed overseas. The timeliness and quality of this support is of key importance and depends on Defence Forces' senior military leadership and staffs expertise, research capacity and effective management information systems. The Chief of Staff is also a member of the National Security Committee and in conjunction with the Garda Commissioner presents analyses of the ongoing threat to the security of the State.

Conventional Based Operations

The White Paper emphasised the Government's commitment and requirement for the maintenance of a versatile force which is equipped, organised and trained along conventional lines and which can adapt readily to the requirements of different situations in the prevailing defence and security environment, and which can participate in a broad spectrum of military and civil support operations.

The ability of the Defence Forces to effectively conduct conventionally based operations and related contingent capability when required is a priority. In meeting this core responsibility the Defence Forces maintain a bedrock capability, which allows the force fulfil its wide array of roles. These

range from internal state security and Government support services to the provision of Peace Support Operations overseas.

The development of the Reserve Defence Force (RDF) is another key strategy in achieving this objective of providing a conventionally based force. The RDF Implementation Plan as agreed in July 2004 will be progressed during the life of this Strategy Statement.

The conduct of regular conventional based evaluations in line with the Defence Forces' Training Concept will be the key indicator of our capacity to deliver conventional operations and related capability.

Aid to the Civil Power in Maintaining State Security

There is a continuing need for the availability of Defence Forces' personnel to support An Garda Síochána in undertaking security tasks.

In the current security climate these tasks include, the provision of troops for cash escorts, prisoner escorts, explosive escorts, specialist search operations, explosive ordnance disposal, hospital guards for high-risk prisoners, the provision of military guards at a number of vital installations and provision of specialist troops and equipment for counter terrorism operations. The Air Corps in addition to providing general air support to the Army in ATCP operations also provide an Air Support Unit for An Garda Síochána.

A key strategy to ensuring the effective delivery of support to the Civil Power is the regular liaison with An Garda Síochána and other agencies as appropriate.

In the context of the ever increasing global threat from terrorism, the Defence Forces, with the wider emergency planning community, continue to develop comprehensive emergency plans for a wide range of contingencies through regular liaison. The Defence Forces' capability in this area will be measured by its performance on co-ordinated interagency emergency planning exercises and evaluations.

In addition the Defence Forces' Intelligence Section is being developed to better assess, and thereby meet the ongoing asymmetric threats posed by international terrorism. The Army Ranger Wing's specialist response capability will also be continually reviewed and progressed. This will include the increased utilisation of other formation resources, where appropriate, to maximise capability. An enhanced capability in the area of Chemical, Biological, Radiological and Nuclear (CBRN) operations is likewise being advanced.

Investment in Conventional Training and Education

'The primary focus of the Defence Forces, when not engaged on operations, is training and preparation and is primarily based on conventional military doctrine' (White Paper : para 4-6).

Training is an integral part of our professional development as soldiers and exposes all ranks to the rigours of physical and mental exertion while under pressure. Conventional training and education is the key driver of the Defence Forces' capability, which provides the capacity to carry out all types of operations. The current strategy of conducting conventional training will continue as outlined in the Defence Forces' Training Concept 2004 to 2009. The Training Concept is grounded on the Defence Forces being trained as a conventional-all arms organisation capable of operating at brigade level. The Concept is also based on assessed operational tasks into the future and on a three-year training cycle. The Defence Forces' Annual Training Directive will translate the training concept into specific training objectives to be achieved each year.

The priorities in relation to getting the best return for our training investment for the next three years will include:

- Enhancing the quality of collective battalion and company group training exercises by incorporating more individual standard testing, using all newly acquired equipments and greater involvement/integration of Air Corps, Naval Service and Reserve Defence Force elements where appropriate.
- Maximising the outcomes of individual training and career courses by maintaining a system of continuous review. This involves improving standards of instruction, interaction between the deliverers of training and commanders and their staff who benefit, and improving course management.
- Inspecting and evaluating exercises incorporating feedback on the performance of our equipments and their effect on doctrine. Lessons learned and evaluations to be included in formulation of the Annual Training Directives.
- Optimising the use of simulators and related technology in skills training and military education to include the preparation of training material for electronic dissemination and access over the Intranet to all ranks.
- Increasing realism in training through live field firing exercises and the conduct of night operation training and exercises.
- An examination of the availability of additional exercise areas to cater for the conduct of collective military training.
- Maintaining and enhancing the educational development of officers and NCOs through the provision of challenging and rewarding career courses.

Equipment Procurement, Management and Logistics

Ensuring effective equipment procurement programmes, maintenance and management in order to meet appropriate levels of operational readiness is an integral part of the Defence Forces' modernisation programme. Improving on internal logistics systems has also been a feature of recent years. Successful military operations cannot be achieved without a viable and flexible logistics plan. The Defence Forces have developed logistics management capable of launching and supporting both domestic and Peace Support Operations. The White Paper emphasised the need for a 10-year strategy for planning and procurement to ensure a successful modernisation programme.

The Defence Forces aims to continue the modernisation progress achieved to date and ensure the development of capability through the implementation of the Defence Forces' 10-Year Equipment Procurement Plan. The ongoing review and implementation of capital equipment replacement programmes and equipment maintenance programmes across all Services and Corps is crucial to the capability and operational success of the Defence Forces. The achievement of the required levels of equipment availability, serviceability and safety in a cost effective manner, is a key performance indicator for the Defence Forces.

To this end the Defence Forces and the Department of Defence are engaged in the rollout of a new Management Information Framework (MIF), which includes a new inventory and financial management system and which integrates Air Corps and Naval Service specialist information systems. This will greatly assist in the effective and efficient procurement and management of equipment and contribute to better value for money. The MIF project will be completed during the lifetime of this statement.

In the context of achieving better value for money, the Defence Forces with the Department of Defence will promote procurement management reform by developing policies, processes and practices in support of a more strategic approach to procurement. This will be achieved through implementation of new public procurement policy guidelines, which will be issued in tandem with the implementation of the MIF.

Infrastructure and Facilities Development

Developing and maintaining infrastructure and facilities to meet the operational, training, logistical and administrative needs of the Defence Forces remains a key objective of the modernisation process under the White Paper. The Defence Forces develops its infrastructure through the ongoing review and implementation of a five-year Capital Works Programme.

Priority over the last three years has been on the development of accommodation and training facilities such as the Coolmoney Camp and Kilworth Camp. This will continue to be a priority during the lifetime of this statement in addition to the development of new Defence Forces' Headquarters buildings in the Curragh as part of the Government's Decentralisation Programme.

Strategic Goal 1. To enhance the Defence Forces' capability in contributing to the security of the State.		
Objective	Strategies to Achieve Objective	Performance Indicators
<p>1.1</p> <p>To provide quality military advice and support to the Minister for Defence.</p>	<ul style="list-style-type: none"> • Provision of defence and security assessments. • Development of policy advice strategy and standards. • Development of Defence Forces' Intelligence Organisation. • Data management strategy development and Management Information Framework implementation. • Use of the Strategic Management Committee. 	<ul style="list-style-type: none"> • Quality of report and oral advice as assessed by Minister of Defence. • Intelligence analysis and assessments. • Implementation of Management Information Framework during 2006. • Schedule meetings of Strategic Management Committee.
<p>1.2</p> <p>To provide a conventional based military force as required by Government.</p>	<ul style="list-style-type: none"> • Capability development strategy based on the White Paper. • Annual Training Directive. • Defence Forces' Training Concept 2004-09. • Defence Forces' Doctrinal Committee. • Contingency Planning. • Development of Special Operations capabilities. • Conduct of conventional based evaluations. • Reserve Force's development and integration as per Reserve Defence Force Implementation plan. • Development of operational readiness performance indicator. • Examination of availability of additional exercise areas. • Implementation of Defence Forces' Risk Management Framework. 	<ul style="list-style-type: none"> • Progress versus plan on White Paper commitments. • Individual and Unit Operational readiness states as assessed by Director of Operations evaluations. • Progress on RDF implementation. • Acquisition/Usage of new terrain adjacent to existing main training areas in Co. Wicklow and Co. Cork.
<p>1.3</p> <p>To effectively aid the Civil Power in maintaining state security.</p>	<ul style="list-style-type: none"> • Liaison Strategy with An Garda Síochána and other agencies as appropriate. • Development of comprehensive emergency plans for a wide range of contingencies. • Development of Army Ranger Wing specialist response capability. • Development of Chemical, Biological, Radiological and Nuclear (CBRN) capability. 	<ul style="list-style-type: none"> • ATCP operations satisfactorily conducted v ATCP operations requested/accepted. • Regular liaison with appropriate agencies. • Participation in inter-agency planning exercises and evaluations. • Increase in ARW strength. • Readiness assessments. • CBRN Readiness assessments. • Review of equipments and necessary procurement.

Strategic Goal 1. To enhance the Defence Forces' capability in contributing to the security of the State.		
Objective	Strategies to Achieve Objective	Performance Indicators
<p>1.4</p> <p>To enhance military capability through effective logistics, equipment procurement, management and related maintenance programmes.</p>	<ul style="list-style-type: none"> • 10-year Defensive Equipment Procurement Plan. • Implementation of new Public Procurement Policy Guidelines (2005). • Review and implementation of capital equipment replacement programmes and equipment maintenance programmes across all support sections. • Development of Defence Forces' Logistics Base. • Implementation of the Defence Forces' Management Information Framework. 	<ul style="list-style-type: none"> • Progress on equipment procurement against agreed plans. • Achievement of equipment serviceability rates as assessed in Corps inspections. • Maintenance of the 70:30 pay to non-pay ratio (White Paper 2000). • Amalgamation of Logistics Base Curragh and Logistics Base Dublin. • Continued improvement of logistics infrastructure at the Curragh. • Implementation of the Defence Forces' Management Information Framework during 2006.
<p>1.5</p> <p>To develop and maintain infrastructure and facilities to meet the operational, training, logistical and administrative needs of the Defence Forces.</p>	<ul style="list-style-type: none"> • Implementation of agreed infrastructure plans. • Ongoing review of Five-Year Capital Works Plan. • Preventative Maintenance Programme implementation. • Energy Efficiency audit programme and expenditure review process. • Development of the decentralisation planning process. 	<ul style="list-style-type: none"> • Achievement of capital works programmes on time and in budget as per targets set out in Director of Engineers' Annual Plan. • Savings in utilities. • Construction at the Curragh to be commenced by the end of 2006.

Strategic Goal 2

Strategic Goal 2: To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and defence outputs.



Introduction

The Defence Forces recognises the essential role of its personnel in contributing to military capability and the effective delivery of defence outputs. This is reflected in the White Paper, which emphasises the importance of offering rewarding and challenging careers to Defence Forces' personnel. The recent appointment of the Ombudsman for the Defence Forces and the proposed modernization of the disciplinary code and procedures will make a significant contribution to this goal. This strategic goal aims to further promote and progress these views.

Defence Forces' Human Resource Management Strategy

A Strategy Statement on human resources in the Defence Forces will be published in 2005. The Strategy will position the organisation to meet the socio-economic challenges that might be faced by the Defence Forces. The HR Strategy Statement will cover such topics as leadership, succession planning, career management and performance appraisal.

Effective Management of Authorised Strength

The personnel of the organisation are a key element of military capability and must be effectively managed to ensure the right mix and quality of human resources. Maintenance of Defence Forces' strengths will be addressed through proactive management of recruitment and selection and the adoption of improved human resource policies.

The White Paper on Defence highlighted the importance of a continuous recruitment strategy for the Defence Forces. The Defence Forces aim to cultivate an environment of community support for the organisation and its purpose, which will help make the Defence Forces an employer of choice. This will be done firstly by consistently meeting the needs of all stakeholders through the delivery of appropriate defence outputs and secondly through the implementation of public relations strategy and cross-media recruitment campaigns at appropriate times.

Our success in this area will be assessed in terms of recruiting the right quality and quantity of human resources to fill vacancies and the degree to which strength targets are met across all formations and units.

Initial Training of Defence Forces' Personnel

It is recognised that the manner in which initial training is conducted, and specifically the manner in which trainees are treated, will leave a lasting effect on new entrants. Initial training regimes will be kept under continuous review with emphasis on ensuring that the Defence Forces exercise its duty of care and responsibility to those in training, while also ensuring that the required training standards are maintained.

Training and Development

Training and developing members of the Defence Forces, so that they fulfil their roles effectively and ensure fulfilment of individual training and developmental goals remains a key priority. Training and development over the life of this strategy statement will be based on progressing the Defence Forces' Training Concept 2004 to 2009. The Defence Forces aims to provide high levels of developmental opportunities through the provision of:

- Developmental education and training in Defence Forces' training establishments.
- Formal education and training through universities, institutes of technology and FÁS schemes.

Important strategies to support this objective include relationship development with external education institutions, ongoing development of internal training facilities and processes.

Military Service Overseas and Seagoing

The increased demands of overseas service for army personnel require that all share the burden of service. This is also true of the Naval Service where the burden of 'seagoing' service must likewise be equitable.

Positive Work Relations and a Secure and Supportive Working Environment

The implementation of the recommendations contained in the "Challenge of a Workplace" and "The response to the Challenge of a Workplace" reports continues. These recommendations are directed at improving Human Resource Management practices and the elimination of harassment, bullying, sexual harassment, and any form of discrimination prescribed under the provisions of the Employment Equality Acts. A number of strategies have been included to support the advancement of this process.

The Personnel Support Service provides an important way of achieving a supportive working environment as it provides a variety of support services such as counselling, critical incident stress debriefing and family related services both at home and overseas.

An increasing expectation among employees is the provision of work-life balance initiatives that support a flexible approach to work and family commitments. The Defence Forces have already introduced many initiatives in this area including Term Time, Force Majeure Leave, Adoptive Leave and Paternal Leave. The Defence Forces will strive to assist members to achieve a work-life balance in keeping with the organisation's operational needs.

Ongoing infrastructure development within the Defence Forces is a crucial support to personnel and encourages retention, by way of providing modern accommodation and facilities. Recent infrastructure development, has concentrated on the upgrading of accommodation and training facilities and this will continue over the next number of years.

A pension scheme for new entrants to the Defence Forces will be finalised in the context of the new Public Service Superannuation (Miscellaneous Provisions) Act 2004.

Health and Fitness

The operational capability of the Defence Forces is directly related to the levels of health and fitness of its personnel. This correlates with the quality of medical facilities and services and the Defence Forces' health and fitness policy.

Military service places unique demands on the individual soldier and can expose personnel to both physical and psychological risk. First class health care at home and overseas is essential for the viability of the Defence Forces and fundamental to the area of mission success.

The review of management of health and fitness in the Defence Forces, with emphasis on the issue of medical facilities and service provision, will be actively advanced over the period of this statement. A revision of sick leave arrangements and administration will be completed under the terms of Sustaining Progress.

Defence health and fitness policy aims to encourage a healthy lifestyle for all personnel through the use of annual fitness testing, health related fitness assessment and through development of sports policy and health education. Levels of fitness in the Defence Forces will be monitored in terms of the number of personnel passing fitness tests.

Modernisation of Disciplinary Code and Procedures

Discipline is of the essence in a military force. However, having regard to developments in human resources command and management as well as prevailing international and national human rights standards it is essential that existing codes and practices are reviewed on a regular basis.

A Defence Forces' initiative was undertaken in 2001 to conduct a major review of Part V of the Defence Act and the Military Law Review Board reported its recommendations in 2002. Since then the Board's recommendations have been fully endorsed by the Office of the Attorney General, which recommended in 2003 that they be implemented by legislation.

The Heads of a Bill to implement the approved recommendations have been drafted and approved by Government. The representative associations have been briefed on the proposed changes as well as on a series of interim measures which have been introduced pending the enactment of the proposed legislation.

The drafting of the Bill has been commenced by the Parliamentary Counsel of the Office of the Attorney General and significant progress has already been made.

The modernization of the disciplinary code and procedures, which is targeted for implementation during the life of this Strategy Statement, will bring them up to best international human rights standards.

Strategic Goal 2: To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and defence outputs.		
Objective	Strategies to Achieve Objective	Performance Indicators
<p>2.1</p> <p>To develop and implement a Defence Forces' Human Resource Management Strategy.</p>	<ul style="list-style-type: none"> • Development of Defence Forces' Human Resource Management Strategy. • Benchmarking of Defence Forces' Human Resource Management against best practice. 	<ul style="list-style-type: none"> • % of Strategy implemented. • Feasibility study on attaining the 'Excellence Through People Award' conducted by end 2005.
<p>2.2</p> <p>To maintain Defence Forces' strength at a level to effectively accomplish our mission and roles assigned by Government.</p>	<ul style="list-style-type: none"> • Implementation of recruitment, selection, retention and exit strategy as per Human Resource Strategy and per Sustaining Progress Defence Forces' Action Plan. • Roll out of the Defence Forces' HR Management System. • Ongoing Participation in Public Sector Benchmarking and related Action Plan achievement. 	<ul style="list-style-type: none"> • Strength versus establishment. • Turnover rates by category. • Quantity of applications for Defence Forces' careers against target per annum. • Appropriate age profile for the Defence Forces.
<p>2.3</p> <p>To train and develop members of the Defence Forces, so that they fulfil their roles effectively and ensure fulfilment of individual training and developmental goals.</p>	<ul style="list-style-type: none"> • Defence Forces' Training Concept 2004 to 2009. • Monitoring of initial training. • Relationship development with external education institutions. • Provision of opportunities through external and internal education for individuals to achieve recognised qualifications. • Introduction of Specialist Instructor's Course and continuous review of courses & syllabi. • Training evaluation programmes. 	<ul style="list-style-type: none"> • Individual participation and successful completion of career and education courses conducted as per Annual Training Directives/ Formation Training Plans. • Satisfactory Unit performance on Director of Training annual inspections and evaluations.
<p>2.4</p> <p>To encourage personnel to set and attain their career goals and experience profiles aligned with Defence Forces' priorities through improved performance and career management.</p>	<ul style="list-style-type: none"> • Career advice policy development. • Appropriate superannuation arrangements development (Revised new pension scheme for new entrants into the Defence Forces will be finalised). • Ongoing review of promotion system. 	<ul style="list-style-type: none"> • Career Development Strategy in place by end 2007. • Revised pension scheme in place during the lifetime of this statement.

Strategic Goal 2: To recruit, develop, motivate and sustain effective human resources to support the delivery of military capability and defence outputs.

Objective	Strategies to Achieve Objective	Performance Indicators
<p>2.5</p> <p>To develop and promote positive work relations and a secure and supportive working environment for all members of the Defence Forces.</p>	<ul style="list-style-type: none"> • Implementation of employment legislation. • Defence Forces' Ombudsman. • Implementation of 'The Response to the Challenge of a Workplace'. • Development of work-life balance initiatives and climate survey where appropriate. • Development of Personnel Support Services. • Accommodation and facility development as per Chief of Staff priorities and Director of Engineers capital and non-capital programme. 	<ul style="list-style-type: none"> • Degree of progress on implementing equality issues as assessed by external study in 2007. • Work of the Steering Group to oversee the implementation of the recommendations of both reports on the "Challenge of a Workplace". • Production of a New Entrants Induction Package by end 2005. • Provision of stress briefings/debriefings, including in theatre briefings for overseas personnel.
<p>2.6</p> <p>To provide a first class health care system at home and overseas.</p> <p>2.6.1.</p> <p>To promote and sustain adequate levels of health and fitness of Defence Forces' personnel in order to support the Defence Forces in the execution of their assigned roles.</p>	<ul style="list-style-type: none"> • Development of Defence Forces' Medical Services in order to deliver quality health care to personnel in all theatres. • Review of the management of health and fitness in the Defence Forces under Sustaining Progress Defence Forces' Action Plan. • Health related fitness assessment development. 	<ul style="list-style-type: none"> • Review of medical facilities and service provision completed by end 2005. • The continuing Defence Forces' contribution to the work of the Medical Review Sub-Committee. • New health care system in place during the lifetime of this statement. • Progress on implementing agreed recommendations. • % of personnel passing Defence Forces' fitness tests. • Compulsory Random Drug Testing (CRDT) conducted on 10% of the PDF per annum.
<p>2.7</p> <p>To modernise the disciplinary code and procedures of the Defence Forces.</p>	<ul style="list-style-type: none"> • Promotion of the modernisation of Part V of Defence Act. • Monitoring legal developments at national and international levels. • Continued liaison with the representative associations on developments. 	<ul style="list-style-type: none"> • Publication of Defence Amendment Bill in 2005/06. • Revised code and procedures in operation during the lifetime of this statement.

Strategic Goal 3

Strategic Goal 3: To participate in multinational peace support, crisis management and humanitarian relief operations.



Introduction

The Defence Forces have a proud tradition of successful participation in peace support operations over the past fifty years. This participation and associated operational experience forms a solid foundation upon which to face the future challenges posed by the changing nature of international conflict prevention and crisis management.

Support for United Nations' peacekeeping operations is a cornerstone of Ireland's foreign policy. Ireland has agreed to provide up to 850 military personnel on overseas service at any one time, as part of its commitment to the United Nations' Standby Arrangement System (UNSAS). UN peace support missions will continue to be a key tasking of the Defence Forces.

Ireland remains at the core of the development of European Security and Defence Policy and has agreed to provide, on a case-by-case basis, up to 850 military personnel in support of EU crisis management operations. In 1999, at the Helsinki European Council member states agreed the Helsinki Headline Goal, which committed the EU to the development of the military capability to conduct military operations across the full spectrum of the Petersberg Tasks. In 2004, under the guidance of the Irish Presidency, the European Council agreed a Headline Goal 2010, which builds on the Helsinki Headline Goal, incorporates the European Security Strategy and establishes the requirement for rapidly deployable battlegroups. At the Military Capability Commitments Conference in Nov 2004 the Minister for Defence affirmed Ireland's support for the Battlegroups Concept. Ireland is prepared to enter into consultations with partners with a view to participation in this form of rapid response element. The Minister is considering the precise details of this package and will make a final decision as soon as possible.

Ireland's commitment to international peace and security also includes membership of NATO's Partnership for Peace Programme (PfP) and its associated Planning and Review Process (PARP). The Defence Forces continue to supply personnel to the Organisation for Security and Co-operation in Europe and the European Union Monitoring Mission.

These commitments present the Defence Forces with a framework to develop appropriate capability in order to successfully contribute to crisis management and humanitarian relief operations in a multinational environment when required.

In order to maintain Ireland's long and well-regarded history of participation in UN peace support operations, the Defence Forces' preparations must ensure that military planning embraces the circumstances of the global, political, defence and security climate. This suggests that the proliferation of conflict, which threatens international and regional peace and security, is likely to place more demands on the international peacekeeping community. The following considerations will influence the nature of Defence Forces' preparations:

- Evolution of the European Security and Defence Policy including the development of a rapid response capability with its requirements for timely deployment supported by essential pre-deployment arrangements and procedures.
- The movement from the classic model of involvement in interstate conflicts to involvement in intrastate conflict situations.
- Peace support operations developing in conjunction with tasks such as humanitarian assistance and the protection of human rights.
- Measures to deal with the humanitarian concerns or evacuation of a Member State's citizens.

Peace Support Operations

Peace Support Operations (PSO) mandates are increasingly robust and complex. It is essential, therefore, that personnel deployed to these missions are prepared in accordance with a well-developed threat assessment. It is always advisable to prepare for a worst-case scenario particularly in the case of operations where out of theatre reserve forces are not usually maintained. The preparation and maintenance of the Defence Forces along conventional lines facilitates the provision of these peace support units, together with the use of well-prepared mission-readiness exercises, evaluation and training. In this regard there is considerable cross-over between the outcomes in Strategic Goal 1 and Strategic Goal 3. This is also true in the area of logistics development. Ireland presently deploys personnel on peace support missions with the UN in Liberia, the EU in Bosnia and with a NATO led mission in Kosovo. The Defence Forces' ability to recruit, deploy and support its personnel in a variety of PSO missions has developed exponentially with the ongoing transformation of the organisation.

International Security and Defence Operational Commitments

In order to meet commitments, the Defence Forces will progress a number of key strategies including refinement of the Lead Brigade Concept, development of overseas selection policy, negotiation of Memorandums of Understanding (MOUs) and Status of Forces' Agreements (SOFA's) as appropriate.

The Lead Brigade Concept has been developed in the Defence Forces for the raising of units for overseas missions. This puts the responsibility on the three Brigades to, in turn, raise and prepare units for overseas deployment. This practise has been found to be very effective in delivering overseas operations.

The increased frequency and complexity of modern overseas operations means that the heavy reliance on the volunteer approach for overseas service is not the most appropriate method of selecting troops for overseas operations (only those recruited since 1993 are subject to mandatory

selection for peace enforcement operations). The Defence Forces are currently developing policies, which will address this issue in the context of overall human resource strategy.

Strategic Goal 3: To participate in multinational peace support, crisis management and humanitarian relief operations.		
Objective	Strategies to Achieve Objective	Performance Indicators
<p>3.1</p> <p>To provide mission capable military personnel, logistics and equipment to fulfil international security, defence and crisis management commitments.</p>	<ul style="list-style-type: none"> • Lead Brigade Concept. • Development of overseas selection policy. • Negotiation of memorandums of understanding (MOUs) and Status of Forces' Agreements (SOFAs) as appropriate. • Evaluations of troops and equipment. • Development of Rapid Response capability. • Equipment Procurement. • Development of Defence Forces' Logistics Base. 	<ul style="list-style-type: none"> • Meeting Government Commitments. • Satisfactory mission evaluations and operational reports from overseas commanders. • Army Ranger Wing and brigade readiness assessments. • Stock levels in strategic stores. • Continued improvement of logistics infrastructure at the Curragh.
<p>3.2</p> <p>To train Defence Forces' personnel to contemporary peace support standards including interoperable capabilities that will readily integrate with other armed forces in the conduct of multinational operations.</p>	<ul style="list-style-type: none"> • Preparation of Peace Support Training Plan to ensure Defence Forces' personnel and units attain necessary standards, linked to the PARP/IPP processes. • Participation in EU Capability Development Groups. • Participation in PfP Individual Partnership Programme (IPP) and Planning and Review Process (PARP). • Overlap between Strategic Goals Numbers 1 and 3. 	<ul style="list-style-type: none"> • Achieve all agreed Partnership Goals. • 100% capability in meeting agreed Headline Goal commitments. • External validation reports of standards of proficiency and interoperability. • Mission readiness exercises, evaluations and training.
<p>3.3</p> <p>To contribute to the development of the EU Security and Defence Policy (ESDP).</p>	<ul style="list-style-type: none"> • Provision of quality staff to the European Union Military Staff (EUMS), EU and OSCE Missions. 	<ul style="list-style-type: none"> • Meeting Government Commitments. • Selection of staff for EU, OSCE and UN Missions and Staff appointments.

Strategic Goal 4

Strategic Goal 4: To provide emergency and non-emergency services to Government bodies.



Introduction

The Defence Forces has varying capabilities that can be utilised, when available, to provide a range of services to Government Departments and Agencies. The capacity to provide such service varies with the component of the Defence Forces involved. The provision of such services is generally referred to as Aid to the Civil Authority (ACA) type operations.

These services can generally be divided between:

- **Emergency services** that are provided at short notice such as relief at natural disasters and maintenance of essential services.
- **Non-emergency services** provided as part of the normal services provided by the Defence Forces to Government such as Ministerial Air Transport Service, Fishery Protection and the Garda Air Support Unit.

For operational and procedure purposes, Aid to the Civil Authority (ACA) operations are categorised as follows:

- Major emergencies and natural disasters such as fires, explosions, floods, gas releases, spillage of dangerous substances, animal disease (foot and mouth), blizzards or major accidents.
- Maintenance of essential services arising from industrial disputes such as bus, ambulance, fire, fuel supply, water supply, or refuse strikes.
- Provision of non-emergency tasks such as courier service (elections or referenda), technical engineer advice and assistance, catering and transport.

Emergency Services

Maintenance of essential services in an emergency or during an industrial dispute is primarily the responsibility of the functional Government department. However, occasions can arise when the civil authorities may request the assistance of the Defence Forces in maintaining and restoring essential services in the event of natural disasters or terrorist outrages occurring. The successful development of such contingencies is dependant on sound planning and participation in multi-scenario exercises. The protocols in relation to such activities are being developed within the framework of the Strategic Emergency Planning Guidance issued by the Department of Defence. Every effort is made by the Defence Forces to respond as swiftly and effectively in the prevailing circumstances.

The Office of Emergency Planning

Two officers of the Defence Forces are members of the staff of the Office of Emergency Planning, Department of Defence. This office supports the Minister for Defence as Chairman of the Government Task Force on Emergency Planning.

Non-emergency Services

Many non-emergency services can be routine and are presently carried out in the main by the Air Corps and the Naval Service. Contingency planning for other ACA operations is an ongoing process to provide for the various ACA operations that may occur. As part of the planning process, co-ordination and liaison with relevant Government Departments and Local Authorities (including Interdepartmental Working Groups and other agencies) is conducted on a regular basis, to ensure that appropriate arrangements are in place to meet contingencies. The primary focus is to successfully support the civil authorities in maintaining and restoring essential services.

Air Corps

The Air Corps undertake a range of tasks in support of Government Departments, Local Authorities and agencies. These tasks include inter alia the provision of the following services:

- Ministerial Air Transport Service (MATS) to the Department of An Taoiseach.
- The provision of aircraft for Search and Rescue (SAR) when requested by the Department of Communications, Marine and Natural Resources.
- Air Ambulance Service to the Department of Health and Children.
- Garda Air Support Unit.
- Island relief.
- Wildlife surveys.
- Maritime patrol for fishery protection.

Where appropriate, the relationship between the Air Corps and client is regulated by a Service Level Agreement (SLA).

Naval Service

As Ireland's principal seagoing agency, the Naval Service conveys a signal of the State's commitment in the 600,000 square kilometres (approximately) of sea area over which the State has sovereign rights. The sustainable development of the marine resources, over which the State has sovereign rights, is a national interest. The protection of such resources will be upheld with the assistance of services delivered by the Naval Service and the Air Corps. The Defence Forces is tasked with providing a fishery protection service.

The direct authority of the Naval Service is backed by State legislation to act on behalf and under the guidance of client Government departments. Where such authority exists, the relationship between the Naval Service and client is regulated by a Service Level Agreement. This mechanism is also used in the case of services sought on an ongoing basis, such as meteorological, marine survey and radiological data collection.

Strategic Goal 4: To provide emergency and non-emergency services to Government Bodies.		
Objective	Strategies to Achieve Objective	Performance Indicator
<p>4.1</p> <p>To ensure that the delivery of emergency and non-emergency services and assistance to the civil authorities is carried out efficiently and effectively.</p>	<ul style="list-style-type: none"> • Ongoing review and monitoring of procedures. • Liaison with relevant Government Departments, Local Authorities and agencies. • Revision of Standing Operational Procedures for Defence Forces' provision of assistance in Aid to the Civil Authority. • Development of contingency plans for emergency response and exercise scenarios in the event of natural disasters or terrorist outrage. 	<ul style="list-style-type: none"> • Level and effectiveness of responses to Aid to the Civil Authority requests. • Participation in joint exercises with relevant State agencies and Government departments.
<p>4.1.2</p> <p>To contribute to the development of the Office of Emergency Planning.</p>	<ul style="list-style-type: none"> • Provision of expert personnel 	<ul style="list-style-type: none"> • Timely and relevant advice to the Minister for Defence.
<p>4.2</p> <p>To meet the needs of Government in providing fishery protection.</p>	<ul style="list-style-type: none"> • Continued commitment to the protection of Ireland's sovereign rights over its marine resources. • The maintenance and development of Naval Service and Air Corps capabilities. 	<ul style="list-style-type: none"> • Continued and increased levels of patrolling and presence in Irish waters. • Naval Service and Air Corps fleet replacement policy. • Introduction of Lirguard system/ technology.
<p>4.3</p> <p>To secure working protocols by means of Service Level Agreements (SLAs) with all client departments, agencies and service recipients for the provision of services.</p>	<ul style="list-style-type: none"> • Negotiation of Service Level Agreements with Department of Communications, Marine and Natural Resources. • Define protocols with relevant agencies and departments in relation to the Defence Forces providing support to the civil authority. • Agree SLAs with principal Naval Service and Air Corps customers. 	<ul style="list-style-type: none"> • 100% Service Level Agreement achievement. • Agreement on procedures and protocols with all customers by end 2005. • SLA's agreed with Department of Communications, Marine and Natural Resources on <ul style="list-style-type: none"> i) Fishery Protection, ii) Maritime Security, iii) Maritime Services. • SLA's agreed with Department of Health and Children and Health Boards on provision of Air Ambulance service by the Air Corps.

Implementation Mechanisms

IMPLEMENTATION MECHANISMS

The success of many of the strategies outlined in this Statement are dependent on effective liaison structures being in place between the Defence Forces, Department of Defence and other Government departments and agencies. These departments include the Departments of Foreign Affairs, Justice, Equality and Law Reform, Health and Children, Communications, Marine and Natural Resources. The Defence Forces play a very significant role in the delivery of specific services in each of these departments and the liaison structures, which are in place, have been successful in the planning and integration of this service delivery.

An **Inter-Departmental Committee on Peacekeeping** was established in 1996. The Committee is chaired by the Department of Foreign Affairs and comprises representatives from the Departments of Defence, Justice, Equality and Law Reform, the Defence Forces and An Garda Síochána. The function of the committee is to provide a forum to exchange views on policy relating to Ireland's participation in international peacekeeping with a view to increasing the effectiveness and coherence of policy in this area and to ensure that policy and its implementation can keep pace in a coordinated way with developments in international peacekeeping.

The **National Security Committee** is chaired by the Department of An Taoiseach and comprises representatives from the Departments of Foreign Affairs, Defence, and Justice, Equality and Law Reform, the Defence Forces and An Garda Síochána. The function of the Committee is to advise Government on all aspects of national security and it meets on a regular basis.

As part of the **Strategic Management Initiative** the Strategic Management Committee, the High Level Civil-Military Planning and Procurement Group, the Annual Planning Process, the Annual Report, the Customer Service Action Plan and the Management Information Framework (when implemented) are forums and methodologies, which will assist the Defence Forces in implementing the strategies outlined in the Strategy Statement.

Strategic Management Committee

The Strategic Management Committee (SMC) provides an important forum for discussion and decision of major defence policy issues. Comprised of top military and civil management, its role is to focus on strategic planning, policy formulation and review.

High Level Civil-Military Planning and Procurement Group

The High Level Civil-Military Planning and Procurement Group, established as a result of the White Paper on Defence, identifies the Defence Forces' equipment requirements and agrees a procurement programme. The strategic focus of the investment programme for the period 2000-2010 is the acquisition of a broad range of equipment in order to achieve a balanced increase in operational capacity throughout the Defence Forces.

Public Sector Modernisation & Value for Money

The Defence Forces will continue to embrace public sector modernisation, strive to provide and demonstrate value for money and develop our capacity to deliver customer focussed services. As part of the Government's policy on decentralisation, DFHQ will move to a new site in the Curragh. Strategic elements including the Office of the Chief of Staff, and both Deputy Chiefs will

relocate to the new Department of Defence in Newbridge. In order to ensure minimal disruption to delivery of Defence services to our customers, careful planning and consultation is already under way and will continue until the planned decentralisation has been achieved.

In relation to improving financial and strategic management in line with the core themes of the SMI the Defence Forces will actively pursue best practice in this area. A key initiative in this regard, will be the successful implementation of an updated Management Information Framework. This framework will allow for more efficient financial management, increased availability of quality and timely financial and non-financial information to improve decision-making and facilitate a more strategic approach to management of resources. The MIF project by necessity involves improving our business processes and will lead to more efficient service delivery.

Another key aspect of public sector modernisation is the development of risk management. While the existing level of risk management awareness is good, the Defence Forces is currently developing a more formalised approach to risk management. A risk management policy and framework has been formulated and are currently being implemented and will be actively progressed in the lifetime of this statement.

Annual Planning Process

The annual planning process is an integral part of implementing the Strategy Statement. During the lifetime of the current Strategy Statement the annual planning process will be cascaded down through the organisation. The annual plans are used as a management tool to ensure strategic alignment in the Defence Forces and advancement of the strategic goals.

Annual Report

The Annual Report is a key document for evaluating progress in the implementation of strategy, and for measuring and reporting progress on the implementation of associated plans.

Customer Service Action Plan

The Customer Service Action Plan represents the commitment by the Defence Forces to delivering a service of excellence to all stakeholders including Government, the public, and internal and external customers.

The plan coincides with the Defence Forces' Strategy Statement and covers the same time period 2005–2007. In its formulation it is guided by the revised principles of quality customer service as outlined by Government.