



An Roinn Cosanta
Department of Defence



Óglaigh
na hÉireann
IRISH DEFENCE FORCES

Department of Defence
and Defence Forces

Annual Report 2021

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Foreword

BY SECRETARY GENERAL
AND CHIEF OF STAFF



Minister,

We are pleased to submit this Annual Report by the Department of Defence and the Defence Forces for 2021. The Report provides extensive details of the wide range of work undertaken and outputs delivered throughout 2021 and outlines the progress made during the year on achieving the goals and objectives as set out in the Department of Defence and Defence Forces Statement of Strategy 2021 to 2023 which was published in April 2021.

2021, like 2020, brought unprecedented challenges due to COVID-19 but these were met by the exceptional response of the Defence Organisation of which we are very proud. It is also important to acknowledge the very significant contribution of Civil Defence volunteers who provided invaluable support to the communities that they live in.

During 2021, the Commission on the Defence Forces continued their work, supported by the Defence Organisation, with the aim to ensure that the Defence Forces will remain agile, flexible and adaptive in responding to dynamic changes in the security environment, including new and emerging threats (such as from climate change) and technologies. Their report was published in early 2022 and following work undertaken on a joint civil military basis a Government decision and High Level Action Plan was agreed in July. An Organisational Capability Review of the Department of Defence was also finalised in 2022 and the action plan arising from this report will now commence implementation over the coming months.

We look forward to implementing the actions agreed by Government arising from both reports to bring about significant change for the Defence Organisation. 2021 also saw the establishment of a Judge-led Independent Review to examine issues relating to sexual misconduct, bullying, harassment and discrimination in the Defence Forces. The report will provide recommendations and guidance on measures and strategies required to underpin a workplace based on dignity, equality, mutual respect, and duty of care for every member of the Defence Forces. We are committed to ensuring that the workplace is safe for all serving members.

The Office of Emergency Planning completed a comprehensive programme of work throughout 2021, supporting the Government Task Force on Emergency Planning in the development of a number of new Emergency Management guidelines and representing Ireland in the negotiations on the proposed EU Directive on the resilience of critical entities.

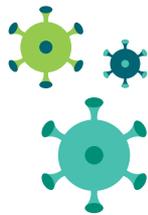
Finally, we wish to acknowledge and say a sincere thank you to the staff in both the Defence Forces, at home and abroad and the Department of Defence for their huge work effort and commitment in what has been another challenging year. We have significant challenges ahead and we very much look forward to working with all of you to shape our future.

Jacqui McCrum
Secretary General

Lieutenant General Seán Clancy
Chief of Staff

INFOGRAPHIC

A total of **62,451** duties performed by DF personnel deployed on Covid testing, tracing, vaccination, quarantine and logistic operations



Finance Branch processed **25,442** transactions during 2021



1,576 members of the PDF served overseas in various missions



310 Emergency Aeromedical Support (EAS) missions were completed by the Air Corps in 2021



The Naval Service carried out a total of **766** fishery patrol days



478 Civil Defence Courses run with **2,964** attendees



692 Reserve Defence Force (RDF) personnel completed

13,365 standard training days

Foreword

BY MINISTER FOR DEFENCE

I welcome the Annual Report 2021 for the Department of Defence and the Defence Forces which outlines the significant work undertaken by the civil and military personnel of the Defence Organisation in the past year. In what was another extraordinary year dominated by COVID-19. The resilience of the Defence Organisation has shown how agile and effective the Organisation is as work continued both at home and overseas without significant disruption.

In 2021, the Department of Defence, the Defence Forces and Civil Defence all played a significant role in the State's overall response to the COVID-19 pandemic. The Defence Organisation has participated in a number of official groups such as the High Level Task Force for COVID-19 Vaccination, helping Ireland to achieve one of the highest rates of vaccination in the developed world. In addition to supporting the HSE, the Defence Forces have also provided a broad range of supports to other Departments and Agencies.

The Department of Defence and Defence Forces Strategy Statement 2021-2023 was published in April 2021 and provides a strategic framework for the Department of Defence and the Defence Forces over the coming three year period. It came at a crucial time for the Defence Organisation with the establishment of the Commission on the Defence Forces and the Organisational Capability Review of the Department of Defence. The Commission on the Defence Forces, a Programme for Government commitment, will inform the future development of the Defence Forces. The work of the independent Commission on the Defence Forces underpins this Government's commitment to ensuring that the Defence Forces are fit for purpose, in terms of meeting immediate requirements and also in terms of seeking to develop a longer term vision beyond 2030. The Commission report was finalised in early 2022 and has been the subject of a Government decision agreeing to a High Level Action Plan and agreeing to the largest increase in defence spending since the foundation of the State. The Commission report is an opportunity to improve and modernise the Defence Forces that I am committed to as Minister for Defence along with the Chief of Staff and Secretary General.

Ireland took its seat at the UN Security Council at the start of 2021 and in September I held the role of President, chairing a Council meeting on how we can better manage the transition of UN Peacekeeping Operations to a more comprehensive UN engagement on peacebuilding in countries coming out of conflict. I am proud of the history of Defence Forces' participation in UN peacekeeping which informs Ireland's work on this issue. Since the first deployment of Irish peacekeepers to Lebanon in 1958, the men and women of the Defence Forces have participated with honour and distinction. Their dedication and service continues to contribute in no small measure to the excellent reputation that Ireland holds as a member of the international community and as a major contributor to international peace and security across the globe.



In September, we celebrated the 75th anniversary of the Naval Service. No matter what tasking, be it on fisheries monitoring and protection patrols, major search and recovery operations, counter terrorism and drug interdiction operations or multinational humanitarian operations, the State's principal seagoing agency maintains a constant presence 24 hours a day, 365 days a year throughout Ireland's enormous and rich maritime jurisdiction, upholding Ireland's sovereign rights. As an island nation, the sea is of central importance to Ireland and her people, and I thank members and their families for the dedication and service shown during a challenging year, and congratulate the Naval Service for all its achievements over 75 years.

In 2021, my Department continued to implement the rolling five year Infrastructure Plan and rolling five year Equipment Development Plan for the Defence Forces. Major equipment projects are being progressed and delivered including the upgrade of the Mowag Armoured Personnel Carriers, PC 12 and C-295 aircraft and the new Multi Role Vessel for the Naval Service. Climate action has continued to be integrated into equipment and infrastructure programmes of work and this will continue into the future.

There were some difficult and uncomfortable times during 2021. I wish to fully acknowledge the bravery of the women who, during 2021, came forward and recounted their experiences of bullying, harassment and sexual misconduct while serving in the Defence Forces. I am committed, along with the Secretary General and the Chief of Staff, to ensuring that each member of the Defence Forces has the right to carry out their duties in a safe environment underpinned by dignity and equality, with zero-tolerance for such unacceptable behaviour. The issues raised are extremely serious for both women and men and need to be addressed in the most comprehensive way possible. A Judge-led Independent Review has now started its work; this Review is a necessary and critical first step to address the need for a safe work environment for serving members. I look forward to their final report at the end of 2022 which will be brought to Government, before being published.

During 2021, my Department progressed the implementation of 'Civil Defence Towards 2030', which sets out Government Policy on Civil Defence. Working with the Principal Response Agencies (PRS's) and the local authorities, my Department aims to ensure that Civil Defence services and capabilities are developed to meet the needs of the PRS's.

Under the chairmanship of my Department, the Government Task Force on Emergency Planning prepared and published the Strategic Emergency Management (SEM) Structures and Framework Guideline Document 1 on National Emergency Coordination Groups, and revised and published SEM Guideline Document 3 - Critical Infrastructure Resilience, Version 2. My Department also coordinated and led the Irish position negotiating the proposed EU Directive on the resilience of critical entities.

I would like to congratulate Lieutenant General Seán Clancy on his appointment as Defence Forces Chief of Staff and also thank Vice Admiral Mark Mellett, who retired in September, for his work as Chief of Staff over the past six years and wish him well in his future endeavours. Finally, I wish to take this opportunity to express my thanks to the Secretary General and the Chief of Staff and all personnel within the Department of Defence and the Defence Forces, both at home and overseas, as well as volunteers in Civil Defence, for their continued hard work and considerable efforts throughout 2021.

A handwritten signature in black ink, appearing to read 'Simon Coveney'. The signature is fluid and cursive, written on a white background.

Simon Coveney, T.D.,
Minister for Defence

Introduction

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2021. Performance is reviewed against each of the Strategic Goals set out in the Department of Defence and Defence Forces Strategy Statement 2021 – 2023.

The Strategy Statement for the period 2021 – 2023 establishes the High Level Goal of the Defence Organisation¹ as:

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

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

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

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

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

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





Section 1

Defence Policy

STRATEGIC GOAL

Provision of timely and relevant policy and military advice

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

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

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





The defence policy framework encompasses, in collaboration with the Department of Foreign Affairs, defence inputs to the maintenance of global and regional peace and security, including the ongoing development of the EU's Common Security and Defence Policy (CSDP); Ireland's support for multilateralism and collective security through participation in United Nations authorised peace support and crisis management operations; our engagement in NATO's Partnership for Peace (PfP); and support to the Organisation for Security and Co-operation in Europe (OSCE). Throughout 2021, Ireland continued to participate in the ongoing development of EU military and civilian crisis management capabilities under CSDP, within the framework of the commitment to the primacy of the United Nations in the maintenance of international peace and security.

COVID-19 continued to have an impact on in-person attendance of meetings in 2021. There were five Ministerial meetings - three informal meetings of EU Defence Ministers and two formal meetings of the EU Foreign Affairs Council with Defence. Ireland was represented at all three Defence Policy Directors meetings held during the year, a NATO Military Chiefs of Defence meeting in January and three meetings of EU Chiefs of Defence (CHOD) which took place in January, May and October.



During 2021, both the Department and the Defence Forces participated in a number of bilateral engagements with a range of EU Member States and other countries and organisations in relation to both policy and operational issues.

Ireland took on a number of key roles in 2021 during its first year on the Security Council and engaged actively across the Council's broad agenda and Ireland held the presidency of the Council in September 2021. During the Presidency, Secretary General McCrum and the then Chief of Staff Vice Admiral Mark Mellet visited the UN and held a number of key meetings with senior officials in the UN Secretariat, particularly in the Office of Military Affairs.

In September 2021, Minister Coveney presided over the unanimous adoption of a UN Security Council Resolution spearheaded by Ireland on peacekeeping. UNSCR 2594 was the first UNSC resolution devoted to the transition from peacekeeping to peacebuilding. It focuses on the transition from UN peace missions to a UN civilian presence that supports peacebuilding in post conflict environments, and ensuing that civilians stay protected throughout this process. Support for the United Nations is a cornerstone of Irish foreign policy. The Defence Organisation team in the Irish Permanent Mission to the UN played a significant part in the successful adoption of Resolution 2594. Ireland is proud to have had the opportunity to contribute to the maintenance of international peace and security and support the work of the UN at the highest level.



Throughout 2021, strategic defence issues were discussed by the Strategic Management Committee (SMC) on a monthly basis. The SMC is a joint civil-military committee comprising the Secretary General of the Department of Defence (Chairperson), the Chief of Staff, the three Assistant Secretary Generals, the two Deputy Chiefs of Staff, the Director, and the Assistant Chief of Staff. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. Close co-operation on all matters between civil and military elements is a priority. Appendix B sets out the composition of the Management Board and the General Staff.

The High Level Planning and Procurement Group (HLPPG) is a high level joint civil-military group whose role is to develop and implement multi-annual rolling plans for equipment procurement and disposal, and infrastructural development based on the policy priorities in the White Paper. The HLPPG met on 11 occasions in 2021.

HR is a key component of capability development and to this end during 2019, a new high-level civil-military Strategic HR Group (SHRG) was established by the Minister with responsibility for Defence. The Group is comprised of senior civil and military personnel and is co-chaired by the Assistant Secretary, Capability (People) Division, and the Deputy Chief-of-Staff (Support). The role of the Group is to identify strategic HR priorities within the policy framework of the White Paper on Defence and, in this context, to coordinate the plans and activities of the civil and military elements of the Defence Organisation to ensure delivery. The SHRG met 11 times in 2021.

The Office of the Minister for Defence provides a link between the Secretary General and the Minister, the Department, the military authorities, and the general public and is responsible for the monitoring and co-ordination of the Department's contribution to parliamentary business. During 2021, the Minister answered a total of 988 Parliamentary Questions while a further 462 representations to the Minister were administered during the year, amongst a wide range of other parliamentary and Ministerial business.

During 2021, Military Intelligence provided 140 briefings, of which 91 were verbal briefings and 49 were written briefs, including monthly intelligence and security briefings, pre-deployment and post-deployment briefings for personnel on Peace Support Operations, and Ministerial briefings. Military Intelligence also conducted multiple internal awareness and security briefings for military career courses and staffs of the Defence Forces.



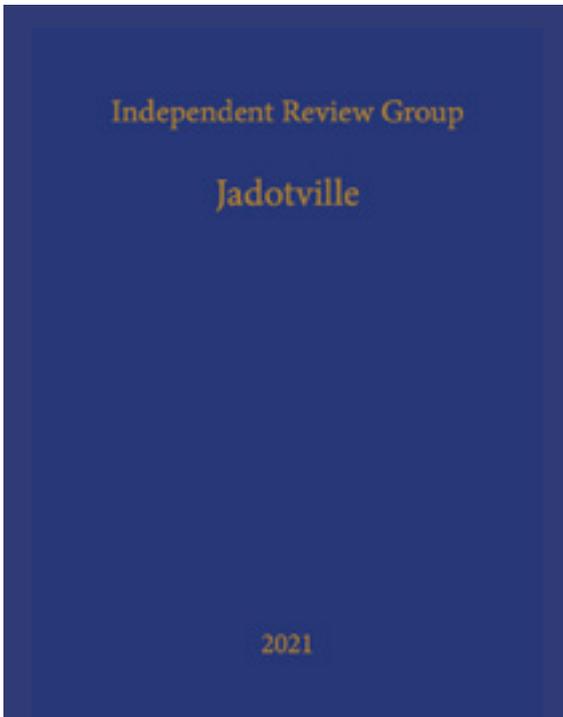
Coimisiún um Óglaigh na hÉireann
Commission on the Defence Forces

COMMISSION ON THE DEFENCE FORCES

In accordance with a commitment made in the Programme for Government, the Government gave their approval on 15th December 2020 to establish an independent Commission on the Defence Forces. The terms of reference and membership of the Commission are set out at Appendix A.

The establishment of an independent Commission on the Defence Forces underpins the Government's commitment to ensuring that the Defence Forces are fit for purpose, both in terms of meeting immediate requirements and also in terms of seeking to develop a longer-term vision beyond 2030. In establishing the Commission, which contains impressive national and international high-level expertise and experience, the Government sought to ensure that the outcome of this process will be a Defence Forces that is agile, flexible and adaptive in responding to dynamic changes in the security environment, including new and emerging threats and technologies.

The Commission continued their work throughout 2021, meetings of the full group and separate meetings of three sub-groups dealing with Staffing, Structures and Capabilities took place during early 2022. The members of the Commission met with relevant stakeholders and when COVID-19 restrictions allowed, travelled to Military barracks across the country meeting over 1,000 Military personnel of all ranks. The Commission also held two webinars, one in conjunction with the Royal Irish Academy (RIA) and one in conjunction with the Institute of International and European Affairs (IIEA). The work of the Commission continued into the start of 2022.



INDEPENDENT REVIEW GROUP – JADOTVILLE

An Independent Review Group (IRG) was established to examine issues raised regarding awarding of military medals to personnel who served at Jadotville in September 1961.

In the course of carrying out this review, extensive oral and written submissions were received and considered by the Independent Review Group (IRG) in reaching its recommendations. The IRG engaged with 125 individuals, of whom 93 were formally interviewed. In addition, the IRG received and considered 35 written submissions associated with its Terms of Reference.

The IRG's report was published in full on 15th July 2021 and made 19 recommendations, the implementation of which is currently being scoped by the Department of Defence and the Defence Forces.

STRATEGIC GOAL

Implement the White Paper on Defence

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

Project and Programme Management Governance frameworks were put in place to monitor the ongoing status of individual projects and to review the scope of projects within the programme.

The Joint White Paper Implementation Facilitation Team (Joint Team) is a civil-military team, which operates in an oversight capacity, providing support and monitoring the progress of these White Paper projects. During 2021, the Joint Team continued to report on the progress of implementation to the SMC as part of the governance framework. These reports provide up-to-date status information to the Minister and to senior civil and military management, while the use of a project management framework to facilitate White Paper implementation has allowed the Defence Organisation to take a focused and practical approach to implementation.

Ongoing planning of programme scope and prioritisation of projects has evolved in response to the changing environment. Implementation of all actions and projects is being carried out by civil-military teams on a phased basis which is necessary in order to reflect both the Programme for Government and the Strategy Statement commitments. The project management framework governing implementation ensures that projects are being monitored and progressed in line with commitments made in the White Paper.

Periodic status reviews of the programme ensure that there are opportunities to consider project prioritisation. In Q1 2021, high-level workshops were completed to advance the work of the remaining WP on Defence projects against progress made to date and a review of priorities including the implementation of the High Level Implementation Plan (HLIP) “Strengthening our Defence Forces” development in 2019. This review led to the approval of an updated WP Programme Implementation Roadmap and as part of this, it was agreed that 25 projects would be closed in the early part of 2021. Of the initial 95 projects, 66 have been formally initiated to date with 47 now formally closed with an additional four in the closing process. Five projects were to be initiated during 2021: three of which commenced. Work on Project 3² required a report to be completed for the Minister and work on this was progressed and is well advanced with work on the WP project to commence in 2022. Work on Project 15³ commenced in early 2022 and is now closed. The commencement of 15 projects in the period 2022 to 2025 was also approved. Fourteen other projects have been deferred, pending recommendations of the Commission on the Defence Forces and the Defence Organisation has interacted with the Commission on these issues.

Progress to date encompasses different areas of business for the Defence Organisation, including, but not limited to, policy, capital acquisitions, HR, Civil Defence and infrastructure development. There are many realised benefits for the Defence Organisation associated with the implementation of the WP Programme that are now incorporated into our business practices.

NATIONAL SECURITY COMMITTEE

The National Security Committee (NSC) is chaired by the Secretary General to the Government. The NSC comprises senior representatives of the Departments of the Taoiseach, Justice, Defence, Foreign Affairs, together with the Defence Forces and An Garda Síochána. The Committee’s main remit is security but it is available as a high-level resource during an emergency in which there is a security dimension. Acting Director Nolan attended the Senior Officials Group (SOG) meeting on the 8th of July in advance of the full meeting of the National Security Committee which the Secretary General and Chief of Staff attended on 19th July 2021.

STRATEGIC GOAL

Contribute to national and international security and defence policy

² Review Ireland’s declared contribution to United Nations Standby Arrangements System (UNSAS) and the EU Headline Goal; to include consideration of the potential deployability of the full range of Defence Forces’ capabilities including Army, Air Corps and Naval Service capabilities and assets on peace support and crisis management operations.

³ To develop the Defence Forces School of Music, including possible linkages with relevant educational institutions.

NATIONAL SECURITY ANALYSIS CENTRE (NSAC)

Arising from the recommendations in the Report of the Commission on the Future of Policing, the National Security Analysis Centre was established in the Department of the Taoiseach. The purpose of the Centre is to provide the Government with comprehensive strategic analysis on threats to Ireland's national security, through coordination between the various State bodies with national security functions.

This work is undertaken through close cooperation with the relevant security agencies and other partners, with a number of personnel with a range of analytical expertise assigned to the Centre. Two experienced personnel from the Defence

Organisation, one civil and one military, are currently assigned to the Centre, on the basis that defence policy and operations form a centrally important aspect of this work, given the nature of the threat environment.

There has necessarily been a focus in the Centre's work on international security matters, including cyber security, hybrid threats and the evolving international security and defence environment. This is undertaken working closely with the experts in the Defence Organisation and teams at the Permanent Representation in Brussels and the National Cyber Security Centre.





UNITED NATIONS PEACEKEEPING CAPABILITY READINESS SYSTEM (PCRS)

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

Ireland has pledged personnel and equipment to the UN PCRS and also pledged to deliver training in Ireland and overseas, for troop contributing countries, deployed to UN missions. However, due to the COVID-19 pandemic, this training did not proceed in 2020 and 2021.

In December 2021, the Minister addressed virtually the UN Peacekeeping Ministerial hosted by the Republic of Korea and affirmed Ireland's commitment to strengthen peacekeeping by announcing six new pledges, responding to the UN's identified needs.

The new pledges were identified following direct engagement with the UN's Office of Military Affairs and included protecting the health of peacekeepers and civilians by providing Buddy First Aid Kits to over a thousand Ghanaian UN peacekeepers serving alongside members of the Irish Defence Forces in UNIFIL (Lebanon) and MINUSMA (Mali). Funding support was also pledged for the UN's Digital Transformation Strategy along with funding to support Sudan in preparing for the transition from peacekeeping to peacebuilding. An allocation of €800,000 through the UN's Climate and Security Mechanism was also pledged to support the UN Mission in South Sudan (UNMISS), in countering climate related security risks.

Ireland's existing pledges to provide training were enhanced by the deployment of a Defence Forces master Counter Improvised Explosive Devices trainer to work with the UN Mine Action Service (UNMAS) in Entebbe and the provision of a master trainer (Garda) to lead Crime Led Intelligence train the trainer courses for four weeks per annum.

EU GLOBAL STRATEGY ON FOREIGN AND SECURITY POLICY

Following the 2016 EU Global Strategy, which identified five priorities for EU foreign policy, Common Security and Defence Policy (CSDP) developments continued. With regard to developing defence cooperation between Member States, successful CSDP initiatives have included the launch of Permanent Structured Co-operation (PESCO), the establishment of the Co-ordinated Annual Review (CARD), creation of a European Defence Fund - and its two precursor programmes - an off-budget European Peace Facility and enhanced cooperation with NATO.

The Council Decision establishing PESCO, set out two consecutive initial phases: 2018-2020 and 2021-2025 respectively. The completion of the

formal process of the 2020 PESCO Strategic Review in November 2020 brought to an end the first initial phase of PESCO. The same month, the Council established the general conditions under which non-EU countries could exceptionally be invited to participate in individual PESCO projects.

2021 saw the commencement of the second initial phase of PESCO. A further 16 projects were approved by the Council in November 2021 bringing the total to 60 PESCO Projects currently under development, covering areas such as training, land, maritime, air, cyber, and joint enabling. Ireland is required to participate in at least one PESCO project. In 2021, Ireland remained as Participant in one PESCO project (Greek led 'Upgrade of Maritime Surveillance') and also has Observer status on a further nine PESCO projects. The Programme for Government states Ireland's participation in PESCO projects will be maintained on an 'opt-in' basis, with contributions being entirely voluntary. As a matter of Government policy, full participation in any PESCO project requires the approval of the Government and Dáil Éireann.

The Coordinated Annual Review (CARD) on Defence is a two-year cycle and aims to create greater transparency by sharing Member States information on future defence policy, capability development, budgets and investment programmes. The CARD reports and findings will support Member States to be better placed and more informed to enable greater coordination with their defence planning and spending and engage in collaborative projects, improving consistency in Member States defence spending and overall coherence of the European capability landscape. The second CARD cycle commenced in December 2021, the CARD Aggregated Analysis and subsequent CARD Report, including recommendations, will be distributed in May and November 2022, respectively.

Meetings and negotiations on the European Defence Fund (EDF) were serviced by the Brussels Permanent Representation and headquarters based staff from the Department of Defence with support from the Department of Enterprise, Trade and Employment.



Following completion of negotiation and agreement on the EDF Regulation, the informal EDF Expert Working Group on the EDF was replaced by a Programme Committee, which developed the Work programme for 2021. Irish Programme Committee members and subject matter experts contributed to the harmonisation of topic calls for proposals. Negotiation related to the 2022 Work Programme commenced in 2021 in order to facilitate its earlier completion and provide more opportunity for consortium building by industry and research institutions. Department of Defence staff were appointed as National Focal Points (NFPs) for the EDF. The NFPs will continue to work closely with the Department of Enterprise Trade and Employment and lead the Department of Defence's efforts to ensure Irish enterprise and research institutes can avail of the opportunities which the EDF presents.

An initial proposal on the establishment of a European Peace Facility (EPF) was published in 2018. The Foreign Affairs Council formally established the European Peace Facility (EPF) in March 2021. The EPF is an off-budget instrument aimed at enhancing the Union's ability to prevent conflicts, build peace and strengthen international security, by enabling the financing of operational actions under the Common Foreign and Security Policy (CFSP) that have military or defence implications. The purpose of the EPF is to provide the EU with a single off-budget fund running alongside the Multi-annual Financial Framework (MFF), to finance all Common Foreign and Security actions with military or defence implications. As per the Programme for Government Commitment in relation to the EPF, during negotiations to establish the EPF, Ireland, together with a number of like-minded States, ensured the inclusion of a provision allowing a Member State to exercise constructive abstention from assistance measures involving the provision of lethal force equipment.

The EU's Strategic Compass, first proposed in 2019, aims to enhance and guide the implementation of the Level of Ambition arising out of the EU's Global Strategy by defining policy orientations and specific goals and objectives in areas such as crisis

management, resilience, capability development and partnerships. Throughout 2021, Ireland played an active role in efforts to develop the EU's Strategic Compass. Once agreed by all Member States, this policy document will serve to outline the EU's approach towards CSDP for the decade ahead, while also reflecting the increasingly complex security landscape faced by the EU. In November 2021, HR/VP Borrell put forward an initial draft of the document which opens with an analysis of the strategic environment, before setting out proposals in the areas of crisis management, resilience, capability development and the EU's work with key partners with discussions continuing to the end of the year. The Strategic Compass is expected to be adopted by the Council in March 2022.

Launched in 2018, the Military Mobility Action Plan aims to facilitate military movements within and beyond the EU. The third Joint Report on the implementation of the Action Plan on Military Mobility was presented in September 2021. Implementation of the Action Plan continues in coherence with the relevant PESCO project undertaken by Member States, which addresses national measures. Relevant EU institutions, bodies and agencies continue to participate in the proceedings of the PESCO project on Military Mobility, on which Ireland is an observer. The participation of the United States, Canada and Norway as third States in this project was confirmed in May 2021.

Throughout 2021, the Department of Defence remained fully engaged in the corresponding processes across all of these defence and security initiatives at EU level, negotiating and promoting Ireland's interests in accordance with the policies set out in the White Paper, incorporating requested Defence Forces' military advice and in consultation with the Department of Foreign Affairs and other relevant government departments and agencies. Work continued during 2021 to build alliances with likeminded Member States in advancing common interests.

EUROPEAN DEFENCE AGENCY (EDA)

Ireland's interaction and participation in the EDA provides the opportunity to keep track of best practice in relation to modern technology and the development of capabilities that can assist the Defence Forces. It provides access to research and information on developing and maintaining professional capabilities that we cannot self-generate for crisis management and international Peace Support Operations.

In 2021, Ireland participated in a number of meetings and project teams within the EDA. Whilst many meetings could not be held in physical format, the work of the EDA continued. Ireland is engaged in projects which focus on such areas as military search training, counter improvised training techniques, cyber, satellite communications, naval training and energy. In May 2021, Government and Dáil approved Ireland's participation in the EDA project Maritime Surveillance Networking – Operational Support and Development (MARSUR III). This is the third iteration of this project, Ireland has been involved in the two previous iterations of the project.

EU-NATO COOPERATION

During 2021, work continued on updating the Common Set of Proposals for the implementation of the Joint Declaration on EU-NATO Cooperation made in July 2016 by the Presidents of the European Council and European Commission, together with the NATO Secretary General. These proposals focus on cooperation in the key areas of countering hybrid threats, operational cooperation including maritime issues, cyber security and defence, defence capabilities, defence industry and research, exercises and defence and security capacity building. In May 2021, the sixth progress report on the implementation of the common set of proposals endorsed by EU and NATO was published. A number of cross-cutting issues have been identified as key drivers of relevance to both organisations. These include resilience, emerging and disruptive technologies, crisis management, the security and defence implications of climate change and growing strategic competition in the international sphere. These will likely be the focus of a new Joint Declaration expected in 2022.

PARTNERSHIP FOR PEACE (PFP)

Ireland is not a member of NATO, but its relationship with NATO is conducted through the Pfp Planning and Review Process (PARP) mechanism. Ireland's involvement in PARP is focused on enhancing Defence Forces interoperability in multi-national operations and contributing to the development of military capabilities in accordance with international standards. In 2021, Ireland agreed a new Partnership Goal package of 15 goals covering land, maritime, air and general capability.

In line with the White Paper on Defence, Ireland continued to engage with the Partnership Interoperability Advocacy Group (PIAG) and continued its participation in the Operational Capabilities Concept (OCC) (Evaluation & Feedback Pillar) during 2021. The PIAG provides a unique opportunity to maximise interoperability and to foster, develop and enhance cooperation and dialogue with other members of the group who are participants in Pfp but not members of NATO. The main benefit to participation in OCC is that Defence Forces training is benchmarked through external evaluation by NATO to the highest interoperable standards.

As part of an on-going process a number of units or elements of the Defence Forces have been nominated for evaluation, including the successful completion by the LÉ George Bernard Shaw and the Special Operations Land Task Group HQ of NATO-led evaluations in 2021.



MEMORANDUM OF UNDERSTANDING WITH THE UK

Ireland and the UK cooperate on certain areas of defence under the 2015 UK-Ireland Memorandum of Understanding (MOU), which is a voluntary, non-binding arrangement which placed already existing cooperation arrangements in the Defence area, between Ireland and the UK, on a more formal and transparent footing. In April 2019, under the remit of the over-arching MOU, a further MOU between Ireland and the UK concerning the protection of defence classified information was agreed. An introductory meeting between the Secretary General of the Department of Defence and the new UK Defence Attaché took place in September of 2021.

BREXIT

Cross-sectoral challenges associated with Brexit are managed through a number of inter-departmental groups, on all of which the Department is represented. These groups deal with the identification of key strategic, operational and policy issues arising from Brexit.

INSTITUTE FOR PEACE SUPPORT AND LEADERSHIP TRAINING

The White Paper on Defence includes a commitment to evaluating the potential development of a new Institute for Peace Support and Leadership Training at the Defence Forces Training Centre, Curragh Camp. A formal feasibility study was undertaken by the CIRCA Group of consultants and an interim report found that the proposal merited further consideration.

The second stage of the study examined the proposal with specific reference to potential academic linkages, staffing, governance, funding, infrastructure, and risks and constraints. The final report was completed and presented to the Project Steering Group in February 2021. Engagement remains ongoing with relevant stakeholders in relation to the project and will inform the next steps to be taken in the project.

STRATEGIC GOAL

Enhance cross cutting policy collaboration

There are important cross-departmental dimensions to the work of the Defence Organisation and meeting our goals and objectives is often critically dependent on the inputs and co-operation of other departments and agencies. Equally, their success can be dependent on the inputs and co-operation of the Defence Organisation. Throughout 2021, Department officials and Defence Forces personnel were represented on a wide range of inter-departmental groups and committees – see Section 4.9 for a full list.

The Defence Organisation has developed the use of Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs) covering services delivered to a range of other departments and agencies. At the end of 2021, the Defence Organisation had 51 MOUs and SLAs in place with other Government Departments and Organisations in support of the Defence Organisation's high-level goals. In line with the whole of Government approach to Brexit preparedness, two SLAs were put in place in order to ensure continuity of service in two key areas where mitigating the potential impact of Brexit was required. These agreements are as follows: an SLA with the Department of Health/HSE for the provision of a contingency emergency service to the HSE by the Air Corps for the air transportation of radiopharmaceuticals and certain compounded medicines in the aftermath of Brexit, and an SLA with the Commissioner of Irish Lights for the provision of a contingency emergency service by the Air Corps to the Commissioners of Irish Lights in the aftermath of Brexit. A list of all MOUs and SLAs is contained at Section 4.10.

The White Paper on Defence reflects the importance of whole of government approaches to the security of the State. During 2021, the Defence Organisation continued to collaborate with a range of departments and agencies that have security responsibilities. Developments in relation to some of these cross-cutting relationships during 2021 are outlined as follows.

GOVERNMENT TASK FORCE ON EMERGENCY PLANNING

The Minister for Defence chairs the Government Task Force (GTF) on Emergency Planning, which comprises those Ministers and/or senior officials of Government departments and agencies which have a lead or support role in strategic emergency management, including senior officers from An Garda Síochána and the Defence Forces. The GTF meets on a regular basis to review emergency planning issues and to share information. In 2021, the GTF met on five occasions.

Currently, there are four active GTF subgroups working on the following key issues in support of strategic emergency management: critical infrastructure resilience; risk management; emergency communications; and preparation of public information campaigns. These subgroups take their membership from across all Government Departments and Agencies, as appropriate.

The GTF is supported by the Office of Emergency Planning (OEP) which is a joint civil-military office within the Department of Defence. The OEP acts as a focal point in matters of emergency planning and risk assessment specifically and emergency management generally. The OEP works with all Government departments and agencies involved in emergency planning to improve coordination and it carries out a cross-departmental support function, which informs the Annual Report to Government on Emergency Planning prepared by the Minister for Defence.

The National Emergency Coordination Centre (NECC) is managed by the OEP and is the venue for meetings of the GTF and other emergency management-related activities. It is used for convening National Emergency Coordination Group (NECG) meetings and related press conferences. In response to the impact of COVID-19, the NECC's technology has been continuously adapting to ensure that the facility can meet its key objective of convening a NECG meeting within one hour of tasking. As a piece of critical national infrastructure the NECC has also been used to host groups with national policy significance. Of note is that it was utilised by the Department of Foreign Affairs and the Department of Defence to coordinate the Emergency Civil Assistance Team mission to Afghanistan in August 2021.

STRATEGIC EMERGENCY MANAGEMENT: NATIONAL STRUCTURES AND FRAMEWORK

As part of the Strategic Emergency Management Structures and Framework a suite of documents provide additional guidance and advice. In 2021, the OEP oversaw the preparation of a new Guideline Document 1 on the National Emergency Coordination Group. This document provides guidance to Lead Government Departments on how to conduct emergency meetings. The OEP also initiated Exercise Leanúnacha to exercise the use of this Guideline with its first stage rolled out in Quarter 4 2021 and with a focus on newly appointed officials working in the strategic emergency management structure.

A revised Guideline Document 3 - Critical Infrastructure Resilience was also prepared in 2021. The updated Guideline now includes the concept of a 'reasonable worst case scenario' in the criticality evaluation phase and the provision of more detailed information in relation to resilience measures. This Guideline was highlighted by the OECD's High Level Risk Forum as an example of good country practice at its annual meeting in December 2021.

Also in 2021, the OEP was tasked with leading and coordinating the national position on the proposed EU Directive on Critical Entities Resilience. Due to the cross cutting nature of the proposed Directive, the OEP utilised the Subgroup on Critical Infrastructure Resilience to ensure that all Government Departments are consulted during the negotiations.

The GTF Subgroup on Risk, having overseen the preparation of 'A National Risk Assessment of Ireland 2020', spent 2021 preparing a report examining the capabilities of Lead Government Departments to manage the key risks identified in the National Risk Assessment. The production of this report is in line with an EU Decision requiring Member States to carry out and to make available to the EU Commission such an assessment every three years.

NATIONAL EMERGENCY COORDINATION GROUP

The National Emergency Coordination Group officially convened four times in 2021. These meetings related to a single event, Storm Barra, and took place between 6 and 8 December 2021 and were chaired by the Department of Housing, Local Government and Heritage which is the Lead Government Department for storm-related emergencies.

‘BE SUMMER READY’ CAMPAIGN

The 2021 Be Summer-Ready campaign was launched by Minister Coveney together with Minister Humphreys and Minister of State Naughton on 21 April 2021. The campaign focused on the theme of ‘Be Alert to Water Safety’ which received positive support from all Government departments and agencies. The campaign was disseminated through multiple methods including traditional advertising on press and radio and over social media. The target of 3 million impressions on Twitter was significantly exceeded with the campaign registering approx. 5.9 million impressions.





‘BE WINTER READY’ CAMPAIGN

The Be Winter-Ready campaign 2021-2022 was launched by Minister Coveney along with Ministers of State Heydon and Naughton on 17 November 2021. The theme of the 2021-2022 campaign is “Staying Safe on the Farm over Winter”. Messaging about the campaign and wider safety messaging featured in a two-page spread in the Irish Independent Newspaper and on radio advertising, both local and national stations. In total, 21,000 campaign booklets were printed and distributed via libraries, the Gardaí, the Coast Guard and Local Authorities. In addition, 135,000 leaflets focused on the campaign theme were distributed via the Irish Independent. Social media has also played a key role in disseminating campaign information with the use of graphics prepared in Irish and video inserts from key figures. The campaign has been supported and promoted by departments and agencies.

CYBER SECURITY

During 2021, the Department of Defence worked to support the Department of the Environment, Climate and Communications in the implementation of Ireland's National Cyber Security Strategy 2019-2024. Officials from the Department of Defence and the Defence Forces actively participate on the Inter-Departmental Committee overseeing implementation of this Strategy. This Inter-Departmental Committee was tasked in 2021 with the additional work of overseeing the plan to significantly expand the National Cyber Security Centre so that it can further develop its competence and capacity to help defend and protect IT systems and key services into the future. A member of the Defence Forces is seconded to the 'Cooperative Cyber Defence Centre of Excellence' in Tallinn, Estonia and, amongst other things, this facilitates access to cyber exercises developed by the Centre. The Department of Defence and the Defence Forces have a Memorandum of Understanding and a Service Level Agreement in place with the Department of the Environment, Climate and Communications to provide support in the area of national cyber security. The overall aim is to improve the cyber security of the State through various types of assistance and support while also ensuring the operational requirements of the Defence Forces are prioritised. During the 2021 cyberattack on the HSE, the Defence Forces provided logistical, organisational and operational support to the HSE, and a member of the Department's ICT Branch supported the HSE Galway.

EMERGENCY CIVIL ASSISTANCE TEAMS (ECAT)

In August 2021, the rapid takeover of Afghanistan by the Taliban led to the rapid evacuation efforts at Hamad Karzai International Airport (HKIA).

The Department of Defence have in place a Service Level Agreement with the Department of Foreign Affairs (DFA) which covers requests to deploy overseas Emergency Civil Assistance Teams (ECAT). In response to a request from the DFA to provide a short term support to the consular response to the situation in Afghanistan, the Department of Defence and the Defence Forces put in place, at short notice, the necessary arrangements to deploy an ECAT to Kabul. Nine members of the Defence Forces were deployed to Hamid Karzai International Airport along with two personnel from the Department of Foreign Affairs. Logistic support was also provided by the Air Corps and our European partners.

The objective of the ECAT mission was to provide consular advice and assistance, including assistance in the safe evacuation of the Irish citizens and dependents that had been identified. With the support of ECAT, 26 Irish citizens and residents were successfully supported to evacuate Afghanistan.

CEREMONIALS AND COMMEMORATIONS

The Defence Forces participated in over 20 significant military and State ceremonial events in 2021.

Due to the COVID-19 public health restrictions in place during 2021, a large number of ceremonies and state visits were either cancelled or significantly reduced.

The Defence Forces participated in the annual State commemoration ceremonies, including the commemoration of the 105th anniversary of the Easter Rising at the GPO, O'Connell Street; the 1916 Leaders Commemoration which was commemorated at Arbour Hill and at Áras an Uachtaráin. On 11th July 2021, the Defence Forces participated in the National Day of Commemoration at the National Museum, Collins Barracks, Dublin, which marked the centenary of the Truce.



The Defence Forces also participated in the National Famine Commemoration, held this year in Glasnevin Cemetery at which an tUachtarán attended.





IRISHMEN & IRISHWOMEN: In the name of God
 for the dead generations from which she receives
 her old tradition of nationhood, Ireland, through
 us, summons her children to her flag and strikes
 for her freedom: Having organised and trained
 her membership through her secret revolutionary
 organisation, the Irish Republican Brotherhood,
 and through her open military organisations, the
 Irish Volunteers and the Irish Citizen Army, having
 patiently perfected her discipline, having resolute-
 ly waited for the right moment to reveal itself, she
 now seizes that moment, and, supported by her
 earlier children in America and by gallant allies in
 Europe, but relying in the first on her own strength,
 she strives in full confidence of victory: We de-
 clare the right of the people of Ireland to the own-
 ership of Ireland and to the unfettered control of
 Irish destinies, to be sovereign and indefeasible.
 The long usurpation of that right by a foreign peo-
 ple & government has not extinguished the right.

... the Irish people have
 ... nal freedom and sovereignty,
 ... past three hundred years they have
 ... asserting it in arms in the face of the world, we
 ... hereby proclaim the Irish Republic as a Sovereign
 ... Independent State, and we pledge our lives and the
 ... lives of our comrades-in-arms to the cause of its
 ... freedom, of its welfare, and of its exaltation among
 ... the nation. The Irish Republic is entitled to, and
 ... hereby claims the allegiance of every Irishman &
 ... Irishwoman. The Republic guarantees religious and
 ... civil liberties, equal opportunities to
 ... its resolve to pursue
 ... of the whole nation
 ... all the children of
 ... of the differences
 ... n government, which



The Naval Service celebrated its 75th anniversary in September; ceremonies to mark this significant anniversary took place in Dun Laoghaire and Cork, at which the Taoiseach, the Minister for Defence and the Secretary General of the Department of Defence were in attendance.





State ceremonial honours were afforded on the occasion of the State Visit to Ireland of the President of France in August and the President of Germany in October.

The Defence Forces participated in four ceremonies at Áras an Uachtaráin where a total of 12 Ambassadors presented their Credentials of Office to Uachtaráin na hÉireann.

The Defence Forces Remembrance Ceremony was held at the National Memorial, Merrion Square in November to remember the 10 members of the Defence Forces who have lost their lives in the past 12 months. As part of this ceremony the Minister for Defence, the Chief of Staff and families of the deceased laid wreaths at the National Memorial.



In September, the Defence Forces marked the Transfer of Appointment of Chief of Staff at a Ceremony in McKee Barracks, Dublin, at which the Minister for Defence attended.

In addition, the Defence Forces and the Secretary General of the Department of Defence participated in a wreath laying ceremony at United Nations Head Quarters, New York, in September to honour Irish Peacekeepers.

Throughout 2021, a variety of other ceremonial and support duties were performed across the country by members of the Defence Forces in support of State and other ceremonial events within relevant COVID-19 guidelines.

In 2021 the Department of Defence continued its engagement with the Department of the Taoiseach and the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media in preparation for State led events as well as events under the Decade of Centenaries.



MILITARY ARCHIVES

The Military Service (1916-1923) Pensions Collection (MSPC) project is a joint Department of Defence and Defence Forces contribution to the Decade of Centenaries. The MSPC owes its origins to the decision of the Oireachtas of Saorstát Éireann in June 1923 to recognise and compensate wounded members, and the widows, children and dependents of deceased members of Óglaigh na hÉireann, including the National Forces, the Irish Volunteers, the Irish Republican Army and the Irish Citizen Army through the payment of allowances and gratuities. Over time, provision was enhanced and broadened to include members of the Hibernian Rifles, Cumann na mBan, Fianna Éireann and certain members of the Connaught Rangers. Two streams of legislation are relevant to the material in the collection:

- » The Army Pensions Acts from 1923 to 1953
- » The Military Service Pensions Acts, 1924, 1934 and 1949.

The MSPC project is mandated to preserve and make available the files and records of the Department of Defence dealing with the service of qualifying members of these organisations from the period April 1916 to the 30th of September 1923. This involves cataloguing and digitising in excess of 275,000 files.

Public release of material from the collection is made available online through the Military Archives website www.militaryarchives.ie. To date, there have been eleven releases of material with two releases from the collection during 2021, the latest release was in November 2021. Since the first release of material in 2014, more than 108,000 files have been individually catalogued by the MSPC team, with over 38,000 scanned files currently fully downloadable online.

ARTIST IN RESIDENCE

The Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media is the lead department for the coordination of the Decade of Centenaries Programme 2012-2023. Under the Creative Expression programme strand, Military Archives participated as a partner in the Artist-in-Residence scheme under the 2021 programme. The focus of this first iteration of the scheme is on the collections held by key partners, including Military Archives, with a direct connection to the 1912-1923 period and to bring those historical collections to new audiences.

Studio 9 were selected as the Artists-in-Residence for the Military Archives. The residency, running from May 21-May 22, aims to produce short animations which will promote awareness of the Military Archives and engage new audiences in a creative way.



CIVIL DEFENCE

At the end of 2021 there were 2,741 active volunteers in Civil Defence. These volunteers undertook a total of 5,449 operations in 2021. These included 4,148 COVID-19 related taskings providing sustained support to communities throughout the country. During this period 41,721 volunteer hours were provided by Civil Defence personnel.

These volunteers were supported by a fleet of Civil Defence Vehicles including four-wheel drive jeeps, vans, ambulances and minibuses.

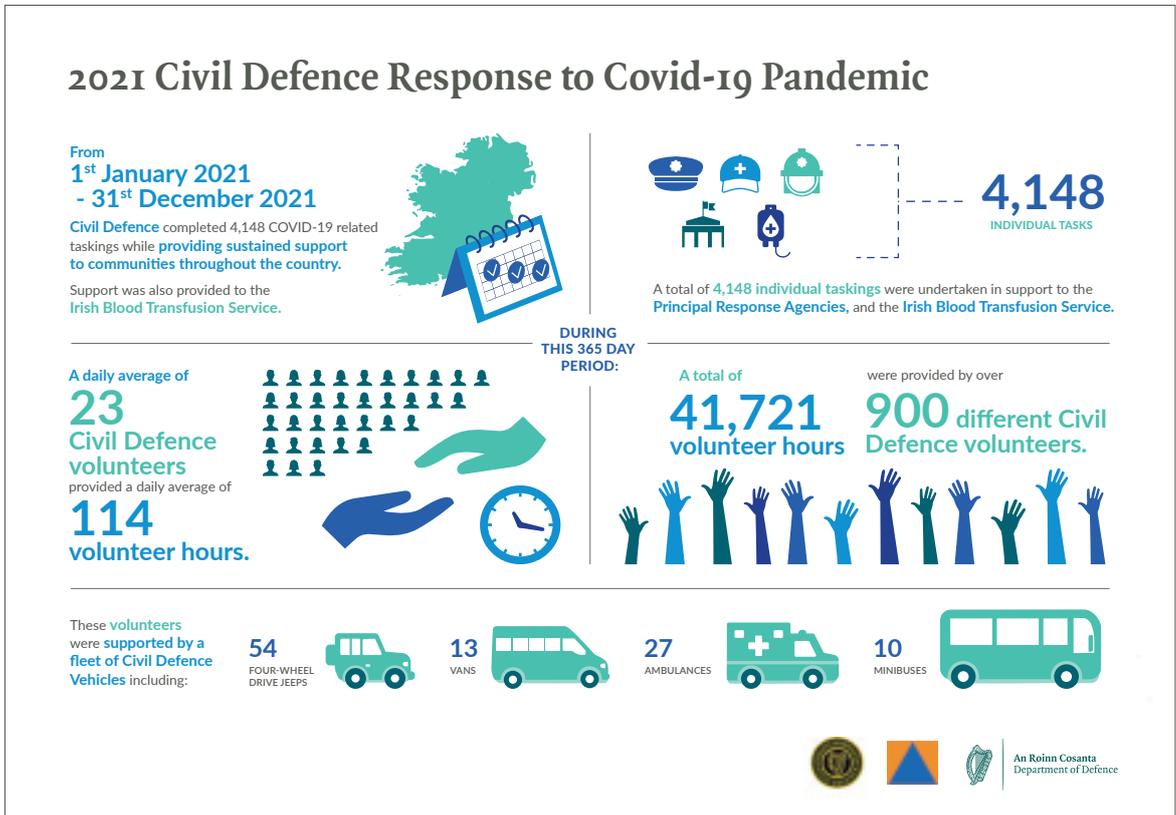
Tasks undertaken by Civil Defence volunteers included;

- » Providing administrative and first aid assistance at HSE Vaccination Centres
- » Providing administrative assistance to the Irish Blood Transfusion Service
- » Transporting persons to and from hospital appointments
- » Transporting persons to and from testing centres and vaccination centres
- » Sorting and delivering COVID-19 test kits to test centres
- » Collecting foodstuffs from suppliers and bakers for food hub
- » Delivering food parcels to vulnerable households
- » Providing assistance to vulnerable persons within communities by delivering food, medications and collecting their pensions
- » Collecting and delivering library books to vulnerable households



Government policy on Civil Defence is set out in the document 'Towards 2030', published in 2020. As part of the implementation of this policy, the Department of Defence had a number of meetings in 2021 with the Principal Response Agencies, via the Civil Defence Inter-Agency Guidance Team and with local authorities, via the City and County Managers Association. These meetings help ensure that Civil Defence services and capabilities are developed to meet the needs of the Principal Response Agencies.

In 2021 the Department of Defence assisted local authority Civil Defence Units in acquiring a range of new equipment. This included upgraded drones and additional sonar systems for use in missing person searches. The Department took delivery of 30 new Personal Radiation Detectors to replace the venerable Graetz Meters. These will be used to fulfil the Civil Defence role under a Service Level Agreement with the Environmental Protection Agency.



The Department also procured new UHF Digital Mobile Radios as part of the migration from Analogue to Digital. A number of additional communications/ incident control vehicles were purchased and fitted out during 2021.

The Minister and Secretary General, Department of Defence visited the Civil Defence Branch in Roscrea on 28th June 2021. They met with the staff of the Branch, including instructors from the Civil Defence College. The Minister also met with a number of Civil Defence Officers and viewed a display of Civil Defence vehicles and equipment.



The Department of Defence was allocated €1 million from the Dormant Accounts Fund in 2021 to upgrade the Civil Defence fleet. All 28 Local Authority Civil Defence Units were allocated grants from the fund to purchase replacement vehicles as outlined in their 2020 - 2022 Local Authority Development Plans. A further €0.5 million has been awarded to Civil Defence from the Dormant Accounts fund for 2022 to continue the fleet upgrade which will ensure that Civil Defence can fulfil its role of supporting the Principal Response Agencies as outlined in 'Civil Defence - Towards 2030'.



CIVIL DEFENCE TRAINING

The Civil Defence College introduced a Learning Management System in 2021. This delivers a blended learning experience to Civil Defence volunteers across the country. The project was completed, on time and on budget. It has transformed the delivery of training by improved course planning, greater flexibility and better access to learning. It has resulted in a reduced carbon footprint due to the reduction in travel, together with costs savings in the delivery of training.

The Civil Defence College continues to be recognised and approved as a training provider, by national and international standards bodies. The College completed internal quality assurance process on a very high percentage of courses, this confirms the high standard of training provided to Civil Defence volunteers.

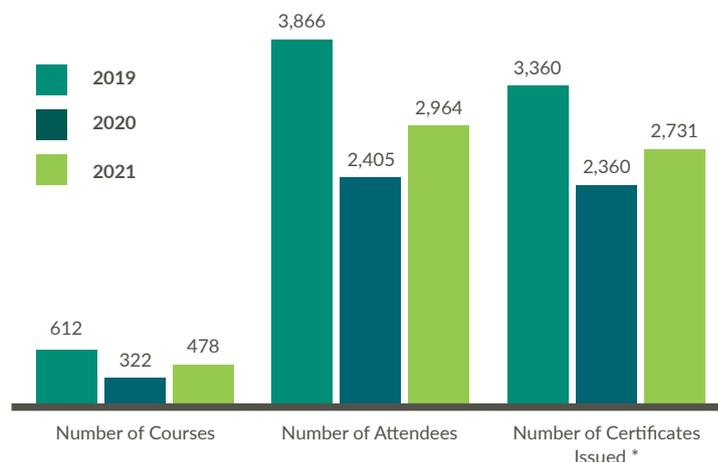
The pandemic continued to disrupt training, however, the Civil Defence College and Local Authorities delivered training, albeit to a smaller number of students whilst remaining within the government guidelines. Civil Defence volunteer instructors delivered significant training within their Local Authority, which was certified by the college. The college training included recertification of Civil Defence instructors by the Food Safety Authority of Ireland and Rescue 3 SAR. Both facilitated online training. A Civil Defence Emergency Medical Technician (EMT) course for over 90 volunteers began in the autumn of 2021. Manual Handling training, People Handling training and certification was delivered to Civil Defence and National Ambulance Service Instructors. Over 230 Civil Defence EMTs were privileged to practice for Local Authorities under Pre Hospital Emergency Care Council guidelines (PHECC).

In 2021 the Civil Defence Technical Section arranged training for volunteers which included Missing Person Search Management, Software Canine Unit Search Team, Unmanned Aircraft System (UAS) or 'Drone' training. Severe Weather Off-road Driving (SWORD) training was also completed by a number of units. Additionally, Civil Defence Technical Section have continued Personal Survival Techniques Training for Civil Defence volunteers as part of their water safety training.

Chart 1.1 below outlines the number of courses provided, the numbers trained and the number of certificates issued during 2021, and provides a comparison with 2020 and 2019.

Chart 1.1
Details of Civil Defence courses delivered and certificates issued 2019-2021

* The figures include certificates issued before the 13 Jan 2022 and does not include locally delivered uncertified training.



SAIL TRAINING IRELAND



SAIL, TRAIN, LEARN, LIVE ...

SAIL TRAINING IRELAND

For many years, the State provided funding, through the Department of Defence, for the national sail training vessel Asgard II. This scheme was terminated following the loss of Asgard II in 2008. Sail Training Ireland was established in 2011 by some of those previously involved with Asgard II. Sail Training Ireland places young people, mainly from disadvantaged backgrounds, on voyages for the purpose of youth development as well as teaching young people to sail. The Government agreed to provide €85,000 to Sail Training Ireland in both 2019 and 2020, subject to the group providing additional sail training experiences for young people from disadvantaged backgrounds. No sail training was possible in 2020 or 2021 due to COVID-19 restrictions and no funding was provided in 2021. It is intended to provide funding in 2022, subject to the resumption of sail training and compliance with the Performance Delivery Agreement, which was entered into between the Department of Defence and Sail Training Ireland in 2019.

Sail Training Ireland was also allocated €50,000 from Dormant Accounts in 2020 to be drawn down in 2021. As no sail training took place in 2021 this funding was not provided to Sail Training Ireland. It will be provided in 2022, subject to certain conditions including the resumption of sail training.

STRATEGIC GOAL

Climate action

2030 – TARGETS AND PLANS

Public Sector targets for 2030 are to achieve 50% reduction in energy, 51% decarbonisation of CO² emissions (also known as absolute emissions, i.e. emissions calculated to also include emissions consumed in the production of energy fuels) and to achieve net zero by 2050. The Department's 2030 energy consumption reduction continues to be based on a 2009 baseline. The CO² emissions target, due to start in 2022, is to be based on absolute emissions dating from 2016-2018, with a Departmental baseline yet to be assessed. The Department is already well positioned to achieve both its 2030 and 2050 targets, due to the improvements carried out over the past couple of years.

FURTHER IMPROVEMENTS

The decommissioning of many of the Departments IT systems commenced in 2021 as a result of moving to the OGCIO platform. This will continue in 2022 and should yield further energy improvements over time.

The Department is actively researching the possibility of installing a Solar PV system in the Newbridge Office; this will allow significant improvement in our CO² emissions. Should this proceed and following a lessons learned process, consideration will be given to the installation of solar PV systems in Renmore and Roscrea. We are also exploring the technical feasibility of installing Electric Vehicle charging points for our buildings in Newbridge, Renmore and Roscrea.

The Department is continuing on its plans to have all its buildings fitted with sensor activated LED lights and installation of new car park lights allowing for significant reduction in energy consumption. Dependency on higher CO² producing fossil fuels to heat our buildings continues to reduce; Renmore switched from Kerosene to LPG in 2020, with 2021 being the first full year of energy improvements. Further research into switching Roscrea from Kerosene to LPG could further reduce both energy consumption and CO² emissions.

Heating in our Newbridge building is provided primarily by the burning of wood pellets due to their high efficacy levels of approx. 85%. However, there is still a dependency on gas heating to supplement the performance of the wood pellet burner. Achieving a higher pellet burner efficacy could reduce gas dependency.

Finally, the isolation of the hot water system in the Pavilion of Newbridge building now negates the requirement to have the building heating system on at nights, weekends and holiday periods.

DEFENCE FORCES

Energy efficiency and decarbonisation are prioritised agendas in the Defence Forces. The Climate Change Advisory Council has proposed carbon budgets for each of the periods 2021-25, 2026-30 and 2031-35. The key figures are a limit on emissions for 2021-25 of 295 million tonnes of CO² and a 200 million tonnes CO² limit for 2026-30 relative to a 2018 baseline. The government must now set out how these budgets will be applied to each sector. Currently there are no specific carbon budgets for the Defence sector and we are awaiting these to be identified. As a public body the Defence Forces are required by government to report their energy performance annually. This is completed through the Monitoring and Reporting platform operated by SEAI.

In order to achieve current National Climate objective, the Defence Forces is implementing plans to achieve a 7% year on year reduction in energy consumption.

Through improvements in efficiency, the installation of RES projects, the upgrading and retrofit of electric heating systems and the roll out of EV road transport, the DF is committed to becoming exemplars and leaders in this area. The Defence Forces will continue to engage with industry and other public bodies to learn and gain expertise in order to be best equipped to tackle these targets in a cost-effective and efficient manner.

Some Climate Action initiatives in the Defence Forces:

- » 17 photo voltaic systems installed on DF buildings with capacity of 1.4MWp.
- » Pilot battery energy storage system operational in Gormanston Camp.
- » EV chargers for military vehicles available in every DF installation.
- » Contract placed for the installation of 20 EV chargers in McKee Barracks for military/ civilian vehicles.
- » Reduction in total energy consumption in the DF in 2021 of 21% against a baseline of the average 2016-2018.

STRATEGIC GOAL

Innovation

RESEARCH TECHNOLOGY AND INNOVATION (RTI)

The Department of Defence and Defence Forces Strategy Statement 2021 – 2023 provides for the establishment of a civil – military research, technology and innovation unit to ensure that Ireland’s Defence Organisation has access to research, technology and innovation to support capability development. The RTI Unit is also tasked with supporting Irish industry and research institutes in accessing EU funding from the European Defence Fund.

Phase one of the Unit’s establishment commenced in January 2021, focused primarily on the Defence Organisation’s partnership with Science Foundation Ireland (SFI). The partnership created the SFI – Defence Organisation Innovation Challenge programme with the overarching ambition to develop new technologies aligned with our National Defence Policy that also have the potential to deliver significant societal impacts within Ireland. Challenges in five areas, plus an open challenge in disruptive ideas, were presented to Irish research institutions with proposals judged by an international panel of researchers in line with best academic practice. Ten projects were selected for the move from concept to seed phase of the Challenge which will progress throughout 2022 culminating in a final award to one winning project scheduled to be announced in December 2022.

In early 2022, the RTI will move into phase two, the focus of the unit during this phase will be on introducing applied research and development for capability developments, embedding a culture of innovation within the Defence Organisation as well as accessing international funding activities which will deliver long term strategic benefits.

STRATEGIC GOAL

Digital agenda

The Defence Forces (DF) in line with the Government’s Digital Strategy continues to create a network enabled organisation both from a business perspective and tactically.

Virtual Desktop Architecture (VDA) has expanded the capability for individuals to work remotely from their offices in other DF locations or on a limited basis from home. The successor of the VDA, Next Generation Working Environment (NGWE) will build on this capability.

From an educational point of view the COVID-19 pandemic has accelerated a blended learning approach, in particular where collaborating with external Third Level Institutions. Teaching and content has been delivered on line to students where appropriate and possible.

At the tactical level, the Defence Forces have continued to develop a Network Enabled Capability. The Software Defined Radio (SDR) programme is the next evolution in this process. SDR will enhance the capability to deliver information to the commander, via numerous media, which will be presented on the DF Battlefield Management System.

In order to ensure the security, interoperability and availability of CIS Services the Director of Communication and Information Services is currently updating the DF Cyber Security Strategy.

INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

The Department's ICT Branch manages the provision of technical platforms and systems to enable staff to carry out their functions, with the maintenance and development of these being an integral part of the 2021 support programme.

The Department's five-year ICT strategy continued to be implemented during 2021 to address the complex challenges and changes in technologies, service delivery and the evolving security environment.

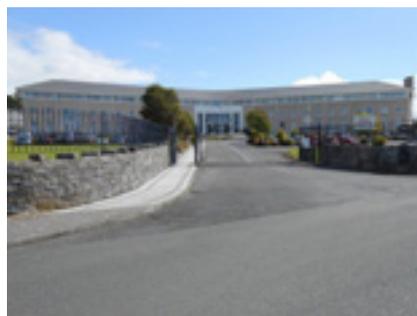
Throughout 2021 the Department continued to leverage solutions available through the Office of the Government Chief Information Officer's (OGCIO) 'Build to Share' and 'Government Cloud' initiatives.

In a recent staff survey, 94% indicated that they worked from home at least 1 day per week over the past 2 years.

DEPARTMENT OF DEFENCE IMPLEMENTATION OF eDOCS

After the Department's move to OGCIO and Build To Share (BTS) in late 2020, the next undertaking was to move the Department to an electronic records file management system and away from physical file creation. An eDocs migration project with OGCIO, approved by the Management Board, was commenced in early 2021 and will take up to 18 months to complete. The Management Board also approved a Records Management Policy in May 2021. By end of year, 80% of Department Branches have migrated to eDocs, this represents almost 60% of staff.

The process of appraising the 30 year plus departmental records backlog for release to the public via the Military Archives was commenced, with the Department's Archivist having established a programme of recall and sentencing of records in late 2021. This project, is expected to run for a number of years. When completed, it will enable more efficient access to the public records through the Military Archives and reduce the Department's reliance on the use of offsite storage for the maintenance of inactive records.





Section 2

Ensuring the Capacity to Deliver

STRATEGIC GOAL

Development and maintenance of capabilities

HLPPG OUTPUT AND MAJOR PROCUREMENT IN 2021

Throughout 2021, the HLPPG oversaw substantial progress, made through joint civil-military working, with the five-year Equipment Development Plan (EDP). The Plan provides strategic oversight and visibility to the equipment acquisition process, in terms of cost, schedule and capability development planning requirements for the Army, Air Corps and Naval Service. The EDP process provides governance for the prioritisation of defensive equipment procurement and ongoing review of equipment planning requirements in accordance with the Capability Development function that was prioritised in the White Paper Update 2019.

Further progress was made throughout 2021 on the multi-annual mid-life maintenance and upgrade programme in respect of the Army's fleet of MOWAG Armoured Personnel Carriers. When completed, this will extend the utility of the fleet and provide greater levels of protection, mobility and firepower and will seek to ensure viability of the fleet out to 2030. Over three quarters of the fleet have now been upgraded. The programme is due to complete in 2023. The acquisition of ammunition for training and overseas deployments continued throughout the year, including the placing of framework agreements for the purchase of medium calibre ammunition and small arms ammunition natures.

In late 2020, a contract was placed for 28 Armoured Utility Vehicles with Centigon France. Work on the acceptance/testing of these vehicles was undertaken in 2021 with 26 vehicles delivered in the second half of the year. A separate contract for two additional vehicles was placed in 2021. The final four AUV's are due for delivery during Q2 2022. These vehicles will more than double the existing fleet and will provide a level of protected mobility between the levels of soft-skinned light transport and heavier armoured vehicles.

Work on the Software Defined Radio project continued throughout 2021. This project provides for the replacement of existing Defence Forces communications infrastructure and will include enhanced interoperability and high bandwidth data transmission. A two-stage procurement process is progressing well with bench and field-testing of equipment from qualified tenderers underway.

Good progress was maintained through 2021 on the assembly of the two new Airbus C-295 Maritime Patrol Aircraft to replace the Air Corps' two CASA 235 Maritime Patrol Aircraft. The new aircraft are on schedule for delivery in 2023. When delivered, they will enhance the Air Corps' maritime surveillance capability and will provide a greater degree of utility for transport and cargo carrying tasks.

The Mid-Life Extension programme for the Naval Service vessel LÉ Roisín was completed during 2021 and a similar programme of works on LÉ Niamh commenced. Marine Advisers were appointed to assist the joint civil/military team in progressing the White Paper project to replace the Naval Service flagship LÉ Eithne with a new Multi-Role Vessel, enabled for helicopter operations and with freight carrying capacity.

The main transport related procurement in 2021 included the procurement of 70 three quarter tonne 4 x 4 vehicles, 30 4 X 4 Troop Carrying Trucks, eight electric saloons, eight electric stores vehicles, two electric utility vehicles, two artic tractor units, two 4 X 4 stores trucks, two tipper trucks, six stores vehicles, 15 training motorbikes, 15 minibuses, three grass cutting machines, three tractors and one material handler. Funding was also provided on an ongoing basis for the maintenance of vehicles in the military transport fleet, both at home and overseas.

In 2021 arrangements were made for the donation of two aircraft (a Cessna FR172H and a Fouga Magister) as static display pieces to the Ulster Aviation Society Museum, Lisburn, Northern Ireland. The Department is pleased to see these two aircraft, which represent a significant piece of Air Corps history, being put on public display.



PROPERTY MANAGEMENT AND MAJOR INFRASTRUCTURE INVESTMENT 2021

The Defence property portfolio consists of a diverse range of facilities from conventional military barracks to forts, camps, married quarters and training lands. At the end of 2020, the portfolio consisted of some 70 sites, including 14 permanently occupied military installations, together with lands comprising over 20,000 acres.

In January 2020, the first ever five year infrastructure programme for the Defence Forces was published. This Infrastructure Programme focusses on ensuring that the Defence Forces have the necessary infrastructure to enable them to undertake their roles. The Programme reflects the complex environment in which the Defence Forces operate and the corresponding need for appropriate infrastructure to provide for accommodation and training of personnel, maintenance and storage of equipment for land, sea and airborne operational requirements.

It is projected that over its five-year lifespan, some €145m will be invested to ensure that infrastructure is modernised in line with existing and future requirements. It is intended that the programme will be used as a planning tool and will be subject to joint periodic review throughout the lifetime of the White Paper.

In 2021, approximately €16m was spent on building works in military installations and barracks across the country under the capital element of the Defence Forces Built Infrastructure Programme. In addition, there is a programme of ongoing works to ensure the upkeep and repair of buildings and facilities generally for Defence Forces personnel. These works are treated as current expenditure under the Programme and the amount spent in 2021 amounted to some €8.8m.

The capital element of the Programme focused mainly on infrastructural projects comprising the construction of new buildings and the refurbishment of existing buildings and facilities. At the end of 2021, some €85m worth of capital projects were at various stages, from design, tender to construction, including the projects outlined below. This was a significant achievement for all concerned given the constraints of the pandemic.

- » Casement Military Medical Facility (Relocation of St. Bricins): €8m
- » Upgrade and refurbishment of two buildings at McKee Barracks, Dublin 7: €15m
- » Upgrade of Blocks 8 and 9 at the Naval Base, Haulbowline and construction/upgrade of Block 1 at Collins Barracks, Cork: €9.5m
- » Upgrade of Block 4 Accommodation, Haulbowline: €9m
- » Upgrade of Former USAC Block, Galway: €8.4m
- » New CIS Workshop Facility, Defence Forces Training Centre: €7.3m
- » ARW New HQ Building: €4.4m
- » Collins Barracks New Accommodation Block: €3.5m
- » Upgrade of the Oil Wharf and installation of Fire Detection and Firefighting System at the Naval Base, Haulbowline: €2.9m
- » Cadet School HQ, Defence Forces Training Centre: €2.8m
- » Provision of Electric Target Range and associated AMS installation, Defence Forces Training Centre: €2.2m
- » St Bricins Relocation - MAP and Dmed - former COS: €2.2m
- » Remediation of Spencer Jetty at the Naval Base, Haulbowline; €2.8m
- » Upgrade of underground services at Barracks, Casement Aerodrome, Baldonnell: €1m
- » Upgrade to Barracks HQ, McKee Barracks: €1m
- » DFTC Engineering Stores: €0.7m
- » Upgrade to waste and water services at Coolmoney Camp, Glen of Imaal, Co. Wicklow: €0.4m
- » Upgrade of Watermains and extension of Gas Main supply at Kilkenny Barracks: €0.4m
- » Central Heating Boiler Decentralisation, Dundalk: €0.4m
- » Gas, Watermains and Electrical Upgrade Works at Galway Barracks: €0.5m
- » Military Training Facility, No Danger Area Range, Kilworth, Cork: €0.49m
- » Military Training Facility, No Danger Area Range, Gormanstown, Meath: €0.45
- » Water and Gas Mains Upgrade Works at Finner Camp: €0.4m
- » Personnel Support Services Resource Centre, Camp Field, Collins Barracks, Cork: €0.364m
- » Casement Runway LED upgrade: €0.4m
- » Casement, Airfield Generators: €0.2m

MANAGEMENT OF THE CURRAGH PLAINS

The Curragh Plains are an important working facility for the Defence Forces, the horse racing industry and sheep owners availing of long established rights of pasture. The Plains are unique lands of national importance given the local ecology and long history, particularly that of the military use.

In December 2019 the Department of Defence and Kildare County Council agreed to procure the services of a multidisciplinary consultancy team to address a series of issues and identify opportunities for the improved management and presentation of the Curragh Plains.

In June 2020 The Paul Hogarth Company was appointed as consultants for the Curragh Plains Consultancy Study. The cost of the Study is €148,600 (ex VAT) and is co-funded by the Department and Kildare County Council.

The objectives of the Study are to deliver a:

- » Comprehensive Conservation Management Plan that will provide a framework for the future sustainable management of the Curragh Plains; and
- » An Interpretation/Branding Plan incorporating an orientation and wayfinding strategy that will deliver a visual identity for the Curragh Plains.

An on-line public consultation for the Study was completed in April 2021. This consultation was based on a survey which resulted in almost 3,700 responses from the public. The outcome of the survey is available on www.curraghplains.ie. It is anticipated that the Study will be completed in 2022.

DISPOSALS

The Department of Defence administers the Defence Property Portfolio (approx. 8,300 hectares) comprising of land and buildings at numerous locations throughout the country, being a mix of operational military facilities, training lands, married quarters, forts and other properties.

Since 1998, the Department of Defence has been engaged in an ongoing programme of barracks consolidation and the property portfolio is kept under continual review. This programme has resulted in the disposal of a range of properties that were identified as surplus to military requirements. In this regard, the sale of Mitchell Barracks in County Mayo concluded in 2021 for €600,000.

As set out in the White Paper on Defence, the Government has decided that 100% of receipts from property disposals are to be reinvested in the defence capital programme and necessary adjustments made in financial provisions.

CAPABILITY DEVELOPMENT PLAN

A joint civil-military project team, established as a result of a White Paper commitment, continued to work on the production of a Capability Development Plan with a view to completion of the project in 2022. When completed, this will underpin the capacity of the Defence Forces to continue to fulfil all roles assigned by Government.

REVIEW OF HIGH-LEVEL COMMAND AND CONTROL

Also arising from a commitment made in the White Paper, during 2021 a joint civil-military project team continued their review of high-level Command and Control pertaining to the Defence Forces. The project team produced a briefing paper for the Minister and also met with the Commission on the Defence Forces to discuss the work that had been undertaken as part of their review.

DEFENCE ENTERPRISE COMMITTEE

Arising from the completed White Paper projects, further developing the Defence Enterprise Initiative, and a separate Feasibility Study, a joint Civil-Military Research, Technology and Innovation Unit (RTI) was established in 2021.

During 2021, co-operation between the Defence Organisation and Enterprise Ireland continued through meetings of the Defence Enterprise Committee. The Defence Forces also continued to participate in two capability development related Horizon 2020 projects, CAMELOT and AI - ARC. CAMELOT was fully completed in 2021.

Horizon Europe is the EU's largest research and innovation programme to date with almost €95.5 billion of funding available over seven years (2021 - 2027). The Defence Organisation, with the support of Enterprise Ireland, will engage in Horizon Europe, where relevant to the Defence Organisation's capability development needs.

ARMY RANGER WING

A White Paper Project team was established to progress the capabilities of the Army Ranger Wing (ARW) by increasing the strength of the unit considerably. The work of the project team included extensive consultation with national and international stakeholders. The final report produced in 2020 is effectively a Framework Document outlining recommendations and options for consideration.

It is recognised that while fulfilment of the goal to considerably increase the strength of the ARW will take some time, the proposed structures, recommendations and options for consideration within the Framework Document provides a solid platform for the successful enhancement of the Defence Forces Special Operations into the future.

The options for consideration, as recommended by the Project Team, are currently being examined by a joint civil/military implementation group. Any recommendations in relation to the ARW (IRL-SOF) (Ireland - Special Operations Force) arising from the report of the Commission on the Defence Forces will also be examined as part of this work.

LEGISLATION

The Defence (Amendment) Bill completed its passage through the Houses of the Oireachtas during 2021 and was signed by the President on 9th November 2021. The new legislation includes provisions relating to overseas operations and the enlistment of minors, along with other amendments to the Defence Acts. In addition, the Defence (Amendment) Act 2021 provides for an enhancement of the role of the Reserve Defence Force in support of the Permanent Defence Force as well as removing the absolute prohibitions within the Defence Acts on members of the Reserve serving overseas.

There was ongoing work during the year on the Defence Forces (Evidence) Bill which is currently at Committee Stage in Dáil Éireann. Scoping work also took place in relation to the White Paper project to review, update and consolidate the defence legal framework.

Regarding secondary legislation, work continued during 2021, in conjunction with the military authorities, on the amendment and modernisation of various Defence Force Regulations made pursuant to the Defence Act 1954.

STRATEGIC GOAL

Efficient and innovative management of resources

FINANCIAL MANAGEMENT

Comprehensive details of Defence Vote expenditure and Army Pensions Vote expenditure during 2021 are provided at Sections 4.1 and 4.2 of this Report while Section 4.3 contains details of the volume of transactions processed.

In terms of compliance with Prompt Payment obligations, 99.72% of all payments made in 2021, within the Defence Sector, were paid within 30 days, with 83.12% of all payments being made within 15 days. Prompt Payment interest of €1,275.49 for late payments was paid on 86 invoices (totalling €97,800.29) in accordance with the Prompt Payment of Accounts Act 1997 (Late Payments in Commercial Transactions Regulations, 2002).

COVID-19 has continued to have an effect on all elements of the Defence Organisation in 2021 with additional unforeseen expenditure of over €10 million incurred in 2021. All additional expenditure was met from within the overall Defence Vote allocation for 2021. Prudent contingency planning and enhanced remote working facilities ensured that the Finance Branch was able to continue with the efficient processing of payments to suppliers, Defence Forces Personnel and Army Pensioners throughout 2021.

FINANCIAL SHARED SERVICES

Work on the Financial Management Shared Services (FMSS) programme concentrated on the Wave 1 client base and core common financial processing. It is expected that the first batch of client departments will go live in Q1 2022. As the Department of Defence is scheduled to migrate as part of Wave 2, and no date is available yet for this Wave, work has commenced to ensure we maintain the stability and resilience of our existing systems.

LITIGATION

The Department’s Litigation Branch manages cases taken against the Minister for Defence, including Personal Injuries Claims, Judicial Reviews, Plenary Summonses and Civil Bills. In doing so, the Branch works closely with both the State Claims Agency (SCA) and the Chief State Solicitor’s Office (CSSO).

Chart 2.1 and Table 2.1 provide details of the position in relation to all litigation cases handled during 2021.

FINANCIAL AND INVENTORY MANAGEMENT SYSTEM UPGRADE

A contract has been awarded to Fujitsu (Ireland) Ltd and work has commenced in replacing the technology and security architecture and upgrading the financial, inventory management and Defence Forces’ HR solutions. The first phase of this programme will ensure system reliability, security, modernisation, continued seamless support and provide a platform for continuous improvement by Q4 2022.

Chart 2.1
Details of Litigation Cases during 2021



Table 2.1
Details of Litigation expenditure during 2019, 2020 and 2021

| | CSSO | | | SCA | | | Other | | | Total | | |
|--------------------------------|------------------|------------------|----------------|------------------|------------------|------------------|---------------|--------------|---------------|------------------|------------------|------------------|
| | Employment | | | Personal Injury | | | Miscellaneous | | | 2019 | 2020 | 2021 |
| | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | | | |
| € | € | € | € | € | € | € | € | € | € | € | € | € |
| Settlements | 43,200 | 296,081 | 335,547 | 3,177,131 | 2,870,302 | 2,537,422 | - | - | - | 3,220,331 | 3,166,383 | 2,872,969 |
| Plaintiff Legal Costs | 1,149,496 | 747,703 | 453,170 | 862,458 | 1,723,800 | 1,079,285 | - | - | - | 2,011,954 | 2,471,503 | 1,532,445 |
| Medical Costs | - | - | - | 124,872 | 114,054 | 94,384 | - | - | - | 124,872 | 114,054 | 94,384 |
| Agency Solicitors Fees | - | - | - | 314,876 | 967,584 | 742,889 | - | - | - | 314,876 | 967,584 | 742,889 |
| Agency Counsel Fees | - | - | - | 570,108 | 179,604 | 224,781 | - | - | - | 570,108 | 179,604 | 224,781 |
| Injuries Board Assessment Fees | - | - | - | 10,668 | 5,400 | 13,200 | - | - | - | 10,668 | 5,400 | 13,200 |
| Miscellaneous Costs | - | - | - | 133,541 | 86,348 | 52,674 | 14,948 | 394 | 13,376 | 148,489 | 86,742 | 66,050 |
| DMP Legal Costs | - | - | - | - | - | - | 15,025 | 5,585 | 10,626 | 15,025 | 5,589 | 10,626 |
| Totals | 1,192,696 | 1,043,784 | 788,717 | 5,193,654 | 5,947,092 | 4,744,635 | 29,973 | 5,979 | 24,002 | 6,416,323 | 6,996,855 | 5,557,354 |



IRISH RED CROSS SOCIETY

The Department of Defence provides an annual grant-in-aid to the Irish Red Cross Society which is a contribution towards the salary and administration costs of running the Society's headquarters. The grant in 2021 amounted to €975,000 of which €130,000 represented the Government's annual contribution to the International Committee of the Red Cross.

In January 2021 the Irish Red Cross Society received €90,500 from the COVID-19 Stability Fund for Community and Voluntary Organisations, Charities and Social Enterprises. This was a second round of funding from this scheme which was introduced by Government in 2020 to provide financial assistance to charities following the outbreak of COVID-19. The Irish Red Cross received €200,000 under the scheme in 2020.

STRATEGIC GOAL

Develop our people and enhance planning for future HR requirements

PERMANENT DEFENCE FORCE STRENGTH

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

As of 31st December 2021, the strength of the PDF in whole time equivalent (WTE) posts stood at 8,468 personnel, comprising of 6,841 Army personnel, 751 Air Corps personnel and 876 Naval Service personnel.



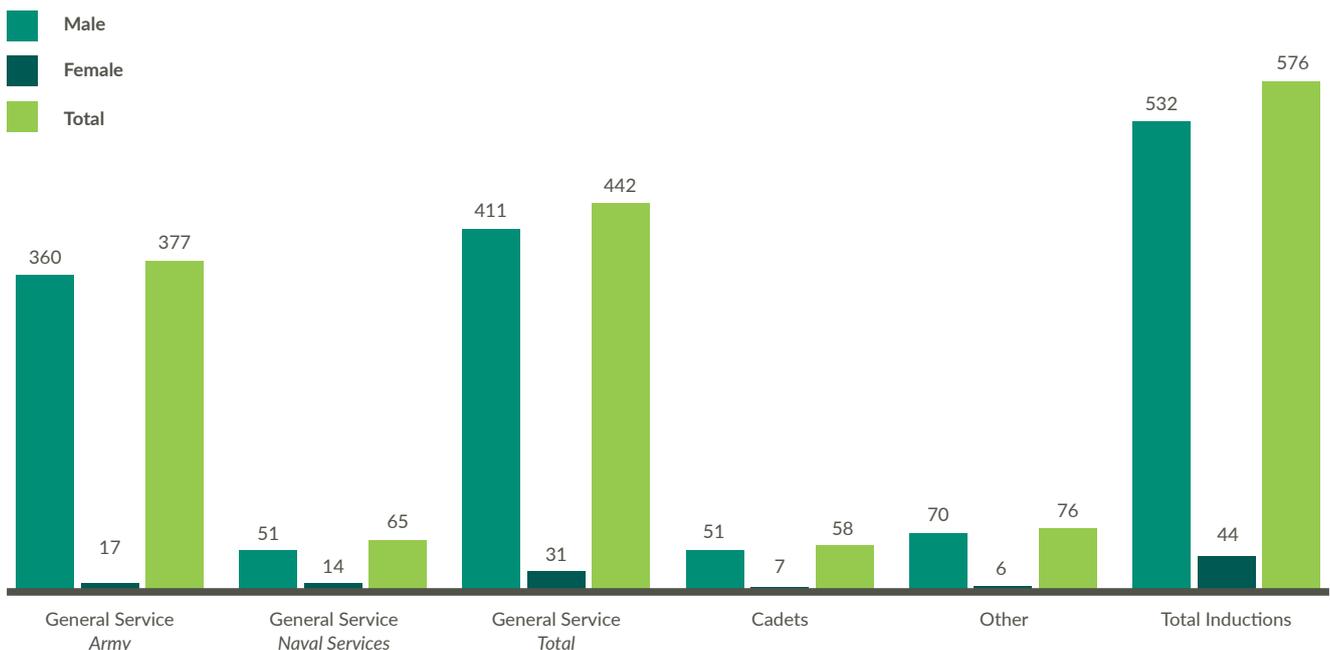
RECRUITMENT TO THE PERMANENT DEFENCE FORCE

In order to attract personnel to the Defence Forces, Recruitment and Competitions section engaged with the recruitment demographic (18 – 27 years) and pre-recruitment demographic (under 18 years) through various platforms. The physical platforms included recruitment events, job expos and school visits. There was also various virtual platforms engaged, such as online talks, an enhanced social media presence and through recruitment platforms such as LinkedIn and the Defence Forces website. From an advertising perspective, social media sponsored placements were used, video adverts appeared on YouTube, as well as adverts on radio and print media.

In terms of increasing the strength of the Defence Forces, two rolling recruitment competitions were maintained for both the Army and Naval Service in 2021. Further to these, fifteen other individual recruitment competitions were also successfully completed, including Cadetship competitions, Medical Officers and School of Music Instrumentalist, to name but a few.

The Defence Forces progressed inductions and training throughout 2021, taking public health guidelines into account. Recruitment in 2021 targeted General Service Recruits, Cadets, Air Corps Apprentice Aircraft Technicians and specialists for the Army, Air Corps and Naval Service. Overall, recruitment efforts in 2021 resulted in a total of 576 personnel being inducted as per Chart 2.2 below

Chart 2.1
Details of Inductions to the PDF in 2021



Excluding Air Corps Apprentices, Military Medicine Officers and Direct Entry Naval Officers.
Due to a shortfall in Apprentice applicants, the additional training capacity was used in the Air Corps to train GS recruits who had applied for the Army.





Measures Taken in 2021 to Address Recruitment and Retention Requirements

HIGH LEVEL IMPLEMENTATION PLAN: “STRENGTHENING OUR DEFENCE FORCES – PHASE ONE”

The Government has acknowledged the ongoing recruitment and retention challenges facing the Defence Forces and Civil/Military management continue efforts to help alleviate such challenges. A number of measures have been introduced and/or are being utilised, aimed at restoring/retaining capacity and boosting specialist numbers and these include:

A recruitment campaign specifically targeting Naval Service recruits was launched on 25th June 2021. In addition to traditional recruitment, Direct Entry was utilised for 13 recruitment competitions in the Defence Forces comprised of Medical Officers, Defence School of Music Instrumentalists, Band Conductor, Air Corps Aircraft Technicians, Motor Technician Fitters and eight competitions in the Naval Service - for Engine Room Artificers, Hull Artificers, Electrical Artificers, Radio/Radar Technicians, Chefs, Bridge Watch-keeping, Marine Engineering and Electrical Engineering. The scope of Direct Entry competitions was expanded in 2021 with the introduction of the new Air Corps Aircraft Technician competition and the Motor Technician Fitter competition.

Direct Entry terms and conditions were revised further to improve intakes. This revision included the age limit for Air Corps and Naval Service technicians being increased from 27 to 29 years of age and flexibility in respect of the starting point of the pay scale was introduced for Marine Engineering Officers and is being progressed for certain other Naval Service Specialists.



RETENTION OF PERSONNEL

The ongoing schemes allowing for the re-commissioning of former Officers and the re-enlistment of former enlisted personnel of the Permanent Defence Force have also assisted in addressing particular skills gaps. In 2021, one Officer (Air Corps) was re-commissioned while 34 personnel re-enlisted (Army 29, Air Corps 3, Naval Service 2).

Retention measures have included Service Commitment schemes in both the Air Corps and the Naval Service i.e.:

- » The Naval Service scheme was introduced in January 2021 and is aimed at retaining experienced personnel and incentivising sea going duties. Ninety-three applications have been approved by the Minister to date (72 from Enlisted Personnel and 21 from Officers).
- » The Air Corps scheme was implemented in 2019 and has had a stabilising effect on pilot numbers. A further iteration of the scheme was launched in December 2021 attracting six applications to date, bringing the total number of Officers availing of the scheme to 31.
- » A Naval Service Tax Credit, introduced in the 2019 Finance Act, to incentive personnel to undertake sea going duties, was increased to €1,500 for the 2021 tax year and has been further extended into 2022.

In addition to the measures outlined above, 15 projects were undertaken to facilitate the implementation of the Public Service Pay Commission (PSPC) Report on Recruitment and Retention. At the present time, most of these projects have been completed.

The immediate four recommendations relating to the restoration of certain PDF allowances and an increase in Military Service Allowance were all delivered on foot of their acceptance by the Representative Associations. Also completed are projects on enhanced professional military education, bespoke leadership training, development of a mental health and wellbeing strategy, non-pay retention measures, consideration of the provision of additional specialist posts in certain areas and a review of technical pay groups.

The Review of Pay Structures project was intended to examine pay structures in the Permanent Defence Force and to fall under the public service pay agreement “Building Momentum”. However, in the intervening period, one of the tasks set for the Commission on the Defence Forces was also to examine pay structures in the Permanent Defence Force. The recommendations of another project dealing with incentivised long service arrangements for certain Officer and NCO ranks, fell to be considered in the context of the sectoral bargaining element of “Building Momentum”.

The project examining Barriers to Extended Participation in the PDF was split into two phases. Phase 1 focussed on reviewing mandatory retirement ages for Officers and Phase 2 examined the contracts of service and mandatory retirement ages for enlisted personnel.

- » A review has been completed by civil and military staff. Their Report contains a number of recommendations for extension in service limits. The recommendations require consideration by the Department of Public Expenditure and Reform, concerning implications on costs and pensions.
- » In December 2021, agreement was secured with the Department of Public Expenditure and Reform which will allow for an extension in service limits for all Privates and Corporals to remain in service up to 50 years of age, subject to them meeting certain criteria including medical and fitness standards.
- » In addition, arrangements were also secured which will allow for Sergeants to continue to serve beyond 50 years of age. Details in relation to the proposal for Sergeants will be finalised following further discussions with the Department of Public Expenditure and Reform. The other recommendations in the review of barriers to extended participation in the PDF will be considered by the Department of Public Expenditure and Reform.
- » A project undertaking a review of recruitment in the PDF has been completed and approved. A further project on Workforce Planning is being progressed through the joint civil/military Strategic Human Resources Group.

MENTAL HEALTH AND WELLBEING

The Mental Health and Wellbeing Strategy for the Defence Forces 2020–2023 was launched by the Minister in December 2020. The aim of this strategy is to provide a coordinated and effective mental health and wellbeing support system for the personnel of the Defence Forces through the adoption of a series of measures between 2020 and 2023.

Its implementation is being overseen by the Defence Forces Mental Health and Wellbeing Standing Committee and builds upon the wide range of medical services and supports currently in place for members of the Defence Forces.

The Standing Committee has selected 15 milestones from the strategy for consideration. Each milestone has been allocated to a working group consisting of selected members of the Standing Committee and other key personnel and subject matter experts as required. Work plans have been created and the Working Groups report monthly to a full meeting of the Standing Committee.

Currently half of the milestones identified within the strategy are being addressed and it is expected that working groups will be stood up to address the remaining milestones during 2022. Some of the key milestones address issues regarding the support of families.

The Standing Committee will produce a report at the end of 2023 and will be in a position to develop a follow on Mental Health Strategy for 2024–2029, which will look to build on the progress achieved and ensure the effective delivery of mental health and wellbeing within the Defence Forces to the end of the decade.





FLYING OFFICERS SERVICE COMMITMENT SCHEME

An Air Corps Flying Officers Service Commitment Scheme was re-introduced in 2019, arising from the implementation of the Public Service Pay Commission's report on recruitment and retention in the Defence Forces. A total of 15 Flying Officers successfully applied for the scheme. The Scheme was launched again in 2020 and in 2021, with 10 and 6 Air Corps Flying Officers respectively applying to participate in the scheme, thus bringing the total number of Officers availing of the scheme to 31. The Scheme provides for an annual payment of just over €23,000 per annum to Flying Officers holding the ranks of Captain, Commandant or Lieutenant Colonel. Applicants in the rank of Colonel receive 50% of this amount. Under the terms of the Scheme applicants must commit to a three, five or eight year employment term. Payments for service commitments are made through staged annual payments. A terminal bonus payment is made to those pilots who commit to a full period of five years or eight years and in certain other limited circumstances.

SEA-GOING SERVICE COMMITMENT SCHEME

A Naval Service Sea-going Service Commitment Scheme was introduced with effect from 1 January 2021. The commitment is aimed at retaining Naval Service personnel who have accrued an appropriate level of service and experience and incentivising those personnel to undertake sea going duties. It is one of a number of measures aimed at addressing retention issues in the Naval Service. In order to be eligible for the Scheme, personnel must have three years' service, be in the rank of Able rating or above (in the ranks of enlisted personnel), or Ensign and above (in the rank of Commissioned Officer) and be serving in a seagoing appointment.

The Scheme requires individuals to give an undertaking to serve for an aggregate of twenty four months at sea and undertake a minimum number of patrol days during the sea-going periods, over a maximum forty eight month reference period. Individuals are required to undertake a minimum of sixty patrol days in each six month sea-going period to qualify for staged payments. All applicants at the time of application must be commencing/undertaking sea-going duties and commit to the service undertaking. The payment for the entire service commitment is €10,000.

A total of 103 applications for participation in the Sea Going Service Commitment Scheme have been approved by the Minister.

TAX CREDIT FOR SEA-GOING NAVAL PERSONNEL

A special tax credit was introduced in the 2019 Finance Act to incentivise sea going duties. A sea going naval personnel tax credit of €1,270 was applied in the 2020 tax year for members of the Naval Service who served 80 days or more at sea on board a naval vessel in 2019. This tax credit has been increased to €1,500 for the 2021 tax year and has been extended to the 2022 tax year.

SCHEMES TO REJOIN THE PERMANENT DEFENCE FORCE (PDF)

Re-enlistment Scheme

In April 2020, a scheme was launched to re-enlist former Permanent Defence Force (PDF) enlisted personnel. The focus of the scheme is on those former PDF personnel with particular skillsets identified by the Chief of Staff which are not available within the Defence Forces.

The re-enlistment of former personnel with the relevant skills and experience is one of the many actions being pursued to address skills shortages in the PDF. The scheme provides a means to facilitate the re-enlistment of suitably qualified former enlisted members of the Defence Forces to fill such critical technical positions. Under the terms and conditions of the scheme, which were agreed with the Representative Association for enlisted ranks, PDFORRA, the scheme allows for initial re-enlistment for a minimum of six months and up to three years and the duration of the re-enlistment offered depends on the vacancies that exist. An extension to the period of enlistment may be offered to the individual concerned, subject to the

recommendation of Chief of Staff to the Minister as to the suitability of the applicant in terms of continuing to address a deficiency in military capability or expertise in the PDF and a suitable vacancy existing in the establishment.

During 2021, 105 applications for re-enlistment were received and 45 candidates were approved by the Minister on foot of recommendations from the Chief of Staff, 34 of which were attested throughout the course of the year. Further recommendations from the Chief of Staff for the Minister's consideration are expected in 2022. Unfortunately, some applicants did not meet the criteria for re-enlistment, with many exceeding the maximum age limit for service in the Permanent Defence Force i.e. 50 years for ranks up to and including sergeant and 56 years for senior NCOs. In total, 104 candidates have been approved by the Minister since the re-enlistment scheme began and 78 members have been attested under the terms of the scheme.

Recommissioning Scheme

There have been particular challenges with vacancies in certain specialist officer posts such as Pilots, Air Traffic Controllers and certain Technicians.

One of the measures to address such shortages is the scheme to re-commission former Air Corps officers, which was launched in 2019. There is also scope to re-commission officers in other specialist streams across the Defence Forces, if shortages exist.

The terms and conditions for the recommissioning scheme include the provision that the re-commissioning of former officers of the PDF, including in the Air Corps, shall only be considered in specific circumstances where the Chief of Staff has

identified a deficiency in personnel, military capability or expertise in the PDF, that cannot be resolved in a sustainable or timely manner from within existing personnel resources.

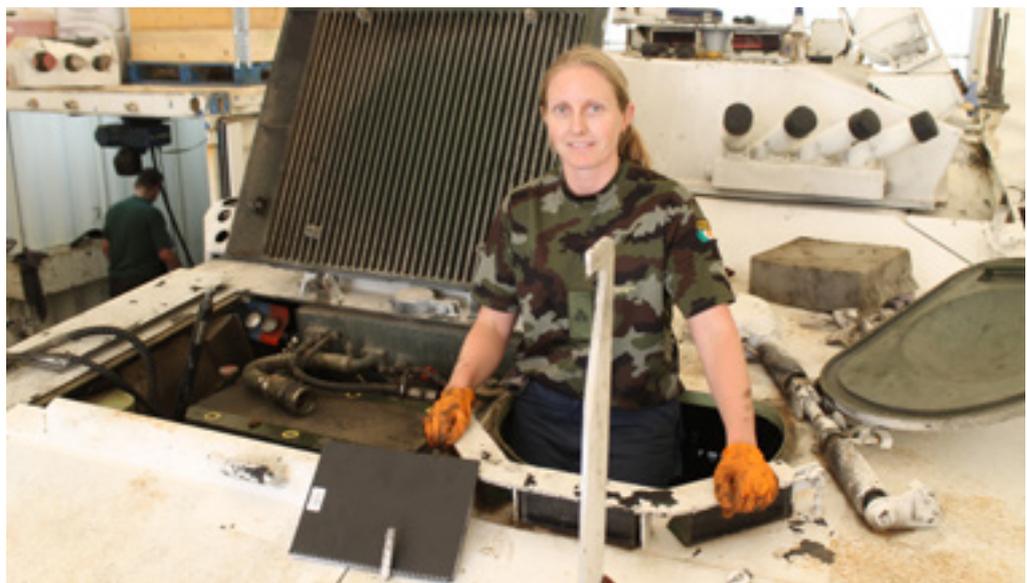
Recommissioned officers are offered a short service commission for a period of three years and in that period they cannot compete for promotion, nor will they block a promotion opportunity for existing Officers. Subject to vacancies, the recommissioned Officers may be offered a substantive appointment after three years if the requirement for the particular skill set still exists.

During 2021, four applications were received under the terms of the Recommissioning scheme with one officer recommissioned on foot of a recommendation from the Chief of Staff. Since the launch of the scheme in 2019, a total of 64 applications have been received, of which 14 officers have been recommissioned into the Air Corps, one officer into the Naval Service and three Officers to the Army, bringing the total number of recommissioned officers at year-end to 18.



FEMALE PARTICIPATION IN THE PDF

The strength of females in the PDF at 31st December 2021 was 598 Whole Time Equivalent (WTE) personnel comprising of 488 Army personnel, 39 Air Corps personnel and 71 Naval Service personnel. This represents 7.06% of the current (WTE) strength of 8,468.



RESERVE DEFENCE FORCE STRENGTH

The Reserve Defence Force (RDF) is comprised of the Army Reserve (AR), the Naval Service Reserve (NSR) and the First Line Reserve (FLR). The Government recognises the important role that the three elements of the RDF play in contributing to Ireland's defence capability. The White Paper on Defence is clear that there is a continued requirement to retain and develop the RDF.

The regulatory establishment of the Army Reserve (AR) and Naval Service Reserve (NSR) is 4,069 personnel, as provided for in Defence Force Regulation CS4. The primary role of the RDF is to augment the PDF in crisis situations and to contribute to State ceremonial events.

The FLR is comprised of former members of the PDF who have undertaken to, either voluntarily or on foot of a contractual commitment, complete a period of service in the FLR. The Army Reserve (AR) and Naval Service Reserve (NSR) consist of individuals, from a broad variety of backgrounds, who have voluntarily committed to complete a period of military service.

At the end of 2021, the strength of the Reserve Defence Force was 1,760 personnel consisting of:

First Line Reserve:

271 personnel; (comprising 134 Army, 113 Naval Service, and 24 Air Corps)

Army Reserve:

1,373 personnel

Naval Service Reserve:

116 personnel.

The ability to conduct RDF inductions during 2021 was severely impacted by the COVID-19 public health pandemic. Nevertheless, 41 additional new members were inducted during the year, 29 of which were inducted into the Army Reserve (AR) and 12 into the Naval Service Reserve (NSR). Regarding a gender breakdown of these statistics, three female candidates were inducted into the AR while one female candidate was inducted into the NSR.

The Government remains committed to on-going recruitment to the RDF and several initiatives in this regard continued during 2021, involving the use of social media, the Defence Forces Press Office, outreach activities by RDF members, and use of PDF exit interviews which provided information on applying to the RDF.

Additionally, measures have been considered by the military authorities with a view to streamlining elements of the induction process. The outcome of a pilot initiative in this regard is awaited and will further inform next steps in 2022.

The independent Commission on the Defence Forces, which reported in February 2022, is expected to include proposals on the role and contribution of the RDF as part of its Terms of Reference, including its legislation, the regulations governing the RDF, the development of the First Line Reserve (FLR) and whether specialists from the RDF should be able to serve overseas.

RESERVE DEFENCE FORCE REPRESENTATIVE ASSOCIATION (RDFRA)

During 2021, RDFRA met the Minister for Defence twice, appeared before the Joint Committee on Foreign Affairs and Defence, made two presentations to the Commission on the Defence Forces, and held a number of meetings with the Secretary General and Senior Officials, the Chief of Staff, the Assistant Chief of Staff, General Officers Commanding (GOCs) 1 Bde, 2 Bde and DFTC, and FOCNS. Primarily, discussions with the Minister and officials concerned the re-alignment of RDF pay to the correct rates and

the repayment of arrears, the drafting of a new Defence Forces Regulation R5, improvements to RDF recruitment, and matters arising from the Defence (Amendment) Bill 2020.

FEMALE PARTICIPATION IN THE AR AND NSR

As of 31st December 2021, a total of 199 women are members of the Army Reserve (AR) and Naval Service Reserve (NSR), representing over 13% of the combined effective strength of both services.

TRAINING AND EDUCATION OUTPUTS DURING 2021

The primary focus of the Defence Forces, when not on operations, is training and education. During 2021, these activities continued to be central to retaining and developing capability. Table 2.2 below summarises the outputs delivered by the Defence Forces' Training and Education Branch during the year.

Table 2.2
Details of Training Courses completed during 2021

| | Instructor Courses | Skills Courses | Career Courses | Other Courses | Totals |
|--|--------------------|----------------|----------------|---------------|--------|
| Number of Courses completed in Defence Forces training installations | 23 | 743 | 38 | 842 | 1,646 |
| Number of Students | 216 | 7,682 | 712 | 16,865 | 25,475 |

* Other courses are the type that are completed annually e.g. Manual Handling and COVID-19 awareness briefings.

Career progression in the Defence Forces is facilitated by successful completion of the relevant primary career progression courses. During 2021, a total of 467 personnel completed 20 primary career progression courses across a range of areas, as illustrated hereunder in Table 2.3.

Table 2.3
Details of Primary Career Courses conducted

| Course Title | No. of Courses | No. of Students |
|--|----------------|-----------------|
| Potential NCO (Naval Service) | 1 | 28 |
| Potential NCO (Army) (1 Course ongoing) | 2 - 1 ongoing | 82 |
| Potential NCO (Air Corps) Mod 1 | 1 | 29 |
| Potential NCO (Air Corps) Mod 2 | 1 | 27 |
| Junior NCO Logistics Course | 1 | 37 |
| Standard NCO Course (Naval Service) | 1 | 21 |
| Standard NCO Course (All Corps) | 5 | 57 |
| All Arms Standard NCO Course | 2 | 85 |
| Young Officers Course (All Corps) | 4 - 2 ongoing | 50 |
| Land Command and Staff Course | 1 - ongoing | 29 |
| Joint Command and Staff Course (Ongoing) | 1 - ongoing | 22 |
| Totals | 20 | 467 |

RECRUIT INDUCTION TRAINING

In 2021, a total of 576 Permanent Defence Force (PDF) and 41 Reserve Defence Force (RDF) recruits were inducted into the Defence Forces. A total of 34 personnel re-enlisted in the Defence Forces in 2021.







IRELAND





Table 2.4

Details of Recruit Induction Training by formation and service during 2019, 2020 and 2021

| | PDF* | | | RDF | | |
|--------------------------------|------------|------------|------------|-----------|-----------|-----------|
| | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 |
| 1 Brigade | 210 | 131 | 153 | 36 | 40 | 17 |
| 2 Brigade | 175 | 155 | 211 | 26 | 22 | 12 |
| Defence Forces Training Centre | 0 | 28 | 0 | 13 | 0 | 0 |
| Naval Service | 102 | 60 | 65 | 17 | 7 | 12 |
| Air Corp | 0 | 11** | 13** | 0 | 0 | 0 |
| Totals | 487 | 385 | 442 | 92 | 69 | 41 |

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

** Due to a shortfall in Apprentice applicants, the additional training capacity was used in the Air Corps to train GS recruits who had applied for the Army.



TRAINING FOR OVERSEAS

Throughout 2021, the conduct of essential Pre-Deployment Training, for both units and individuals being deployed to overseas missions, (e.g. UNIFIL, UNDOF and EUTM Mali), was coordinated by Defence Forces' Training and Education Branch in collaboration with the Military College in the Defence Forces Training Centre (DFTC) and assisted by the lead formation.

Four Mission Readiness Exercises were conducted for larger troop deployments to UNIFIL and UNDOF involving 949 troops in order to certify minimum capability and competence prior to deployment. A further four Overseas Qualification Courses were conducted for 61 personnel who deployed on smaller Missions.

The Defence Forces also engaged in external and foreign training and education activities during 2021 to facilitate organisational learning and to ensure that training, education and capability development gaps are identified and addressed. In total, the Defence Forces participated in 83 on island activities during 2021, involving 271 personnel and a further 62 foreign activities involving 131 personnel (the latter figure is up on previous years). This engagement helps to ensure that the Defence Forces remain up-to-date with regard to best international practice in terms of military thinking and expertise, and ensures that the Defence Forces remain interoperable both at home and overseas.



RESERVE DEFENCE FORCE (RDF) TRAINING

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

The funding available for RDF training in 2021 was maintained at a level to support planned training. A total of 15,066 man-days were utilised during 2021 by 729* RDF members. This can be subdivided further as detailed in Table 2.5 below: 692 personnel completed 13,365 standard training days in pursuit of professional development through career courses, continuous professional development seminars and participation in integrated exercises as part of the Single Force concept; 89 personnel completed 1,025 deployed COVID-19 duty days; and 105 personnel completed 676 RDFRA-related days.



* A number of reservists completed standard training and COVID-19 duty and/or RDFRA related days. Duplicate names have been removed from the total number.

Table 2.5
Reserve Defence Force Training

| | No. of Reservists Paid | Total No. of Man-days |
|-------------------|------------------------|-----------------------|
| Standard Training | 692 | 13,365 |
| Deployments | 89 | 1,025 |
| RDFRA | 105 | 676 |

LEADERSHIP, MANAGEMENT AND DEFENCE STUDIES PROGRAMME

During 2021, the Leadership, Management and Defence Studies (LMDS) Programme for enlisted personnel continued to develop and to be a source of significant success for the Defence Forces and its members. 216 personnel were conferred with awards achieved under the LMDS programme in 2021 by the Institute of Technology (IT) Carlow, including 123 with a Higher Level Certificate in LMDS (Level 6), 76 with a Minor Award in LMDS (Level 7), 16 being conferred with a BA LMDS (Logistics) (Level 7) and 1 being conferred with a BA (LMDS) (Level 7). This brings the total number of personnel conferred with awards by IT Carlow relating to the LMDS Programme to 1,618 since its inception in 2012.

The Defence Forces' Training and Education Branch continues to promote the benefits of the Programme among soldiers, sailors and aircrew of 3* Private rank and to attract them to join the LMDS Programme. In 2021, the total number of Defence Forces personnel who have joined the Programme rose to 4,695. DF Officers continued to participate in the collaborative LMDS programme with Maynooth University in 2021. In total 148 Awards were conferred by Maynooth University, i.e. 75 Special Purpose Awards at Level 7 (LMDS) associated with Cadet Training, 57 Level 8 Higher Diplomas in Leadership and Contemporary Security associated with the Land Command and Staff Course and 16 MAs (Level 9 - LMDS) associated with the Third Joint Command and Staff Course.



The National Maritime College of Ireland conferred Leadership, Management and Naval Studies awards, at Level 6, to 26 personnel and Bachelor of Nautical Science Degrees at Level 7 to four Officers.

In addition, 17 students were conferred with a Level 6 Certificate in Introduction to Fire Service Operations by IT Carlow. Four Officers are scheduled to be conferred with a Masters of Engineering Award (Level 9) through the Ordnance Corps Young Officers Course. 13 Officers were conferred in 2021 with Bachelor awards (Level 8) on completion of their studies as part of the Third Level Officer Education Scheme and 113 Officers are currently enrolled in this scheme across 11 Universities and Institutes of Technology.





TRAINEE TECHNICIAN, APPRENTICESHIP AND OTHER TRADE SCHEMES

During 2021, a total of 30 personnel qualified under the Trainee Technician Scheme (TTS). Successful trainees comprised of 12 CIS Corps students (Level 7), four Ordnance Corps Students (Level 7), eight Transport Corps students (Level 6) and six Engineer Corps students (Level 6).

583 students have now qualified under the Army TTS since 2000. At the end of 2021, there are 252 TTS students, drawn from the CIS, Transport, Engineer, the Ordnance corps and the DF Printing Press in training, across 28 training locations.

Within the Naval Service (NS) during 2021, 15 personnel successfully qualified under the Naval Service Trainee Technician Scheme with five personnel being awarded a National Trade Certificate (Level 6) and ten personnel being awarded a Level 7 Bachelor of Engineering from Munster Technological University.

Within the Air Corps during 2021, 15 Air Corps apprentices were awarded a Bachelor of Engineering (Level 7) from TUD upon completion of their apprenticeship as Aircraft Technicians.

In addition, 17 graduates from the Defence Forces' School of Catering received Level 5 Quality and Qualification Ireland (QQI) accredited awards on completion of the Young Entry Cooks Course.

MEDICAL SERVICES REVIEW

The Joint Standing Committee on Medical Service delivery is tasked with advancing the development of a sustainable integrated medical service and addressing the appropriate means of delivering key medical capabilities. Progress was made on a number of fronts during 2021.

A review of the Dental Service was completed in 2021 and its recommendations will be considered and implemented as appropriate. Reviews of the Army Nursing Service, Pharmacy and Physiotherapy services will be progressed in 2022.

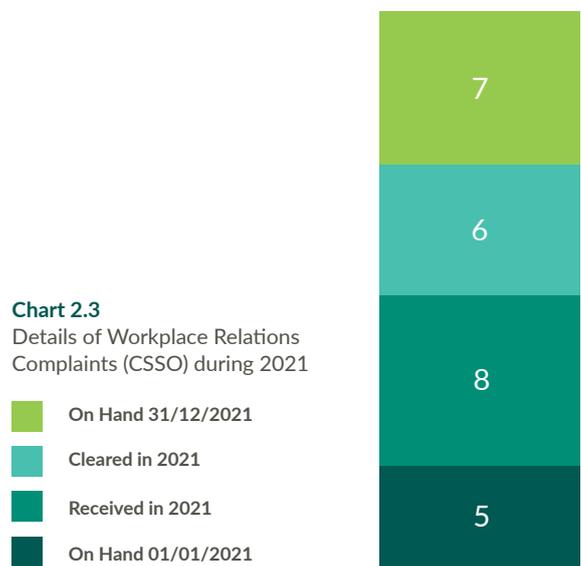
In line with a Programme for Government commitment to ensure that all enlisted members of the Defence Forces have the same access to health care as Officers, a civil/military Working Group has been established to examine the extension of private healthcare to enlisted personnel, including estimating the likely costs involved and the most effective means of service provision. Work has been ongoing throughout 2021, and the Group is due to present its final report in early 2022.

WORKPLACE RELATIONS COMMISSION COMPLAINTS

The Department's Defence Forces Personnel Policy Branch manages cases taken against the Minister for Defence to the Workplace Relations Commission and Labour Court. In doing so, the Branch works closely with the Chief State Solicitor's Office (CSSO).

All of the Workplace Relations complaints were from members of the Defence Forces. Three of these cases were from the same individual and one of these, though made up of two parts, was counted as one, and were settled through mediation. One case was withdrawn, and the Workplace Relations Commission deemed lack of jurisdiction in the other two cases, one of which was appealed to the Labour Court, where this decision was upheld.

Chart 2.3 provides details of Workplace Relations Complaints (CSSO) during 2021



CONCILIATION AND ARBITRATION

A scheme of Conciliation and Arbitration (C&A) for members of the PDF provides a formal mechanism for the Representative Associations, i.e. Representative Association for Commissioned Officers (RACO) and Permanent Defence Force Other Ranks Representative Association (PDFORRA) to engage with the Official side on matters which come within the scope of the scheme.

REVIEW OF THE CONCILIATION AND ARBITRATION SCHEME FOR PDF MEMBERS

A revised Conciliation and Arbitration scheme for members of the PDF came into effect from January 2020. The revised scheme which was agreed by all parties to the Scheme incorporates the recommendations from the review of the Scheme completed in 2018.

One of the recommendations arising from the Review was that the Chairperson of Council should be independent of the parties. Mr Declan Morrin was appointed as the independent Chairperson in March 2020.

REPRESENTATIVE ASSOCIATION OF COMMISSIONED OFFICERS (RACO)

During 2021, RACO lodged two new claims at Conciliation Council. There were six meetings of Council, six Pay and Allowance sub-committee meetings, and one Induction sub-committee meeting. No Conciliation Council reports were signed with RACO in 2021. The Minister and the Secretary General attended one meeting with RACO in 2021.

PERMANENT DEFENCE FORCES OTHER RANKS REPRESENTATIVE ASSOCIATION (PDFORRA)

PDFORRA did not lodge any new claims at Conciliation Council during 2021. There were six meetings of Council, five Pay and Allowance sub-committee meetings, and one induction sub-committee meeting during the year. Four Agreed Conciliation Council reports were signed with PDFORRA in 2021, including:

- » Introduction of an Overpayments Policy in respect of Permanent Defence Force Personnel
- » Claim seeking ex-gratia payment for members of 115 Infantry Battalion UNIFIL - Loss of Leave
- » Claim Seeking Ex-Gratia Payment for Members of 116 Inf Bn UNIFIL - Quarantine Period
- » Working Time Directive - Past Work Practices - Fire Picket Duties and Duty Coxswain.

The Minister and the Secretary General met with PDFORRA three times in 2021.



REVIEW OF TECHNICAL PAY GRADES 2-6

The review of technical pay in the Defence Forces was provided for in the Public Service Agreement 2010-2014 (Croke Park Agreement). The purpose of the review, in the context of the agreement, was to rationalise existing technical pay arrangements and consider if the requirements could be met in a more cost effective manner. A review of Technical Pay Group 1 was conducted in 2014 and came into effect at the beginning of 2015. While the review of Technical Grades 2-6 was underway, the recommendation from the Public Service Pay Commission on the review, which related to retention of personnel, was substantially different to the focus of the original review.

The Public Service Pay Commission recommended that the review of Technical Pay Groups 2 - 6, be completed at the earliest opportunity, without compromising the Public Service Stability Agreement. An initial report (October 2019) and final report (January 2020) were completed. The approach to implementing the findings of the review of Technical Grades 2-6 was the subject of extensive engagement with the Department of Public Expenditure and Reform. At the conclusion of that process the Minister for Public Expenditure and Reform on 25th May 2021 conveyed sanction for the implementation of the findings. Discussions are at an advanced stage with PDFORRA regarding the application of the recommendations, and the process and timelines for implementation.

PUBLIC SERVICE PAY PENSIONS ACT (2017)

2021 saw the final element of the Public Service Pay Pensions Act (2017) being implemented. The Financial Emergency Measures in the Public Interest Acts (FEMPI) Pay Restoration as part of this agreement occurred on 1st July 2021 to certain personnel in the Permanent Defence Forces. This concerned ranks earning between €68,000 and not more than €150,000 who will see their salary return to the level it was at in September 2008.

BUILDING MOMENTUM: A NEW PUBLIC SERVICE AGREEMENT 2021-2022

Negotiations on a new public service agreement were held in late 2020 with public service trade unions and representative associations. A new agreement '*Building Momentum – A New Public Service Agreement 2021–2022*' has subsequently been ratified by the overwhelming majority of public sector unions. Following a ballot of their members the Permanent Defence Force Representative Associations, namely RACO and PDFORRA, formally notified the Workplace Relations Commission (WRC) of their intention to comply with this agreement.

In return for ongoing reform and productivity measures the agreement provides for further increases in pay to all public servants, including members of the Defence Forces. This agreement includes the following increases:

- » A general round increase in annualised basic salary for all public servants of 1% or €500, whichever is greater, on 1st October 2021.
- » The equivalent of a 1% increase in annualised basic salaries to be used as a Sectoral Bargaining Fund, in accordance with Chapter 2 of the Agreement, on 1st February 2022. RACO have voted for a general 1% increase across pay and allowances for Commissioned Officers, at this time. PDFORRA opted for a 1% increase on basic pay, MSA and Tech Pay, the remaining fund available will be utilised for Sectoral Bargaining purposes.
- » A general round increase in annualised basic salaries for all public servants of 1% or €500, whichever is greater on, 1st October 2022.

WORKING TIME DIRECTIVE

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

The Working Time Directive (WTD) recognises the unique nature of certain military activities and allows for derogations and exemptions of such activities. A significant amount of work has been undertaken by civil and military management in determining the military activities that fall within the scope of the Directive. It is determined that while some activities may qualify for exemption or derogation under WTD provisions, a high percentage of the normal everyday work of the Defence Forces is already in compliance with the Working Time Directive.

Deliberations on these matters continued during 2021 and consideration and finalisation of the joint management position on the wider implementation of the Directive reached an advanced stage. Legal interpretation of the Directive continues to evolve and recent European case law relating to military service is also informing the deliberations of civilian and military management in this regard. These will also inform the approach to be taken by the Department of Enterprise, Trade and Employment, who are responsible for developing the appropriate legislative mechanism to remove the blanket exemption for the Permanent Defence Force from the provisions of the Working Time Directive and to further provide for any exemptions and derogations so required.

A subcommittee of the Defence Conciliation and Arbitration Council (comprising of the Representative Associations, military and civil management) has been established to discuss, where appropriate, matters relating to implementation of the Working Time Directive. Discussions with the Defence Forces Representative Associations will continue to be undertaken, through this forum, as the current work evolves.

GENDER, EQUALITY AND DIVERSITY IN THE DEFENCE FORCES

Throughout 2021 the Gender Adviser cell within the Defence Forces has continued to work in accordance with the Defence Forces Third Action Plan for the Implementation of UNSCR 1325 and Related Resolutions. The Third Defence Forces plan articulates the organisation's priorities for the implementation of the Women, Peace and Security agenda. It aims to build upon and effectively capture achievements to date, as well as pave the way for future developments in respect of the wider Women, Peace and Security sphere. The third iteration of the Defence Forces action plan has three key priorities spanning the life of the plan, namely reinforcing initiatives already in place whilst aiming to capture their effectiveness, the consideration of the effects of harmful masculinities and discriminatory gender norms and the development of Defence Forces processes addressing Sexual Exploitation and Abuse and Gender Based Violence.

In response to allegations of unacceptable behaviour in the workplace, the Minister and Secretary General met with both serving and former members of the Defence Forces in September 2021, who courageously shared their experiences of service within the Permanent Defence Force. Following these meetings the Minister acknowledged that the culture that pervades, and the application of the current policies, systems and procedures in place for dealing with bullying, harassment, discrimination, sexual harassment and sexual assault have not, and are not, serving all Defence Forces personnel well.

On foot of further engagements with both serving and former members of the Defence Forces and a number of other stakeholders, including the Women of Honour Group, the Permanent Defence Force Other Ranks Representative Association (PDFORRA), the Representative Association of Commissioned Officers (RACO) and the Reserve Defence Force Representative Association (RDFRA) and with a further group of the original Women of Honour Group - the Men and Women of Honour Group, the Minister committed to an externally-led Independent Review to carry out a robust examination of the systems, policies, procedures and workplace culture with a view to ensuring a safe workplace underpinned by dignity and equality for all members of the Defence Forces.

In October 2021, the Minister introduced a number of interim support measures for people affected by these issues. A Confidential Contact Person (CCP) was appointed through *Raisea concern*, an organisation working with private sector and public bodies on issues relating to workplace wrongdoing, to assist serving and former members of the Defence Forces and to provide a safe place to support the reporting of alleged wrongdoing on a confidential basis.

The INSPIRE confidential counselling helpline, was made available on a 24/7 basis for all serving members of the Defence Forces, was made available to anyone who contacted the CCP.

In addition, the services of the Dublin Rape Crisis Centre (DRCC) were provided as being available for both serving and former personnel who have suffered sexual harassment, sexual assault, or rape, in the workplace, while the Defence Forces Personnel Support Service continues to offer advice and support.

The Minister, cognisant of the trauma experienced by victims of sexual assault, has consistently urged persons who are affected by such incidents of a potentially criminal nature, to contact An Garda Síochána without delay, as they have the competency and skills to investigate such matters.

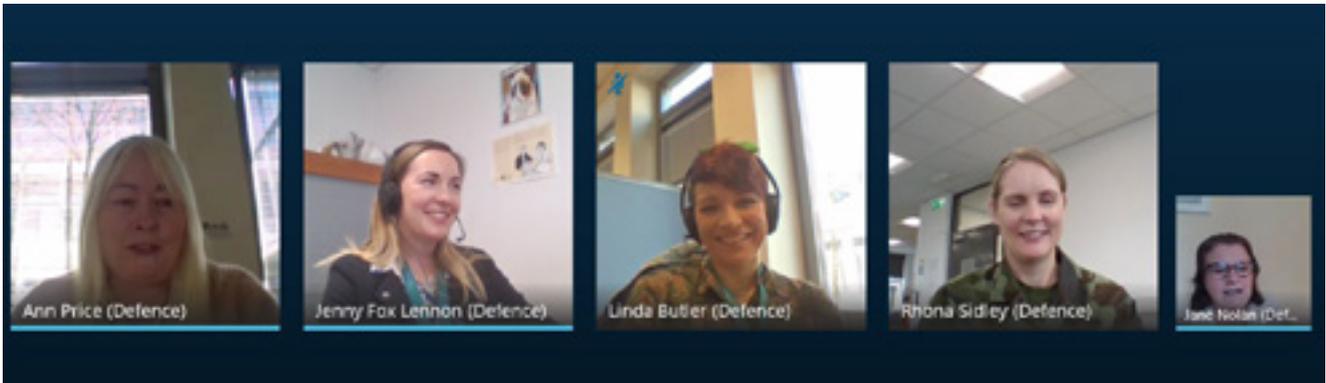
The Defence Forces initiated a Response Team who carried out briefings in all military installations, reinforcing the importance of a positive organisational culture. An Organisational Culture Standing Committee (OCSC) was established in order to drive and coordinate the process of cultural change within the Defence Forces.

Work continued during 2021 on relevant White Paper Projects; one of the main focuses being White Paper Project 56 - 'Survey to identify impediments to the advancement of women in the PDF'. The responses to this survey are currently being analysed. In addition, in 2021, the Defence Forces Working Group on increasing the strength of female personnel within the organisation reported its findings. A standing committee has been stood up to implement recommendations from this report. The recommendations of the Defence Forces Working Group on increasing female strength fall under three headings, namely: Recruitment and Selection, Training and Retention. Following consideration of this Report, the General Staff have directed the establishment of a

Standing Working Group (SWG) to monitor and advise on the implementation of these recommendations. This Standing Working Group meets regularly to this end and incremental progress has been made in some areas, including for example with respect to the publication of a female specific recruitment strategy, review of Defence Forces Regulations in relation to hairstyles and female representation on the Female Clothing Committee.

International online training courses have been conducted throughout 2021. Although COVID-19 has had an effect with respect to international in person courses, the Defence Forces participated in number of online courses. Six personnel successfully qualified as a Military Gender Adviser, seven personnel gained the Gender Focal Point qualification and two personnel successfully completed the Human Security course.

With regard to wider diversity and inclusion, Defend with Pride, the Defence Forces' LGBT+ Network continued to support LGBT+ personnel within the organisation. The group also briefed the Commission on the Defence Forces. Work is ongoing by the joint civil-military working group established in 2019, to progress the development of a Transgender Employment Policy for the Defence Forces. Throughout 2021, the Defence Forces has contributed to OPS 2020 Action 16 on Diversity and Inclusion, and continues to sit on the committee for the implementation of the National LGBT+ Inclusion Strategy and the 30% Club Public Sector Network. Following Patricia McBride's external review of the Defence Forces Diversity and Inclusion Strategy in December 2020, the implementation plan is currently in development.



DEFENCE WOMEN'S NETWORK

The Defence Women's Network (DWN), a joint civil/military initiative was established in 2021.

The DWN welcomes anyone working in or for the Defence Organisation (Irish Defence Forces and Department of Defence), who identifies as a woman, including those operating on a temporary or reserve basis.

In the course of 2021 a number of civil and military personnel kindly offered to form a Committee and this Committee underwent extensive training using an external consultant. A Defence Women's Network Charter and comprehensive calendar of events was created. This robust and inclusive calendar of events will continue throughout 2022 and has the support of both the Secretary General and the Chief of Staff.

The committee is delighted with the level of participation and collaboration from all parts of the Organisation and excited to continue this important work in the coming months and years.

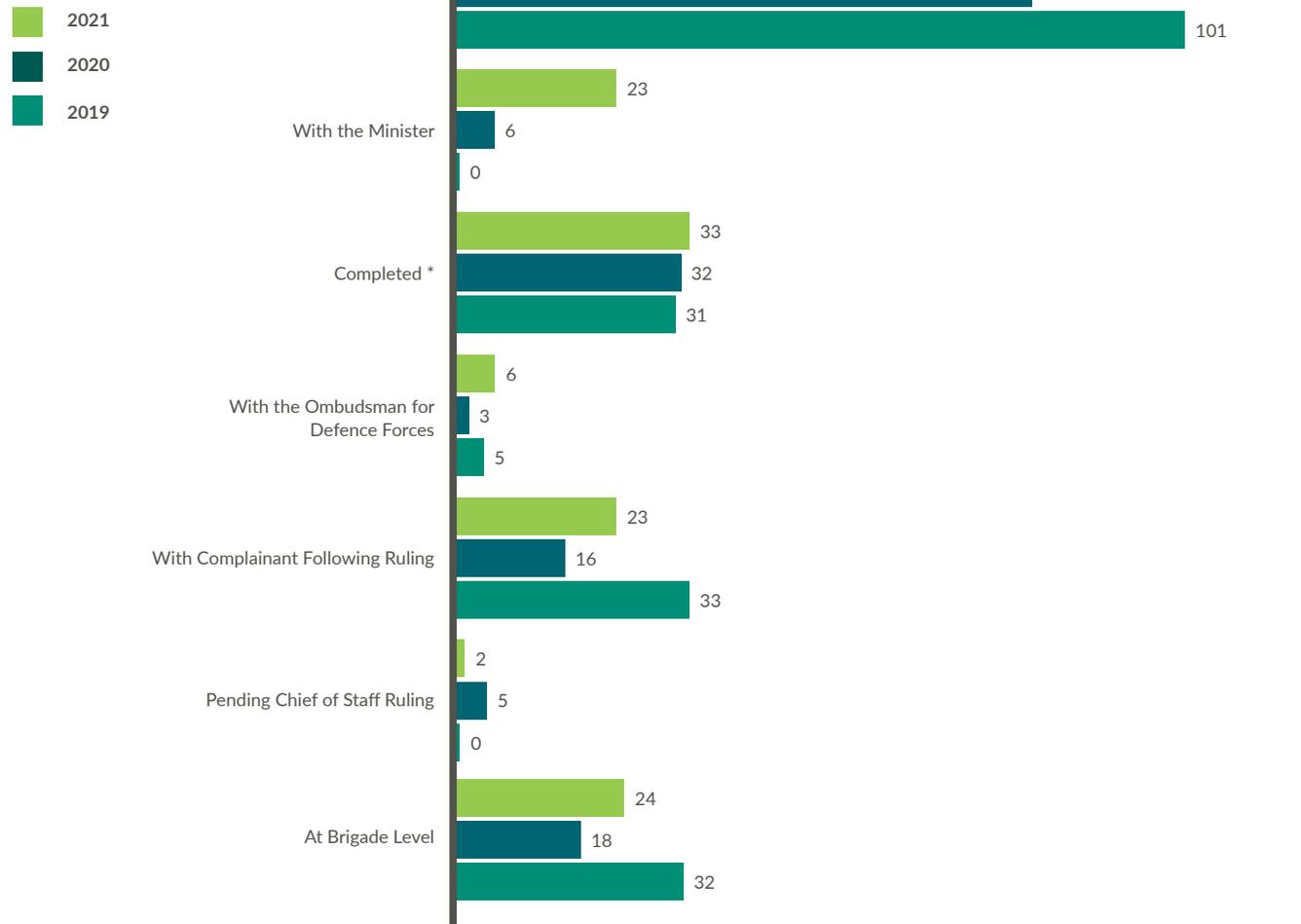
REDRESS OF WRONGS

The internal complaint and redress system provided for in the Defence Forces is known as the Redress of Wrongs (RoW) and is provided for by Section 114 (Chapter VI) of the Defence Acts 1954 to 2011. If a member of the Defence Forces considers themselves wronged, they may make a complaint to either their Company Commander (enlisted) or commanding officer (officer), stating the nature of the complaint and the redress sought. There are no time limits for a member of the Defence Forces to submit a complaint

under this process. It is also open to the complainant to submit their complaint to the Ombudsman for the Defence Forces if they are not satisfied with the outcome of the Redress of Wrongs process.

Chart 2.4 provides end of year details in respect of 111 Redress of Wrongs applications received during 2021 with 2019 and 2020 figures also provided for comparison.

Chart 2.4
Redress of Wrongs applications
2019, 2020 and 2021



* Completed instead of withdrawn as the complainants accepted the Officer's findings on the matter.

OMBUDSMAN FOR THE DEFENCE FORCES

The Ombudsman for the Defence Forces (ODF) published his Annual Report for 2020 on 12th November 2021. In the Report, the ODF notes that 80 Notification of Complaints were received in 2020 which represents a 22% decrease on the 103 notifications received in 2019. Fifteen new cases were referred to the ODF for full investigation in 2020.

A total of 50 case reports produced by the Ombudsman in 2021 were signed and completed by the Minister, of which 25 related to case reports submitted during 2019 and 2020. In addition, to the total number of new case reports received in 2021, 25 were signed by the Minister and completed before year end.



DRUG TESTING DURING 2020

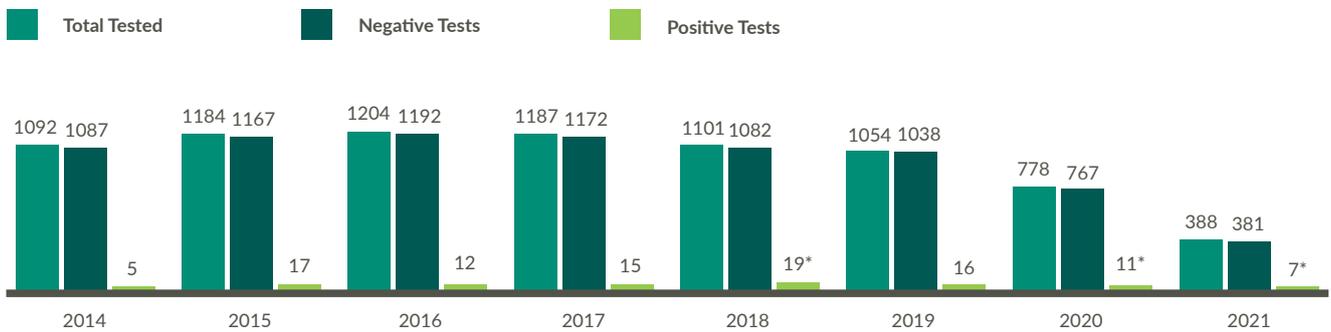
Despite impacts of the COVID-19 pandemic, the Defence Forces drug testing team provided a deterrent and detection capability through compulsory random drug test (CRDT) operations, albeit at a lower than normal level. Operations were hampered by travel restrictions, considerably reduced personal attendance at unit level and staff level issues including self-isolation requirements and low staff numbers available. The Defence Forces drug testing team completed a total of 388 drug tests in a total of 14 Defence Forces locations during 2021. Of these, there were four positive results which represents 1.8% of the numbers tested. This rate, a slight increase on 2020, is

broadly in line with previous years. An additional two members failed to report for a test and one member failed to provide a sample for testing.

The overall percentage of Permanent Defence Forces (PDF) members tested in 2021 was 4.5% whilst just 0.12% of the Reserve Defence Forces (RDF) were tested as there was extremely low levels of RDF activity in 2021. This equated to 3.77% of the total PDF and RDF strength.

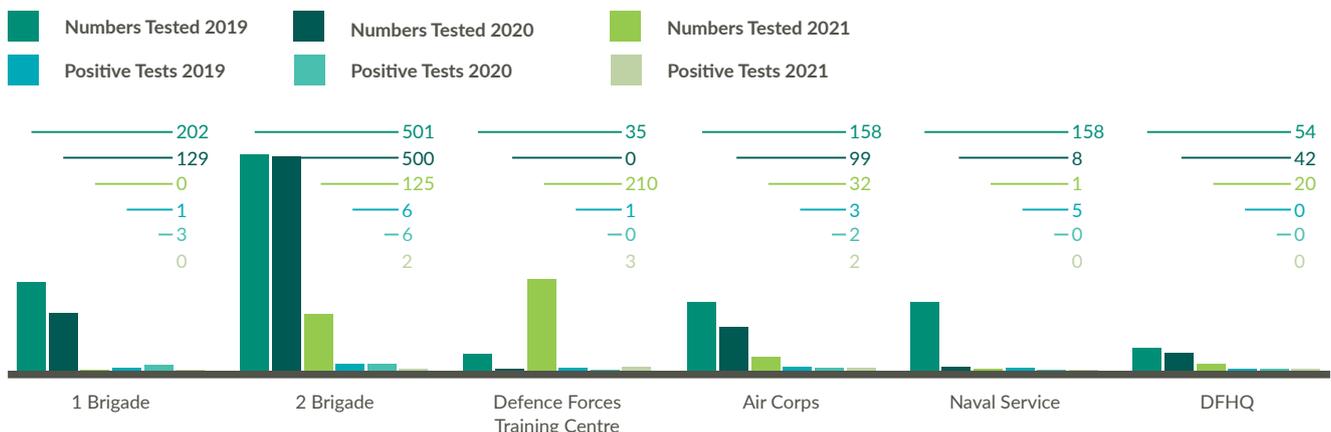
Further details are contained in Charts 2.5 and 2.6 below, along with comparisons with recent years.

Chart 2.5
Details of Compulsory Random Drug Tests from 2014 to 2021



* Includes two positives in 2018, 2020 and 2021; in 2018 and 2020 under heading "Failure to Report", and in 2021 under heading "Failed to Provide a Sample".

Chart 2.6
Compulsory Random Drug Testing by Location in 2019, 2020 and 2021



In terms of targeted drug testing (TDT), one member was in the targeted drug testing programme at the start of 2021. An additional two members joined the programme during the year bringing the total number subject to TDT to three members. Of the three members, one completed the process and was later retained in service by the GOC of the relevant formation in line with the provisions of DF Admin Instruction A7 Chapter 3. At the end of 2021, two members remain in the TDT process. In total, five targeted tests were carried out in 2021. If an individual fails a CRDT in accordance with Admin Instruction 7 Chapter 3, there are three options to conclude the case:

1. Discharge for enlisted ranks, retirement for both officers/cadets or
2. Retention in Service, or
3. Defer decision, allowing the individual to be retained in service, conditional on participation in a TDT process for a specified period, as laid down in Para 304 b.



SUPPORT TO VETERANS GROUPS

The Programme for Government includes a commitment to support the establishment of centres for retired members of the Defence Forces. This has been subsumed into the ongoing activities of the Department involving two Branches namely, Capability (People) Development and Support (CPDS) and Property Management (PMB).

The Department has Service Level Agreements with each of the recognised Veterans Associations and annual grants of €100,000 and €11,000 were paid to the Organisation of National Ex-Service Personnel (ONE) and the Irish United Nations Veterans Association (IUNVA) respectively in 2021. In addition, €500,000 of funding was secured under the Dormant Accounts Fund Action Plan 2021 to assist ONE and IUNVA with specific projects. In all, €273,772.71 has been spent by the organisations to date on various projects, including IUNVA's National Museum which was officially opened by the Secretary General of the Department in September 2021, and ONE's Veterans Support Centre and hostel in Cobh, Co. Cork, which was officially opened by the Minister in October 2021. Separately, Property Management Branch assisted in the establishment of a permanent VSC adjacent to Collins Barracks, Cork, which was officially opened by the Minister on 29th November 2021.





Notwithstanding the difficulties posed by COVID-19, the Minister for Defence and Secretary General participated in remote meetings in November with all of the recognised Veterans Organisations where matters of interest to these organisations were discussed.

CIVIL SERVICE LEARNING AND DEVELOPMENT

The Department's culture of prioritising and developing learning and development opportunities for staff continued in 2021. The ongoing COVID-19 pandemic continued to have an impact and resulted in a fundamental shift from traditional classroom based learning in the Department, to digital learning. During 2021, 943 learning and development interventions were provided through digital training courses, conferences, seminars and briefings. Virtual health and wellness briefings from the RCSI (focusing on whole body health) and Marie Keating Foundation (focusing on men's and women's health) took place during the year and were attended by over 160 employees.

The Department also funded 30 employees to undertake academic courses through the "Refund of Fees" scheme. Courses in areas such as employment law, management, civil service and state agency, human resource management and government and public policy received funding. This is an increase of approx. 17% in interventions compared to 2020. Overall expenditure on learning and development during the year was €262,271.91. The Department continues to ensure that learning and development requirements, including niche Defence Organisation requirements, are addressed as required.

CUSTOMER SERVICE

The Department of Defence and the Defence Forces are committed to the provision of the highest standard of Customer Service to the individuals and organisations with whom we interact. The Department of Defence and Defence Forces Customer Charter sets out the standards of service we aim to provide in accordance with the principles of quality Customer Service, as approved by Government. During 2021, the Department was contacted on a total of 248,389 occasions, either by telephone, post or e-mail. This includes three items of correspondence received in Irish. In summary, 99% of correspondence received was acknowledged within three working days and the rate of response within three working weeks was 99.8%.

COMMUNICATIONS DELIVERY AND SOCIAL MEDIA PRESENCE

Following on from its establishment the previous year, the Department's Communications Delivery and Programme Management Office continued to build upon its capability and reach during 2021. All of this occurred in the context of a Public Health Emergency, and the challenges produced by remote working, and also at a time of significant change in terms of the Commission on the Defence Forces and the Organisational Capability Review.

This office is the primary point of contact between the Department and members of the media for the provision of an information service on all aspects of the Department's activities. The office communicates the work of the Minister and Department to the media as well as responding to media queries and requests.

During 2021 the Branch worked across the Department, supporting events at a challenging time, communicating proactively and reactively as required, to highlight the outputs of the Department. The Branch has strengthened its working relationships with other Government Department Press Offices.

The Communications Delivery and Programme Management Office also enhanced Internal Communications initiatives, developed a Social Media Policy for the Department which was launched in October 2021, led on the establishment of the Defence Women's Network and also supported the establishment of the Civil-Military, Research, Innovation and Technology Unit.

DEFENCE FORCES PUBLIC RELATIONS BRANCH

The Defence Forces Public Relations Branch (PRB) consists of a number of sub-units which engage on different levels with the media, public and the Defence Forces internal audience. These sub-units include the Press Office, Information Office, Audio Visual Section, Photography Section, the An Cosantóir Office, Military Archives and the Internal Communications Section.

Each office is guided by the Defence Forces Communication Strategy, Defence Forces Communication and Engagement Guidelines and Defence Forces Social Media Policy. Currently Defence Forces PRB produce a number of publications including An Cosantóir, the Defence Forces Podcast series and the Defence Forces Review. Defence Forces PRB maintain award winning social media across a range of different platforms including Facebook, Instagram, Twitter, TikTok, YouTube and Spotify. There are currently 50 active subordinate Defence Forces social media accounts (11 on Facebook, 14 on Instagram and 25 on Twitter) which are continuously monitored by Defence Forces PRB to ensure the highest standard of content and engagement. In 2021, Defence Forces Social Media accounts received a number of social media awards (Sockies) including Gold for 'Facebook run by a State Organisation', Silver for 'Content Creation Studio In-House', Bronze for 'Twitter run by State Organisation' and Bronze for 'Instagram run by State Organisation.'



The Internal Communications section were involved in a number of internal communications campaigns including a collaborative campaign with the Defence Forces Organisational Culture Standing Committee and a series of COVID-19 awareness campaigns. In 2021, the section introduced the 60sec News. A monthly video update released on social media highlighting recent Defence Force' events and issues.

IRISH LANGUAGE SCHEME

The Department of Defence is committed to fulfilling the obligations set out in the Official Languages Act 2003 with regard to the level of service provided through Irish. In 2021, the Department continued to meet its commitments under the Irish Language Scheme regarding services to be provided through the medium of Irish and English. In addition to meeting our commitments, additional staff received training at various skills levels for the provision of services. The Department's fourth Language Scheme (An Roinn Cosanta Scéim 2021 – 2024) was drafted in 2021 and is awaiting confirmation by the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media.

CIVIL SERVICE RENEWAL PLAN – EXCELLENCE AND INNOVATION AWARDS

The Department continued to contribute to the development and implementation of civil and public service renewal and development programmes. The Department submitted two applications for the Civil Service Excellence and Innovation Awards. Ninety nominations were received from across the Civil Service with the Department of Defence project ("Our Public Service 2020 (OPS2020) - Action 10 Embed Programme and Project Management") being among 33 projects nominated for award. The joint Civil/Military team members attended a Nominee Day on 20th October in Collins Barracks, Dublin 7.

The project showcased where the core Defence team supported by DPER Reform Office collaborated with subject experts across the public service to provide a range of supports for better management of programmes and projects. The team worked on re-designing a central website containing a rich repository of resources to assist project managers. The team managed the Project Management Network web-conferences enabling experts to provide insights and discussion on the latest trends in project management. Due to COVID-19 restrictions, the Civil Service Excellence and Innovation Awards ceremony has been postponed until 3rd March 2022.



OUR PUBLIC SERVICE (OPS) 2020

The Defence Organisation continued to provide necessary leadership in the implementation of Action 10 – Embed Programme and Project Management across the public service. During 2021, department staff and Defence Force personnel worked with the Reform and Delivery Office of the Department of Public Expenditure and Reform in facilitating four webinar conferences during 2021 where guest speakers and panellists discussed key project management theme areas. A live streamed event was also facilitated by department staff in conjunction with EY (Ernst & Young Global Limited) as part of the public service innovation week.

The OPS webpages, reference guides and exemplar case studies continued to be reviewed and updated throughout 2021. These are available at www.ops2020.gov.ie.

Department staff worked with One Learning and their training partners to utilise the Project Management handbook and templates as part of the courses. Staff also contributed to develop a follow-on to project management foundation courses to reflect practical project management. Real live project management documentation has been collected and reviewed for possible use as examples for the practical course.

A Governance Sustainability Advisory Group led by department staff reviewed earlier work on governance and engaged in workshops, facilitated by the IPA, to review key issues and provide some vision and options as a feed into the next reform programme. The group also reviewed some examples of international approaches and comparisons to embedding P3M in the public sector. All of the findings were presented to the wider Action 10 Team at a meeting on 23rd November with three proposed options and potential pathways to achieving such. A proposal is expected to be forwarded to the Public Service Management Group in Q1 2022.

ORGANISATIONAL CAPABILITY REVIEW

Action 20 of the Civil Service Renewal Plan, which is overseen by the Civil Service Management Board, provides for a programme of organisational reviews to embed a culture of regular and objective assessments of the capacity and capability of each Department to achieve its objectives, and take the necessary action to close any gaps.

An Organisational Capability Review of the Department of Defence was conducted during 2021 by the Organisational Capability Review (OCR) team which is based in the Department of Public Expenditure and Reform. These reviews are rigorous and examine the organisation across four principal pillars: leadership, policy and strategy, delivery, and organisational capability. It involved extensive engagement with Departmental staff and with key external stakeholders. The report is subject to an external review panel comprising of a management consultant, an academic and a former senior civil servant.

The Terms of Reference for the review were to consider and make recommendations for the required organisational capabilities, by reference to strategy, leadership, policy-making, corporate support and delivery, in respect of the civil service branches of the Department of Defence.

It will ensure that the Department can deliver on its business priorities taking account of overall policy in the White Paper on Defence, the Commission on the Defence Forces and other relevant Government requirements. As is the established process for such reviews, the Department will prepare an action plan to address recommendations made. The report and action plan will subsequently be brought to Government and will then be published.



CIVIL SERVANTS AND CIVILIAN EMPLOYEES

The number of civil service staff employed by the Department of Defence as at 31st December 2021 was 386 (372.49 Whole Time Equivalent) which includes 14 working directly with the Defence Forces. In 2021 there were 18 competitions held during the course of the year across a range of grades.

The Department of Defence also employs civilian staff at various military installations to support the work of the Defence Forces. The grades employed are spread across a wide spectrum and include craft workers (Electricians, Carpenters, Plumbers, Fitters, Welders etc.), services (General Operatives), administrative (Clerks, Storemen), healthcare professionals (Social Workers, Physiotherapists, Pharmacists) and other specialist grades (Archivists, Aircraft Inspector/Instructor, Technicians, Quantity Surveyors, Draughtsmen).

In 2021, 20 civilian appointments were made from external competitions and there were 11 internal promotions. There were 12 competitions held during the course of the year, covering approximately 32 vacancies. The number of civilian employees, employed by the Department at the end of 2021, excluding those in the process of appointment, was 451 (442.14 Whole Time Equivalent). Civilian employees are employed to support the operational capability of the Defence Forces and work in military installations.

EQUALITY

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

In compliance with Part 5 of the Disability Act 2005, the Department of Defence undertook, where practicable, to promote and support the employment of people with disabilities. The percentage of civil servants who have self-declared a disability was 4.66% and the percentage of civilian employees with a disability was 6.21% at end of 2021.

The Department's policy is that all personnel be accorded equality of opportunity and treatment and includes a commitment to the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by women. In 2021, 36% of Principals and 51% of Assistant Principals were women. Overall, 47% of staff at the grades of Assistant Principal and upwards were filled by women.

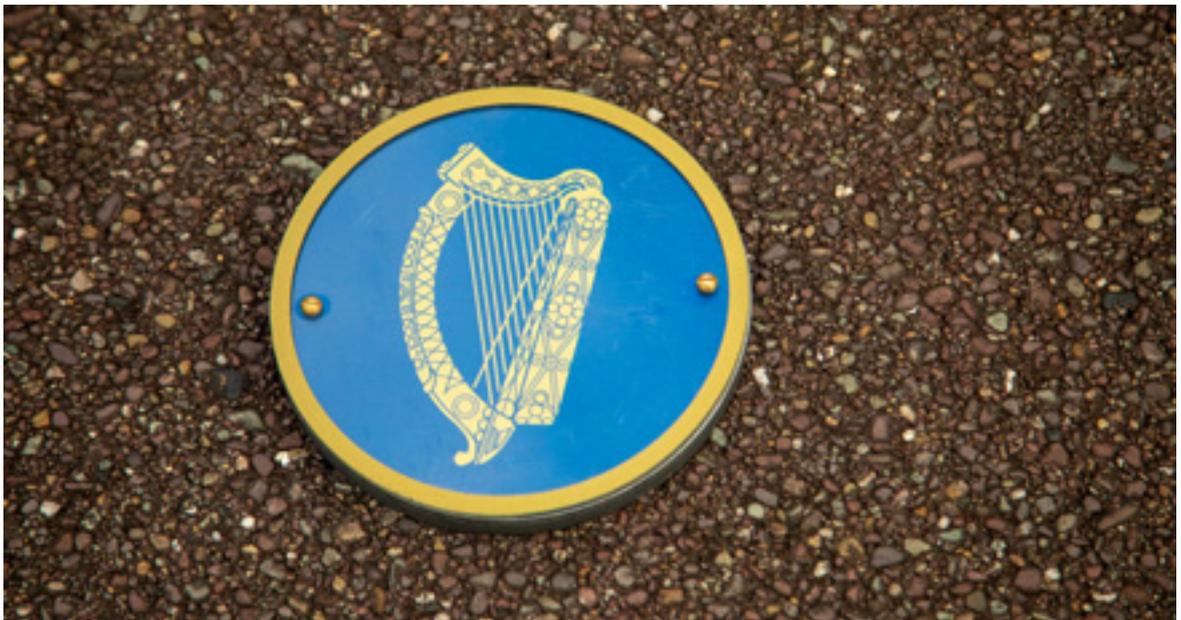
OFFICE OF GOVERNMENT PROCUREMENT

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

During 2021, the Defence Organisation continued to pursue the potential for enhanced cooperation in joint procurement activities through the Defence and Security Sector Category Council, established under the auspices of the OGP. This Category Council is chaired by the Department of Defence and includes representation by personnel with responsibility for procurement from An Garda Síochána and the Irish Prison Service.

The Defence Organisation is also represented on relevant Category Councils for other expenditure portfolios such as Health, Education and Local Government. The Defence Organisation uses central framework contracts to acquire goods and services that are common to the public service.

The Department of Defence is also represented on the OGP Procurement Executive at Principal level, and this met on seven occasions during 2021.



Section 3

Defence Forces Operational Outputs

STRATEGIC GOAL

Deliver operations successfully

OVERSEAS DEPLOYMENTS

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

During 2021, 1,576 members of the PDF served overseas in various missions. Table 3.1 provides a breakdown of mission categories and troop deployments on January 1st and December 31st for the years 2019, 2020 and 2021.



Table 3.1
Details of Overseas Postings 2019*, 2020* and 2021

| Mission | 01 Jan 2019 | 31 Dec 2019 | 01 Jan 2020 | 31 Dec 2020 | 01 Jan 2021 | 31 Dec 2021 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| UNTSO (Middle East) | 12 | 9 | 9 | 11 | 11 | 12 |
| MINURSO (Western Sahara) | 3 | 3 | 3 | 1 | 1 | 0 |
| MONUSCO (Democratic Rep Congo) | 4 | 3 | 3 | 3 | 3 | 3 |
| UNIFIL HQ (Lebanon) | 9 | 9 | 9 | 9 | 9 | 9 |
| UNIFIL Infantry Battalion (Lebanon) | 443 | 340 | 340 | 337 | 337 | 342 |
| UNIFIL Sector West HQ (Lebanon) | 8 | 8 | 8 | 4 | 4 | 4 |
| UNDOF Infantry Group (Golan Heights) | 130 | 129 | 129 | 129 | 129 | 126 |
| UNDOF HQ (Golan Heights) | 8 | 8 | 8 | 9 | 9 | 8 |
| MINUSMA (Mali) | 0 | 13 | 13 | 14 | 14 | 14 |
| Sub-Total (UN) | 617 | 522 | 522 | 517 | 517 | 518 |
| EUFOR (Bosnia & Herzegovina) | 5 | 5 | 5 | 5 | 5 | 5 |
| German-led Battlegroup 2020 | 0 | 10 | 10 | 10 | 10 | 0 |
| EUTM Mali | 20 | 19 | 19 | 20 | 20 | 20 |
| Operations HQ/Floating HQ (Operation Sophia HQ) | 5 | 3 | 3 | 0 | 0 | 0 |
| Operations HQ/Floating HQ (Operation Irini HQ) | 0 | 0 | 0 | 3 | 3 | 3 |
| Sub-Total (UN Mandated Missions) | 30 | 37 | 37 | 38 | 38 | 28 |
| KFOR HQ | 12 | 13 | 13 | 13 | 13 | 13 |
| Sub-Total (NATO/PfP) | 12 | 13 | 13 | 13 | 13 | 13 |
| OSCE | 1 | 1 | 1 | 1 | 1 | 1 |
| Sub-Total (OSCE) | 1 | 1 | 1 | 1 | 1 | 1 |
| UNNY (New York)* | 1 | 1 | 1 | 1 | 1 | 3 |
| EUMS (Brussels) | 5 | 6 | 6 | 6 | 6 | 8 |
| NATO/PfP (Belgium) | 5 | 6 | 6 | 7 | 7 | 7 |
| Irish Delegation to OSCE (Vienna) | 1 | 1 | 1 | 1 | 1 | 1 |
| CSDP/PSC (Brussels)** | 11 | 8 | 8 | 8 | 8 | 8 |
| Sub-Total (OSCE / Mil. Reps / Advisers / Staff) | 23 | 22 | 22 | 23 | 23 | 27 |
| Totals Personnel Overseas | 683 | 595 | 595 | 592 | 592 | 587 |

* Includes Major General Maureen O'Brien serving on secondment to the United Nations following her appointment by the UN as Deputy Military Adviser in the Office of Military Affairs, Department of Peace Operations. Also includes as part of our tenure on the United Nations Security Council one officer at the rank of Lt Col rank who was appointed as Deputy Military Adviser to the Permanent Mission of Ireland to the United Nations (PMUN) in New York for the duration of Ireland's membership of the Security Council from Jan 2021 to December 2022

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





United Nations Interim Force in Lebanon (UNIFIL)

The United Nations Interim Force in Lebanon (UNIFIL) was established in 1978 to confirm Israeli withdrawal from Lebanon, restore international peace and security and assist the Lebanese Government in restoring its effective authority in the area. Following the July-August 2006 war, the UN Security Council adopted resolution 1701 enhancing UNIFIL and deciding that in addition to the original mandate, it would, among other things, monitor the cessation of hostilities; accompany and support the Lebanese Armed Forces (LAF) as they deploy throughout the south of Lebanon; and extend its assistance to help ensure humanitarian access to civilian populations and the voluntary and safe return of displaced persons.

The largest contingent of Defence Forces personnel, some 350 personnel, is deployed to the United Nations Interim Force in Lebanon (UNIFIL). On 4th May 2021, the Government approved the continued participation of the Defence Forces in UNIFIL for a further 12-month period. The Irish contingent serves as part of a joint Ireland/Poland Battalion, with additional officers from both Hungary and Malta. The Battalion's operational tasks include the provision of security, vehicle and foot patrols, and checkpoints, establishing and occupying temporary observation posts and liaison/engagement with local leaders. Joint operations are conducted with units of the Lebanese Armed Forces deployed in the UNIFIL area of operations. Irish troops also occupy two forward static UN posts on the Blue Line separating Israel and Lebanon. Permanent Defence Force personnel normally rotate in May and November each year. The Government remains strongly committed to the maintenance of peace and security in Lebanon through our continued participation in UNIFIL.





United Nations Disengagement Observer Force (UNDOF)

The United Nations Disengagement Observer Force (UNDOF) was established in May 1974 by the United Nations Security Council, following the agreed disengagement of the Israeli and Syrian forces in the Golan Heights in May 1974. UNDOF supervises the implementation of the Disengagement Agreement, maintaining an area of separation between the forces, which is over 75 kilometres long. The Irish contingent deployed with UNDOF is tasked primarily to serve as the Force Mobile Reserve, providing a Quick Reaction Force, which is on standby to assist with on-going operations within the UNDOF area of responsibility. There were two rotations of personnel during 2021. The UNDOF mission maintains regular contact with the Israeli Defence Forces and Syrian Arab Armed Forces in the context of its role in the area of separation, ensuring the security and safety of its personnel and a common understanding of its role between the parties. The continued presence of the UNDOF mission remains an important element in ensuring stability in the Golan and in the Middle East region and is supported and welcomed by both Israel and Syria.



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

The United Nations Multidimensional Integrated Stabilisation Mission in Mali (MINUSMA) is the UN mission providing support to the Malian Government in reasserting its authority over northern Mali. MINUSMA was established in April 2013 to stabilise the country after the Tuareg rebellion (2012). The role of the mission is to ensure security, stabilisation and protection of civilians; supporting national political dialogue and reconciliation; and assisting the reestablishment of State authority, the rebuilding of the security sector, and the promotion and protection of human rights in Mali. Government and Dáil approval was received in June 2019 for the deployment of a contingent of the Permanent Defence Forces to participate in MINUSMA for a 24 month period up to September 2021. On 9th March 2021, the Government approved the continued participation of up to 14 personnel in MINUSMA up to September 2022. Personnel, mainly drawn from the Irish Special Forces Army Ranger Wing, are embedded with a larger German company and carry out assigned tasks in accordance with the mission mandate.

European Union Training Mission – EUTM Mali

The objective of this EU Training Mission is to improve the capacity of the Malian Armed Forces to maintain security in Mali and restore the authority of the Malian Government and the territorial integrity of the Malian State. Alongside standard infantry training, training is provided in international humanitarian law, the protection of civilians and human rights. A contingent of the Permanent Defence Forces has been deployed to EUTM Mali since March 2013.

During 2021, nine Irish personnel occupied staff appointments in the mission Headquarters in Bamako, and eleven personnel were based in Koulikoro Training Centre. On 9th March 2021, the Government approved the continued participation of up to 20 personnel in EUTM Mali for a further 12-month period.

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

Operation 'ALTHEA' in Bosnia and Herzegovina (BiH) continues to focus on maintaining a safe and secure environment while overseeing the transfer of military tasks to national authorities. This mission remains an important part of the EU's comprehensive efforts in BiH to support a political process aimed at enabling BiH, on the basis of necessary reforms, to continue to move forward in the EU integration process. Five members of the Defence Forces were deployed to the mission headquarters in Sarajevo during 2021.

Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led Peace Support Operation in Kosovo (KFOR). 13 Defence Forces personnel were deployed to this mission during 2021.

United Nations Truce Supervision Organisation (UNTSO)

Ireland deployed 12 Defence Forces personnel as military observers within the UNTSO mission area of Lebanon, Syria and Israel during 2021.

Naval Service EU Naval Mission in the Mediterranean

Operation IRINI, is a UN mandated EU Naval mission in the eastern Mediterranean and its core task is the implementation of the UN arms embargo on Libya (through the use of aerial, satellite and maritime assets). Ireland currently has three members of the Defence Forces deployed to Operation IRINI. These personnel are deployed to the Operational Headquarters (OHQ) in Rome in staff officer posts.



AID TO THE CIVIL POWER

Domestic security is primarily the responsibility of the Department of Justice and An Garda Síochána. The Defence Forces provide Aid to the Civil Power (ATCP) support on request from An Garda Síochána. Table 3.2 provides details of the number and type of ATCP operations where the Defence Forces provided support to An Garda Síochána during 2021 and provides a comparison with recent years.

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

Table 3.2
Aid to the Civil Power Operations 2018-2021



| Type of ATCP Operation | Number of Operations | | | |
|--|----------------------|--------------|--------------|--------------|
| | 2018 | 2019 | 2020 | 2021 |
| Garda Air Support Unit missions | 1,131 | 1,199 | 1,070 | 1,028 |
| Central Bank patrols | 1,095 | 1,095 | 1,095 | 1,095 |
| Airport security duties | 299 | 296 | 178 | 74 |
| Explosive production security guard | 365* | 365* | 365* | 365* |
| Central Bank security guard ² | 365* | 365* | 365* | 365* |
| Prisoner escorts | 130 | 91 | 29 | 15 |
| Explosive Ordnance Disposal callouts | 70 | 88 | 81 | 76 |
| Naval Service diving operations | 5 | 7 | 5 | 2 |
| Explosive escorts | 5 | 5 | 7 | 3 |
| EURO Cash in Transit escorts | 5 | 5 | 6 | 3 |
| Hospital guard | 2 | 5 | 3 | 2 |
| VIP visits | 2 | 3 | 1 | 0 |
| Search operations (& other Army ASG Support) | 9 | 15 | 12 | 16** |
| Air Corps (Other) | 0 | 2 | 9 | 6 |
| Air Corps (Prisoner Repatriation Flights) | 0 | 0 | 0 | 14 |
| Naval Service (Other) | 0 | 0 | 0 | 2 |
| Totals | 3,483 | 3,541 | 3,226 | 3,066 |

* Refers to Days

** Further detail on 'Search Operations (& Other Army AGS Support)' are outlined at Table 3.3 below

² The Department recoups the full economic cost incurred as a result of escort and security services provided to the Central Bank in the previous year. The total cost of this service in 2020 was €1.36m and this amount was received from the Central Bank on 22nd September 2021.

Table 3.3
Details of Army ATCP support on island:

| Dates | Locations | Task | Total Personnel-Days |
|--------------|----------------------------|---|----------------------|
| 06 Jan 21 | Dunboyne, Co. Meath | Request for search of ground by AGS | 10 |
| 12 Jan 21 | Thurles, Co. Tipperary | Request for search of ground by AGS | 46 |
| 23 Jan 21 | Blanchardstown, Co. Dublin | Request for search of ground by AGS | 12 |
| 11-13 Feb 21 | Cork City, Co. Cork | AGS Support with 4x4 enabled transport | 21 |
| 27-30 Mar 21 | Sneem, Co. Kerry | Request for search of grounds and make safe of buildings by AGS | 38 |
| 29 Apr 21 | Clonmel, Co. Tipperary | Request for search of ground by AGS | 14 |
| 11-12 May 21 | Clondalkin, Co. Dublin | Request for search of ground by AGS | 76 |
| 10 Jun 21 | Ballymahon, Co. Longford | Request for search of ground by AGS | 13 |
| 29 Jun 21 | Tullamore, Co. Offaly | Missing Person Search | 40 |
| 05 Jul 21 | Kilteel Rd, Co. Dublin | Request for search of ground by AGS | 19 |
| 12-14 Jul 21 | Athlone, Co. Westmeath | Request for search of sewer system by AGS | 24 |
| 16 Jul 21 | Clondalkin, Co. Dublin | Request for search of ground by AGS | 8 |
| 07 Sep 21 | Moyross, Co. Limerick | Request for search of ground by AGS | 110 |
| 15 Nov 21 | Portumna, Co. Galway | Request for search of ground by AGS | 3 |
| 19-22 Nov 21 | Maam, Co. Galway | Missing Person Search | 83 |
| 02 Dec 21 | Bolingbroke, Co. Tipperary | Request for search of ground by AGS | 3 |
| Total | | | 520 |

AID TO THE CIVIL AUTHORITY

The Defence Forces provide a range of support roles to the relevant Principal Response Agencies (relevant Local Authority, An Garda Síochána and Health Service Executive). The framework for Major Emergency Management enables the Principal Response Agencies to prepare for and make a coordinated response to major emergencies resulting from events such as fires, transport accidents, hazardous substance incidents and severe weather.

In relation to non-security related emergencies, whilst the Defence Forces are not a primary response agency as defined in the Framework for Major Emergency Management, they provide the fullest possible assistance to the appropriate Lead Department in the event of a natural disaster or emergency situation in its ATCA role. In this regard, the full spectrum of Defence Forces personnel and equipment, commensurate with operational requirements, is available for deployments. The Defence Forces hold a wide range of engineering

and transport plant and equipment which are suitable for use in emergency situations and these are made available, within current means and capabilities, as the need arises.

During 2021, Aid to the Civil Authority operations included the deployment of 1036 Defence Forces personnel.

The non COVID-19 related ATCA supports provided by the Defence Forces during 2021 include transportation of Nursing Staff due to extreme weather; retaining personnel on standby for potential flooding in Cork; the extinguishing of gorse fires by AC crews in Wicklow, Kerry and Dublin and the provision of support to Louth County Council to assist with removal of debris from an historical civilian helicopter crash in inaccessible mountainous terrain. Details of ATCA supports are outlined in Table 3.4.



Table 3.4
Details of ATCA supports

| Dates | Locations | Task | Total Personnel-Days |
|--------------|------------------------------------|---|----------------------|
| 11 Feb 21 | Cork City, Co. Cork | Transport of Nursing and Medical Staff | 4 |
| 22 Feb 21 | Cork City, Co. Cork | Standby for Potential Flooding | 42 |
| 16 Apr 21 | Kilbride Range, Co. Wicklow | Gorse Fires | 3 (AC Heli crew) |
| 24–26 Apr 21 | Killarney National Park, Co. Kerry | Gorse Fires | 14 (AC Heli crews) |
| 29 Jun 21 | Howth, Co. Dublin | Gorse Fires | 5 (AC Heli crews) |
| 10–19 Jul 21 | Howth, Co. Dublin | Gorse Fires | 18 (AC Heli crews) |
| 29 Nov 21 | Cooley Mountains, Co. Louth | Prep for Removal of Civilian Air Frame Debris | 21 |
| Total | | | 107 |

The Defence Forces also contributed personnel and expertise supporting the Department of Communications, Climate Action and Environment’s National Cyber Security Centre.

ATCA assistance to HSE Cyber Attack

On receipt of a request from the HSE the Defence Forces deployed Computer Incident Response Teams (CIRT’s) to assist the HSE in response to the cyber-attack on HSE ICT systems. Members of the Communication and Information Services Corps (CIS) provided technical support within means and capabilities to assist in the recovery operation. Non-technical support was also provided by way of coordination, developing situational awareness, and information management across various work streams

at the HSE Situation Centre in City West. ICT Branch staff offered their availability to support the HSE and as a result, one staff member contributed in Galway on a voluntary basis for a number of days at the end of May. In addition, the Defence Forces provided facilities for HSE contact tracing at McKee Barracks and in the DFTC.

The deployment of up to six Computer Incident Response Teams (CIRTs), each comprising upwards of five PDF personnel, made up from the Army, Air Corps, Naval Service and Army Reserve commenced during May 2021 (to five different locations) with a total of approx. 30 personnel involved each day. The assistance was coordinated on a daily basis between the HSE and the DF. Over the course of this support, the DF deployed 837 personnel to 48 locations.



OPERATION FORTITUDE - ATCA – COVID-19 SUPPORTS

In addition to providing ATCP to An Garda Síochána and participating in overseas operations, the Defence Forces continued to provide surge capacity to the HSE throughout 2021 as part of the national response to the HSE.

In March 2020, at the beginning of the COVID-19 pandemic, a Joint Task Force (JTF) was established to coordinate the Defence Forces contribution to the whole-of-Government COVID-19 response. It has the authority to draw together, in a joint manner, the contribution of all of the elements of the Defence Forces – Army, Air Corps, Naval Service, Reserve, etc. This was provided for in a Defence Forces Regulation signed by and under the authority of the Minister for Defence.

The priority of the Defence Forces Joint Task Force from the beginning has been to provide support to the Health Service Executive (HSE), while retaining, at all times, a contingent capacity to provide Aid to the Civil Power support.

The JTF continued to co-ordinate DF capability throughout 2021 delivering support under five main operational headings: Testing, Tracing, Vaccination, Logistics and the Mandatory Quarantine Scheme. Over the course of 2021 this effort required 62,451 DF deployed work days (116,203 committed work days), 14,087 vehicle movements and 54 Air Corps flights as detailed in Table 3.5 below.

Table 3.5
COVID-19 Supports - 2021 Operational Outputs

| Operational Heading | DF Personnel Deployed | DF Reserve Personnel* | DF Personnel committed | DF Vehicles Deployed | AC Flights | NS Ship Days |
|---------------------------------------|-----------------------|-----------------------|------------------------|----------------------|------------|--------------|
| Testing Operations | 20,649 | 10 | 40,601 | 4,683 | 31 | 0 |
| Tracing Operations | 3,815 | 0 | 7,389 | 102 | 0 | 0 |
| Vaccination Operations | 16,904 | 32 | 33,560 | 4,517 | 23 | 0 |
| Quarantine Operations | 11,517 | 86 | 22,375 | 3,042 | 0 | 0 |
| Logistics Operations | 9,566 | 497 | 12,278 | 1,743 | 1 | 0 |
| Total Operation Fortitude 2021 | 62,451 | 625 | 116,203 | 14,087 | 55 | 0 |

* Included in 'DF Personnel Deployed' figures

Testing

In total, 20,649 DF deployed work days have been dedicated to Testing operations throughout 2021. In earlier operations during 2021, up to 56 Military First Responders were deployed as swab testers at national test centres and as part of the National Ambulance Service (NAS) Pop Up teams. Pop Up tasks included serial testing at various meat factories and vulnerable person facilities. Logistics support was provided at HSE Test Centres, Galway Airport, Kilkenny, Tralee (Ballymullen Bks), Waterford, Wexford and Clonmel. Up to 80 Marshalls per day were provided to these test centres. Marshalling operations were completed on 3rd September 2021. It is estimated that DF personnel have conducted over 350,000 swab tests to date in support of the HSE.

The Defence Forces was a joint category winner in the 2021 HSE Excellence Awards for Operational Services Integration in a COVID environment, along with NAS and COVID Community Testing. This recognition provides a clear demonstration of interoperability with our HSE and NAS colleagues and the commitment to a whole of government support in combatting COVID-19.

Tracing

In total, 3,815 DF deployed work days have been dedicated to Contact Tracing operations in 2021. During 2021 the Defence Forces maintained 30 contact tracing lines, 10 in each location in Stephens Barracks, Kilkenny (1 Bde), Finner Camp, Donegal (2 Bde) and the Eir Building in Dublin (DFTC and AC). In earlier contact tracing operations in 2021, the DF utilised the DF Bands in contact tracing operations. At its height, 40 phone lines were maintained daily.

Vaccination

The DF provided a senior military planner to the High Level Vaccine Task Force to support the logistical and supply chain operations, which oversaw the successful vaccine programme rollout. In total, 16,904 DF deployed work days have been dedicated to Vaccination operations in 2021. The Defence Forces deployed up to 53 personnel daily to 10 Centralised Vaccination Clinics in logistics support roles. Additionally, RDF personnel deployed as vaccinators at Citywest Vaccination Clinic. In earlier operations in 2021, the DF provided up to 77 personnel daily in support of vaccination centres. This included both logistics personnel and vaccinators (Doctors, Advanced Paramedics, Paramedics and EMTs). Throughout 2021, the DF provided both air (23 vaccine delivery flights) and ground vaccine transport, and secure storage facilities for vaccination related medical equipment.

Logistics

The DF continued to respond to requests for logistics and other supports throughout 2021, including:

- » Deployment to nine Residential Care Home Facilities (RCHF) to provide support at the request of the HSE. In total, 2,706 DF deployed work days were dedicated to RCHF operations in 2021. All supports provided by the DF to RCHF were non-clinical tasks as agreed with the HSE.
- » Provision of rotary and fixed wing aircraft for HSE support tasks as required including 30 flights to Germany delivering swabs specimens for testing, and 23 vaccine delivery flights to the Islands.
- » Deployment of DF ambulances to support HSE / NAS with 1076 calls completed to date.
- » Transportation of vulnerable civilians to COVID-19 test centres. During 2021 a total of 3,164 DF deployed work days and 1,279 vehicle movements were dedicated to Patient Transfer operations. 2,838 patients underwent return journeys for testing.
- » Transportation of PPE. During 2021 a total of 548 DF deployed work days and 166 vehicle movements were dedicated to transportation of PPE.
- » Provision of tentage to COVID-19 Testing Centres and Vaccination sites, both at HSE locations and as required at pop up locations such as meat plants and step-down facilities. To date there have been in excess of 200 deployments of DF tentage with 42 tents currently deployed. In total, 513 DF work days were dedicated to Tentage operations in 2021.
- » Provision of refrigeration equipment storage at Gormanston Camp, Meath.
- » Provision of HSE vehicle storage at McKee Barracks



Mandatory Quarantine Scheme (MQS)

The Department of Health is the competent authority and had overall responsibility for implementation and operation of the system of MQS in accordance with the Health (Amendment) Act 2021 and associated regulations. All travelers arriving into Ireland from specifically designated countries were required to undergo 14 days of quarantine in a nominated hotel.

It had been agreed that the Defence Forces, acting in an Aid to Civil Authority role, would provide 24/7 assistance and support to the mandatory quarantine requirements and through fulfilling the role of the State Liaison Officer. This role provided for the day to day oversight and quality assurance of the MQS. A number of DF Assistant State Liaison Officers (A/SLO(s)) were located at each of the designated Mandatory Quarantine Facilities as a day to day process supervisor. The Defence Forces role was confined to designated airports, ferry ports and at mandatory quarantine facilities. In total, 11,517 DF deployed work days were dedicated to Mandatory Quarantine operations in 2021. This operation required up to 75 DF personnel deployed seven days per week.

The Department of Defence concluded a Service Level Agreement with the Department of Health in July 2021 to cover the supports provided under MQS and following government direction the MQS finished on the 25 September 2021.

Air Corps Operations (including COVID-19)

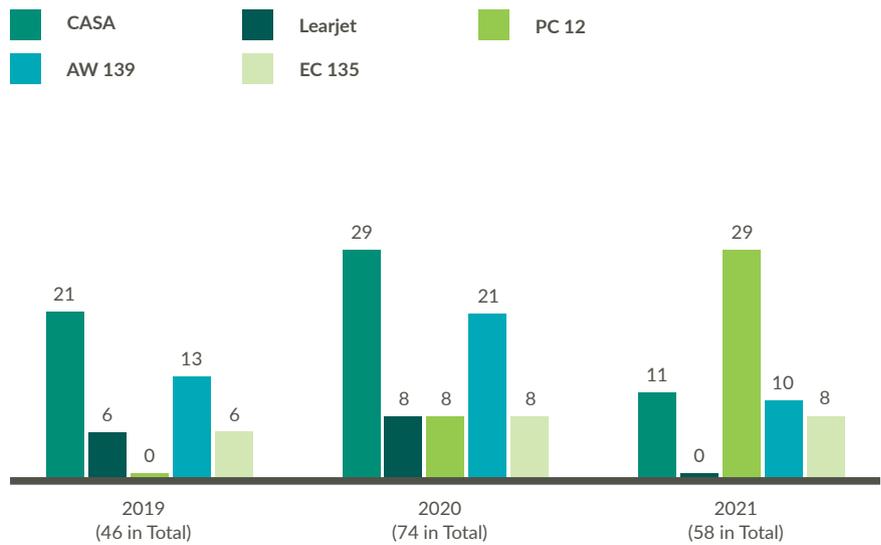
The COVID-19 Pandemic has continued to impact the Defence Organisation as it has impacted militaries worldwide. The strategic use of state aircraft ensured the continuity of operations, both domestically and overseas, which had been impacted by the worldwide restrictions on civilian air transport services. In 2021, the Air Corps utilised fixed wing assets to conduct over 130 military transport missions involving the movement of Defence Force personnel (incl. MEDEVAC), equipment and PPE to Defence Overseas missions.

Other supports included the Air Corps deploying air assets to assist civil authorities combating gorse fires in Wicklow, Kerry and Dublin during 2021. As part of this deployment, approximately 337,750 litres of water were dropped via the "Bambi Bucket" concentrating drops on small areas, making an immediate impact on wildfires.

Chart 3.1 below provides details of ATCA operations carried out by the Air Corps during 2021, with details for 2020 and 2019 also provided for comparison purposes. Such missions include search and rescue support to the Irish Coast Guard, delivery and collection of ballot boxes to and from the islands, flood relief missions, response to major accidents, gorse fires, bog surveys and wildlife surveys.

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

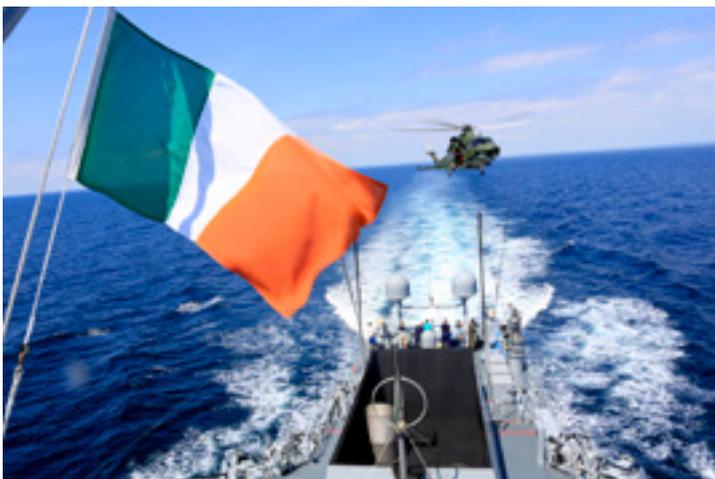
Chart 3.1
 Details of Air Corps civil assistance missions flown during 2019, 2020 and 2021



NAVAL SERVICE ATCA OPERATIONS

Details of the level of support to civil authorities, including other government departments and state agencies, provided by the Naval Service (NS) in 2021 are as follows:

- » MRCC Dublin requested assistance from L.É GB SHAW with pleasure craft that lost power ivo Lambay Island, Co. Dublin on 19 January.
- » L.É GB SHAW responded to PAN PAN from Carlingford CG for a missing Kayaker (Co. Louth) on 19 January.
- » IRCG requested NS assistance from L.É. JAMES JOYCE due to defective Marine VHF Transmitter in Bantry, Co. Cork on 11 February.
- » IRCG requested NS assistance with FV ‘ELLIE ADHAMH’ loss of power on 26 March.
- » L.É. GB SHAW responded to a PAN-PAN from a yacht in distress in Dungarvan Bay on 10 April. (Coast Guard ref UIIN0562/21) 31 foot Sailing Yacht Chloe. (Co. Waterford)
- » L.É RÓISÍN responded to IRCG ATCA Marpol request i.r.t an Oil Spill on 02 May reported on EMSA.



- » MRCC Valentia tasked L.E. GB SHAW to respond to SAR wrt IRL FV S-329 "HORIZON", fire on board on 14 May.
- » L.É GB SHAW responded to Cork CG radio PAN PAN on 01 June in relation to sighting reports of two red flares ivo Whitegate Oil Refinery, Co. Cork.
- » IRCG ATCA requested NSDS support on 10 Aug in relation to Search and Recovery in Doolin, Co. Clare.
- » L.É SAMUEL BECKETT responded to IRCG request for assistance to provide Comms relay for MEDEVAC that R117 is conducting 180nm SW Fastnet light on 17 August.
- » MRCC Valentia requested L.É. RÓISÍN respond to a Mayday Relay on 31 October from a stricken fishing vessel ARMAVEN TRES approx 40nm West of Valentia.

FISHERY PROTECTION

Fishery protection services provided during 2021 were based on outputs agreed with the Sea Fisheries Protection Authority (SFPA). Despite the negative impacts of COVID-19 on operations throughout the year, the Naval Service worked in close cooperation with the SFPA and adopted a risk-based approach to fishery protection. This resulted in successful outputs throughout 2021, with 10 detentions and 16 infringements detected. During the year, the Naval Service carried out a total of 766 fishery patrol days while the Air Corps carried out a total of 155 separate patrols.

Charts 3.2.1 and 3.2.2 and Table 3.6 below provide details of Air Corps and Naval Service patrol activities during 2021 with details for 2019 and 2020 also provided for comparison purposes.

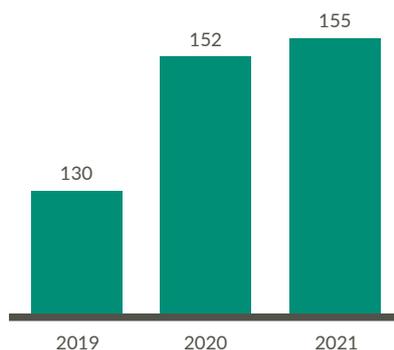


Chart 3.2.1
Air Corps CASA Fishery Patrols 2019 - 2021 Number of Missions

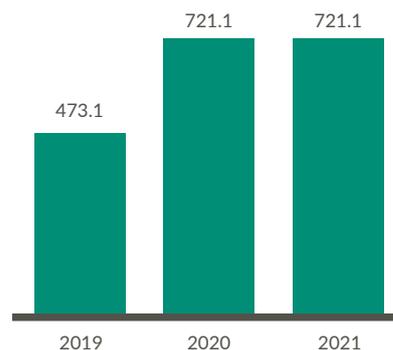


Chart 3.2.2
Air Corps CASA Fishery Patrols 2019 - 2021 Total Flight Hours

Table 3.6
Details of Naval Service fishery protection activity during 2019, 2020 and 2021

| Nationality | Sightings | | | Boardings | | | Detentions | | | Infringements | | |
|--------------|--------------|--------------|--------------|------------|------------|------------|------------|-----------|-----------|---------------|-----------|-----------|
| | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 | 2019 | 2020 | 2021 |
| Irish | 606 | 632 | 590 | 354 | 145 | 94 | 5 | 10 | 6 | 6 | 4 | 8 |
| Spanish | 276 | 218 | 206 | 240 | 52 | 94 | 2 | 0 | 2 | 0 | 4 | 5 |
| UK | 96 | 91 | 79 | 70 | 32 | 16 | 2 | 0 | 0 | 2 | 2 | 2 |
| French | 119 | 207 | 194 | 86 | 68 | 56 | 1 | 5 | 1 | 0 | 5 | 0 |
| Belgian | 10 | 7 | 28 | 4 | 4 | 8 | 1 | 0 | 1 | 0 | 0 | 1 |
| German | 4 | 2 | 2 | 4 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 |
| Dutch | 15 | 9 | 12 | 7 | 4 | 6 | 0 | 0 | 0 | 0 | 0 | 0 |
| Portuguese | 2 | 0 | 0 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| Russian | 4 | 2 | 4 | 3 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Norwegian | 0 | 0 | 12 | 0 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 |
| Faroese | 0 | 0 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lithuanian | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Poland | 0 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Greenland | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Estonian | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 1,134 | 1,169 | 1,131 | 772 | 309 | 284 | 12 | 16 | 10 | 8 | 15 | 16 |

In 2021, changes to sea fisheries control and enforcement brought about by Brexit impacted on the work of the Naval Service and in particular the Fisheries Monitoring Centre (FMC). From 1st January the UK became a 3rd country in terms of fisheries control. The FMC has played a key role in facilitating a smooth transition to this new way of doing business, processing a higher volume than previously of Port State Controls (PSC) for UK fishing vessels landing catches in designated Irish ports and of Flag State controls for Irish fishing vessels landing catches in 3rd country ports, in particular the UK. Staffing in the FMC was increased at the end of 2020 and during 2021 in response to this expanded workload. The number of PSC requests processed by staff in the FMC in 2021 was 1,211 compared to 53 in 2020 and 47 in 2019.

EMERGENCY AEROMEDICAL SUPPORT (EAS) SERVICE

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

In order to ensure the provision of an important public service and to safeguard in so far as possible that the EAS service continued during the COVID-19 pandemic throughout 2021, the Air Corps took effective steps to cocoon EAS crew and technicians in Athlone. The Air Corps also took steps to protect crews through the use of protective equipment in the aircraft. The EAS was available and active for all of 2021.



Chart 3.3.1
Details of EAS Missions completed during 2021 (Aircraft AW 139)

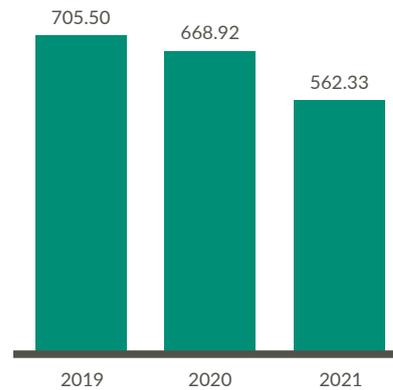


Chart 3.3.2
Comparison of Total Operational Flight Hours on EAS Missions*

* Includes missions where the AW139 was stood down

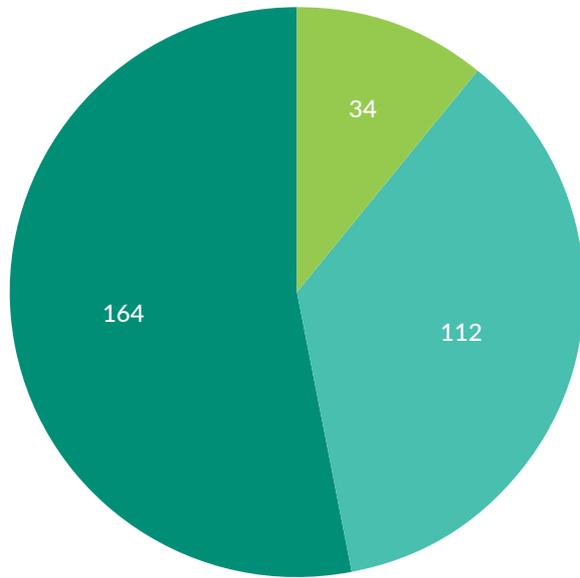


Chart 3.4.1
Nature of EAS Missions completed during 2021

Medical Trauma Paediatric

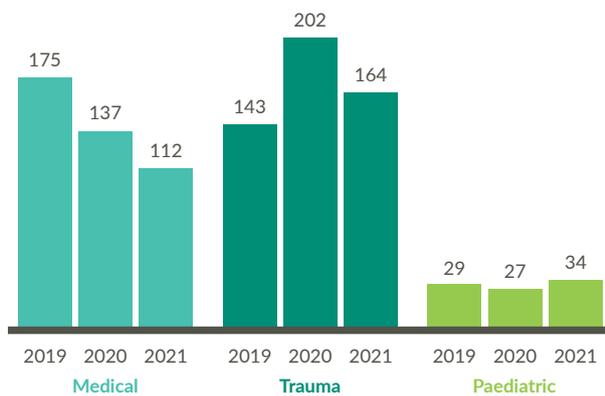


Chart 3.4.2
Number and Nature of completed EAS Missions 2019-2021

MINISTERIAL AIR TRANSPORT SERVICE

The Ministerial Air Transport Service is provided by the Air Corps to assist the President and members of the Government in fulfilling their official engagements at home and abroad. Information in relation to Ministerial Air Transport flights is publicly available via a link entitled "Routinely Published Information" on the Department of Defence website where it is updated on a monthly basis: <https://www.gov.ie/en/organisation-information/e8132-routinely-published-information/>

Chart 3.5 below contains summary details in respect of 2021 with similar details for 2019 and 2020 also provided for comparison purposes.

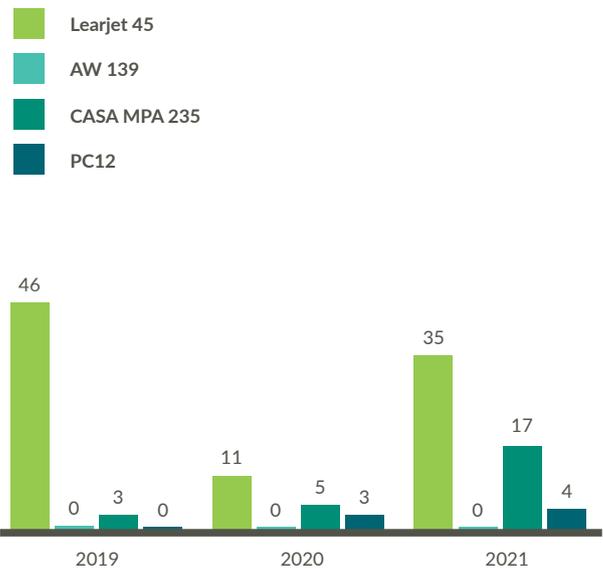


Chart 3.5
Number of MATS Missions by aircraft type carried out 2019-2021

MINISTERIAL AIR TRANSPORT SERVICE REVIEW GROUP

The Ministerial Air Transport Service (MATS) is currently provided by a Learjet 45 which is approaching its end of life and it is estimated that it will require replacement by 2024. For this reason, the MATS Review Group was convened in 2021. The Group is chaired by the Department of Defence and comprises representatives from the Departments of Defence, the Taoiseach, Public Expenditure & Reform, Transport and Foreign Affairs. The role of the group is to examine options for the future provision of an independent, international air transport service for use by the President, Taoiseach and other members of the Government. In examining the various options, in line with the Public Spending Code, the Group is considering how each option can be provided, the costs involved, and the efficiency and suitability of each option. The capability of the aircraft to carry out a broader utility role in terms of tasks and reach (beyond Europe) is also being examined. The Group is expected to make a recommendation to Government in 2022.

ARMY EQUITATION SCHOOL

In 2021, the COVID-19 pandemic posed considerable challenges to the equestrian world. The Army Equitation School (AES) competed in 11 International Horse Shows; winning seven international competitions. In addition, the Army Equitation School participated in over 58 national competitions throughout the country; this included the Dublin Horse Show at the RDS in August. The highlight of the season was the selection of Comdt Geoff Curran and Glengarra Wood to represent Ireland in three Nation Cup Competitions in Denmark, Norway and Spain. Comdt Curran and Glengarra Wood's performance was instrumental in securing the victory for the Irish Team in Drammen, Norway in August.

During 2021, the AES purchased three and leased two new horses, leaving the Equitation School with a total of 39 horses at the end of the year. The personnel strength of the Equitation School was 35: comprising of eight Officers (including five Riding Officers), eight Non-Commissioned Officers and 19 Privates.



CEREMONIAL SERVICES

The Defence Organisation plays a highly significant and noteworthy role in many State commemoration ceremonies. A total of 182 engagements by the Defence Forces School of Music (DFSM) Military Bands took place during 2021, composed of 12 state ceremonies, 157 military ceremonies and 13 community events. As a result of the public health restrictions in place during 2021, both the number of ceremonies and the number of DFSM engagements are significantly down on previous years. Defence Forces Band personnel provided supports to the HSE in the area of contact tracing.

Table 3.7 provides details of the Defence Forces contribution to both State and Military ceremonial events during 2020. Due to the COVID-19 crisis, many planned commemorations during 2021 were either significantly scaled back or cancelled.

Table 3.7
Details of the Defence Forces contribution to State and Military ceremonial events during 2021

| Date | Event | Total DF Numbers |
|-----------|--|------------------|
| 19 Feb 21 | Commissioning of 2 x Medical Officers, DFTC | 12 |
| 15 Mar 21 | Ministerial Review 63 Inf Gp, UNDOF, Dun Ui Mhaoiliosa | 44 |
| 25 Mar 21 | Commissioning of 96 Cadet Class, Collins Bks | 130 |
| 04 Apr 21 | 1916 Commemoration Ceremony at the GPO & Áras an Uachtaráin | 14 |
| 13 Apr 21 | COS Review of 118 Inf Bn UNIFIL, Custume Bks, Athlone | 59 |
| 05 May 21 | Commemoration of the execution of The Leaders of the 1916 Rising, Arbour Hill, Dublin. | 12 |
| 16 May 21 | National Famine Commemoration, Dublin | 27 |
| 21 May 21 | Commissioning of 4 x RDF Medical Officers, DFTC | 14 |
| 17 Jun 21 | Credentials Ceremony, Áras an Uachtaráin. | 49 |
| 11 Jul 21 | National Day of Commemoration, National Museum of Ireland, Collins Barracks, Dublin. | 93 |
| 06 Jul 21 | Commissioning of 2 x Medical Officers, DFTC | 12 |
| 26 Aug 21 | Official Visit by The President of France, Áras an Uachtaráin | 80 |
| 01 Sep 21 | Naval Service 75 th Anniversary | 95 |
| 08 Sep 21 | Wreath Laying Ceremony, UNHQ, New York | 12 |
| 13 Sep 21 | Ministerial Review 64 Inf Gp, UNDOF, DFTC | 130 |
| 16 Sep 21 | Transfer of Appointment Chief of Staff Defence Forces, McKee Bks | 107 |
| 22 Sep 21 | Credentials Ceremony, Áras an Uachtaráin. | 49 |
| 13 Oct 21 | Credentials Ceremony, Áras an Uachtaráin. | 49 |
| 19 Oct 21 | Ministerial Review 119 Inf Bn UNIFIL, Sarsfield Bks, Limerick | 250 |
| 27 Oct 21 | State Visit President of Germany Áras an Uachtaráin & Garden of Remembrance | 163 |
| 17 Nov 21 | Defence Forces Remembrance Ceremony, National Memorial, Merrion Square | 70 |
| 24 Nov 21 | Credentials Ceremony, Áras an Uachtaráin. | 69 |



Section 4

Corporate Information and Data

4.1

Details of Defence Vote Expenditure for 2019, 2020 and 2021 By Category*

| Expenditure Category | 2019 | | 2020 | | 2021 | |
|--|------------|------------|------------|------------|------------|------------|
| | €m | % | €m | % | €m | % |
| PDF Pay and Allowances | 456 | 60.4 | 446 | 57.1 | 465 | 59.1 |
| Pay and Allowances of Civilian Employees and RDF | 21 | 2.8 | 21 | 2.7 | 22 | 2.8 |
| DF Capability and Development | 103 | 13.6 | 128 | 16.4 | 91 | 11.6 |
| Air Corps: Equipment and Support | 17 | 2.2 | 21 | 2.7 | 27 | 3.4 |
| Naval Service: Equipment and Support | 14 | 1.9 | 12 | 1.5 | 16 | 2.0 |
| Barracks Expenses, Engineering Equipment and Maintenance | 23 | 3 | 23 | 2.9 | 25 | 3.2 |
| DF Built Infrastructure – Capital | 15 | 2 | 12 | 1.5 | 16 | 2.0 |
| Military Transport | 20 | 2.6 | 24 | 3.1 | 26 | 3.3 |
| Litigation and Compensation Costs | 6 | 0.8 | 7 | 0.9 | 6 | 0.8 |
| Other non-pay military expenditure | 52 | 6.9 | 54 | 6.9 | 59 | 7.5 |
| Administration | 23 | 3 | 27 | 3.5 | 28 | 3.6 |
| Civil Defence (incl. dormant accounts funding) | 5 | 0.7 | 5 | 0.7 | 5 | 0.7 |
| Irish Red Cross Society | 1 | 0.1 | 1 | 0.1 | 1 | 0.1 |
| Total (Gross) | 756 | 100 | 781 | 100 | 787 | 100 |

* Minor discrepancies may arise due to rounding. Provisional outturn figures for 2021.

4.2

Details of Army Pensions Vote Expenditure for 2019, 2020 and 2021 by Category*

| Expenditure Category | 2019 | | 2020 | | 2021 | |
|--|------------|------------|------------|------------|------------|------------|
| | €m | % | €m | % | €m | % |
| Defence Forces (Pensions) Scheme & Payments in respect of Transferred Service | 242.2 | 96.5 | 242.9 | 96.8 | 251.3 | 96.7 |
| Wound & Disability Pensions, allowances and gratuities, to or in respect of former members of the Defence Forces | 8.4 | 3.3 | 7.8 | 3.1 | 8.3 | 3.2 |
| Payments in respect of dependents of Veterans of the War of Independence & other miscellaneous expenditure. | 0.4 | 0.2 | 0.4 | 0.1 | 0.4 | 0.1 |
| Total (Gross) | 251 | 100 | 251 | 100 | 260 | 100 |

* Minor discrepancies may arise due to rounding. Provisional outturn figures for 2021.

4.3

Details of the Volume of Transactions Processed in 2019, 2020 and 2021

| Metrics | 2019 | 2020 | 2021 |
|---|--------|--------|--------|
| No. of non-payroll payments made (invoices, etc.) | 21,247 | 19,311 | 18,698 |
| No. of new pensions approved (service, disability & dependants) | 556 | 383 | 418* |
| No. of cases processed on death of a pensioner etc. | 296 | 278 | 291* |
| No. of payroll family law queries | 7 | 5 | 5 |
| No. of pensions family law queries | 820 | 780 | 797* |
| No. of pensions benefit estimate statements provided and pension benefit queries answered | 2,900 | 2,100 | 2,244* |
| No. of Single Pension Scheme annual benefit statements issued** | 2,819 | 2,824 | 2,989* |

* Figures relating to Civilian Employee pensions were not included in previous years but are now included for 2021.

** These relate to Annual benefit statements for members of the Single Pension Scheme (military and civilian employees); a further 269 Cessation Statements for such members who have left employment, were also issued in 2021.

4.4 Internal Audit

The Department's Internal Audit Section is an independent unit that provides the internal audit service in respect of the Defence Organisation and reports directly to the Secretary General. As a service provider, the section follows the audit standards published by the Department of Public Expenditure and Reform. Internal Audit Section reviewed its audit practices in light of the continued restrictions put in place to address the COVID-19 pandemic in 2020. The 2021 Audit Plan was created with sufficient flexibility and contingency to ensure a broad coverage of stores and system audits were submitted for approval to the Secretary General. During a challenging 2021, the Section carried out some 77 audits. The Department's Audit Committee, which comprises of three external members (one of whom is the Chair) and one representative from each of the civil and military elements of the Department, reviewed the section's work on an ongoing basis in 2021. Membership of the Audit Committee underwent significant change during the year with the replacement of an independent member following their resignation, and renewal of both the civil and military representatives on retirement and promotion respectively.

4.5 General Data Protection Regulation (GDPR)

The Department of Defence and the Defence Forces, as separate data controllers for the Defence Organisation, continued throughout 2021 to carry out their obligations under the Data Protection Acts 1988 to 2018 and the General Data Protection Regulation. This was achieved through training and awareness for staff and the implementation of obligations contained in data protection policies. Both data controllers continued to engage with the Data Protection Commission and external subject matter experts as required.

Charts 4.1.1 and 4.1.2 provide details of the number of Subject Access Requests processed by the Data Protection Offices of both data controllers during 2021.

Chart 4.1.1
GDPR Subject Access Requests 2021
Department of Defence

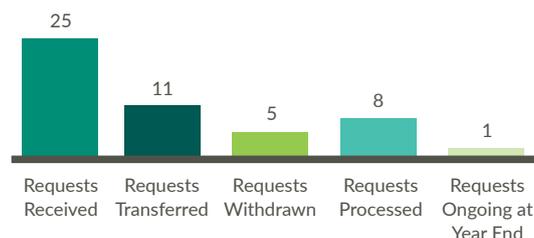
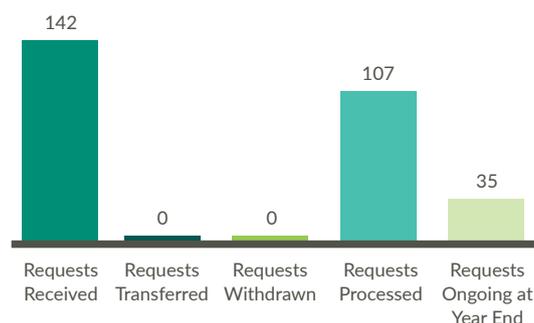


Chart 4.1.2
GDPR Subject Access Requests 2021
Defence Forces



4.6 Freedom of Information

The Department of Defence and the Defence Forces are treated as separate bodies for the purposes of the Freedom of Information (FOI) Act. Charts 4.2.1 and 4.2.2 below provide details of the number of FOI requests processed by both bodies during 2021, with details for 2019 and 2020 also provided for comparison purposes.

Chart 4.2.1
Details of FOI Requests processed by the Defence Forces

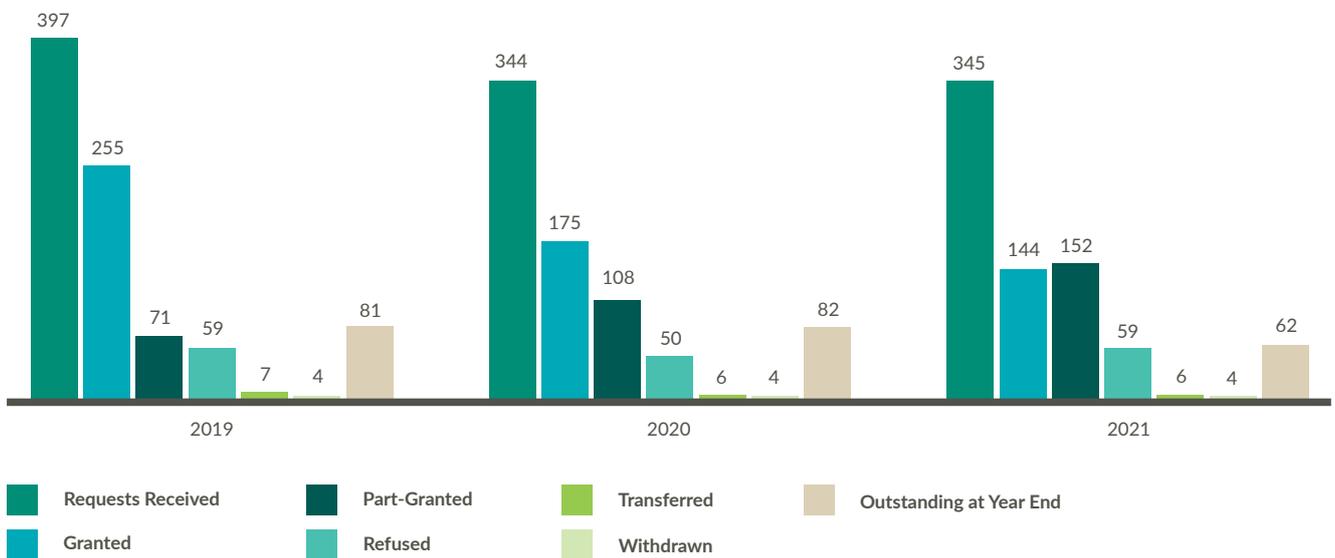
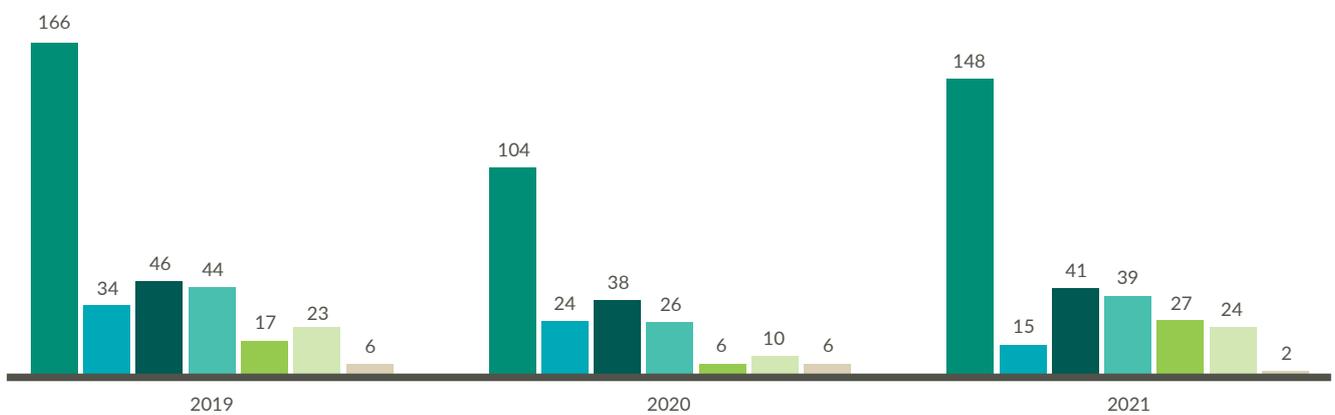


Chart 4.2.2
Details of FOI Requests processed by the Department of Defence



4.7

Protected Disclosures

Protected Disclosures made to the Minister for Defence are dealt with jointly by civil and military authorities.

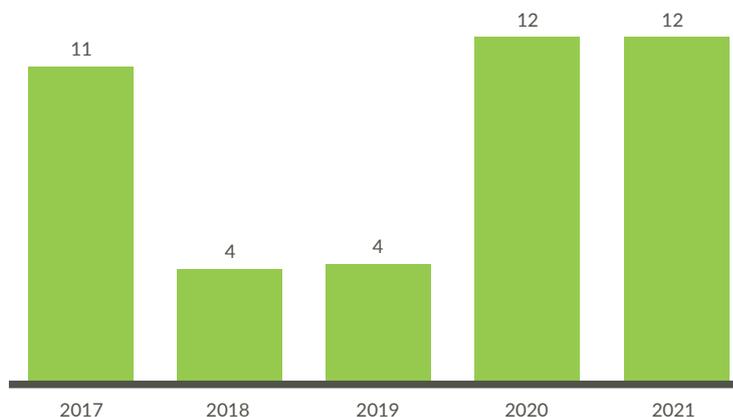
An annual report, in accordance with the terms of section 22 of the Protected Disclosures Act 2014, in relation to the total number of protected disclosures made in the preceding year, will be prepared and published on the departmental website <https://www.defence.ie/what-we-do/protected-disclosures>.

Concerns received from workers are processed in line with our published procedures. This includes screening to determine whether the disclosure appears to fall within the framework for protected disclosures. In 2021, the Department received 12 submissions under the heading of protected disclosures. This number relates to the total number of disclosures made to the Defence Organisation. Ten were submitted directly to the Minister, one was submitted to the Defence Forces and one was submitted to the Minister and the Defence Forces.

Seven of these twelve disclosures are considered closed and the remaining five are subject to ongoing inquiries. Of these five, one has been transferred for the attention of outside agencies.

Chart 4.3 below details the numbers of protected disclosures received in the years 2017 to 2021. These details are not broken down further in keeping with the confidentiality requirements specified in the 2014 Act.

Chart 4.3
Number of Protected Disclosures received in the years 2017-2021



4.8

Energy Consumption 2021

Department Of Defence

The Department of Defence continues to take a very proactive approach throughout its buildings in Newbridge, Renmore and Roscrea in progressing energy-efficient initiatives. Efforts towards improving energy efficiency have been achieved through departmental energy teams since 2007, implementing energy efficiency initiatives such as using only energy efficient lighting, more strict control of heating and ventilation systems, organising Energy Awareness Days to improve behaviour by staff at desk level, installing timers on high energy units, regular energy audits and monitoring and reporting. Further initiatives are planned from 2022 to contribute to the goals set out in the Government's Climate Action Plan.

While waiting for the SEAI to finalise and communicate to each public body their target goals up until 2030, the Department of Defence continued to reduce its energy consumption in 2021 and, by default, carbon emissions. While 2021 CO2 emission figures for the Department are not yet readily available from the SEAI, we have however seen over 60% reduction in emissions since 2007.

The total usage of energy in the Department for 2021 was 2,034,862kWh, compared to 2,253,428 kWh in 2020, almost a 10% reduction. Newbridge, including Clonmel Street, makes up 75% of energy consumption, totalling over 1,500,000kWh; Renmore usage was 207,000kWh (excluding Department of Agriculture, Food and the Marine and the National Shared Services Office who also share the building); while Civil Defence, Roscrea and Ratra House, consumed 320,000 kWh.

While attendance in office buildings was reduced during 2021 because of COVID-19, all of the Department's buildings continued to remain open during this time in support of essential services including payroll and pension services. As a result, the pandemic had limited effect on energy savings. Lights, heating, hot water and IT systems (including servers) had to remain on throughout 2021.

Switching to OGCIO meant a reduction on energy from IT server equipment in our Server and Communications room in the Newbridge building. Further improvements in server consumption will be realised in future years.

Defence Forces

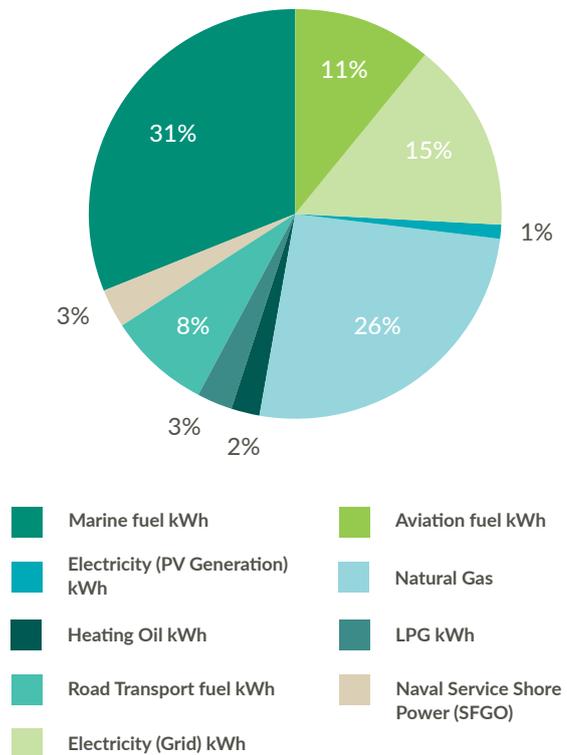
The total final consumption (TFC) was 235 GWh as reported to SEAI through the Monitoring and Reporting System for the Public Sector in April 2022. In 2021, the Climate Action Plan set Public Sector targets to Reduce GHG by 51% to 2030 (vs average 2016-2018 baseline) and to improve energy efficiency by 50% to 2030. Overall, the Defence Forces have reduced its consumption against 2016-18 baseline year by 18.4%. The main sources of energy use within the Defence Forces during 2021 were utilities (electricity, natural gas, LPG and heating oil) and transport fuel (including aviation fuel, marine fuel and road diesel and petrol and SFGO for Naval Service shore power).

Chart 4.4 provides a breakdown of the main categories of energy consumption by the Defence Forces during 2021.

Overall energy consumption in the DF has reduced by 2.6% since 2020. This decrease is attributable to a reduction in Naval Service marine fuel consumption, Road Transport fuel consumption and electricity consumption. The reduction in Naval Service marine fuel consumption is afforded to reduced operational commitments during the pandemic. Marine gas oil consumption reduced by 9.5% since 2020. There was a slight increase in consumption in Utilities. Part of this increase can be linked with the need for increased ventilation required in occupied spaces to maintain low CO2 levels in order to combat the spread of COVID-19.

The decrease in Road transport fuel can be attributed to a more efficient transport administration fleet, which includes electric and hybrid vehicles, with an overall road transport fuel consumption reduction of approximately 11% since 2020.

Chart 4.4
Defence Forces Energy Consumption by Source 2021



Aviation fuel consumption reduced by 0.78% since 2020, this small decrease in consumption was effected by the procurement of new aircrafts and the requirement of additional training.

The Defence Forces continue to maintain certification to the international energy management standard ISO 50001:2018 and as part of the certification process two locations were audited in 2021.

The Defence Forces Senior Energy Executive (SEE) chaired by Deputy Chief of Staff (Support) approves an Annual Plan of Action (POA) to address energy use across the full spectrum of energy categories. Some notable achievements of the POA 2021 include:

- i. Completion of further Solar photovoltaic (PV) projects, bringing the installation of PV Capacity in the Defence Forces to over 1.4MWp. PV is now installed in thirteen DF locations. Electricity generated by renewables (PV) increased to 1GWh, a 16% increase since 2020 (866MWh).
- ii. One such PV project was installed with a BESS (Battery Energy Storage System) to assess the viability of Energy Storage to further the use of PV generated electricity in DF Installations.
- iii. Continued rollout of heat pumps in suitably identified DF buildings.
- iv. A feasibility assessment study was conducted for the proposed installation of a Wind Turbine in a DF installation to further diversify the DF Energy Sources.

European Defence Agency (EDA) Collaboration - Energy

The Defence Forces continued to engage with the EDA on a number of energy initiatives during 2021. Since 2014, the Defence Forces have participated in the EDA's Energy and Environment Working Group. This Working Group examines opportunities to improve energy performance across the Defence Sector.

In 2021, Ireland continued its participation in the European Commission's 'Consultation Forum for Sustainable Energy in the Defence and Security Sectors' - Phase III (CFSEDSS III) which is coordinated by the EDA. This consists of a series of conferences which examine the applicability of EU energy legislation and how it can be implemented by European militaries. The forum comprises four working groups (WG): Energy Management 1 and 2, Renewable Energy Sources (RES) and Protection of Critical Energy Infrastructure, each of which are

attended by Defence Forces personnel. In 2021, the Defence Forces continued to provide a Moderator to the RES working group and Defence Forces personnel have been significant contributors to the work of the other groups, including taking the lead on an nZEB (Net Zero Energy Building) project in WG1.

In 2021, the Defence Forces continued its participation on the EDA Defence Energy Managers Courses (DEMC) which run over the course of a year with three 3-5 day sessions conducted remotely. The DEMC provides both theoretical and practical training aimed at increasing energy efficiency and reducing overall energy consumption through an energy management system based on the ISO 50001:2018 standard. To date, eight personnel have completed the course (1st, 2nd, 3rd and 4th DEMC), two personnel are close to completion on the 5th DEMC and four personnel have started on the 6th DEMC course. Personnel of Officer and NCO rank and from the Naval Service, Air Corps, Corps of Engineers, Transport Corps and Infantry Corps have participated.

The Defence Forces have engaged with Science Foundation Ireland's Defence Organisation Innovation Challenges. The Challenge relative to Energy, Challenge 5: Reducing the environmental impact of the Defence Force aircraft, land vehicles and vessels. The proposed solution is a novel scalable and portable Inclined Rotary Gasifier (IRG) system that will be developed to convert waste to produce a synthetic biofuel to decarbonise Defence Force transport. The proposed solution also explores the viability of employing IRG technology to assist in decarbonising Defence Force transport.

A team was established in Q4 2021 and is comprised of a Defence Forces Liaison from the Corps of Engineers, and contributors from industry and education that are equipped with technical expertise in areas of environmental sciences to energy systems and subdomains of biomass characterisation, processing technology, fuel chemistry, combustion systems as well as experimental and numerical methods. Unsuccessful in the Concept Phase Review, the DF continue to engage with other agencies in the area of sustainable alternative fuels.

4.9

Cross-Departmental Working Groups with Input from Defence

The Department of Defence has input into 128 Cross Departmental groups. Attendance by Department Officials at these groups is across all grades from Secretary General to Clerical Officer.

- » All Island Information Exchange
- » Aviation Protocol Subgroup – Multi-Agency response to Aviation Emergencies
- » Brexit Coordinators Group
- » Central Government Accounting Manual Development Group
- » Children First Interdepartmental Implementation Group
- » CISM Network (Critical Incidence Stress Management Network)
- » Civil Service ICT Managers' Group
- » Civil Service Management Board
- » Civil Service Renewal Working Group on cross-cutting issues
- » Climate Communications Coordination Committee
- » CNI Cyber Risk Assessment Steering Group
- » Courts-Martial Rules Committee
- » Commercial Skills Academy Advisory Group (CSAAG)
- » Consultative National Maritime Pollution Response Forum
- » Cross-Border CNI Cyber Interdependencies Working Group
- » Cross Governmental Head of Communications
- » Cross Governmental Communications Group
- » Cross Governmental Communications Press Officer
- » Department of the Taoiseach National Risk Assessment Steering Group
- » Disability Liaison Officers Network
- » Dormant Accounts Fund (DAF) Interdepartmental Group
- » Emergency Services Driving Standard (ESDS) Governance Panel
- » European Maritime and Fisheries Fund Monitoring Committee
- » Equality Budgeting Interdepartmental Network
- » European Social Fund (ESF) Programme Monitoring Committee, chaired by the Department of Education & Skills' ESF Managing Authority
- » External Assurance Process Working Group
- » Finance Officers Network
- » Financial Management Shared Services – Process Design Advisory Group
- » Fixed Asset Working Group
- » Garda Air Support Unit Steering Group
- » Government Communications Network
- » Government Contracts Committee for Construction (GCCC)
- » Government Task Force on Emergency Planning
- » Government Task Force on Emergency Planning - Sub-Group: Resilience
- » Government Task Force on Emergency Planning - Subgroup: Winter Ready
- » Government Task Force on Emergency Planning - Subgroup: Summer Ready
- » Government Task Force on Emergency Planning - Sub-group: Risk
- » Government Task Force on Emergency Planning - Subgroup: Emergency Communications
- » Government Task Force on National Risk Management
- » Health Threats Co-ordination Group
- » High Level Steering Group on Cyber Security
- » Implementation Group on Policing Reform
- » Inter-departmental Committee on Annual 1916 Ester Commemorations at Arbour Hill
- » Inter-departmental Chemicals Policy Group
- » Inter-departmental Committee on Conventional Weapons
- » Inter-departmental Committee on the Decade of Centenaries
- » Inter-departmental Committee on Development Cooperation
- » Inter-departmental Committee on EU Engagement
- » Inter-departmental Committee on Human Rights
- » Inter-departmental Committee on Islands Policy
- » Inter-departmental Committee on Non-Proliferation of Weapons of Mass Destruction
- » Inter-departmental Committee on Peacekeeping
- » Inter-departmental Committee on the Security of Government Buildings Complex

- » Inter-departmental Flood Policy Co-ordinations Group
- » Inter-departmental Group on EU and Brexit
- » Inter-departmental Group on Security of Electoral Process and Disinformation
- » Inter-departmental Group on the Irish Abroad
- » Inter-departmental meetings on Famine Commemoration
- » Inter-departmental meetings on National Day on Commemoration
- » Inter-departmental meeting on the Council of Europe
- » Inter-departmental meetings on Sustainable Development Goals
- » Inter-departmental National Security Authority Group
- » Inter-departmental Period Poverty Implementation Group
- » Inter-departmental Planning Group for 1916 Easter Sunday Commemoration
- » Interdepartmental Steering Committee on development of Public Sector Cyber Security Baseline Standards.
- » Inter-departmental Steering Committee on the Military Services Pensions Collection
- » Inter-departmental Working Group on MLA draft Convention on International Cooperation in the investigation and prosecution of the Crime of Genocide, Crimes against Humanity and War Crimes
- » Inter-hospital Air Ambulance Steering Group
- » IGEES Inter-departmental Advisory Group
- » Irish Prison Service Interagency Contingency Planning Group
- » LGBTI+ National Inclusion Strategy Committee
- » Management Board of the National Directorate for Fire and Emergency Management
- » Marine Co-ordination Group
- » Marine Strategy Framework Directive Implementation Group
- » Maritime Surveillance (MARSUR) Committee and Working Group
- » MEM Subgroup on Mass Fatality Planning
- » Migrant Integration Strategy Monitoring and Coordination Committee
- » Ministerial Air Transport Service (MATS) Review Group
- » National Aeromedical Group
- » National Airspace Policy Body (Flexible Use of Airspace)
- » National Civil Aviation Security Committee
- » National Civil Aviation Security Committee – Threat and Risk Group
- » National Data Infrastructure (NDI) Champions Group
- » National Emergency Co-ordination Group- Press Officer Communications Subgroup
- » National Floods Directive Coordination Group
- » National Office of Suicide Preventions “Connecting for Life Cross Sectoral Steering Group” progressing the implementation of the National Strategy to Reduce Suicide 2015-2020.
- » National Oversight Group on COVID-19 Excess Mortality
- » National Search and Rescue Consultative (NSARC) Committee
- » National Search and Rescue Consultative (NSARC) Forum
- » National Search and Rescue Stakeholders Forum
- » National Security Committee
- » National Shared Services Office (NSSO) Advisory Board
- » National Shared Services Office (NSSO) Employee Services Customer Group (ESCG)
- » National Steering Group on Major Emergency Management
- » National Strategy for Women and Girls Strategy Committee
- » OFGUG (Oracle Financials Government User Group)
- » OGCIO (Office of the Government Chief Information Officer) ICT Advisory Board
- » OGP (Office of Government Procurement) Category Councils
- » OGP (Office of Government Procurement) ICT Category Council
- » OGP Procurement Executive
- » OGP Procurement Network
- » OGP Strategic Procurement Advisory Group
- » OPW Interdepartmental Flood Policy Co-ordination Group

- » Our Public Service 2020 Action Team 10 "Embed Programme and Project Management" (DOD Leads)
- » Our Public Service 2020 Action Team 1 "Accelerate Digital Delivery"
- » Our Public Service 2020 Action Team 6 "Promote a Culture of Innovation"
- » Our Public Service 2020 Action Team 13 "Mainstream Continuous Work Force Planning"
- » Our Public Service 2020 Action Team 16 "Promote Equality, Diversity and Inclusion"
- » Our Public Service 2020 Public Service Leadership Board (PSLB)
- » Our Public Service 2020 Public Service Management Group (PSMG)
- » Oversight Group of Ireland's second National Action Plan on Women, Peace and Security (2015 - 2018)
- » Personnel Officers Network
- » Policy Forum/Working Group on fast accrual pensions
- » Protected Disclosures Network
- » Public Health Reform Expert Advisory Group
- » Public Service Innovation Network
- » Public Service Pensions Network
- » Public Service Project Management Network
- » Public Service Sectoral Group
- » Quality Customer Service Officers Network
- » Sea Fisheries Protection Authority SLA Management Groups Levels 1 and 2
- » Search and Rescue Aviation Forum
- » Senior Officials Group on Ukraine Humanitarian Crisis
- » Single Pension Scheme Sectoral Steering Group
- » Single Pension Scheme Technical Focus Group
- » Space Enterprise Coordination Group
- » Working Group on Derelict Ships
- » Working Group on developing a Well-being Framework for Ireland

4.10

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

The Department of Defence has completed MOU's with:

- » Department of Agriculture, Fisheries and Marine
- » Department of Transport, Tourism and Sport
- » Department of Health (x 2)
- » Department of Foreign Affairs and Trade (x 3)
- » Department of Housing, Planning and Local Government
- » Office of Revenue Commissioners
- » Department of Communications, Climate Action and Environment
- » Department of Social Protection and Employment Affairs
- » State Claims Agency
- » United Nations (x 2)
- » Ministry of Defence, UK (x 3)
- » Ministry for Home Affairs and National Security, Malta
- » Irish Red Cross Society
- » Department of Defence, Australia
- » Minister of National Defence of the Republic of Poland
- » National Shared Services Office
- » Kildare County Council

SLAs have been agreed with:

- » Department of Education and Skills – regarding ESF funding relating to the Defence Forces Employment Support Scheme.
- » Marine Institute – regarding surveys, information sharing and training between the MI and the Naval Service.
- » Medico – in relation to training assistance provided by the Naval Service to Medico.
- » Air Accident Investigation Unit – in relation to services provided by the Defence Forces in the event of an air accident.
- » Irish Coast Guard (IRCG) – regarding Search and Rescue support and other services provided by the Defence Forces to the IRCG.
- » Met Éireann – regarding the exchange of meteorological data between the Naval Service and Met Éireann.
- » Department of Health/Health Service Executive (HSE) – regarding an Air Ambulance Service provided by the Air Corps
- » Health Service Executive/National Ambulance Service – Regarding a pilot scheme for the availability of a Defence Forces ambulance and crew to the National Ambulance Service.
- » Marine Survey Office – assistance in routine or emergency situations.
- » Garda Síochána Ombudsman Commission (GSOC) – for the provision by the Air Corps of an air transport service to GSOC Investigators.
- » Irish Aviation Authority (IAA) – regarding Air Navigation Services between the IAA and the Air Corps.
- » Department of Justice and Equality – regarding the Garda Air Support Unit.
- » Office of Public Works (OPW) – in relation to services provided by the Air Corps to the OPW during extreme weather events.
- » The Department of Foreign Affairs as represented by Irish Aid – in relation to a range of services provided by the Defence Forces regarding the Rapid Response Initiative.
- » Sea Fisheries Protection Agency (SFPA) – in relation to services provided by the Naval Service and Air Corps to the SFPA in regard to fisheries protection.
- » An Garda Síochána (AGS) - terms of service between Civil Defence and AGS in relation to emergency incidents.
- » Environmental Protection Agency and the Department of Communications, Climate Action and Environment – regarding the provision of services by the Defence Forces and Civil Defence.
- » Department of Culture, Heritage, and the Gaeltacht (National Parks and Wildlife Service) – regarding the provision of services by the Defence Forces.
- » Department of Transport, Tourism and Sport – regarding the provision of services by the Defence Forces to the Dublin Airport Authority.
- » Department of Housing, Planning and Local Government in relation to Mass Fatality Planning.
- » Department of Communications, Climate Action and Environment and the National Cyber Security Centre with the overall aim of improving the cyber-security of the State
- » Óglaigh Náisiúnta na hÉireann (ONE) for the provision of services to ONE.
- » Irish United Nations Veterans Association (IUNVA) for the provision of services to IUNVA.
- » Irish Coast Guard – provision of service between Civil Defence and the Irish Coast Guard in relation to emergency incidents on the waters of Ireland.
- » Department of Health/Health Service Executive (HSE) for the provision of a contingency emergency service to the HSE by the Air Corps for the air transportation of radiopharmaceuticals and certain compounded medicines in the aftermath of Brexit.
- » Commissioner of Irish Lights for the provision of a contingency emergency service by the Air Corps to the Commissioners of Irish Lights in the aftermath of Brexit.
- » Department of Foreign Affairs & Trade regarding a range of services by the Defence Forces to the Emergency Civil Assistance Team (ECAT)
- » Department of Health for Defence Forces supports in the implementation and operation of COVID-19 Mandatory Hotel Quarantine Scheme



Appendix A

Terms of Reference of the Commission on the Defence Forces

In addressing the detailed tasks as provided for in its Terms of Reference, the Commission will have regard to immediate requirements while also seeking to develop a longer term vision for beyond 2030. This is against a backdrop of the high-level Defence goal which is 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. This fits within the broader context of the protection of Ireland's defence and security interests nationally and internationally. The Commission's approach should aim to ensure that the Defence Forces will remain agile, flexible and adaptive in responding to dynamic changes in the security environment, including new and emerging threats (such as from climate change) and technologies.

It is understood that recommendations of the Commission may require legislative changes.

In arriving at its findings and recommendations for arrangements for the effective defence of the country, the Commission will have regard to the level of funding provided by Government for Defence.

The following Terms of Reference, and the Commission's overall approach will be guided and informed by both the White Paper on Defence 2015 and the White Paper Update 2019, which set out Ireland's extant Defence Policy, including the current Security Environment Assessment, as set out in the White Paper Update.

- » The Commission will take account of Ireland's particular defence requirements, including its strong international commitment in the overseas domain as well as the particular roles of the Defence Forces in the domestic security environment which itself continues to evolve.
- » The Commission will consider and recommend the appropriate structure and size of the Permanent Defence Force (PDF) and the Reserve Defence Force (RDF). This will encompass consideration of appropriate capabilities, structures and staffing for the Army, and its brigade structure, the Air Corps and the Naval Service along with the appropriate balance and disposition of personnel and structures across a joint force approach in the land, air, maritime, cyber, intelligence and space domains.
- » With regard to the RDF, the Commission will consider a wide range of options and will make recommendations to better leverage the capabilities of the RDF in their supports to the PDF and to make service in the RDF a more attractive option.
- » The Commission will examine the structures in the Defence Forces as well as the work of the White Paper Command and Control project to date. In that context, the Commission will consider the most appropriate governance and effective high-level command and control structures in the Defence Forces.
- » The Commission will examine the evolution of all remuneration systems and structures currently in place in the Defence Forces noting what the Programme for Government states in relation to a future Permanent Pay Review Body. Upon completion of the Commission's work, the Minister for Defence will consult with the Minister for Public Expenditure and Reform on the establishment of a permanent pay review body, reflecting the unique nature of military service in the context of the public service. All recommendations by the Commission or the successor body and their implementation must be consistent with national public sector wage policy.
- » The Commission will set out a strategic perspective on HR policies, and associated strategies, including grievance processes and consideration of appropriate structural flexibility, to fulfil the requirements of military capabilities for a more agile and adaptive Defence Forces in a manner congruent with modern society, and in light of the prevailing dynamics of the labour market, while consistent with public sector pay and personnel policy.
- » The Commission will consider and recommend appropriate turnover and retention approaches, having regard to work undertaken to date, and international best practice, to deliver the capabilities required of a modern military force. In addition, it will recommend approaches to recruitment, including identifying military career options that could create a more diverse, gender-balanced, flexible and responsive force, with a system of career progression to meet the recommended force structures and disposition.

MEMBERSHIP OF THE COMMISSION ON THE DEFENCE FORCES

Chair: Aidan O'Driscoll, former Secretary General, Department of Agriculture 2015-2018 and Department of Justice and Equality 2018-2020. Department of Agriculture Chief Economist from 1995 to 2001 and Assistant Secretary General from 2001 to January 2015 for EU Affairs, Economics and Climate Change.

Stephanie O'Donnell, is a retired civil servant with experience in a range of senior roles, including at senior level in the Department of Public Expenditure and Reform, with significant experience of public service policy, including on personnel and remuneration matters. She was responsible for voted expenditure for the Defence Forces for a number of years. (*Ms. O'Donnell replaced Peter Brazel who had to step down in February 2021*)

Admiral Haakon Bruun-Hanssen, retired Norwegian Chief of Defence (2020) and formerly Chief of the Armed Forces Joint Operations and Inspector General of the Norwegian Navy.

Shay Cody, former Chair of ICTU Public Services Committee and retired Senior General Secretary of ForSa 2010-2019.

Maura Conway, Professor of International Security in the School of Law and Government at DCU and coordinator of VOX-Pol, an EU-funded project on violent online political extremism. Member of the Academic Advisory Board of Europol's Counter-terrorism Centre.

Marie Cross, retired Assistant Secretary, Department of Foreign Affairs, former Ambassador to the EU Political-Security Committee (PSC), member of the Board of the IIEA and Chair of its Defence and Security Committee. Was a member of the White Paper (2015) Ministerial Advisory Group.

Anja Dalgaard-Nielsen, Danish researcher and security policy expert. She is Director of the Institute for Strategy at the Royal Danish Defence College and Professor (part time) at the Center for Social Security and Risk Management at the University of Stavanger. She is former head of the Department of Preventive

Security in the Police Intelligence Service. In June she was appointed to the advisory group to the NATO Secretary General on NATO 2030. (*Professor Dalgaard-Nielsen had to step down from the work of the Commission during the summer*)

Dan Harvey, military historian, museum curator and retired Lieutenant Colonel in the Defence Forces. As an author he has written extensively about the history of the Defence Forces.

Caitriona Heintz, Executive Director at the Azure Forum for Contemporary Security Strategy, Ireland and Adjunct Research Fellow at the School of Politics and International Relations at UCD.

John Minihan, former Senator and retired Captain in the Defence Forces. Chair of 2015 White Paper Ministerial Advisory Group.

Lieutenant General Conor O'Boyle (Retd.), former Irish Defence Forces Chief of Staff and previously Deputy Chief of Staff (Support) and General Officer Commanding Defence Forces Training Centre.

Lieutenant General Esa Pulkkinen, Finnish military officer who is a 3 star General (equivalent to rank of Defence Forces Chief of Staff). Previously, Director General of the EU Military Staff and military strategic adviser to the High Representative.

Geraldine Tallon, former Secretary General, Department of Environment, Community and Local Government (2007-2014) and ex Chair of Department of Defence Audit Committee (2014-2019). Chair of the Catholic Institute for Deaf People.

Gerry Waldron, currently works as a medical doctor and Director of Slándáil (National Security Summit Ireland). He previously served as an officer in the Defence Forces for 16 years in a variety of roles at home and overseas with the United Nations.

Jane Williams, Managing Partner, SIA Partners Management Consultants and former Eirgrid PLC Board member and interim CEO 2009-2010. She has served on the Board of the National Competitiveness Council, the Irish Universities Quality Board, TLAC and a number of other boards and committees.

Appendix B

Organogram Of The Management Board And The General Staff

DEPARTMENT OF DEFENCE MANAGEMENT BOARD



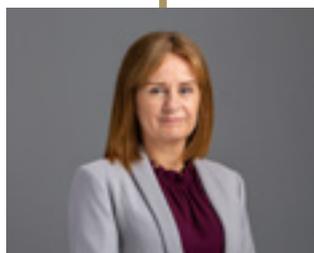
Jacqui McCrum
Secretary General



Ciaran Murphy
Assistant Secretary

International Affairs & Legislation

Brussels
International Security
Legislation
Data Protection, PD,
Facilities & Military Aviation
Authority



Aileen Nolan
Director (Acting)

Emergency Operations and Infrastructure Oversight

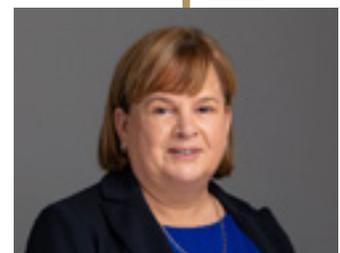
Executive
Civil Defence
Property Management
Office of Emergency
Planning



Robert Mooney
Assistant Secretary

Strategic Planning, Capability Development & Corporate Support

Comms & Programme MGT
Planning & Organisation
ICT
Internal Audit
Contracts
Finance
Human Resources



Clare Tiernan
Assistant Secretary
(Acting)

Defence Capability People

Litigation
Defence Forces
Personnel Policy
Capability (People)
Dev & Support
Conciliation & Arbitration

DEPARTMENT OF DEFENCE
GENERAL STAFF



Chief of Staff
Lieutenant General
Seán Clancy



Assistant Chief
of Staff
Brigadier General
Rossa Mulcahy



Deputy Chief of
Staff (Operations)
Major General
Anthony McKenna

- Intelligence Branch (J2)
- Operations & Plans Branch (J3/5)
- Communications & Informations Services
- Trainning & Reserve Branch (J7)
- Combat Support Branch



Deputy Chief of
Staff (Support)
Major General
Adrian Ó Murchú

- Legal Services
- C & A
- Finance Branch
- HR Branch (J1)
- Logistics Branch (J4)
- Engineer Branch
- MP Branch
- Ordnance Branch
- Transport Branch
- Medical Branch



Óglaigh
na hÉireann
IRISH DEFENCE FORCES



An Roinn Cosanta
Department of Defence