



An Roinn Cosanta
Department of Defence

Ministerial Brief

Department of Defence

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Department of Defence

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1. The Minister for Defence and the Department of Defence

1.1 The Minister

The Constitution vests supreme command of the Defence Forces in the President and also provides that the exercise of such command shall be regulated by law. The governing legislation is contained in the Defence Acts, 1954-2011, which provide that military command of, and all executive and administrative powers in relation to, the Defence Forces, including the power to delegate command and authority, shall be exercisable by the Government and through and by the Minister for Defence. By law, the Minister for Defence is also the head of the Department of Defence.

The Minister also has other responsibilities in relation to Civil Defence, Emergency Planning and the Irish Red Cross Society.

A short summary of the key elements of the responsibilities of the Minister for Defence is provided at Appendix 1, and this also includes details of forthcoming meetings and events that the Minister is required to attend.

1.2 The Minister of State

In the past, the role of Minister of State at the Department of Defence had been assigned to the Government Chief Whip and Minister of State at the Department of the Taoiseach.

More recently, however, the Taoiseach assumed the role of Minister for Defence and assigned a Minister (of State) with Responsibility for Defence (who sat at Cabinet). In this regard, the Taoiseach formally delegated powers to the Minister of State in accordance with the Ministers and Secretaries (Amendment) (No. 2) Act 1977. However, all powers or duties so delegated continued to be vested in the Minister for Defence, concurrently with the Minister of State, and could be exercised or performed by either. The Minister for Defence remained responsible to Dáil Éireann and as the member of the Government for the exercise and performance of any statutory powers and duties delegated.

1.3 Statutory framework for the Department and the Defence Forces

The Constitution of Ireland vests the right to raise and maintain military or armed forces exclusively in the Oireachtas and expressly prohibits the raising and maintenance of any other military or armed force for any purpose whatsoever. The Department's mandate has a constitutional and statutory basis which seeks to ensure the civil control of the armed forces of the State.

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

Under the Defence Acts, 1954-2011, the Department has civil and military elements. The civil element is headed by the Secretary General and the military element by the Chief of Staff. Both elements provide supports to the Minister in the management of defence.

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

The current Strategy Statement of the Department and the Defence Forces was formally approved in November 2016 and covers the period 2016 to 2019. It was prepared in close collaboration with the Defence Forces and, in that context, provides an agreed strategic framework for the entire Defence Organisation¹. As required, consultation also took place with all other Government Departments and, consistent with the collaborative approach outlined in the Programme for a Partnership Government, the Oireachtas Committee on Foreign Affairs and Trade, and Defence was also consulted. In the context of such a comprehensive consultation process having been carried out so recently, subject to the agreement of the Minister and any guidance from Government, the Department would propose that the current Strategy Statement should be rolled-over and extended without restarting a new full Strategy Statement development process. A submission in this regard will be made to the Minister shortly. (The present Strategy Statement is sufficiently broad and linked to the Government’s overall approach in the White Paper on Defence to accommodate any specific Ministerial emphasis within overall Government policy.)

The Defence Acts 1954 to 2011 provide the legislative basis for the Defence Forces (*Óglaigh na hÉireann*) and provide that Defence Forces Headquarters (DFHQ) is the military element of the Department of Defence. The Chief of Staff of the Defence Forces heads DFHQ. The Chief of Staff is the principal military adviser to the Minister. As provided for in the Defence Acts, the Minister has assigned duties to the Chief of Staff. The Chief of Staff is directly accountable to the Minister for the performance of these duties, which include responsibility for the military effectiveness, efficiency, organisation, and economy of the Defence Forces. As provided for in the Acts and with the approval of the Minister, the Chief of Staff has, in turn, delegated responsibility for certain duties to the Deputy Chief of Staff (Operations) and to the Deputy Chief of Staff (Support).

¹ The term “Defence Organisation” refers to the Department of Defence and the Defence Forces.

The Act also provides for delegation by the Minister of military command to General Officers Commanding the Brigades (two), the Defence Forces Training Centre, the Air Corps and to the Flag Officer Commanding the Naval Service. In practice, matters relating to command are normally channelled through the Chief of Staff. In effect, this means that day-to-day operational control of the Defence Forces rests with the Chief of Staff for which he is directly responsible to the Minister. (A civil-military project team is currently carrying out a review of High Level Command and Control pertaining to the Defence Forces.)

1.4 The Management Board

The civil element of the Department is led by the Management Board which comprises the Secretary General, the three Assistant Secretary Generals and the Director. This reflects a very recent additional post at Assistant Secretary level – Branches are currently transitioning into the resulting new division of responsibilities. The Management Board takes a central role in the formulation of strategy, in the development and monitoring of the business planning process and deciding resource allocation. Policy on key strategic and management issues is formulated before submission, as appropriate, for consideration at a political level, or otherwise is implemented. The Management Board also has a key role in relation to corporate governance. The Management Board meets on a weekly basis. The Minister occasionally attends meetings of the Management Board.

1.5 The Strategic Management Committee

The Strategic Management Committee (SMC) is a joint civil-military committee providing a forum for the discussion of major policy issues. The SMC members are the Secretary General of the Department of Defence (Chairman), the Chief of Staff, the three Assistant Secretary Generals, the Director, the two Deputy Chiefs of Staff and the Assistant Chief of Staff. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. Close co-operation on all matters between civil and military elements are a priority. The SMC meets on a monthly basis. The Minister occasionally attends meetings of the SMC.

1.6 Role of civil element of the Department

The structures of all Government Departments are regulated by the Ministers and Secretaries Acts 1924 to 2011, and the Public Service Management Act 1997. As a “corporation sole”, the Minister embodies the Department in law and bears the responsibility for its activities. In effect, the Minister is the Department and civil servants have no separate existence. This in turn means that the Minister is the ultimate decider of Departmental policy, drawing on the advice of the civil service, within the overall context of Government policy, and bears political responsibility for all actions within his or her Department. Moreover, the *Carltona Doctrine*² provides that the powers vested in a Minister may be exercised, without any express act of delegation, by departmental officials

² *Carltona Ltd. v Commissioners of Works* [1943] 2 All ER 560

of certain seniority and responsibility i.e. the decision of the civil servant is the decision of the Minister.

Within this legal context, the primary role of the civil element of the Department of Defence is to support the Minister as head of the Department and in particular to provide policy advice and support on Defence matters, including assistance with policy formulation and the implementation of policy as directed by the Minister.

The civil element also has a number of specific roles, which include the management of legal, regulatory and litigation policy and related matters on behalf of the Minister; the management of human resources and industrial relations matters; and the coordination of the delivery of security, emergency and community services by the Defence Forces.

In addition, the civil element provides liaison between the Defence Forces and other Government Departments, public authorities, the EU and public representatives. Policy in respect of overseas operations, in furtherance of Ireland's commitments in the area of international security and peacekeeping, is also coordinated by the civil element.

Civil servants discharge financial management and audit functions in connection with the Secretary General's role as Accounting Officer and provide administrative support services to the Defence Forces, including payroll and the management of major procurement and infrastructural programmes. There has been a significant degree of delegation of financial authority to the Defence Forces in recent years, particularly in the area of the procurement of goods and services.

An illustration of the senior management and Branch structure of the civil element of the Department is shown in Appendix 2.

To support the work of the civil element of the Department, and with the agreement of the Office of the Attorney General, an Advisory Counsel was seconded to the Department in March 2016 for an initial period of three years to provide independent and objective legal advice. The legal advisor's (Ms. Eunice Friel BL) role is to provide legal advice to the Secretary General, the Management Board and to line Branches on specific issues that arise which require legal opinion.

1.7 Role of Internal Audit and the Audit Committee

The Department's Internal Audit Section is an independent unit which reports directly to the Secretary General. It provides the internal audit function to both the Department and the Defence Forces and carries out a range of audits each year covering various aspects of the operation of the Department and Defence Forces. The Section's work programme is set out in the annual audit plan, which is approved by the Secretary General following its review by the Department's Audit Committee. From time to time, the Section also undertakes audits of urgent matters not included in the audit plan.

Internal Audit Section's work is reviewed on an ongoing basis by the Department's Audit Committee. The Audit Committee operates under a charter co-signed by the Chair of the

Committee and the Secretary General. The role of the Audit Committee is to provide independent advice to the Secretary General, in his position as Accounting Officer for the Defence Vote and the Army Pensions Vote, regarding the suitability and robustness of the internal control systems and procedures in the Department and Defence Forces, and advise him on matters relating to internal controls, risk management, financial reporting and internal and external audit. The Audit Committee comprises four members, two of whom are external to the Defence Organisation. The current membership of the Committee is:

- Chair – Ms Geraldine Tallon, former Secretary General, Department of the Environment, Community and Local Government;
- Second External Member – Ms Noreen Fahy, Finance Specialist, IPA;
- Department Representative – Mr Des Dowling, Assistant Secretary;
- Defence Forces Representative – Major General Kevin Cotter, Deputy Chief of Staff (Support).

The Committee meets not less than four times per year and the Head of Internal Audit attends all Committee meetings. The Chair of the Audit Committee has right of access to the Accounting Officer.

1.8 Minister's Office and Special Advisers

The primary responsibilities of the Office of the Minister for Defence are the:

- provision of a link between the Minister, the Department of Defence and the military authorities;
- provision of advice and assistance to the Minister in relation to his ministerial functions;
- processing correspondence, representations, parliamentary business and enquiries;
- organisation of the Minister's diary and public engagements.

The Office provides a service to members of the Oireachtas, other Government Departments and Ministers' Offices, constituents of the Minister and the public. The Office also liaises with organisations or groups in relation to public engagements which the Minister may undertake.

The primary function of Special Advisers is to secure the achievement of Government objectives and to ensure effective co-ordination in the implementation of the Programme for Government. The role and duties of Special Advisers are described in section 11 of the Public Service Management Act 1997. In summary, these are to assist the Minister by (i) providing advice; (ii) monitoring, facilitating and securing the achievement of Government objectives that relate to the Department, as requested; and (iii) performing such other functions as may be directed while being accountable to the Minister in the performance of those functions.

1.9 Programme for a Partnership Government 2016

The Programme for a Partnership Government includes a total of 14 separate commitments that have been assigned to the Department of Defence. Many of these overlap with extant White Paper projects. Details of the 14 commitments are set out in Appendix 4, along with details of two other commitments that Defence has a contributory role in but which were assigned to other departments.

Progress on implementation of commitments assigned to Defence is reported on an ongoing basis to the Programme for Government Office in the Department of the Taoiseach and has been reflected in the recent Programme for a Partnership Government Annual Report which was approved by Government last month.

1.10 Defence Forces Organisation

The Defence Forces are organised on conventional military lines providing a sufficiently flexible structure to carry out all the roles assigned by Government. The Defence Forces consist of a Permanent Defence Force (PDF) and a Reserve Defence Force (RDF). The former is a standing force and provides the primary capabilities for military operations at home and military peace support operations abroad. The RDF provides a contingent conventional military capability to augment and assist the PDF in situations where such additional capabilities are required.

In addition, in the region of 480 civilian employees are engaged throughout the Defence Forces. The majority of these employees are craft, general operative and related grades and are involved mainly in the maintenance of equipment and military installations. The remaining employees are mostly involved in clerical and storekeeping duties for the Defence Forces but also include aircraft inspectors, social workers and other various professional and technical grades.

PERMANENT DEFENCE FORCE

The PDF consists of the Army, the Air Corps and the Naval Service with an overall establishment of 9,500 personnel. A list of senior military management is attached at Appendix 3.

Army

The Army provides the land component of the State's Defence capabilities. The Army currently provides the deployable military capabilities for overseas peace support operations augmented by personnel from the Air Corps and Naval Service. On a day-to-day basis the Army provides a broad range of operational outputs. These include activities in support of An Garda Síochána such as providing prisoner escorts, explosive ordnance disposal and security duties at Shannon Airport. The Army also undertakes tasks in support of the civil authorities such as the provision of assistance in severe weather events and is an integral part of the State's response to many contingencies. The Army is structured into two all-arms brigades, consisting of combat, combat support and combat

service support elements. Each brigade has been designated a territorial area of responsibility with specific locations. The Defence Forces Training Centre (DFTC), located at the Curragh, Co. Kildare, supports the entire Defence Forces.

Air Corps

The Air Corps is based at Casement Aerodrome, Baldonnel, Dublin and consists of an operational headquarters, two operational wings, two support wings, the Air Corps Training College, and a Communication and Information Services Squadron. On a day-to-day basis, the Air Corps undertakes Army Support, Fishery Protection Patrols, and provides a Ministerial Air Transport Service.

The Air Corps supports An Garda Síochána by providing pilots and technical support for the Garda Air Support Unit (GASU). The Air Corps also provides support to the HSE through the provision of an emergency inter-hospital air ambulance service. The Air Corps also provides support for the HSE's Emergency Aeromedical Support (EAS) Service which operates on a daily basis out of Custume Barracks, Athlone. In addition, the Air Corps undertakes a number of other approved operations in support of the civil authorities.

Naval Service

The Naval Service is based at Haulbowline, Co. Cork and has a flotilla of eight ships. It has an operational headquarters, an operations command, a logistical support command and a Naval Service College. The Naval Service provides the maritime component of the State's Defence capabilities. The Naval Service is the State's principal sea going agency and provides a broad range of supports in the maritime domain. On any given patrol day, the Naval Service can carry out a number of taskings on behalf of other State agencies such as the Sea Fisheries Protection Authority (SFPA), An Garda Síochána and the Revenue Commissioners.

In addition, the deployment overseas of Irish Naval vessels to assist the Italian Authorities with the collective effort to save lives in the Mediterranean is addressed in Section 5.4 of this Brief.

Naval Service vessels also participate from time to time in foreign visits in support of Irish diplomacy and trade.

RESERVE DEFENCE FORCE

The RDF consists of the First Line Reserve, the Army Reserve and the Naval Service Reserve. The Army Reserve has an establishment of 3,869 personnel and the Naval Service Reserve has an establishment of 200 personnel which in accordance with the White Paper is to rise to 300 which will result in the overall establishment figure for the RDF increasing to 4,169.

1.11 Roles of the Defence Forces (incl. RDF)

The new White Paper on Defence published in 2015 established the following revised roles for the Permanent Defence Force (PDF):

- To provide for the military defence of the State from armed aggression;
- To participate in multi-national peace support, crisis management and humanitarian relief operations in accordance with Government direction and legislative provision;
- To aid the civil power – meaning in practice to assist, when requested, An Garda Síochána, who have primary responsibility for law and order, including the protection of the internal security of the State;
- To contribute to maritime security encompassing the delivery of a fishery protection service and the operation of the State’s Fishery Monitoring Centre, and in co-operation with other agencies with responsibilities in the maritime domain, to contribute to a shared common maritime operational picture;
- To participate in the Joint Taskforce on Drugs interdiction;
- To contribute to national resilience through the provision of specified defence aid to the civil authority (ATCA) supports to lead agencies in response to major emergencies, including cyber security emergencies, and in the maintenance of essential services, as set out in MOUs and SLAs agreed by the Department of Defence;
- To provide a Ministerial air transport service (MATS);
- To provide ceremonial services on behalf of Government;
- To provide a range of other supports to government departments and agencies in line with MOUs and SLAs agreed by the Department of Defence e.g. search and rescue and air ambulance services;
- To contribute to Ireland’s economic well being through engagement with industry, research and development and job initiatives, in support of government policy;
- To fulfil any other tasks that Government may assign from time to time.

The new White Paper establishes that the primary role of the Reserve Defence Force (RDF) is to augment the PDF in crisis situations. The types of tasks that the RDF could be required to undertake in such situations are varied but could include:

- Conventional military operations in defence of the State;
- Aid to the civil power support, including port security tasks;
- Aid to the civil authority support;
- Barrack security or other supports that facilitate the release of members of the PDF for operational duties.

A further role of the RDF which is provided for in the White Paper is to contribute to state ceremonial events.

A statistical summary of the day to day operational outputs of the Defence Forces during 2016 is provided at Appendix 5.

2. White Paper on Defence 2015

2.1 Background

The White Paper on Defence was approved by Government in July 2015 and was formally launched at an event held in Dublin Castle in August 2015.

The preparation of the White Paper was informed by a wide-ranging consultation process, which was facilitated by the publication of the first ever Green Paper on Defence in July 2013. Discussions were held with a range of Government Departments and State Agencies on cross-cutting policy issues. The views of international organisations were also obtained, with a particular focus on likely future trends in international peace support operations. A symposium on the White Paper was also held in May 2015 and this, coupled with Dáil statements in June 2015, provided a final opportunity for inputs from stakeholders, prior to the finalisation of the White Paper.

2.2 Key Provisions

The White Paper was published in August 2015 and provides the defence policy framework for the next decade. This policy framework is flexible and responsive given the dynamic nature of the security environment and enables the Defence Organisation to be adaptive to changing circumstances. As well as providing for the Defence of the State from armed aggression, the roles assigned (see Section 1.11 for a full list) include continued provision of supports to An Garda Síochána, the defence contribution to international peace and security and the defence contribution to major emergencies and civil contingencies. These non-security supports maximise the utility of defence assets and improve the value for money achieved from defence expenditure.

Defence policy is a manifestation of civil control of Defence and encompasses a number of essential components including: decisions on defence requirements and the defence contribution within a wider security framework; decisions on the use of defence assets towards non-security ends; decisions on the financial resourcing of defence and capabilities to be retained and developed; and matters relating to the administration of defence.

A key feature of the White Paper is the security assessment, which is set out in Chapter 2 and which was prepared by an inter-departmental group comprising representatives from the Department of the Taoiseach, the Department of Foreign Affairs and Trade, the Department of Defence, the Defence Forces, the Department of Justice and Equality and An Garda Síochána.

The White Paper also sets out key capability decisions. The development of flexible and adaptive military capabilities is a pragmatic approach to dealing with future uncertainty and the roles assigned. Capability commitments outlined in the White Paper are as follows:

- To maintain the Permanent Defence Force (PDF) establishment at least at 9,500 personnel;
- To retain existing two Brigade Army structure and Air Corps and Naval Service structures;
- To review high level Command and Control arrangements.

On the equipment front, a key requirement is to ensure that the Defence Forces can continue to undertake the tasks that are required of them. This requires replacement of significant equipment platforms over the life-time of the White Paper as follows:

- Upgrade or replacement of the Army's fleet of armoured personnel carriers (APCs) – a contract was placed in December 2016 at a cost of €55m exclusive of VAT;
- Measures will be taken to further enhance the capabilities of the Army Ranger Wing, in particular with the aim of increasing the strength of the Unit considerably – work on this project is currently being progressed;
- Replacement of a further three Naval Service vessels, LÉ Eithne, LÉ Ciara and LÉ Orla;
- Replacement of the Air Corps Cessna fleet and CASA maritime patrol aircraft – a request for tender was published by the Department in May 2017 for the replacement of the Cessna fleet with three larger aircraft suitably equipped for Intelligence, Surveillance, Target Acquisition and Reconnaissance tasks.

Other equipment priorities have also been identified in the event of additional funding becoming available (beyond that required to replace existing capabilities). This includes radar surveillance capability for the Air Corps, further vessels for the Naval Service and additional armoured vehicles and air defence capabilities for the Army.

Human Resources are a key component of capability and the White Paper sets out an ambitious programme in order to ensure that the Defence Organisation can continue to meet the challenges of a changing world. Short-term challenges in relation to recruitment are considered at Section 8.2. It also includes a section dealing with Veterans and the support that the Veterans Organisations will receive from the Department and the Defence Forces. It also includes a section on Gender and provides that further initiatives will be developed to encourage more women to apply to join the Defence Forces and to increase female participation at all ranks.

The service of members of the Reserve is valued and the Reserve Defence Force will be developed to ensure its continued viability. This includes a proposal that where specialist skills gaps exist in the PDF, consideration be given to engaging Reservists for relevant projects.

The members of Civil Defence provide essential supports in time of need and Civil Defence will also be developed to ensure that it can continue to deliver the required supports. The future of Civil Defence will continue to be developed around its central strategic objective of supporting the Principle Response Agencies in a variety of emergency and non-

emergency situations. This embraces the large number of support roles under the Framework for Major Emergency Management including assistance in dealing with a wide range of emergencies at national and local level, including severe weather, flooding and searches for missing persons. All of the foregoing are referred to as core services.

2.3 *New Initiatives*

The White Paper introduces a wide range of new initiatives for the defence sector including:

- A new process of fixed cycle defence reviews is to be established, at three and six year intervals, and will include an updated assessment of the security environment. This will assure foresight, flexibility, poise and overall preparedness in terms of defence planning and provision. (The first review will commence in July 2018 with a White Paper Update.)
- A specific defence funding study will be established to capture in a new way the expected long-term costs of meeting Ireland's defence requirements using a ten year planning horizon linked to the proposed new framework of fixed cycle reviews. (This project is scheduled to commence later this year.)
- The Department, in conjunction with other government departments and agencies, will explore the contribution of gender focused measures, particularly in relation to the deployment of female personnel. This is an area that the Secretary General of the United Nations called upon Ireland to further support during his visit in 2015. (Work commenced in 2016 on implementing this commitment and is continuing.)
- The potential development of a new Institute for Peace Support and Leadership Training. It is foreseen that the new Institute would have international standing and contribute to the overall development of knowledge and experience in the areas of peace support and conflict resolution. (Scoping work was carried out on the proposal throughout 2016. Ongoing additional consultation is required to further explore the feasibility of the concept and this is continuing in 2017.)
- Engagement by the Defence Organisation in innovation, research and product development will be further developed over the lifetime of the White Paper, through the Defence Enterprise Initiative.
- A new 10 week employment support scheme, aimed at unemployed people in the 18-24 age range, was developed in 2016 in consultation with key stakeholders including the Department of Social Protection. 25 participants successfully graduated in August 2016. Following favourable evaluation of the Scheme, two further iterations are scheduled for 2017 – the first is currently underway in Limerick and another is planned for North Dublin beginning in October.

2.4 Implementation

Following the publication of the White Paper on Defence a total of 88 separate projects were identified to be completed over a ten year period (see White Paper Implementation Plan at Appendix 6). These White Paper implementation projects were developed against the following planning timelines; those that fall into Immediate (I) which were to be initiated during the period ending in June 2017, Medium (M) which are to be initiated during the period between July 2017 and December 2019, and Long (L) which are to be initiated in the period after January 2020.

Implementation of the 88 specific projects is being carried out on a phased basis over the ten year implementation period out to 2025. Experience to date has shown that implementation on a phased basis is necessary in order to reflect Programme for Partnership Government and Strategy Statement commitments, the related nature of some projects and resourcing implications. This has led to the ongoing review of the process and related timelines and, subject to Ministerial approval, changes will occur as issues arise and other business dictates

The breadth of White Paper projects is such that responsibility for delivery must be spread across the Defence Organisation and placed with the most appropriate responsible leads. Civil/Military Project Leads have been established in relation to each project. A Joint Civil Military White Paper Implementation Facilitation Team (Joint Team) was set up to support and monitor the progress of these White Paper projects through interaction and cooperation with the civil/military Project Teams.

In line with the Project Management implementation framework that has been established by the Joint Team, the relevant civil or military Project Leads will facilitate the joint production of a detailed project plan for each project as the project is initiated and goes live. Once a project is live it enters the implementation framework and provides a monthly update on progress through a monthly Highlight Report. Civil/Military Project Teams are being established for each project as it is initiated. To date, 36 projects have been initiated as part of the first batch of Immediate Projects. These projects cover a variety of areas and are at various stages of development. 5 of the 36 initiated projects are now either closed or in the closure process and the outcomes will be considered as part of the first White Paper Update in 2018. The second batch of Immediate Projects of some ten projects is due to be initiated before the end of 2017.

The Joint Team has engaged with the Institute of Public Administration to provide Project Management training to members of the various civil/military Project Teams. This training programme involves ongoing professional development across the Defence Organisation as the Project Management implementation process broadens, with subsequent phases of projects due for initiation, the establishment of the project closure process and other trainings in this area. The Joint Team are responsible on an ongoing basis for advising the Minister, the Management Board, General Staff and the Strategic Management Committee about implementation of every project against agreed milestones and to this end are preparing an overall Implementation Framework. The Joint Team will also assist in the compilation and promulgation of lessons learned.

3. Defence Modernisation

3.1 Re-organisation of the Defence Forces

In December 2011, following the completion of a Comprehensive Review of Expenditure, the Government decided to stabilise the strength of the Permanent Defence Force (PDF) within a strength ceiling of 9,500 personnel.

The organisational structures that were in place at that time were initially designed for a PDF strength of 11,500 personnel and were no longer viable for a strength ceiling of 9,500 personnel. In this context, the Minister for Defence initiated a major re-organisation of the Defence Forces incorporating a reduction in the number of Army Brigades from three to two. The Chief of Staff and Secretary General of the Department brought forward detailed proposals regarding the re-organisation, including the geographical boundaries of Brigades and the location of the two Brigade Headquarters in Dublin and Cork. The Minister fully accepted these recommendations.

The re-organisation consolidated a large number of under-strength Units into a smaller number of Units and personnel were re-deployed from administrative and headquarters functions to operational Units. This optimised the operational effectiveness of the PDF within the available resources.

The re-organisation of the PDF commenced in July 2012 and was substantially completed in November 2012. While the reorganisation has been the subject of PQs and a variety of comment, the reorganised structures are well embedded and fully operational as recognised in the 2015 White Paper.

3.2 Shared Services

The Public Service Reform Programme (November 2011) identified the implementation of shared services as a major reform initiative. Shared services consolidate administrative functions in areas such as Human Resources, Payroll and Finance allowing the public sector bodies to focus resources on core activities that in turn lead to administrative efficiency and reduced costs.

The Department of Defence has already transferred certain Human Resources and Payroll functions to the National Shared Services Office (NSSO) which was established on a non-statutory basis in 2014 within the Department of Public Expenditure and Reform. The NSSO consists of three separate projects; two of which have commenced operations namely PeoplePoint (HR & pensions administration Shared Service Centre), and the Payroll Shared Service Centre (PSSC). The third project, the Financial Management Shared Service Centre, is currently in Design Phase, and is expected to commence operations in 2018.

The Department of Defence's some 350 civil servants successfully transitioned to PeoplePoint in July 2015. Separately, the Department also successfully transitioned a number of its payrolls to the PSSC (civil service and civilian employee payrolls in February 2015, military pensioners in October 2015 and Enlisted Personnel Payroll in April 2017).

The rest of the Department's payrolls will migrate shortly, with the officers payroll due to move in August and the reserve payroll and military Travel and Subsistence due to transition in the autumn.

The Establishment of the NSSO on a statutory basis has been approved by Government and will result in the transfer of a large element of the Department's staff to the NSSO. This will change considerably the overall profile of the Department's organisation with an increased emphasis on policy-based work around defence provision.

3.3 Procurement Reform

Office of Government Procurement

The Office of Government Procurement (OGP) was established (initially on a non-statutory basis) by the Department of Public Expenditure and Reform in 2013. The OGP has full responsibility for procurement policy and procedures, and for sourcing all goods and services on behalf of the public service.

In January 2016, Government approved the drafting of a Bill to establish the OGP on a statutory footing; primarily in order to move beyond co-operation and collaboration, to assign appropriate authority and to establish permanent governance arrangements. The Minister for Defence, while supportive of the general objectives of the proposed Bill, expressed concerns in relation to the scope of the proposals, principally around avoiding any dilution of the capacity of the Defence Organisation in securing operational and security objectives having regard to defence priorities, which primarily are a matter for the Minister for Defence to determine.

However, the current position is that the legislation establishing the OGP will not be progressed but, at a future point, legislation will be brought forward to establish the OGP and to further articulate the roles and responsibilities of all bodies under the model.

3.4 Defence Enterprise Committee

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

The Defence Forces, in turn, support Irish enterprise and research institutes, including third level colleges, which can contribute to the development and enhancement of Defence Forces capabilities. Under this initiative the Defence Forces are supporting a range of projects that cover research, training and innovation projects including with Irish indigenous companies.

In February 2016 the Defence Forces were successful as part of a Horizon 2020 consortium led by NUIG with a proposal called ROCSAFE. The scope of the project is to develop mobile, remotely-controlled technologies to enable an improved identification and detection of Chemical Biological Radioactive Nuclear (CBRN) materials and collection of forensic evidence in a variety of situations and conditions. The Defence Forces role in this project is as “end users” and they will assist in developing scenarios and assessing results.

The Defence Forces joined two additional Horizon 2020 project consortia in 2017. GAP or “Gaming for Peace” is a Trinity College led project which aims to produce a cost-effective simulation of a variety of real-world scenarios around peace-building and conflict prevention which will be used to train personnel from a variety of organisations in conflict prevention and peace-building.

The second project – CAMELOT – proposes to develop and demonstrate different advanced command and control service modules for multiple platform domains, allowing the development of a modular and scalable command and control station, customisable to the user needs.

The engagement by the Defence Organisation in innovation, research and product development has been given a particular emphasis in the White Paper, which provides that further development in this area will include the establishment of a Security and Defence Enterprise Group. This Group will bring together enterprise, industry, research and practitioners in the field of security and defence to identify areas of common endeavour and collaboration. The White Paper also recognised that while maintaining a very active approach to supporting enterprise and research, the Department of Defence or the Defence Forces do not have significant capacity or a stated function in industrial promotion. As such, only existing resources can be utilised in this area and therefore, such supports have to be closely managed and prioritised having regard to their congruence with defence capability requirements and benefits.

4. Defence Funding

Defence funding is provided on an annual basis through two separate allocations; Vote 35 (Army Pensions) and Vote 36 (Defence).

4.1 Vote 35 (Army Pensions)

Overview

The Army Pensions Vote provides for the payment of pension benefits to retired military personnel and certain dependants. As such, the Vote is primarily non-discretionary and demand driven. Superannuation benefits – retirement pensions and once-off lump sums – account for about 95% of all military pensions expenditure. The balance is spent on military disability pensions and other ancillary benefits.

The following table summarises the position in relation to Vote 35 in 2016 and 2017.

Vote 35	2016 Estimate*	2016 Outturn	2017 Estimate
Gross (€m)	234.7	234.7	229.6
A-in-As (€m)	5.2	5.4	5.0
Net (€m)	229.5	229.3	224.6

**Includes a supplementary estimate of €11m*

Funding

The Army Pensions Vote has required supplementary estimates over the past number of years. This is essentially because the amounts originally provided in those years were not sufficient to meet the costs that transpired. In 2016, a supplementary estimate of €11m (approx 5% of the original allocation) was required. The Department largely met any pension shortfalls from corresponding savings on the Defence Vote (Vote 36) e.g. identified pay savings that arise from the gap between retirements and the recruitment of replacement personnel (normally recruited in batches of 30+ to facilitate collective training).

A range of factors has contributed to increased military retirement benefit costs. There are particular difficulties that are unique to the Defence Forces in terms of predicting retirement and turnover patterns, and which can contribute to greater than expected expenditure in any given year. This is due, amongst other things, to the availability of the early payment of pension benefits immediately on retirement after relatively short periods of service, and regardless of age. Members of the Permanent Defence Force (PDF) have earlier pension accrual for operational and manpower policy reasons. This derives from the ongoing requirement to recruit new blood in order to maintain a professional military force and helps maintain the age profile of personnel as close as possible to appropriate levels for all ranks. The average age of serving PDF members is currently 36.

In 2016, some 75% of military personnel who retired with immediate entitlement to pension and retirement lump sum did so voluntarily, that is, before their maximum retirement age. Their numbers and rank mix will vary from year to year. Retirement benefits payable will also vary depending on service, retiring rank and pensionable pay. Many new retirees qualified for maximum retirement benefits adding to costs. Therefore, in any given year, it is very difficult to accurately predict the exact numbers of such voluntary retirements and the potential benefits payable.

There are now some 12,250 monthly-paid military pensioners (including 1,600 dependants of deceased members), a net increase of about 1,250 since 2007. Their numbers continue to rise year on year. It is projected that there will be 320 new retirees coming on pension during 2017. The position regarding 2017 funding is being closely monitored to determine emerging trends.

Disability Pensions

Under the Army Pensions Acts 1923-1980 a tax-free disability pension or gratuity may, following retirement, be granted to a former member of the PDF for permanent disablement due to a wound or injury attributable to military service (whether at home or abroad) or to a disease attributable to, or aggravated by, overseas service with a United Nations Force. These benefits are payable in addition to Defence Forces retirement benefits, however, the two pensions are subject to an overall limit. In cases where a service (retirement) pension and a disability pension are payable the Acts provide for the service (retirement) pension to be reduced, usually by half the disability pension amount. [It should be noted that compulsory retirement or discharge from the Defence Forces on medical grounds does not give an automatic entitlement to a disability pension.]

Applications under the Army Pension Acts are investigated by the Army Pensions Board, which is an independent statutory body consisting of a Chairman and two ordinary members (both doctors). The Chairman and one doctor are civilians and the other member is a serving Army doctor. The Board determines the question of attributability to military service in each case; assesses the degree of disability; and reports its findings to the Department, which acts on the Board's findings including the grant or refusal of appropriate benefits.

4.2 *Vote 36 (Defence)*

Overview

The Defence Vote provides for both capital and current expenditure and the 2017 gross allocation amounts to a total of €691.8m. A substantial portion of this allocation provides for the pay and allowances of some 9,500 Permanent Defence Force (PDF) personnel, 550 civilian employees and 350 civil servants. The Vote also includes provision for non-pay costs relating to the replacement and maintenance of essential defence equipment and operational costs.

The following table summarises the position in relation to Vote 36 in 2016 and 2017 and a full subhead breakdown of this Vote is provided at Appendix 7.

Vote 36	2016 Estimate*	2016 Outturn	2017 Estimate
Gross (€m)	681.8	670.7	691.8
A-in-As (€m)	25.2	40.7	20.7
Net (€m)	656.6	630.0	671.1

**Includes a technical supplementary estimate of €1,000*

Current Expenditure

The Defence Vote 36 allocation provides for the pay and allowances of some 10,435 public sector employees. It also provides for paid training for members of the Reserve Defence Force. The associated 2017 pay allocation is €497m. Non-Pay current expenditure of €121m will be used mainly to fund ongoing Defence Forces operational, support, maintenance and training costs.

In the past, a ratio of 70% to 30% was identified as being the appropriate pay to non-pay ratio for Defence expenditure. A level of 30% for non-pay is now regarded, in the context of advanced technology and essential reliance for most operations on heavier duty equipment, as an absolute minimum. The 2016 outturn for the pay to non-pay ratio was 68% to 32%. The White Paper provides that the future ambition is to maintain the stability of the pay element while simultaneously increasing the non-pay element.

Capital Expenditure

The 2017 capital allocation of €74m. will be used for the purchase and upgrade of military equipment, necessary building and maintenance works, and ICT projects.

In the longer term, Defence has been allocated €406m. as part of the 2017-2021 Capital Spending Plan. This allocation is of considerable strategic importance and will allow Defence to make significant investments in equipment and infrastructure over the coming years, as provided for in the White Paper on Defence.

In addition, the White Paper provides that 100% of the proceeds from sales of surplus properties from within the Defence estate can be reinvested in the defence capital programme. In practice, necessary adjustments arising from such sales will be made to the following year's capital provision.

As part of the Capital Review being undertaken by the Department of Public Expenditure and Reform, this Department has made a submission seeking a substantial increase in capital investment. This increase will be necessary to meet the costs of necessary equipment replacement and renewal, particularly for new ships and aircraft.

5. National and International Security

5.1 *National Security Committee*

The role of the Committee is to ensure that the Taoiseach and Government are kept informed of high-level security issues and the State's response to them. The Committee comprises the Secretary General to the Government, Secretary General Department of Foreign Affairs and Trade, Secretary General Department of Justice and Equality, the Garda Commissioner, Secretary General, Department of Defence and the Chief of Staff of the Defence Forces. The Committee receives threat assessments from the Garda Commissioner and the Chief of Staff.

The Chief of Staff and the Director of Intelligence advise the Minister for Defence on intelligence and security matters and operations. The Minister has the legal authority, at the request of the Director of Intelligence, to authorise, *inter alia*, certain communications intercepts, the carrying out of surveillance and the use of tracking devices in accordance with the relevant legislation. The Secretary General advises the Minister on all policy issues in this regard.

5.2 *Domestic Security/Aid to the Civil Power*

Internal security is primarily the responsibility of An Garda Síochána with the Defence Forces playing a key role in providing, on request, aid to the civil power (ATCP) support. In contrast to many countries, Ireland has a predominantly unarmed police force and as a result the Defence Forces provide internal security supports to An Garda Síochána on an on-going basis. Some typical examples of such support are outlined below.

Garda Air Support Unit (GASU)

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

Explosive Ordnance Disposal (EOD)

Explosive Ordnance Disposal (EOD) teams regularly respond to requests made by An Garda Síochána for Defence Forces assistance in dealing with a suspect device or for the removal of old ordnance. EOD teams provide a unique response capability within the State to deal with such incidents. This capability has been developed over many years in operational environments both at home and overseas, and has been further enhanced in the area of chemical, biological, radiological and nuclear (CBRN) operations.

Static Guard and Cash Escorts for the Central Bank

The Department of Defence recoups the full economic costs incurred as a result of escort and security services provided by the Defence Forces to the Central Bank. The total cost of this service annually is in the region of €1.3m.

Joint Task Force on Drug Interdiction

The Joint Task Force (JTF), which was established in 1993, enhances co-operation between An Garda Síochána, the Revenue Commissioners and the Naval Service in enforcing the law in relation to drug trafficking at sea. The JTF is brought together when An Garda Síochána and Revenue review intelligence received and consider that a joint operation should be mounted.

Prison Security

At the direction of Government, the Defence Force continues to provide security at Portlaoise Prison. They also provide prisoner escorts to and from the courts and hospitals, at the request of An Garda Síochána.

Security at Key Locations

Also at the direction of Government, Military Police provide a 24/7/365 presence in Government Buildings in support of An Garda Síochána and to support the security needs within the Government Buildings/Leinster House complex.

At the request of An Garda Síochána, the Defence Forces provide static security 24/7/365 at the Irish Industrial Explosives premises in Enfield, Co. Meath.

5.3 Aid to the Civil Authority and other tasks

In addition to providing ATCP and participating in overseas peace support operations, the Defence Forces also undertake a broad range of tasks on a day-to-day basis, and across a wide range of contingencies, in its aid to the civil authority (ATCA) role. Recent examples include the assistance provided to the local authorities and the HSE during the flooding/severe weather events that occurred throughout the country between December 2015 and February 2016.

The Department has pioneered the development of Memorandums of Understanding (MOUs) and Service Level Agreements (SLAs) in order to improve working relationships, service delivery and performance measurement. The general approach, where services are provided by the Defence Forces on a recurring basis to other Government Departments and Agencies, has been to agree a MOU or a SLA as a framework for the provision of services. The White Paper on Defence provides that the Department continues to formalise arrangements with other Departments and Agencies through the development of MOUs and SLAs and at present 36 such agreements are in place.

Discussions are ongoing with a number of other Departments and Agencies regarding the developments of further agreements including one with the Department of Health for the Air Corps support to the HSE in respect of the Emergency Aeromedical Support Service.

Ministerial Air Transport Service

The Ministerial Air Transport Service (MATS) is delivered primarily by the use of the Learjet 45 aircraft. The Learjet has a capacity to carry seven passengers and can be tasked with short and medium haul missions to the UK and Europe. A total of 52 Lear missions took place in 2016.

Following on from a Government decision in 2014, an inter-departmental high level group of officials was established (the MATS Review Group) to examine options for the future provision of the MATS. The MATS Review Group is preparing a Report to Government with recommendations and its work is ongoing.

Fishery Protection

The Naval Service conducts routine maritime surveillance patrols throughout Ireland's maritime jurisdiction on a day to day basis. In doing so the primary tasking of the Naval Service is to provide a fishery protection service based on outputs agreed annually with the Sea Fisheries Protection Authority in accordance with the State's fishery protection legislation and its obligations as a member of the European Union.

The Naval Service is currently equipped with a total of eight patrol vessels. The current vessel replacement programme has seen the delivery, and entry into service, in recent years of three new vessels (LÉ Samuel Beckett in 2014, LÉ James Joyce in 2015 and LÉ William Butler Yeats in 2016) which, in turn, replaced the three oldest vessels in the fleet. A contract for a fourth new ship under the current programme was placed in 2016 at a cost of €54.3m., bringing investment to over €250m since 2010. The fourth new ship is scheduled for delivery in mid 2018 and will be named after the playwright George Bernard Shaw.

Air Ambulance

The Air Corps provide a long standing emergency inter-hospital transfer service within Ireland and to the United Kingdom in support of the HSE. This service is underpinned by a service level agreement between the Department of Defence and the Department of Health which formalises arrangements for the provision of the service by the Air Corps.

In addition, the Air Corps also supports the HSE's Emergency Aeromedical Support (EAS) service. This service commenced in June 2012 and was established, initially on a pilot basis, by agreement between the Department and the Department of Health. A permanent service has now been established following a Government decision in July 2015. The Air Corps supports this service through the provision of a dedicated helicopter operating during daylight hours out of Custume Barracks, Athlone, with reserve support being provided by the Irish Coast Guard.

Arising from the Government decision in July 2015, the Defence Vote was increased by €2.2m in 2016 in respect of the costs incurred by the Air Corps in providing the EAS service. This is based on flying c. 480 hours per year. The Government decision provides that various options for future provision of the service will be kept under review in the context of ensuring a sustainable long term service. 415 EAS missions were undertaken in 2016.

5.4 International Security and Defence Policy

Policy overview

It is acknowledged that no state acting alone can address the entirety of existing and emerging security challenges. They require a co-ordinated, collaborative and integrated collective response drawing on a wide range of policy instruments at national level and through multilateral collective security arrangements. Ireland through its proactive engagement with the UN, the EU, the OSCE and NATO Partnership for Peace (PfP), and bilaterally with other states, continues to contribute to a range of cooperative and collaborative security arrangements in support of international peace and security.

Ireland maintains a policy of military neutrality which is characterised by non-membership of military alliances and non-participation in common or mutual defence arrangements.

Deployment of Defence Forces' personnel on peace support missions is undertaken in accordance with relevant legislation, which contains the requirement for Government, Dáil and UN approval, known as the "triple-lock". This provision applies in all circumstances where more than 12 personnel are to be deployed on a peace support mission. However, under the provisions of the Defence (Amendment) Act 2006, personnel may also be deployed for such reasons as training and humanitarian operations under the sole authority of the Government.

The EU and the UN

Relations between the EU and the United Nations have developed over time into a rich and diverse network of co-operation and interaction, spanning virtually the entire range of EU external relations. The main areas in which the UN is active today – such as promoting international peace and security, promoting respect for human rights, protecting the environment, fighting disease, fostering development and reducing poverty – are also key priorities for the European Union.

As a guiding principle, EU-UN cooperation in crisis management is based on the added value to both organisations and on producing operational benefits building on complementarity of efforts on the ground, within the overall aim of ensuring EU-UN effectiveness and coherence on peace and security.

Ireland regards EU-UN co-operation in the area of Crisis Management as an important tool in strengthening effective multilateralism by allowing both organisations to work together to respond more effectively in times of crisis. The relationship between the EU and UN is a key consideration in advancing the role of the Union in international crisis management.

EU CSDP

With the entry into force of the Lisbon Treaty on 1 December 2009, the EU's European Security and Defence Policy (ESDP) was renamed the Common Security and Defence Policy (CSDP). CSDP is an integral part of the EU's Common Foreign and Security Policy, which encompasses the EU's international obligations to the maintenance of international peace and security.

CSDP's primary function is to provide the Union with an operational capacity to undertake peacekeeping and crisis management missions outside the territory of the Member States. In addition to military tasks, there is a significant civilian and humanitarian dimension. The EU has at its disposal a wide range of instruments which it can deploy in this regard. These include economic, political, administrative, rule of law, etc.

Ireland's participation in CSDP takes place within the framework of our commitment to the primacy of the United Nations in the maintenance of international peace and security. Based on the provisions of the Treaty on European Union, amended by the Lisbon Treaty, Ireland has continued to participate in the ongoing development of EU military and civilian crisis management capabilities under CSDP.

The two main structures for the development and implementation of CSDP are the Political and Security Committee (PSC) and the EU Military Committee (EUMC). These bodies are supported by the Council Secretariat and the EU Military Staff respectively. Ireland is represented at ambassadorial level in the PSC and by a Brigadier General, representing the Chief of Staff, within the EUMC. Defence personnel, based in Ireland's Permanent Representation to the European Union, work proactively in representing Ireland's national interests within the Union, in association with colleagues from the Department of Foreign Affairs.

Participation in CSDP imposes no obligation on a Member State to participate in any EU operation. The deployment of troops and personnel or the commitment to contribute financially remains the exclusive prerogative of each Member State, to be decided in accordance with its own national decision making processes. The Lisbon Treaty expanded the scope of tasks undertaken in EU crisis management operations and introduced new processes for solidarity, assistance and cooperation. However, under the guarantees secured by Ireland there was no fundamental change to the Irish approach to supporting EU actions in CSDP.

EU Global Strategy on Foreign and Security Policy

In light of increasing security challenges in the EU neighbourhood, issues in the area of security and defence within the EU have taken on increased importance with an accelerated pace of development and implementation. The Department is fully engaged in this process at EU level, negotiating and promoting Ireland's interests in accordance with the policies set out in the White Paper, in consultation with the Department of Foreign Affairs and Trade and other relevant Government departments.

The High Representative for Foreign Affairs and Security Policy presented the new EU Global Strategy on Foreign and Security Policy to the European Council in June 2016 and an associated Implementation Plan to Foreign and Defence Ministers in November 2016. Drawing on this Implementation Plan, EU Defence Ministers adopted conclusions on 14th November 2016 which define the Union's collective level of ambition and priorities in the area of security and defence including capability development, deepening defence cooperation, and the adjustment of EU structures, tools and financing in the area of CSDP, drawing on the full potential of the Lisbon Treaty.

On 30th November 2016, the European Commission presented the European Defence Action Plan which put forward a range of proposals intended to strengthen the defence technological and industrial base within the Union. At the European Council on 15th December 2016, conclusions were adopted on security and defence, highlighting the need for Europeans to take greater responsibility for their security including by committing sufficient additional resources, reinforcing cooperation in the development of required capabilities for CSDP, endorsing the conclusions adopted by Defence Ministers in November, and welcoming the Commission's proposals on the Action Plan as its contribution to enhancing European security and defence capability in support of CSDP.

EU Defence Ministers Meetings

While there is no formal Defence Ministers Council, Defence Ministers meet twice during each 6 month EU Presidency (one informal meeting and one meeting with Ministers for Foreign Affairs). Ministers also meet in the format of the European Defence Agency (EDA) Steering Board. The next meeting of EU Defence Ministers will take place in Tallinn on 6th and 7th September 2017. Following that, there will be a meeting with the Ministers for Foreign Affairs on 16th November 2017.

EU Battlegroups

The term 'Battlegroup' is a standard technical military term. Essentially, it is a battalion-sized force with its support elements'; including transport and logistics. The overall size is about 1,500 personnel. EU Battlegroups have a readiness to deploy within 5 to 10 days to a range of possible missions, sustainable for 30 days extendable to 120 days. Battlegroups, as part of the EU's CSDP, offer a stand-by military capability that enables the EU to react to a crisis situation, if requested to do so by the UN. The stand-by period is for six months.

Participation in EU Battlegroups demonstrates Ireland's commitment to the development of EU capabilities in the area of crisis management and contributes to our overall credibility within the Union. Experience has shown that Ireland's participation in the Nordic Battlegroup in 2008, 2011 and 2015 and the Austro-German Battlegroup in 2012 has enhanced the Defence Forces' ability to work with other nations in a multinational environment and has served to enhance the Defence Forces reputation as a provider of a credible military capability. Ireland participated in both the German led and the UK led Battlegroups which were on standby during the second half of 2016. Subject to approval, Ireland will participate in the German led Battlegroup in the second half of 2020.

The Defence Forces participation in Battlegroups also supports Ireland's efforts in securing partners for UN blue hat operations, due to the close civil and military relationships built through our participation. For example, Finland, which participated in the Nordic Battlegroup has since partnered with Ireland in Chad and remains partnered with Ireland in Lebanon.

Ireland's participation in a specific Battlegroup operation would, as always, be subject to the usual "Triple Lock" requirements of a UN Mandate and Government and Dáil approval, as appropriate, in accordance with the Defence Acts.

EDA

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

The EDA's main aims are to support Member States in the area of capability development, to support greater efficiency and competition in the European defence equipment market and to support and improve investment in defence and security research and technology. On a day-to-day basis, the Minister is represented in the EDA by officials from the Department of Defence.

"Pooling & Sharing" is an EU concept which refers to Member States-led initiatives and projects to increase collaboration on military capabilities. Ireland has been actively involved in a number Pooling & Sharing projects including Cyber Ranges, Naval Training which Ireland is leading, and C-IED training.

Ireland also supports the Agency's work in capability development and market initiatives within the framework of CSDP and the relevant treaty provisions and national legislation.

NATO PfP

Ireland joined Partnership for Peace (PfP) on 1st December 1999. Participation in PfP is entirely voluntary. The essence of the PfP programme is a partnership formed individually between each Partner country and NATO, tailored to individual needs and jointly implemented at the level and pace chosen by each participating government. Ireland's engagement in PfP is supported through Ireland's Partnership Liaison Office at NATO Headquarters in Brussels.

Ireland's five priority areas of interest are:

- Co-operation on International Peacekeeping;
- Humanitarian operations;
- Search and Rescue;
- Co-operation in the protection of the Environment;
- Co-operation in Marine Matters.

In common with other neutral EU Member States who are members of PfP, Ireland participates in the PfP Planning and Review Process (PARP) mechanism for planning in relation to peace support operations. The scope of Ireland's involvement in PARP is focused on enhancing interoperability so that Defence Forces personnel can operate efficiently and effectively in a multi-national environment. Ireland has recently completed the 2017 PARP Assessment process; work on formalising the 2018 Partnership Goal package will commence in Quarter 3 of 2017.

Current Peace Support Operations involving the Defence Forces

A key element of Ireland's contribution to international peace and security is the commitment of personnel to international peace support operations (PSOs) under a UN mandate. As of 1st June 2017, Ireland is contributing 585 Defence Forces personnel to nine different missions throughout the world, as well as a further 72 personnel deployed on a Humanitarian Mission in the Mediterranean on Naval Service vessel LÉ Eithne. A detailed list of overseas missions and the number of personnel attached is set out in Appendix 8.

The main overseas mission in which Defence Forces personnel are currently deployed is the United Nations Interim Force in Lebanon (UNIFIL). The current contingent (110th Infantry Group) comprises an infantry battalion of 341 troops, eight personnel at Sector West headquarters and thirty personnel at the Force Headquarters in Naqoura. On 22nd November 2016, Ireland resumed the lead of the joint Irish/Finnish Battalion in UNIFIL.

The next mission in which a sizeable contingent of Defence Forces personnel is currently deployed is the United Nations Disengagement Observer Force (UNDOF) on the Golan Heights with 136 personnel. The current contingent (55th Infantry Group) comprises an infantry group of 130 troops and a deployment of one person to the Force Headquarters and a further 5 staff appointments at Camp Ziouani. The 55th Infantry Group is tasked primarily to serve as the Force Mobile Reserve within the UNDOF Area of Responsibility.

Arising from the French invocation of Article 42.7 of the Treaty of the EU, Ireland's contribution to the EU Training mission in Mali increased from 9 to 18 personnel during 2016. Irish personnel are based in the mission headquarters in Bamako and in Koulikoro Training Centre. The objective of this 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 also being provided in international humanitarian law, the protection of civilians and human rights. A contingent of the Defence Forces has been deployed to EUTM Mali since March 2013.

Naval Service deployment to the Mediterranean

Following a Government Decision on 12th May 2015, Ireland has embarked on a humanitarian search and rescue mission, Operation Pontus, in the Mediterranean to assist the Italian Authorities with the migrant crisis. A total of 128 search and humanitarian operations were carried out by six naval vessels in the period April 2015 to December 2016, resulting in the rescue of over 15,600 migrants. The rescued persons were all brought to ports in Sicily or mainland Italy. Following Government approval on 11th April 2017, LÉ Eithne departed Haulbowline on 23rd May last to begin a further rotation of three ships in the Mediterranean to continue to undertake humanitarian search and rescue tasks.

The despatch of Irish vessels is subject to a bilateral arrangement with the Italian Government on the deployment and operation of the vessels and on the disembarkation and reception of any persons rescued or vessels in distress, in accordance with the applicable international conventions on the rescue of persons in distress at sea. In this regard, relevant Notes Verbale have been exchanged between the Irish Government and the Italian Government.

The role of the Irish Naval vessel is to provide a search and rescue capability and to undertake humanitarian search and rescue operations at sea in the Mediterranean. Assistance to persons in distress at sea is provided in accordance with the applicable provisions of international conventions governing search and rescue situations.

EUNAVFOR MED (also known as Operation Sophia) is one element of an EU comprehensive approach to address the migration crisis in the South Central Mediterranean and to enforce an arms embargo on Libya. Following a recent Strategic Review of Operation Sophia by the European External Action Service, which is currently under consideration through EU Council Working Groups, potential participation by the Defence Forces in Operation Sophia will be considered. Any consideration of possible participation of Naval Service vessels would require Government and Dáil approval.

Memorandum of Understanding between Department and UK MOD

On 19th January 2015 the Minister for Defence and his UK counterpart signed a Memorandum of Understanding (MOU) between the Department of Defence, Ireland and the United Kingdom Ministry of Defence on the enhancement of bilateral engagement on certain aspects of Security and Defence Cooperation.

The MOU provides that the participants will prepare a three-year Action Plan that contains the programme of bilateral cooperation activities for the forthcoming year and sets the intent for the succeeding two years. Various actions provided for within the plan, which is divided thematically into Policy, Land, Air and Maritime activities, are currently being advanced.

5.5 *Brexit*

The Department of Defence is fully engaged with planning for Brexit and structures have been put in place to address the potential challenges arising. This includes the assignment of responsibility to a senior official (Mr. Ciarán Murphy, Assistant Secretary) in relation to Brexit related matters. The senior official represents the Department on the Interdepartmental Group on EU-UK Affairs which is chaired by the Department of the Taoiseach and is engaged with the identification of key strategic, operational and policy issues arising from Brexit. The Defence Forces are also engaged in prudential planning for a broad range of contingencies. There is ongoing close liaison between An Garda Síochána and the Defence Forces regarding security matters and regular coordination and liaison meetings take place.

6. Emergency Planning

6.1 *Government Task Force on Emergency Planning*

Following the events of 9/11 the Government established the Government Task Force (GTF) on Emergency Planning. The GTF is the top level structure which gives policy, direction and coordinates and oversees the emergency planning activities across all Government Departments and public authorities. The GTF meets every 6-8 weeks and at least 6-7 times a year and is chaired by the Minister for Defence.

The GTF is comprised of Ministers, senior officials of Government Departments, senior officers of the Defence Forces and An Garda Síochána and officials of other key public authorities having a lead or support role in Government and national emergency planning. The GTF may designate Subgroups to work on specific areas relating to the development of national emergency management.

6.2 *Office of Emergency Planning*

The Office of Emergency Planning (OEP) supports the Minister for Defence in his role as Chairman of the Government Task Force. The OEP works with Departments and other key public authorities in order to ensure the best possible use of resources and compatibility across different emergency planning requirements. The OEP also coordinates the work of various emergency planning Subgroups of the Government Task Force.

Key activities of the OEP include assisting the Minister for Defence to maintain an oversight of emergency planning and reporting to Government in this regard, and the provision of expertise and advice with regard to refining and developing national emergency management arrangements.

6.3 *Framework for Major Emergency Management*

Strategic Emergency Management: National Structures and Framework

The Government Task Force (GTF) decided in 2014 that there was a requirement to develop a national framework for strategic emergency management in Ireland. A GTF subgroup was established to carry out a review and to examine, inter alia, how to further enhance overarching national coordination, including the roles and responsibilities of government departments in coordinating the national response to emergencies at a strategic level. Building on existing arrangements, the GTF subgroup and the OEP worked with key stakeholders to develop a new national framework. A “*Strategic Emergency Management (SEM): National Structures and Framework*” document, and associated Annexes, was developed and subsequently approved by the GTF. The SEM will underpin the delivery of effective strategic emergency management in Ireland and will be supported by the development of an associated implementation plan, the establishment of GTF sub-

groups to deal with key issues such as capability development and critical infrastructure and a suite of related SEM guidance documents. A Draft Memorandum for decision of Government on the SEM Documents has been approved for circulation on eCabinet for Ministerial observations.

6.4 *National Risk Assessment*

In 2013, a “*National Risk Assessment*” (NRA) conducted under the auspices of the Government Task Force (GTF) on Emergency Planning was noted by Government and submitted to the EU Commission as part of an overview of NRAs by the EU across member states. With the introduction of revised EU Civil Protection legislation in 2014, member states are now required to assess their national risk management capabilities every three years. Throughout 2016, the OEP coordinated a review of the National Risk Assessment for Ireland and engaged with key stakeholders across all government departments, public authorities, agencies and other stakeholders. Dublin City University also provided academic oversight of the process and assisted in developing a revised methodology, which included moderating the Focus Groups established to carry out the assessment of the risks identified. The revised NRA for Ireland 2017 was circulated to all stakeholders prior to it being presented to and endorsed by the GTF on 8th March 2017. A Draft Memorandum for the Information of Government on the NRA for Ireland 2017 has been approved for submission to Government via eCabinet. Once noted by Government, this NRA for Ireland 2017 will be forwarded to the European Commission.

7. Defence Forces Equipment

7.1 Naval Service Vessel Replacement Programme

The White Paper on Defence recognises that a minimum eight ship flotilla will be required to ensure the operational capability of the Naval Service. Currently the eight vessels in the flotilla are (oldest to newest): LÉ Eithne, LÉ Orla, LÉ Ciara, LÉ Roisin, LÉ Niamh, LÉ Samuel Beckett, LÉ James Joyce and LÉ William Butler Yeats.

The current Naval Service vessel replacement programme has seen the replacement of three Naval Service vessels. The three new ships, LÉ Samuel Beckett (named and commissioned in May 2014), LÉ James Joyce (named and commissioned in September 2015) and LÉ William Butler Yeats (named and commissioned in October 2016), have been delivered and are in full operational service. A fourth new ship (to be named LÉ George Bernard Shaw) is scheduled for delivery in mid 2018.

The White Paper provides for the replacement of the current flagship, LÉ Eithne, with a multi-rolled vessel (MRV). LÉ Eithne was built in 1984. In addition, the two existing Coastal Patrol Vessels, LÉ Ciara and LÉ Orla are due for replacement in the coming years (also built in 1984).

Initial work on the replacement strategy is underway in the Defence Organisation but no strategic decisions have been made as yet.

7.2 Cessna Replacement Programme and other Air Corps aircraft requirements

The equipment priorities for the Air Corps are also being considered in the context of the White Paper which recognises that there are several new and/or enhanced platforms to be procured.

In the context of the Air Corps fleet, this includes the replacement of the Cessna fixed wing aircraft. There are currently five Cessna aircraft in operational service with the Air Corps, all of which were delivered in the early 1970's. The White Paper provides that the Cessna fleet is to be replaced with three larger aircraft suitably equipped for Intelligence, Surveillance, Target Acquisition and Reconnaissance tasks. In this regard, the Department initiated a tender competition for these aircraft in early May 2017.

The two CASA Maritime Patrol Aircraft are due for replacement in 2019. The White Paper provides that these will be replaced with consideration given to their replacement with larger more capable aircraft to enhance maritime surveillance and to provide a greater degree of utility for transport and cargo carrying tasks.

The seven Pilatus PC9 aircraft, which operate as the main pilot training aircraft for the Air Corps, are not due for replacement until 2025. A decision was taken in 2016 to replace a PC-9M aircraft which was written off following a fatal crash in 2009. The replacement PC-9M aircraft, scheduled for delivery in July 2017 from Pilatus Aircraft in Switzerland, at a cost of €5m plus VAT, will return the fleet size to eight and will assist in a required increase in pilot training in the Air Corps.

In terms of the rotary fleet, the existing two EC 135 and six AW 139 helicopters will continue to deliver the required Defence Forces training and other support capabilities over the lifetime of the current White Paper.

7.3 Equipment Plan/other major equipment purchases

Equipment priorities for the Army, Naval Service and Air Corps are being considered in the context of the lifetime of the White Paper on Defence as part of the capability development and equipment planning processes.

The White Paper provides that the Army will continue to retain all-arms conventional military capabilities. The principal aim over the period of the White Paper is to replace and upgrade, as required, existing capabilities in order to retain a flexible response for a wide range of operational requirements both at home and overseas.

There is a focus on the essential force protection provided by armoured vehicles, and in this regard a maintenance and upgrade programme has commenced for the current fleet of 80 Armoured Personnel Carriers (APCs) which will seek to ensure viability of the fleet out to 2030. A small number of armoured logistical and utility vehicles are also being procured for the purposes of enhancing force protection.

A Capability Development Plan, which is currently being developed, will dovetail with the work of identifying and agreeing a new Equipment Development Plan and the required funding requirements for new equipment, including new ships, aircraft and APCs. The Equipment Plan will be agreed by the joint civil/military High Level Planning and Procurement Group (HLPPG) – see below.

7.4 High Level Planning and Procurement Group (HLPPG)

The HLPPG is a joint civil/military group whose Terms of Reference were revised in 2016.

Its role is to develop and implement multi-annual rolling plans for equipment procurement and disposal, and infrastructural development (including property acquisition) based on the policy priorities in the White Paper.

The HLPPG is chaired on rotation by the Assistant Secretary General (in charge of Finance and Contracts Branches – currently Mr. Des Dowling) and the Deputy Chief of Staff (Support) – currently Major General Kevin Cotter, or their nominated alternates.

A sub-Group of the HLPPG, known as the HLPPG Working Group (HLPPG WG) is charged with the development of the planning methodology and the preparation of specific plans.

In the context of the Public Spending Code, the HLPPG and HLPPG WG have been assigned to act as the Sanctioning Authority for (Vote 36) programme expenditure proposals greater than €300,000 (HLPPG WG) and €1m (HLPPG).

8. Human Resources in the Defence Forces

8.1 Overall strength

The stabilised strength of the Permanent Defence Force (PDF) is 9,500; comprising 7,520 Army, 886 Air Corps and 1,094 Naval Service personnel.

As of the 30th April 2017, there was a complement of 9,062 whole time equivalent personnel. This figure comprised 7,290 Army, 1,065 Naval Service and 707 Air Corps personnel. The shortfall between these figures and the established strength does not arise as a consequence of any funding constraints as sufficient provision is made available to fund up to and including a full complement of 9,500 personnel. Whilst there are challenges in predicting the numbers who may retire, the Defence Forces are satisfied that they have the capacity to train sufficient numbers of new entrants to keep pace with retirement levels and to simultaneously train the additional numbers of new Recruits and Cadets.

8.2 Recruitment

Given the unique and demanding nature of military life, there is understandably a very high level of turnover among Defence Forces personnel (655 personnel were discharged from the Defence Forces in 2016). A certain level of turnover is of course desirable as a human resources and organisational objective in order to maintain an appropriate age profile across the Defence Forces and to retain an approach to regular revitalisation.

In this context, targeted recruitment takes place on an annual basis so as to maintain personnel numbers at or near the agreed strength levels. The Defence Forces was the only arm of the Public Service in which there was continuous recruitment and promotion during the years of austerity. All efforts are currently being directed at recruitment in order to return the Defence Forces to their approved establishment and historically high levels of recruitment are currently being pursued.

In 2016, a total of 590 General Service Recruits were inducted along with 100 Cadets between all services. General Service and Cadetship competitions were also launched earlier this year and a total of 5,209 General Service and 3,466 Cadetship applications have been received. The Defence Forces are planning for the induction of approximately 850 new entrants in 2017.

Like in other areas of the public service, retention of specialised personnel, such as pilots and Air Traffic Control (ATC) personnel in the Air Corps, is a significant challenge in the light of the demands arising for specialised skills in a growing economy. Air Corps' personnel are an attractive employment source for other airlines and air service providers given their experience and training. Every effort is being made to address the current shortages in personnel faced by the Air Corps' which have led to a restriction in the level of availability of Air Corps' aircraft for certain tasks outside of the hours of 0800 to 1800

Monday to Friday. [This restriction is being gradually lifted.] However, the Air Corps' continues to provide a broad range of services on a daily basis for a diverse range of tasks such as the Emergency Aeromedical Support service, fishery protection patrols, the Ministerial Air Transport Service, inter-hospital transfers and Aid to the Civil Power duties including the Garda Air Support Unit and security escorts. Following the Air Corps Apprenticeship competition which was held earlier this year, it is planned that 25 new Air Corps apprentices will be inducted in late September 2017 to commence their training. Actions are also underway to return to a full level of ATC services by the Air Corps which will facilitate a gradual extension of operational hours for ATC services in Baldonnel over the year as newly qualified personnel develop their experience.

8.3 Equality, Gender and Diversity

As at 30th April 2017, there were 580 whole time equivalent female personnel in the Permanent Defence Force. This represents 6.4% of the total serving strength of 9,062. The number of female personnel in the three services of the Defence Forces is set out in the table below:

Service	No. of female personnel	No. of female personnel as % of total
Army	477	6.54%
Air Corps	36	5.09%
Naval Service	67	6.29%

A number of specific initiatives have been implemented to increase female participation in the Defence Forces including:

- The introduction of best practices in recruitment, such as the adjustment of physical standards for female applicants;
- Special consideration is given to women as a target group for recruitment;
- There is balanced composition between men and women on recruitment and selection boards;
- All promotions and career courses are open to both genders on merit; and
- A Gender Advisor has been appointed to promote gender equality policies and training within the Defence Forces.

In terms of increasing diversity and in accordance with a commitment made in the White Paper on Defence, substantial progress was made during 2016 on the development of a Diversity and Inclusion Strategy for the Defence Forces and it is expected that this will be finalised in 2017. This seeks to build on existing policies in relation to ethnicity, gender, sexual orientation and equality, and to underpin a supportive and challenging workplace environment where individuality and diversity is respected by all.

The Defence Forces' Defend with Pride Support Network was launched in 2016 and is a resource for all personnel aimed at providing support, information and guidance for LGBT personnel and allies who wish to support colleagues, family and friends.

8.4 Independent Monitoring Group

The Independent Monitoring Group (IMG) was established in May 2002 to oversee the implementation of recommendations arising from a report on the extent of harassment, bullying, discrimination and sexual harassment within the Defence Forces. The IMG has produced reports in 2004, 2008 and 2014. The latter focussed on developments since 2008 and made a total of 35 recommendations which broadly fall under six headings:

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

The Group established to progress implementation of these recommendations continues to make good progress. The current position is that a total of 22 of these recommendations have been implemented, 12 are still active with one remaining for future implementation. This Group is comprised of personnel from both the Department and the Defence Forces and is chaired by the Assistant Chief of Staff. In addition, an Oversight Group comprising senior personnel from the Defence Organisation, along with representatives of PDFORRA and RACO, was established to monitor progress in the area of dignity at work.

8.5 Organisation of Working Time Act 1997

In November 2016, the Government granted approval to the Minister for Jobs, Enterprise and Innovation to prepare heads of a Bill to amend the Organisation of Working Time Act 1997 to bring the Defence Forces and an Garda Síochána within its scope, subject to derogations permitted by the Working Time Directive. The approval was sought further to a commitment given by the Minister for Jobs, Enterprise and Innovation in response of a request made by the Minister for Justice and Equality in the context of a High Court case, *Gaine and Harrington -v- Commissioner of An Garda Síochána and Others*. At present, both An Garda Síochána and the Defence Forces benefit from a blanket exemption of the provisions of the Act. Developing EU Court of Justice case law, and the above High Court Action, now make this position untenable. An audit of Defence Forces' activities has been conducted and the advice of the Attorney General on this audit has been received. [REDACTED]

There are three cases litigated by way of Plenary Summonses issued in the High Court by three members of the Defence Forces who claim inter alia that there was a failure to correctly transpose the Working Time Directive.

9. Conciliation and Arbitration

9.1 Overview

Representative Associations

The Defence (Amendment) Act 1990 and Defence Forces Regulations (DFR) provide for the establishment of representative associations for members of the Permanent Defence Force. The associations that have since been established are RACO (for commissioned officers) and PDFORRA (for enlisted personnel). A Scheme of Conciliation and Arbitration (C&A) for members of the Permanent Defence Force provides a formal mechanism for the Defence Forces representative associations to engage with the Official side on matters which come within the scope of the Scheme. In accordance with the provisions of the Defence Act 1954 as amended, the Defence Forces representative associations are prohibited from being associated with or affiliated with any trade unions or any other body without the consent of the Minister. Accordingly the Associations cannot be affiliated to ICTU. The basis for this is that it would be inappropriate to apply the provisions of the Industrial Relations Act 1990 to members of the Defence Forces, and that the taking of any form of industrial action would be irreconcilable with military service.

Representative Associations

Although they do not come under the formal C&A Scheme, provision has also been made in the relevant DFR for representation for members of the Reserve, by the Reserve Defence Force Representative Association (RDFRA). The Department also interacts with the Irish Nurses and Midwives Organisation (INMO) which represents members of the Army Nursing Service.

9.2 Current Issues

Defence Forces Pay

Rates of remuneration and conditions of employment in the Irish Defence Force have traditionally been set by reference to relative levels of pay across the various parts of the Irish public sector. The Financial Emergency Measures in the Public Interest Acts of 2009-2015 and the Public Service Stability Agreement 2013-2018 (the Lansdowne Road Agreement) define current pay policy for Public Servants and members of the Permanent Defence Forces. The measures contained in the Lansdowne Road Agreement (LRA), which PDFORRA recently signed up to, and the provisions introduced in Budget 2016 and 2017 will be of benefit generally to members of the Permanent Defence Force (PDF). These benefits come in the form of increases in gross pay in 2016 for those earning up to €31,000 and in 2017 for all those earning up to €65,000. In addition the exemption threshold for payment of the Pensions Related Deduction (PRD), which is commonly referred to as the 'Pension Levy' increased substantially during the course of the agreement from €15,000 to €28,750 which means that annual income subject to the levy below €28,750 will no longer be liable to the deduction.

In terms of remuneration going forward, following the publication of the Pay Commission's report on 9th May 2017, the Government initiated negotiations on an extension to the Lansdowne Road Agreement ahead of Budget 2018 considerations. Future remuneration of Defence Forces personnel will be dealt with within this process. Both RACO and PDFORRA attended the talks which concluded on Thursday 8th June 2017. The proposals arising from these negotiations will be subject to acceptance by the members of the range of public service sectors to which they apply.

Industrial relations process for PDF representative associations

The Conciliation and Arbitration (C&A) scheme for members of the Permanent Defence Force (PDF) provides a formal mechanism for the PDF Representative Associations, RACO and PDFORRA, to engage with the Official side. The purpose of the scheme is to provide a means for the determination of claims and proposals from the Associations relating to remuneration and conditions of service. It is open to the Representative Associations to submit claims to the Official side in relation to matters falling within the C&A scheme. Generally claims relate to pay and conditions, award of allowances etc. When submitted, these claims are generally the subject of negotiations and where agreement is not reached it is open to both sides to seek the assistance of an adjudicator to settle the matter. The Department has received representations from PDFORRA seeking to have access to the Workplace Relations Commission and the Labour Court made available to them in the event of any future legislative changes being made to provide An Garda Síochána with access to same. The Department of Defence remains satisfied with the present arrangements in place for the Defence Forces. However, in the light of PDFORRA's representations the matter is being kept under review, including in the context of any future arrangements to be made for An Garda Síochána.

Post 1994 soldier

Military life places unique demands on individuals and it is necessary that its members be physically and mentally prepared to meet the challenges of all military operations and to undertake their duties on deployment overseas. To this end, it is vital the age and health profile of personnel be such as to ensure that operational capability and effectiveness are not compromised in any way. Enlisted personnel recruited enlisting after 1994 have different upper service limits or age limits depending on rank at discharge date, and whether they are in line or technician class. Their pension and gratuity are payable immediately on discharge after relatively short periods of service, and regardless of age. Their minimum qualifying service is 21 years for immediate pension and gratuity. The first effects of the agreement, whereby Privates and Corporals may not serve beyond 21 years, was felt by Permanent Defence Force members in those ranks in 2015. A claim was received from PDFORRA for a further review in relation to this matter. That claim was adjudicated on in December 2015. The adjudicator made specific findings on the matter. Officials in the Department of Defence are analysing issues arising in relation to the implementation of the adjudication finding and any necessary legislative changes in respect of the terms of service for Enlisted Personnel.

10. Litigation

10.1 Overview

Given the physical nature of the types of operations and training that members of the Defence Forces must undertake, it is inevitable that a certain number of injuries will occur. Whilst efforts continue to be made to reduce the risk of such occurrences, and to respond appropriately, it is also inevitable that some of these will result in legal proceedings being taken. The Department's Litigation Branch works with the State Claims Agency in relation to the defence of delegated personal injury claims made against the Minister for Defence.

Litigation Branch also works with the Chief State Solicitor's Office in relation to litigation regarding administrative decisions relating to Defence Forces personnel that are being challenged by way of Judicial Review or other legal proceedings.

10.2 State Claims Agency

The management of claims against the Department in relation to personal injuries alleged to have occurred within Ireland, accidents overseas, claims of post traumatic stress disorder, bullying and other harassment cases have been delegated to the State Claims Agency (SCA) since November 2011.

The SCA also has a role in overseeing risk management and is actively and continuously engaged with the Department and Defence Forces with a view to reviewing incidents giving rise to claims and trends emerging in order to identify and obviate, if possible, the underlying causes of injury to civilian and Defence Force personnel.

10.3 Lariam

Malaria is a serious disease and is a threat to any military force operating in areas where the disease is prevalent. There are three anti-malarial drugs in use by the Irish Defence Forces, namely Lariam (mefloquine), Malarone and Doxycycline. The choice of medication is a medical decision made by Medical Officers in the Defence Forces, having regard to the specific circumstances of the mission and the individual member of the Irish Defence Forces.

Significant precautions are taken by Medical Officers in assessing the medical suitability of members of the Defence Forces to take any of the anti-malarial medications. It is the policy of the Irish Defence Forces that personnel are individually screened for fitness for service overseas, including a medical risk assessment for Lariam.

The State Claims Agency, on behalf of the Minister for Defence, is currently handling 55 cases taken by members or former members, of the Defence Forces who allege personal

injury as a result of their consumption of Lariam. High Court proceedings have been served in respect of 36 of these cases.

Having regard to the current and potential litigation, a Malaria Chemoprophylaxis Working Group was established in 2011 to examine the use of Lariam and other anti-malarial drugs in the Defence Forces and a Report was produced in June 2013. The Group investigated the various allegations surrounding the use of Lariam and obtained advice from leading medical experts. Those experts concurred with the practices followed by the Defence Forces in prescribing Lariam.

The Group was re-convened in August 2015 to review issues arising in relation to the use of Lariam, particularly in the context of the current and potential litigation and, inter alia, to also review the use of Primaquine as part of the overall medical treatment process for those deployed to malarious areas. A report on the Group's findings is expected to be completed shortly.

This matter is currently receiving political and media attention.

10.4 Alleged exposure to toxic substances in the Air Corps

The State Claims Agency is currently managing six claims, taken by former and current members of the Air Corps against the Minister for Defence, for personal injuries alleging exposure to chemical and toxic substances whilst working in the Air Corps in Baldonnel in the period 1991 to 2006. Protected Disclosures have also been made in relation to these matters. This matter is currently receiving political and media attention.

10.3 Summary of Branch activity

The following table provides a summary of the caseload during each of the past three years and the financial implications for the Defence Vote.

	2014	2015	2016
Cases on hand 1 st January	308	338	379
New cases received	167	158	130
Cases finalised	137	117	133
Cases on-hand 31 st December	338	379	376
Settlements paid	€2.7m.	€2.2m.	€2.3m
Legal costs	€1.5m.	€1.5m.	€1.6m

11. Legislation

The main legislation currently in force for which the Minister for Defence has lead responsibility for is the Defence Act 1954, as amended. This provides the legislative basis for the Defence Forces.

The following is a summary of the main areas of work currently being progressed within the Department's Legislation Branch.

11.1 Legislation being progressed

Defence Forces (Forensic Evidence) Bill

The principal purpose of this Bill, which mirrors closely the provisions of the Criminal Justice (Forensic Evidence and DNA Database System) Act 2014, is to ensure that the Military Police has access to DNA testing on a statutory basis (in line, where appropriate, with the powers of An Garda Síochána under the 2014 Act) in relation to the investigation of serious crimes involving military personnel. The General Scheme of the Bill was approved by Government in February 2015. The Department is working closely with the Office of the Parliamentary Council (OPC) in relation to the drafting of this technical piece of legislation. It is anticipated that a draft Bill will be ready for consideration later this year.

Red Cross Bill

The purpose of this Bill is to put in place a new legal framework for the Irish Red Cross Society while also, in accordance with the State's commitments under the Geneva Conventions, providing for the protection of the national Society and the emblems of the International Red Cross and Red Crescent Movement. The Bill, if enacted, will consolidate, with amendments, the Red Cross Acts 1938 to 1954. The General Scheme of the Bill was approved by Government in November 2015 and subsequently forwarded to the Office of Parliamentary Counsel for drafting. Work is underway on revising the heads of the Bill to address issues which have arisen during the drafting process. .

Defence Amendment Bill

The purpose of this Bill is to revise the Defence Acts in relation to the deployment of military personnel overseas and other matters. Draft heads of a Bill are under preparation.

Secondary Legislation

The Branch is responsible for the amendment and modernisation of various Defence Force Regulations (DFRs) made pursuant to the Defence Act 1954. DFRs are made and prescribed by the Minister for Defence in exercise of the powers vested in him or her by various sections of the Defence Act 1954.

12. Defence Property

12.1 *Existing portfolio*

The Defence property portfolio consists of a diverse range of facilities from conventional military barracks to forts, camps, married quarters and training lands. The principal assets are the following 14 permanently occupied installations, the majority of which were taken over in 1922.

- Collins' Barracks, Cork
- Naval Base, Haulbowline, Co. Cork
- Finner Camp, Ballyshannon, Co. Donegal
- Cathal Brugha Barracks, Rathmines, Dublin 6
- McKee Barracks, Dublin 7
- St. Bricin's Hospital, Dublin 7
- Defence Force Training Centre, Curragh Camp, Co. Kildare
- Sarsfield Barracks, Limerick
- Aiken Barracks, Dundalk, Co. Louth
- Gormanston Camp, Gormanston, Co. Meath
- Casement Aerodrome, Baldonnell, Dublin 22
- Custume Barracks, Athlone, Co Westmeath
- Stephens' Barracks, Kilkenny
- Dún Ui Mhaoilíosa (Renmore) Barracks, Galway

In addition to the permanently occupied installations, Defence also administers four rented properties, mainly for use by the Reserve Defence Force.

Defence has an overall portfolio of some 20,000 acres of land, mainly at the Curragh, the Glen of Imaal and Kilworth Camp. These provide vital facilities, such as large open spaces and firing ranges, for military training. A Value for Money Review of Military Training Lands was completed and published in 2010 and a number of efficiency improving measures were recommended, including the disposal of a number of ranges. Since that time, two ranges have been upgraded to provide Automatic Marking System facilities for defence personnel training.

The modernisation process in Defence identified that the dispersal of personnel over an extended number of locations is a major impediment to essential collective training and imposes increased and unnecessary overheads on the Defence Forces in terms of barrack management, administration, maintenance and security. The consolidation of Defence Forces formations into a smaller number of locations was a key objective of the first White Paper on Defence (2000).

In accordance with the new White Paper on Defence, the Department and the Defence Forces are producing a rolling five year infrastructure development plan.

The property portfolio includes some 59 married quarters properties which are currently occupied and the majority of these are located within or near the Curragh Camp. In accordance with standing policy, the provision of married quarters is being discontinued in a managed and orderly way.

Military personnel are obliged, under Defence Force Regulations, to vacate married quarters within a specified period of being discharged or retired from the Permanent Defence Force. The term overholder is used to describe former members of the Defence Forces and their families who have refused to leave married quarters within 21 days of leaving the Defence Forces. Currently, 39 of the “married quarters” properties are occupied by overholders.

The Department is working to resolve the issue of overholding and, in accordance with normal procedure, seeks vacant possession of overheld married quarters. While the Department does not have a role in the provision of housing accommodation for the general public, it assists in whatever way it can in order to resolve the cases of overholding without recourse to legal action, as it is preferable not to have to use legal means to obtain vacant possession of the properties concerned.

In recent times, 19 of the “married quarters” type properties have been returned by the occupants to the Department.

12.2 Planned disposals

Since 2008, there have been eight barracks closed under the modernisation programme. In 2008, the Government approved the closure of Monaghan (sold to the VEC), Longford (part sold to the VEC and part to Longford County Council), Rockhill (sold by public auction) and Lifford (sold to Donegal County Council). All closed in March 2009.

In 2011, the Government approved the closure of Cavan (sold to the VEC), Castlebar (sold to Mayo County Council), Clonmel (sold to South Tipperary County Council) and Mullingar. These barracks closed in March 2012.

The former Magee Barracks in Kildare Town, which closed in November 1998, was sold by public auction on 11th February 2016 for €8.2m. The only remaining vacant barracks is Columb Barracks in Mullingar which is currently being used by a variety of community groups. While the Department remains open to considering viable proposals concerning its future use from other public bodies, having regard to the lack of expressions of interest in the acquisition of the Barracks, it is proposed to sell the Barracks by way of public auction in the coming months.

As mentioned earlier in this Brief in the context of capital funding, the White Paper provides that 100% of the proceeds from sales of surplus properties can be reinvested in the defence capital programme. In practice, necessary adjustments arising from such sales will be made to the following year’s capital provision.

13. Civil Defence

Civil Defence is a volunteer based organisation that supports the Principal Response Agencies (An Garda Síochána, the HSE and the local authorities), Government departments and state organisations during a wide range of emergencies. This includes dealing with severe weather events such as the recent floods and also searching for missing persons. Each year, Civil Defence also provides support at over 1,000 community, sporting and charitable events across the country.

The Department of Defence is responsible for Civil Defence policy and the strategic management and development of the organisation. The Civil Defence Branch of the Department is based in Roscrea, Co. Tipperary.

There are 29 Civil Defence Units (one in each local authority). Operational control and day to day management of Civil Defence Units rests with the relevant local authority. This function is carried out by the Civil Defence Officer, who is an employee of the local authority. As of December 2016, there were 3,452 active members listed on the Civil Defence volunteer register.

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

The White Paper on Defence establishes that Civil Defence will continue to be developed around its central strategic objective of supporting the Principal Response Agencies in a variety of emergency and non-emergency situations. This embraces the large number of support roles under the Framework for Major Emergency Management, including assistance in dealing with a wide range of emergencies at national and local level.

There have been issues with the standard of accommodation provided for Civil Defence in a small number of counties. The White Paper restates the long standing position that each local authority is responsible for providing suitable accommodation for their local Civil Defence Unit. Given the significant benefits that local authorities accrue from their Civil Defence Units, the Department is working proactively with those local authorities in order to ensure that appropriate accommodation is provided.

14. Irish Red Cross Society

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

The Department of Defence provides an annual grant to the Society which is a contribution towards the salary and administration costs of running the Society's headquarters. The grant in 2017 amounts to €869,000 of which €130,000 represents the Government's annual contribution to the International Committee of the Red Cross. Following the severe weather and flooding in December 2015, as an exceptional measure the Government allocated a sum of €5m. to an emergency humanitarian support scheme for small businesses, community, sporting and voluntary bodies who were flooded and had been unable to secure flood insurance. This scheme was administered by the Irish Red Cross Society.

15. Military Service (1916-1923) Pensions Collection Project

In a significant contribution to the Decade of Centenaries Programme, the Department is cataloguing and partially digitising the Military Service Pension files in the custody of the Military Archives. The purpose of the project is to make records and files relating to the period from Easter Week 1916, through the War of Independence and Civil War, available to the public and to historians. This Collection comprises nearly 300,000 files and since January 2014 there have been four online releases of material from the Collection.

The project is overseen by a working group comprising representatives of the Department of Defence, the Defence Forces, the Department of the Taoiseach, the Department of Arts, Heritage and the Gaeltacht, and the National Archives. A team of archivists is in place and work on the project will continue to completion no later than 2023.

Military Archives Building Project

As part of the commemorative capital programme, one of the key projects funded for 2016 was the refurbishment and expansion of an existing building to improve access and facilities at the Military Archives which is located in Cathal Brugha Barracks, Rathmines, Dublin 6. The new facility, which was officially opened by the President on 26th April 2016, comprises a newly constructed building for the storage of archival material, including the Military Service (1916-1923) Pensions Collection, and the refurbishment of an adjoining building to facilitate visitor access to the facility. The total cost of this project amounted to c.€5.2m.

16. Ombudsman for the Defence Forces

The Office of the Ombudsman for the Defence Forces (ODF) became operational in December 2005. The Office was established under the Ombudsman (Defence Forces) Act 2004 to provide serving and former members of the Defence Forces with an impartial and independent review of grievances.

The primary role of the ODF is to provide an independent appeals process for members of the Defence Forces who have processed a complaint through the internal Redress of Wrongs process but remain dissatisfied with the outcome, or the manner in which their complaint was handled. The majority of cases investigated by the ODF concern grievances from serving members of the Defence Forces about non-selection for promotion, career courses and overseas service.

The current ODF, Mr. Patrick Anthony (Tony) McCourt, was appointed on a part-time basis (three days per week) for a three year period on 7th November 2012. His term of office has since been extended by a further 24 months up to 7th November 2017. [Shortly after his appointment in November 2012, legal proceedings were initiated by PDFORRA on the grounds that Mr. McCourt is a former Officer in the Defence Forces. Their case was rejected by the High Court but has been appealed, and the case is now awaiting a hearing in the Court of Appeal but a date for hearing has not yet been fixed.]

The ODF publishes an Annual Report usually within four months of the end of each year. The Annual Report is generally favourable about the interaction of the ODF with the Defence Organisation.

The ODF has been allocated a budget for 2017 of €450,000. Expenditure in 2016 amounted to €281,189.

17. Army Equitation School

The mission of the Army Equitation School is to promote the Irish horse through participation in international competition at the highest level, both at home and overseas. Army riders competing on Irish-bred horses provide an instantly recognisable symbol of Ireland at prestigious international events. In addition to competition activity, the School provides supports to the Irish horse industry and encourages breeders and producers, who may have Irish bred horses suitable for top-level competition, to have them assessed by the School with a view to their possible purchase or lease.

The Army Equitation School is based at McKee Barracks, Dublin and currently has 27 horses in training and has a stock of 34 horses. These comprise both show-jumpers and event horses. Four new horses were purchased in 2016 and one to date in 2017. The current personnel strength of the School is 34 comprising seven Officers (including four Riding Officers), eight Non-Commissioned Officers and 19 Privates. During 2016, the school competed in 17 international horse shows winning four international competitions. Army horses also competed in 28 national competitions throughout the country, including the Dublin Horse Show at the RDS.

For 2017 the School has been allocated a budget of €900,000 of which €350,000 has been set aside for new horse acquisitions (which may be purchased or leased by the Department following a trial and recommendation made by a Horse Purchase Board). Typically, no more than a handful of new horses are acquired each year but when this occurs the Minister, as the registered owner, is invited to name the horse. It is the established practice to use names which would be readily identified as being Irish. Frequently, place names in the vicinity of where the horse was bred are used, but on occasions well known place names, for example Glendalough, are used even though the horse might not have any association with that part of the country. Shortly after each new horse is acquired, the Department will submit a list of suggested suitable names for the Minister to choose from.

The White Paper provides that the Army Equitation School should continue to promote, at existing levels, the Irish sport horse through participation in competition at home and abroad, and to support the breeding industry. Building on existing linkages with external stakeholders, it also proposes that the Department and the School will develop more formal arrangements with Horse Sport Ireland, Teagasc, the Royal Dublin Society, the National Sports Campus and the Institute of Sport. Furthermore, there is also provision for a review to be undertaken with a view to helping the School to maximise its utility as a platform for nurturing talent while promoting professionalism and the Irish sport horse.

18. Protected Disclosures Act

The Protected Disclosures Act 2014 was enacted on 15 July 2014. The purpose of the Act is to provide a statutory framework within which workers can raise concerns and disclose information regarding potential wrongdoing that has come to their attention in the course of their work in the knowledge that they can avail of significant employment and other protections if they are penalised by their employer or suffer any detriment for doing so. It is important to note that in order to enjoy the protections of the Act, disclosures must be made in accordance with the provisions set out in the Act.

If an internal disclosure report is made directly to the Minister he or she may refer the matter to the Department's Protected Disclosure Officer or he or she may request another person within the Department to investigate the matter – (the Department has procedures for dealing with Protected Disclosures, and new joint procedures, for the Department and the Defence Forces, are at an advanced stage of development).

The Act makes specific provisions regarding disclosures that relate to the Security and Defence of the State. In the context of the fact that the Act also addresses the need for confidentiality relating to individuals, a separate briefing on Protected Disclosures will be provided to the Minister.

Appendix 1 Summary of key elements of the Minister's responsibilities

The overall role of the Minister, and flowing from this, that of his/her Department are set out in sections 1.1, 1.3 and 1.6. By law, the Minister for Defence is the head of the Department of Defence, and as such bears political responsibility for all civil and military matters, policy and operations. The following is a summary of some of the key elements of the Minister's responsibilities.

Government meetings and interaction with other Ministers

- Defence items that appear on the Cabinet Agenda generally relate to proposals seeking Government approval for overseas troop deployments – this would occur approximately six times per annum.
- In addition, from time to time Government approval is required to participate in European Defence Agency (EDA) Category B projects³. Two such requests are expected to arise this year. Dáil approval is also required.
- One further area where Government approval is required is to participate in EU Battlegroups.
- The Government advise the President on the appointment of Officers (PDF and RDF), the resignation of RDF Officers and the appointment of the Chief of Staff.
- The Government appoint the Deputy Chiefs of Staff.
- Other Ministers that the Minister for Defence would tend to have engagement with are:
 - Minister for Foreign Affairs and Trade re. overseas deployments.
 - Minister for Justice and Equality re. domestic security matters.
 - Minister for Public Expenditure and Reform re. funding for Defence and overall terms and conditions.
 - Minister for Agriculture, Food and the Marine re. the Air Corps and Naval Service role in fisheries protection.
 - Minister for Transport, Tourism and Sport re. maritime and aviation security matters.
 - Minister for Housing, Planning, Community and Local Government re. Civil Protection, Major Emergency Management planning at regional and local level.
 - Minister for Health re. air ambulance services provided by the Air Corps.

³ The EDA supports a range of work programmes funded on an ad-hoc basis by the Member States in various compositions. In some instances, all Member States will participate in these programmes unless they specifically decide to opt out (referred to as Category A Programmes) and, in other cases, a small number of Member States will group together to pursue a particular initiative (referred to as Category B Programmes).

Attendance at State Ceremonial events

- The Minister for Defence has traditionally been the host of the annual 1916 Commemoration held outside the GPO each Easter Sunday and at the annual 1916 Commemoration held at Arbour Hill in early May each year.
- As there is significant military involvement, the Minister for Defence also attends the National Day of Commemoration ceremony which will be held this year at the Royal Hospital Kilmainham on Sunday 9th July.
- Other events the Minister may be invited to attend include the National Famine Memorial Day Commemoration which this year is scheduled to take place on 29th September in Ballingary, Co Tipperary, and a number of smaller ceremonies such as the Francis Ledwidge Centenary Commemoration took place on 24th June 2017 in Slane, Co Meath.

Attendance at Military Ceremonial events

- Cadet commissioning ceremonies – usually three per annum (one for Army, Air Corps and Naval Service). The date of the next Naval Service Commissioning ceremony has yet to be confirmed.
- Some passing out parades (attestation) for new enlisted Recruits – generally there are 10 to 12 such events per annum. Recruits underwent training with the 3rd Infantry Battalion in Stephens Barracks, Kilkenny and took part in their passing out parade which took place on 20th June 2017.
- The Minister generally attends the review of troops travelling overseas. The following reviews are expected to take place during the remainder of 2017:
 - UNDOF review of 56th Inf. Group – September 2017 (venue tbc)
 - UNIFIL review of 111th Inf. Battalion – November 2017 (venue tbc)

Attendance at forthcoming international meetings

- Defence informal – two per annum, the next of which will be held in Tallinn on 6th -7th September 2017.
- Foreign Affairs Council and Defence – two per annum, the next of which will be held on 16th November 2017 (venue tbc).

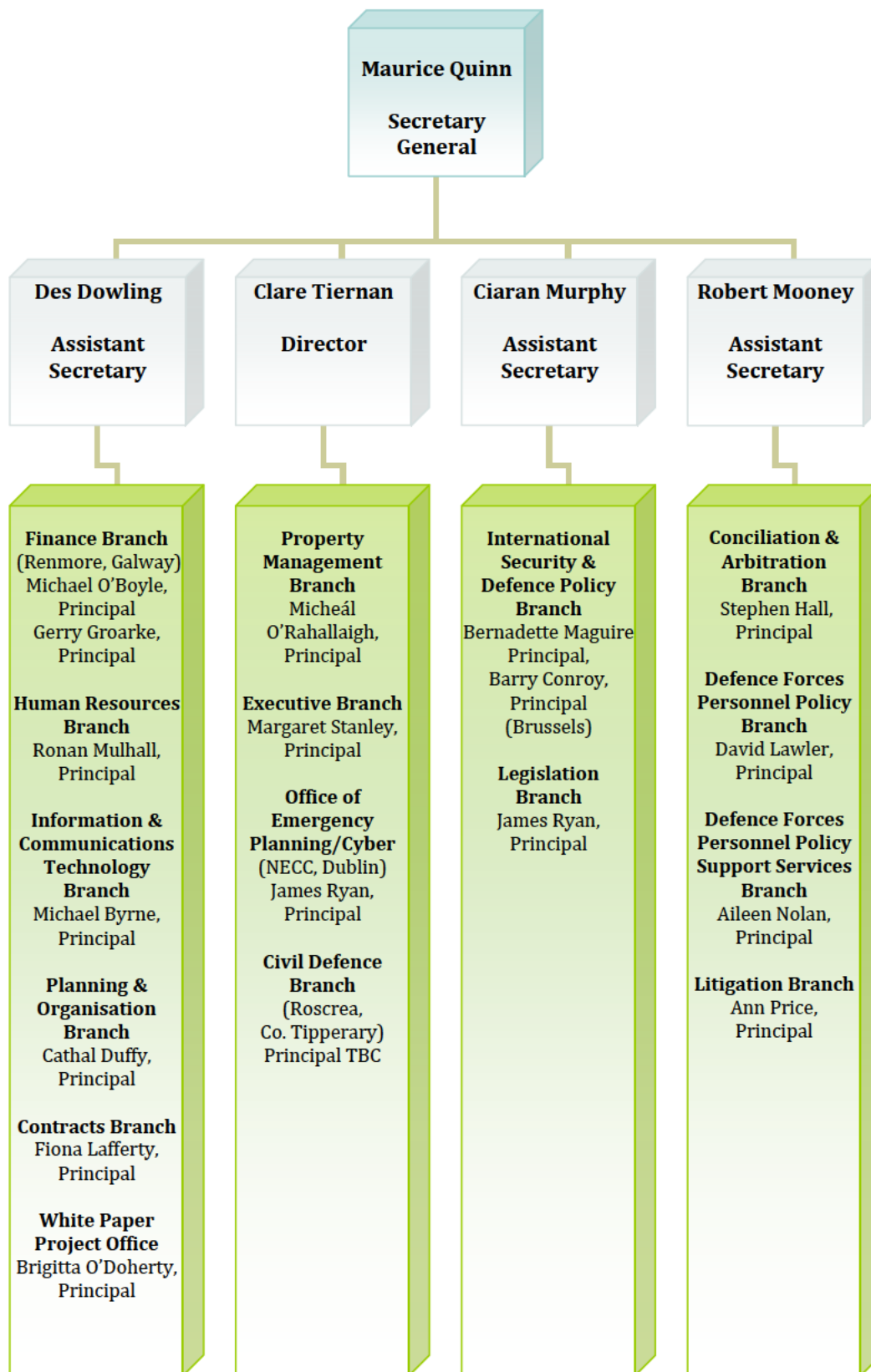
Visits to troops serving overseas

- In recent years the Minister and Minister of State have undertaken at least one visit each to an overseas mission during the course of the year, usually around St Patrick's Day and in the autumn.

Other responsibilities

- The Minister for Defence is Chairperson of the Government Task Force on Emergency Planning which meets approximately six/seven times per annum. The date of the next meeting has yet to be confirmed but is expected to take place on 12th July next.

Appendix 2 Senior Management (Civil Servants)



Appendix 3 Senior Management (Military Officers)

Chief of Staff	Vice Admiral Mark Mellett
Deputy Chief of Staff (Support)	Major General Kevin Cotter
Deputy Chief of Staff (Operations)	Major General Kieran Brennan
Assistant Chief of Staff	Brigadier General Peter O'Halloran
General Officer Commanding 1 Brigade	Brigadier General Patrick Flynn
General Officer Commanding 2 Brigade	Brigadier General Howard Berney
General Officer Commanding Defence Forces Training Centre	Brigadier General Joe Mulligan
General Officer Commanding Air Corps	Brigadier General Sean Clancy
Flag Officer Commanding the Naval Service	Commodore Hugh Tully

Appendix 4 **Commitments arising from the Programme for a Partnership Government (PfG) 2016**

(a) Department of Defence led commitments

PfG Commitment Description
We will introduce a pilot employment support scheme in 2016, providing 30-40 participants with skills and training identifiable with the Defence Forces.
An increased level of female participation in our Defence Forces, with the goal of doubling the rate of participation from the current 6% to 12% in the next 5 years.
The Office of Emergency Planning, will examine the potential for a Rapid Response Unit, led by the Department of the Environment, which could be deployed when necessary, to coordinate offers of help and assistance, to those experiencing hardship following a severe weather event.
Implement the White Paper on Defence.
Provide for moving from an eight to a nine ship naval flotilla, investment in armoured personnel carriers, logistic vehicles, modernisation of barracks including Custume Barracks Athlone, replacement of aircraft as necessary and provide for improvements at Casement Aerodrome Baldonnel.
Ensure at least 9,500 permanent Defence Forces personnel and a full-strength reserve.
Support our veterans for the public service and outstanding contribution they have made to the State.
Ensure the strength, skills base and contribution of the Reserve Defence Forces are maximised and target full participation of the RDF at 4,000 personnel.
Prioritise the need to address the gap in female participation in the Defence Forces.
Support and develop Civil Defence, update legislation governing its role, and establish a coordinated inter-agency guidance team to deal with major emergency management issues.
Develop a new Institute for Peace Support and Leadership Training in the Curragh.
Encourage partnerships between the Defence Forces and the private sector with a view to increased research, innovation and enterprise development.
Award a 1916 medal to all members of the Permanent Defence Forces who are in service in 2016 and to serving members of the Reserve Defence Forces in 2016 as part of the single force concept.
We will work with the Northern Ireland Executive to agree a funding plan for the Atlantic Youth Trust initiative, which involves a new sail training vessel to facilitate youth development, mentoring and training on an all-island basis.

**(b) Commitments assigned to other Departments which
Department of Defence has a contributory role**

PfG Commitment Description	Lead Department
The new Government is committed to the expansion of the successful Emergency Aeromedical Service (air ambulance) and its possible extension to night time. A feasibility study will be carried out to explore how this might be achieved, who might provide it and the potential cost. This shall include consideration of a second base.	Department of Health
Complete a core structural review of decision-making arrangements across the common areas of security and defence.	Department of Justice and Equality

Appendix 5 Summary of operational outputs of the Defence Forces during 2016

[See Appendix 8 for details of Defence Forces personnel serving overseas.]

Army

Type of Operation	Number of Operations
Central Bank Cash Escorts	8
Prisoner Escorts	120
Hospital Guard (prisoner)	8
Explosive Ordnance Disposal (EOD) Call-outs	96
Explosive Escorts	13
Central Bank Patrols	1,040
Shannon Airport Security Duties	396

Domestically, the Army also provided a year round 24/7 armed guard at Government Buildings, the Central Bank, Portlaoise Prison, and at an explosives production facility. Also, the Army provided considerable support to the local authorities, the Gardaí and the HSE during the severe flooding emergency that occurred in 2016.

Air Corps

Type of Operation	Number of Missions
Garda Air Support Unit (GASU) missions	1,350
Emergency Aero-medical Support (EAS) missions	415
Civil Assistance missions (e.g. inter-hospital air ambulance)	139
Maritime Patrol missions	297
Ministerial Air Transport Service (MATS) missions	55

Naval Service

Fishery Protection

No. of fishery patrol days	Sightings	Boardings	Infringements	Detentions
1,068	1,448	1,249	4	3

A further 308 non-fishery patrol days were also carried out by the Naval Service domestically, while Operation Pontus below accounted for a further 246 days on patrol.

Operation PONTUS (humanitarian deployment to the Mediterranean)

Dates of deployment	Ships	No. of rescue operations	No. of persons rescued	No. of bodies recovered
01 May – 15 July	LÉ Róisín	22	1,264	3
08 July – 30 Sept.	LÉ James Joyce	24	2,678	21
23 Sept. – 16 Dec.	LÉ Samuel Beckett	11	3,087	12

Appendix 6 White Paper Implementation Plan

No.	Page	Commitments	
Chapter 3			
1	24	It is important that the approach to the assessment of security and associated arrangements governing this are kept under review. Any necessary measures to enhance these will be taken in the light of consideration of developments and approaches at national and international levels.	I
2	29	The Defence Organisation will develop both civil and military capabilities and capacity across the full spectrum of activity, including defence policy and administration, so as to support the comprehensive approach to crisis management, post conflict stabilisation and Security Sector Reform. It will also develop, in concert with partners and other like-minded states, joint initiatives to this end.	I
3	29	Review Ireland's declared contribution to 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.	I
4	29	Progress options for building on existing bilateral relations through staff exchanges, exploring the option of Defence Attaché appointments to key EU member states/third countries where appropriate, developing bilateral MOUs and more regular civil/military staff to staff engagements.	■
5	30	Engagement with the Connected Forces Initiative (CFI), the Planning and Review Process (PARP), and the Operational Capabilities Concept (OCC).	I
6	31	Opportunities will continue to be identified to expand Ireland's participation in multi-national capability development projects within the framework of the EDA in support of Defence Forces' operations, capacity and capability....	I
7	31	Engage with other stakeholders, in response to matters raised by the United Nations Secretary General, to explore the contribution of gender focused measures in peacekeeping, particularly in relation to the appropriate deployment of female personnel.	I
8	34	Develop the new Institute for Peace Support and Leadership Training at the Curragh by (1) Evaluating the new concept; (2) Advancing its objectives;-to showcase the initial- concept during 2016.	I
9	40	Explore further areas of greater synergy with departments and agencies with responsibility in the maritime area to ensure the best and most efficient use of all state resources. This will encompass a more risk based approach and the use of new technologies.	I
10	40	Ask the Chair of the National Maritime Security Committee to initiate an examination of maritime security arrangements, including governance arrangements with a view to bringing forward recommendations, if required, to enhance the provision of maritime security.	I
11	41	A review of Ireland's NRA, including those emergencies/crises that may threaten or impact on national security, will be undertaken in late 2015 by a subgroup of the Government Task Force on Emergency Planning.	I

12	43	Develop an SLA with DCENR with regard to support CSIRT-IE.	■
13	47	Develop an SLA with Irish Aid relating to participation by members of the Defence Forces in the emergency Civil Assistance Team (ECAT) initiative.	■
Chapter 4			
14	51	The Department and the Army Equitation School will develop more formal arrangements with equitation bodies such as Horse Sport Ireland, Teagasc, Royal Dublin Society, National Sports Campus and the Institute for Sport. The School will be reviewed to maximise its utility for nurturing talent while promoting the Irish horse.	■
15	51	To develop the Defence Forces School of Music, including possible linkages with relevant educational institutions.	■
16	52	Based on the outcome of the pilot, and having considered the report of the [EAS]Working Group, the establishment of a permanent service was approved by Government in July 2015. The Government's decision provided that whilst the current service model will continue, the service will be subject to ongoing review in the context of ensuring a sustainable long term service arrangement.	■
17	53	The Department will identify opportunities for co-operative collaborative engagement between the Defence Forces and Irish-based enterprise and research institutes, including third level colleges.	■
18	54	Develop the Defence Enterprise Initiative further including establishing a Security and Defence Enterprise Group to support Irish-based enterprise in their engagement with the EDA and in accessing EDA and Horizon 2020 programmes, to the benefit of Irish Enterprise and Defence Forces capability.	■
19	54	In the context of ongoing engagement it will be necessary to resolve the issues of intellectual property rights and possible endorsement of such products or research. Develop a policy on intellectual property rights and endorsement.	■
20	54	In consultation with Enterprise Ireland, the Department and Defence Forces will examine current procurement processes with a view to improving the potential for Irish enterprise to compete for Defence contracts.	■
21	55	In pursuing its overall goal and consistent with capability requirements, the Department will give appropriate stimulation to innovation networks which may include state actors, institutes of higher education, research centres and progressive entrepreneurial companies.	■
22	55	Develop a new employment support scheme with the direct involvement of the Defence Forces.	■
23	56	The Department will give serious consideration to developing renewable energy solutions on defence lands and installations.	■
24	56	The Department will initiate a new Bill which will revoke all existing Red Cross legislation with certain provisos.	■
Chapter 6			
25	62	Fuse information from the land, air and maritime domains into a joint Common Operational Picture (COP).	■
26	63	The Secretary General and Chief of Staff will jointly undertake a review of the current high level command and control structures in the Defence Forces, having regard to international best practice on military command and control and drawing upon external expertise. This will include a review of structures for managing joint operations and intelligence.	■
27	65	From a national view point and having regard to the need to minimise threats to the safety of personnel, the Department of Defence will examine the option of maintaining a rapid deployment capacity, at Company level, to support or reinforce overseas contingents if the situation so demands.	■

28	65	Measures will be taken to further enhance the capabilities of the Army Ranger Wing in particular with the aim of increasing the strength of the Unit considerably.	■
29	66	Incorporate the following into the HLPPG's work agenda and in due course a new equipment plan, which will form a sub-set of a broader capability development plan.	
	A	Implement the most cost effective approach to maintaining APC capabilities	■
	B	Replace existing five Cessnas, with three larger aircraft suitably equipped for ISTAR tasks.	■
	C	Replace existing CASA 235s with consideration being given to larger more capable aircraft.	■
	D	Procure a small number of Armoured Logistic Vehicles for Overseas missions	■
	E	Replace the LÉ Eithne with a multi-role vessel (MRV). enabled for helicopter operations and have a freight carrying capacity.	■
	F	Replace the two existing Coastal Patrol Vessels, the LÉ Ciara and LÉ Orla with similar vessels with counter-mine and counter-IED capabilities.	■
	G	In the event of additional funding becoming available, beyond that required to maintain existing capabilities, consideration will be given to the development a primary radar surveillance capability, acquisition of additional ships for the NS and additional APCs and variants, Light Tactical Armoured vehicles and additional air defence capabilities for the Army in line with the Capability Development Plan.	■
30	68	Consider the development of a more capable air combat/intercept capability as part of the White Paper update	■
31	68	The Department will develop a detailed capability development plan, building on the work completed as part of the White Paper process.	■
32	69	Fulfil requirement to carry out major building refurbishment in areas including Haulbowline, Casement Aerodrome, McKee Barracks and the Curragh Camp.	■
33	70	Develop a co-ordinated 5 year infrastructure development plan that reflects, on a priority needs basis, an approach for all infrastructure development requirements for the life time of the White Paper. The first step of the plan is to assess the main barracks and facilities.	■
34	71	Review the current training lands portfolio and the necessary infrastructure to develop them to meet the standards required by the Defence Forces.	■
35	71	Undertake a review of the legislative framework to ensure that it is fit for purpose.	■
Chapter 7			
36	73	Implement the Defence Forces' competency framework, currently being developed, for recruitment, development, performance management and promotion.	■
37	73	Design, develop and implement a merit based promotion system for all ranks .	■
38	74	Undertake, in the medium term, a review of civil and military roles/functions to determine the optimum mix of civil service, civilian and military personnel to address both operational and support roles within the Defence Organisation.	■
39	74	Conduct a gap-analysis of skill-sets within the PDF to identify the frequency of gaps and appropriate measures to address them.	■
40	75	Conduct, in the medium term, a review of HR policies in relation to recruitment, training and education, performance management, reward systems, and retention and retirement policies alongside appropriate age profiles for personnel across the Defence Forces.	■
41	75	The Defence Forces will review and develop rolling medium term manpower planning requirements so as to deliver an effective and efficient workforce mix. Current personnel policies to support this will be further developed and implemented.	■

42	75	The Defence Forces will raise awareness and attract recruits from all backgrounds so the Defence Forces, both Permanent and Reserve, reflect the society that they serve. The Defence Forces will assess the effects of ongoing initiatives in the medium term.	I
43	76	Review external accreditation to ensure an appropriate balance is achieved between maintaining required skills and capability, and retention and retirement/exit objectives.	■
44 Linked to No. 36	77	The Defence Forces will review its performance management and annual appraisal systems to ensure that they fully support the Defence Forces capability requirements consistent with the new Integrated Competency Framework.	I
45	77	Develop and incorporate a scheme of commissioning officers from enlisted personnel ranks.	I
46	77	Consider a scheme to enable lateral career moves within the Defence Forces across the three services.	■
47 Linked to No. 36	77	Develop succession planning and smoother processes for filling key posts.	■
48	78	Identify and examine any impediments to maximise the candidate field for promotion consistent with service and performance.	■
49	78	The Department will undertake a review of the overall pay and allowance structures with a view to the simplification and standardisation of the remuneration system in the Defence Forces.	■
50	78	Conduct a programme of reviews of the terms and conditions applying across the services, ranks and technical staff with a view to greater standardisation within the overall system.	■
51	78	Implement a range of systems, procedures & scheduled training to ensure PDF preparedness for transition to civilian life after military service.	I
52	78	Develop a career platform or portal for exiting personnel to give them a direct bridge to employers to assist them in making the transition to a career in civilian life.	I
53	78	Defence Forces Human Resources will create a career portfolio for interested exiting members of the PDF listing their military qualifications alongside the level of the qualification on the national framework of qualifications (NFQ) where relevant.	I
54	78	The Department's Human Resources Branch will provide support in CV preparation for exiting civilian employees.	■
55	79	Develop further initiatives to encourage more women to apply for the Defence Forces and to increase female participation at all ranks.	I
56	79	Conduct a survey to identify any impediments to the advancement of women in the PDF.	I
57	79	Develop and actively manage a Diversity and Inclusion Strategy in the Defence Forces, building on existing policies in relation to ethnicity, gender, sexual orientation and equality.	I
58		Operational requirements, overseas postings, training courses, career courses and the availability of development opportunities will be reviewed to ensure that they do not discriminate on the basis of gender or familial responsibility, while retaining the integrity of the course and training requirement.	I
59	85	Further develop the supports available to exiting personnel and veterans.	I
60	87	The Department will commence an organisational capability review within the next twelve months.	I

61	88	The Department will explore opportunities for joint training with Defence Forces' personnel in light of the "Comprehensive Approach".	■
62	89	Regarding Civilian Employee vacancies, the Department will, in the short term, initiate a programme of targeted recruitment to address priority vacancies. In the medium term, the Department will identify the areas that are most in need.	I
63	89	The Department will establish a planning group consisting of representatives of Civilian HR and the military authorities to undertake a gap analysis to identify supply and demand and will identify core requirements. It will examine the existing service delivery model and make recommendations on a service delivery framework.	I
64	92	The Department will examine the existing approach where a catastrophic injury is incurred with the objective of creating a less adversarial system.	■
Chapter 8			
65	97	Revise the terms and conditions of FLR membership and examine the case for the current gratuity.	I
66	97	Develop the necessary regulatory changes and service criteria (of the FLR) in consultation with all stakeholders.	■
67	98	The Department will review the provisions of the Defence Acts and bring forward proposals for any changes that may be required in order to reflect the possible crisis situations where activation of members of the Reserve may be appropriate.	■
68	99	Establishment of the NSR increased to 300.	■
69	99	Consideration will be given to the activation of Reserve Sub-Units for short periods of training with PDF Units or other support tasks.	■
70	100	Establish a panel of professionally qualified members of the Reserve, to be known as the Specialist Reserve.	I
71	100	Conduct a skills survey to identify individuals in the FLR, AR and NSR with relevant professional qualifications and their potential availability.	I
72	100	The Department will identify the options available to underpin the engagement of the members of these Specialist Reserve, whose personal circumstances would allow them to undertake required tasks, including on overseas missions.	I
73	100	Progress, in consultation with the Representative Associations, the possibilities for members of the Reserve with specialist skills to assist the PDF in a voluntary unpaid capacity.	I
74	100	The Secretary General, in conjunction with the Chief of Staff, will bring forward proposals for the operation of a scheme that affords a small number of suitably qualified members of the RDF the opportunity to undertake operational duties at home and overseas.	■
75	100	Replace the term "effective" with the term "active".	I
76	100	The Department will give consideration to the establishment of a database of former members of the AR, NSR, FLR and PDF who could be called upon to volunteer in a crisis situation, by listing these as an "Inactive Reserve".	■
77	101	The Department will incorporate the review of progress on the implementation of the findings of the 2012 Review of the RDF into the overarching review process.	■
Chapter 9			
78	104	Progress new Civil Defence legislation with a view to providing a more modern aggregated piece of governing legislation.	■
79	104	The Department (Civil Defence Branch) will take the lead role in the Government's new Inter-agency Guidance Team (IGT) being established in order to enhance liaison under the Major Emergency Management.	I
80	105	Explore opportunities for further Civil Defence SLAs.	■

Chapter 10			
81	110	The Secretary General and the Chief of Staff will develop a plan that seeks to optimise mutual civil-military synergies and consider further models of integrated working between the various civil and military branches of the Department. (includes consideration of a central procurement cell)	I
82	110	The Secretary General, in conjunction with the Chief of Staff, will prepare a specific short-term review to assess the increased capacity required in staffing in international fora.	I
83	110	The Department and Defence Forces will put in place further joint civil-military training initiatives, building on the new induction course.	I
84	111	The Department will ensure the successful delivery of the defence component of the Financial Management Shared Services.	I
85	112	Assess the future geographical layout of the Department taking account of a forthcoming organisational capability review of the civil service branches and the outcome and timing of further shared services developments.	■
86	114	The Government intends putting in place a new fixed cycle of defence reviews; every three years there will be a White Paper update with a strategic defence review every 6 years. The Government will consider putting the new review process on a statutory footing, having engaged in a process of all-party consultation to seek to put the proposals for defence review on a consensual basis.	■
87	116	Develop further procurement approaches that are more collaborative or involve joint procurement through engagement with other countries or through the EDA and increased recourse to direct purchasing on a Government to Government basis...	I
88	117	The Government are establishing a specific defence funding study to capture in a new way the expected long-term costs of meeting Ireland's defence requirements using a ten year planning horizon linked to the proposed new framework of fixed cycle reviews. A comprehensive approach, linked to the new defence review architecture, needs to provide a fully elaborate picture for Government of the choices and their resource implications.	I

Appendix 7 Defence Estimate Vote 36 for 2016/2017

Subhead	Description	2016 Provisional Outturn €000	2017 Estimate €000
A.1	Administration - Pay	17,108	17,863
A.2	Administration Non-Pay	4,712	5,240
A.3	Permanent Defence Force: Pay	385,504	417,126
A.4	Permanent Defence Force: Allowances	35,389	38,680
A.5	Reserve Defence Force Pay, etc	1,567	2,150
A.6	Chaplains & Officiating Clergymen: Pay & Allowances	990	1,225
A.7	Defence Forces Civilian Support: Pay & Allowances	24,327	31,104
A.8	Defence Forces: Capability Development	31,491	53,000
A.9	Air Corps: Equipment & Support	18,627	16,860
A.10	Military Transport	8,925	10,390
A.11	Naval Service: Equipment & Support	63,903	11,800
A.12	Barrack Expenses and Engineering Equipment	12,658	14,180
A.13	Defence Forces Built Infrastructure: Construction and Maintenance	15,839	23,300
A.14	Defence Forces Uniforms, Clothing, Equipment and Catering	15,044	13,180
A.15	Defence Forces Communications and IT	11,097	10,074
A.16	Military Education and Training	1,983	2,150
A.17	Defence Forces Logistics & Travel	3,184	3,200
A.18	Defence Forces Medical and Healthcare Support	2,978	3,000
A.19	Lands	830	1,000
A.20	Equitation	1,020	900
A.21	Litigation and Compensation Costs	3,900	5,000
A.22	Miscellaneous Expenditure	2,799	2,966
A.23	Costs arising directly from Ireland's participation in the EU's CSDP	844	1,300
A.24	Civil Defence	5,137	5,240
A.25	Irish Red Cross Society	869	869
Gross Total		670,725	691,797
B	Appropriation's - in - Aid	40,667	20,704
Net Total		630,058	671,093

Appendix 8 Defence Forces Personnel Serving Overseas

<i>At 1st June 2017</i>		
1	<u>UN MISSIONS</u>	
(i)	UNIFIL (United Nations Interim Force in Lebanon) HQ UNIFIL 110th Infantry Group UNIFIL Sector West HQ	30 341 8
(ii)	UNTSO (United Nations Truce Supervision Organisation) – Israel and Syria	12
(iii)	MINURSO (United Nations Mission for the Referendum in Western Sahara)	3
(iv)	MONUSCO (United Nations Stabilisation Mission in the Democratic Republic of the Congo)	4
(v)	UNDOF (United Nations Disengagement Observer Force) HQ, Yafour Damascus) UNDOF Staff Appointments (Camp Ziouani) UNDOF 55th Infantry Group (Camp Ziouani)	1 5 130
	TOTAL	534
	<u>UN MANDATED MISSIONS</u>	
(vi)	EUFOR (EU-led Operation in Bosnia and Herzegovina)	5
(vii)	EUTM Mali (EU-led Training Mission)	18
(viii)	KFOR (International Security Presence in Kosovo) HQ	12
TOTAL NUMBER OF PERSONNEL SERVING WITH UN MISSIONS		569

2	<u>OTHER DEPLOYMENTS</u>	
	Naval Service Humanitarian Mission in Mediterranean (LÉ Eithne)	72*
3	<u>ORGANISATION FOR SECURITY AND CO-OPERATION IN EUROPE (OSCE)</u>	
(i)	OSCE Mission to Bosnia & Herzegovina	1
(ii)	Staff Officer, High Level Planning Group, OSCE HQ, Vienna	1
TOTAL NUMBER OF PERSONNEL SERVING OSCE		2
4	<u>EU MILITARY STAFF</u>	
(i)	Brussels	4
5	<u>MILITARY REPRESENTATIVES/ADVISERS/STAFF</u>	
(i)	Military Adviser, Permanent Mission to UN, New York	1
(ii)	Military Adviser, Irish Delegation to OSCE, Vienna	1
(iii)	Military Representative to EU (Brussels)	4
(iv)	Liaison Office of Ireland, NATO/PfP (Brussels)	2
(v)	EU OHQ Operation Althea, Mons, Belgium	1
(vi)	Irish Liaison Officer to SHAPE & Military Co-op Division, Mons, Belgium	1
TOTAL NUMBER OF DEFENCE FORCES PERSONNEL SERVING OVERSEAS		657

* LÉ Eithne deployed from Haulbowline on 23rd May 2017 and commenced patrolling in the Mediterranean on 31st May 2017.