

**DEPARTMENT OF
DEFENCE
AND
DEFENCE FORCES
ANNUAL REPORT 2016**



An Roinn Cosanta
DEPARTMENT OF DEFENCE



Óglaigh na hÉireann
DEFENCE FORCES IRELAND

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Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2016.



Maurice Quinn

Maurice Quinn
Secretary General



Mark Mellett

Vice Admiral Mark Mellett DSM
Chief of Staff



FOREWORD BY AN TAOISEACH AND MINISTER FOR DEFENCE

I welcome the publication of the Annual Report of the Department of Defence and the Defence Forces for 2016. The White Paper on Defence was a key factor in driving the identification of priorities for 2016, informing many of the strategic goals, objectives and actions identified in the new Statement of Strategy that was published in 2016. White Paper implementation has been progressed very impressively and solid foundations clearly have been laid for many of the developmental aspects of the implementation road ahead. In addition, the Department of Defence and the Defence Forces continued to deliver on the ambitious programme of work set out amongst the commitments made in the Programme for a Partnership Government which was agreed in May 2016.

I wish to take this opportunity to express my thanks to the Secretary General, the Chief of Staff and all personnel within the Department and the Defence Forces for their continued hard work and effort throughout 2016. In particular, I wish to acknowledge the magnificent contribution that they made to last year's enormously successful 1916 centenary programme. The awarding of the 1916 Centenary Commemorative Medal was a special acknowledgement, from Government, to the members of Óglaigh na hÉireann, both Permanent and Reserve, who served during the centenary year of 2016. Both the Department of Defence and Defence Forces played an essential and huge role in the success of the various commemorations held.

A handwritten signature in black ink that reads "Enda Kenny". The signature is written in a cursive, flowing style.

Enda Kenny T.D.

AN TAOISEACH AND MINISTER FOR DEFENCE



FOREWORD BY MINISTER WITH RESPONSIBILITY FOR DEFENCE

I am very pleased to receive the Annual Report of the Department of Defence and the Defence Forces which highlights the range of important activities undertaken and outputs produced during 2016.

Clearly, 2016 was an eventful year. Under the Decade of Centenaries programme, the major event held on Easter Sunday at the GPO on O'Connell Street, and the subsequent Parade through Dublin city centre, was the most significant commemorative event held in this country in many years, and I have no doubt it will live long in memory. I compliment all of those involved.

I also wish to take this opportunity to acknowledge the outstanding contribution that the men and women of the Defence Forces continued to make in missions overseas during the year. I was particularly honoured to present, for the first time, the new Defence Forces International Operational Service Medal. Amongst the recipients were Defence Forces personnel who participated in the humanitarian mission in the Mediterranean on board Naval Service vessels. I would also like to pay tribute to the volunteer members of Civil Defence who, during 2016, continued to demonstrate their outstanding commitment to their local communities and, in particular, I want to acknowledge their response to the severe flooding events of early 2016 and the supports provided to Gardaí and the Irish Coast Guard in searches for missing persons.

I look forward to continuing to work with the Secretary General, the Chief of Staff and their respective civil and military personnel in the period ahead.

A handwritten signature in black ink, appearing to read 'Paul Kehoe', with a stylized flourish at the end.

Paul Kehoe T.D.

MINISTER WITH RESPONSIBILITY FOR DEFENCE

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Introduction

This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2016. Performance is reviewed against each of the Strategic Goals set out in the Department of Defence and Defence Forces Strategy Statement 2016 – 2019.

The Strategy Statement for the period 2016-2019 establishes the High Level Goal of the Defence Organisation¹ as:

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

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

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

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

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

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

Section 1: Defence Policy

Strategic Goal - PROVISION OF TIMELY AND RELEVANT POLICY AND MILITARY ADVICE

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

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

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

The defence policy framework also encompasses, in collaboration with the Department of Foreign Affairs and Trade, defence inputs to the maintenance of global and regional peace and security, including the ongoing development of the EU's Common Security and Defence Policy (CSDP), Ireland's support for multilateralism and collective security through participation in UN mandated peace support and crisis management operations, our engagement in NATO's Partnership for Peace and support to the Organisation for Security and Co-operation in Europe (OSCE). Throughout 2016, Ireland continued to participate in the ongoing development of EU military and civilian crisis management capabilities under CSDP, within the framework of the commitment to the primacy of the United Nations in the maintenance of international peace and security. During the year, there were four ministerial meetings (two formal meetings of the EU Foreign Affairs Council with Defence Ministers, and two informal meetings) and Ireland was

represented at all of these meetings. Ireland was represented at all four meetings of Defence Policy Directors and the four Chiefs of Defence (CHODs) meetings. Ireland maintains bilateral relationships with other countries at both policy and operational levels, and the Defence Forces have regular staff to staff meetings with other militaries to exchange information and experiences. During 2016, some 20 bilateral meetings were held with a range of EU Member States and other organisations, such as the United Nations, the European External Action Service, the European Defence Agency and NATO.

Throughout 2016, strategic defence issues were discussed by the **Strategic Management Committee** (SMC). The SMC is a joint civil-military committee comprising the Secretary General of the Department of Defence (Chairman), the Chief of Staff, the two Assistant Secretary Generals, the two Deputy Chiefs of Staff, the Director and the Assistant Chief of Staff. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. Close co-operation on all matters between civil and military elements is a priority. The SMC meets on a monthly basis and meetings are occasionally attended by the Minister.

The **High Level Planning and Procurement Group** (HLPPG) is a high level joint civil-military group whose role is to develop and implement multi-annual rolling plans for equipment procurement and disposal, and infrastructural development based on the policy priorities in the White Paper. The HLPPG met on 10 occasions in 2016.

During 2016, **Military Intelligence** provided 122 briefings and assessments including monthly intelligence and security briefings, pre-deployment and post-deployment briefings for personnel on Peace Support Operations, and Ministerial briefings. Military Intelligence also conducted multiple internal awareness and security briefings for military career courses and staffs of the Defence Forces.

Strategic Goal - IMPLEMENT THE WHITE PAPER ON DEFENCE

The White Paper on Defence, published in August 2015, provides the defence policy framework over a ten year planning horizon. Since publication, a total of 88 separate projects were identified

to be completed over a ten year period. In December 2015, the Joint White Paper Implementation Facilitation Team (Joint Team) was established to support and monitor the progress of these White Paper projects. The Joint Team is a civil-military team which operates in an oversight capacity. During 2016, civil-military project teams were established for 36 projects/actions that have been initiated. These projects cover a variety of areas and are at various stages of development. Decisions about which projects to initiate first took into account the priorities set out in the Programme for a Partnership Government, existing workloads facing the Defence Organisation and available resources, linkages identified during the project planning phase, and initiatives that were already underway. At suitable intervals throughout the year, the Joint Team, in conjunction with the Institute of Public Administration, provided Project Management training to the civil-military project teams.

As part of the planning and execution phases for White Paper projects, following a successful pilot, a framework for reporting on progress was established in Q2 2016. This involves monthly reporting which tracks progress on all active projects. These monthly reports are used to inform programme decisions and to provide high quality information to the Minister and to senior civil and military management. Given that White Paper implementation is a ten year programme, the initiation of 36 projects within the first year has involved a high level of dedication and commitment across the Defence Organisation.

During the first year of implementation it has been important for the Joint Team to communicate appropriately and effectively with internal and external stakeholders. Between June and September 2016 all military installations and Department of Defence offices countrywide were visited by the Joint Team who gave briefing sessions on the White Paper implementation process. The Joint Team also joined the newly established Civil Service-wide Project Management Network and provided the first case study about Project Management in the Civil Service at the inaugural Network event on 19th December 2016. The Joint Team will continue to assist in the development and sharing of best practice.

In accordance with a commitment in the White Paper, a new fixed cycle of defence reviews will be put in place, at three yearly intervals. Each three years there will be a White Paper update

which will consider progress made and any revisions required in light of changing circumstances. Each alternate three year review will be more comprehensive in nature and be styled a strategic defence review. During 2016, work commenced on the process of establishing such reviews and will be completed in advance of the first White Paper update which will commence in July 2018.

Strategic Goal - CONTRIBUTE TO NATIONAL AND INTERNATIONAL SECURITY AND DEFENCE POLICY

National Security Committee

The National Security Committee continued to meet and receive briefings throughout 2016. It is primarily concerned with monitoring high level security issues and ensuring that the Taoiseach and Government are advised of these and the responses to them. The Committee is chaired by the Secretary General to the Government, and also comprises the Secretary General of the Department of Justice and Equality, the Garda Commissioner, the Secretary General of the Department of Defence, the Chief of Staff of the Defence Forces, and the Secretary General of the Department of Foreign Affairs and Trade. In 2016, the Committee received threat assessments from the Garda Commissioner and the Chief of Staff and reviewed the overall security situation in the domestic and international environment.

EU Global Strategy on Foreign and Security Policy

During 2016, in the face of increasing security challenges in the EU neighbourhood, issues in the area of security and defence within the EU took 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. The implementation plan provides for increased impetus in the development of Permanent Structured Cooperation in accordance with the relevant provisions of the treaties and more coordinated defence planning through an EDA initiative on Comprehensive Annual Reviews on Defence, to provide greater transparency on defence planning, investment and capability development at member State level.

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. The Action Plan sets out the Commission's proposals to support research and technology development in the defence industrial sector in the development of essential capabilities for CSDP, in support of the EU Global Strategy and Implementation Plan.

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 European Defence Action Plan as its contribution to enhancing European security and defence capability in support of CSDP.

On 8th July 2016, the Presidents of the European Council and European Commission, together with the NATO Secretary General, made a joint Declaration on EU-NATO cooperation. EU cooperation with NATO is primarily focused on security issues and ensuring non-duplication of structures, systems and standards in the area of defence which falls within the NATO framework for those members of the EU who are members of NATO. The primary focus of the EU/NATO Joint Declaration is on cooperation in the areas of hybrid threats, irregular migration, cyber security, and defence industry and research. The conclusions adopted by the FAC make clear that

EU-NATO cooperation will fully respect the decision making autonomy and procedures of both organisations.

European Defence Agency (EDA)

During 2016, Ireland continued to participate in one EDA project in the area of Counter Improvised Explosive Devices. The project (*Manual Neutralisation Techniques Courses and Exercises*) commenced in 2014 and runs for four years. The focus of the project is to research, develop, and deliver a range of training courses and exercises to address the use of manual neutralisation techniques.

In December 2016, the Government and Dáil Eireann approved Ireland's participation in a further two EDA projects – one relating to maritime surveillance and the other in the area of cyber defence. The *MARSUR Networking Adaptive Phase* project is a continuation of the original MARSUR project in which Ireland was already participating. This follow-on project will allow for the life cycle support of the software developed through the first project. The second project, *Cooperation on Cyber Ranges in the European Union*, aims to maintain and improve cyber resilience, as well as the levels of awareness, insight and expertise of member states' personnel.

Ireland also continued to participate in the following EDA project teams and meetings throughout 2016 - Energy & Environment; Single European Skies; CIS; CIED; MEDEVAC; Cyber Defence; and Capability Development.

United Nations Peacekeeping Capability Readiness System (PCRS)

In August 2015, the UN announced the replacement of its Standby Arrangements System (UNSAS) with the PCRS which provides the UN with a dynamic up to date catalogue of actual trained and available forces to draw from when establishing or reinforcing a UN mission. Under this new system, Ireland and other Troop Contributing Countries, are now obliged to register capabilities and contingents available for deployment to UN Peacekeeping Operations, outside of those already deployed or committed to other operations. Following Government approval in 2016, Ireland pledged additional capabilities, for a twelve month period, to augment the UNIFIL and UNDOF missions. Pledges are subject to review on a regular basis.

Gender Focussed Measures in Peacekeeping

Arising from a call made by the UN Secretary General on a visit to Ireland in 2015, work commenced in 2016 on implementing the commitment made in the White Paper on Defence to explore the contribution of gender focused measures in peacekeeping, particularly in relation to the appropriate deployment of female personnel.

Partnership for Peace (PfP)

Ireland's relationship with NATO is conducted through the PfP Planning and Review Process (PARP) mechanism. Ireland's involvement in PARP is focused on enhancing Defence Forces interoperability in multi-national operations and contributing to the development of military capabilities in accordance with national standards. During 2016, Ireland continued to make progress in meeting the requirements of its 32 Partnership Goals and, by the end of the year, had fully implemented 17 of these Goals.

In line with the White Paper on Defence, Ireland continued to engage with the Partnership Interoperability Advocacy Group (PIAG) and also commenced participation in the Operational Capabilities Concept (OCC) (Evaluation & Feedback Pillar) during 2016. PIAG provides a unique opportunity to maximise interoperability and to foster, develop and enhance cooperation and dialogue with other members. The main benefit of participating in OCC is that Defence Forces training is benchmarked to an international standard through external validation. During 2016, 11 Defence Forces evaluators were trained across a range of levels as part of the Operational Capability Concept (OCC) Evaluation and Feedback training programme. The Defence Forces attended the first OCC Evaluation and Feedback Annual Conference in September 2016 and 1 Armoured Cavalry Squadron has been declared as the first Defence Forces unit which will undergo OCC Evaluation and Feedback Level 1 (Interoperability) Assessment.

In November 2016, Ireland hosted an "Advanced Commanders' Course on Counter-Marauding Terrorist Attack". The objective of the course was to look at mitigation or responses to terrorist attacks. This innovative course brought together new concepts and ideas in a holistic manner to

improve the security of the public and responding agencies. This course builds on the integrated comprehensive approach to deal with such incidents.

Memorandum of Understanding with the UK

Work continued during 2016 on the various actions provided for in the Action Plan of the Memorandum of Understanding (MoU) between Ireland and the UK on the enhancement of bilateral engagement on certain aspects of defence and security co-operation. The MoU, and the associated Action Plan, fully respects the differing policy positions and security arrangements of both states.

Brexit

During 2016, the Department of Defence was fully engaged with planning for Brexit. Structures were put in place in the Department to address the potential challenges arising. This included the assignment of responsibility to a senior official 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. During 2016, the Defence Forces also continued to engage 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.

Maritime Security

The Department of Defence and the Naval Service actively participate at meetings of the National Maritime Security Committee, which is chaired by a senior official from the Department of Transport, Tourism and Sport. The White Paper on Defence contains a commitment for the Chair to bring forward recommendations, if required, to enhance maritime security arrangements.

Institute for Peace Support and Leadership Training

The White Paper on Defence included a commitment to evaluating the potential development of a new Institute for Peace Support and Leadership Training at the Defence Forces Training

Centre, Curragh Camp. Also, the Programme for a Partnership Government included a commitment to developing this Institute. It is foreseen that the new Institute will have international standing and contribute to the overall development of knowledge and experience in the areas of peace support, leadership and conflict resolution.

Scoping work was carried out on the proposal throughout 2016 and continues. A concept paper has been developed and some initial consultation with national and international third level and research institutes, and potential philanthropic contributors has also taken place. Ongoing additional consultation is required to further explore the feasibility of the concept and this is expected to continue in 2017.

Strategic Goal - ENHANCE CROSS CUTTING POLICY COLLABORATION

There are important cross-departmental dimensions to the work of the Defence Organisation and meeting our goals and objectives is often critically dependent on the inputs and co-operation of other departments and state agencies. Equally, their success can be dependent on the inputs and co-operation of the Defence Organisation. Throughout 2016, Department officials and Defence Forces personnel were represented on a wide range of inter-departmental groups and committees – see Appendix 2 for a full list.

The Defence Organisation has pioneered the use of Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs) covering services delivered to a range of government departments and agencies. The Department continued to develop this approach during 2016 and a list of all MOUs and SLAs is contained at Appendix 3.

The White Paper on Defence reflects the importance of whole of government approaches to the security of the State. During 2016, the Department of Defence continued to collaborate with a range of departments and agencies that have security responsibilities. Such engagement includes that under the auspices of the National Security Committee and the Government Task Force on Emergency Planning. Developments in relation to some of these cross-cutting relationships during 2016 are outlined below.

Government Task Force on Emergency Planning

The Government Task Force (GTF) on Emergency Planning provides strategic direction and coordination of emergency planning. It comprises Ministers and/or senior officials from all government departments and key public bodies. The GTF met on six occasions in 2016. The Office of Emergency Planning (OEP) supports the Minister with Responsibility for Defence in his role as Chair of the Task Force whilst the National Emergency Coordination Centre (NECC), located in Agriculture House in Dublin, is managed by the OEP. The NECC hosted all meetings of the Government Task Force during 2016 and a wide range of other emergency planning groups, training seminars and exercises.

Strategic Emergency Management: National Structures and Framework

The GTF decided in 2014 that there was a requirement to develop a national framework for strategic emergency management in Ireland and established a subgroup 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. Throughout 2016, the subgroup and the OEP continued to work with key stakeholders to develop this new national framework, which will build on existing national arrangements and will replace the existing *Strategic Emergency Planning Guidelines* and the *Guidelines for Coordinating a National-Level Emergency/Crisis Response*. A final *Strategic Emergency Management: National Structures and Framework* document, and associated Annexes, was circulated to the GTF when it met on 14th December 2016.

National Risk Assessment for Ireland

Throughout 2016, as part of requirements under the EU Civil Protection Mechanism, the OEP coordinated the review of the National Risk Assessment for Ireland, which was first published in 2013. The OEP engaged with key stakeholders across all government departments, public authorities, agencies and other stakeholders in this review. Dublin City University also provided academic oversight of the process, including moderating the Focus Groups established to carry out the assessment of risks. The revised National Risk Assessment will be submitted by the Minister to Government and will subsequently be sent to the EU Commission and published thereafter in 2017.

‘Be Winter Ready’ Campaign

As Chair of the GTF, the Minister with Responsibility for Defence jointly launched, with other Ministerial colleagues, the Government’s *Be Winter-Ready 2016-2017 Information Campaign* on 9th November 2016, concentrating on the themes of ‘Flooding’ and ‘Safe Driving’ during the winter months. Two specific leaflets were published to highlight these issues and further information is available through a dedicated website www.winterready.ie.

National Emergency Coordination Group (NECG) for Severe Weather

The severe weather events that occurred in December 2015, with record high rainfall, led to severe flooding across the country that extended into 2016. During this period, the NECG for Severe Weather, lead by the then Department of Environment, Community and Local Government, managed the national level response and provided regular media and government briefings. Staff from the OEP attended all meetings and provided advice and inputs as required, whilst these meetings were also attended by relevant branch personnel from the Department of Defence and the Defence Forces.

A review of the response to the flooding was completed by the Department of Housing, Planning, Community and Local Government in September 2016 and was presented to the relevant oversight bodies. The review report’s overall conclusion was that existing co-ordination arrangements, at both local and national level, are appropriate and effective. However, a number of recommendations for enhancing the overall response to flooding were identified and are being implemented by relevant response organisations. Both the OEP and the GTF will continue to monitor progress.

Cyber Security

As part of the implementation of the White Paper on Defence, a civil-military project team was established in June 2016 to formalise, by means of putting a SLA in place, existing arrangements for the provision of Defence Forces support to the National Cyber Security Centre (NCSC) in the Department of Communications, Climate Action and Environment. An important step in the process of giving effect to the commitment made in the White Paper was the signing of a MOU between the Secretaries General of the two departments in November 2016.

1916-2016 Centenary Commemorations

Whilst responsibility for the Decade of Centenaries Programme rests with the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs, the Defence Organisation played a highly significant and noteworthy role in many of the State commemoration ceremonies held to mark the centenary of the historic events of 1916. Full details are contained in Section 3 of this Report.

As part of its contribution to the Centenary Programme, the Department of Defence, working closely with the Defence Forces, took lead responsibility for organising daily flag raising ceremonies on O'Connell Street, the annual 1916 Mass and commemoration at Arbour Hill on 24th April (the centenary date of the start of the 1916 Rising), the opening of the newly refurbished Military Archives facility, and events that marked the execution of the leaders of the Rising. The Department of Defence was also tasked with creating and maintaining a register of relatives of participants in the 1916 Rising for the purposes of issuing invitations to State events. In total, the Department issued some 8,500 separate invitations to relatives to attend various centenary events held during 2016.

In acknowledgement of the outstanding contribution made by the Defence Forces throughout the year to the success of the 1916-2016 Centenary Commemorations, the Government decided to award a 1916 Centenary Commemorative Medal to all members of the Defence Forces, both Permanent and Reserve, who served during the centenary year. Meanwhile, the Department of Defence was part of the cross-departmental *Ireland 2016 Centenary Programme* group that was the winner in the category of Citizen Impact at the Civil Service Excellence and Innovation Awards for 2016.

Military Archives

The Military Service (1916-1923) Pensions Collection project is a joint Department of Defence and Defence Forces contribution to the Decade of Centenaries. The project involves cataloguing and partially digitising and releasing almost 300,000 files and records of the Department of Defence in relation to service of qualifying members of the Irish Volunteers, the Irish Citizen Army, the Hibernian Rifles, Cumann na mBan, Na Fianna Éireann and the Irish Republican Army from the period April 1916 to the 30th of September 1923.

Public release of material from the Collection is made available online through the Military Archives website. A number of online releases have been completed in recent years with the most recent publication coinciding with the official opening of the new Military Archives facility by President Higgins on 26th April 2016. The new facility is one of the Government's nine flagship capital projects being developed as part of the Ireland 2016 Centenary Programme and will serve as a permanent reminder of the commemorative centenary year. The facility comprises a newly constructed, proprietary building for the storage of archival material and the refurbishment and linking of an adjoining building to facilitate visitor access.

Defence Forces Employment Support Scheme

In line with the Programme for a Partnership Government and the White Paper on Defence, a Defence Forces Employment Support Scheme was developed through detailed consultation involving the Department of Defence, the Defence Forces, the Department of Social Protection and the Dublin and Dun-Laoghaire Education and Training Board. The scheme was launched on the 19th of February 2016 and a pilot programme with 25 participants ran for 10 weeks from Monday 20th June to Friday 26th August 2016 in Gormanston Camp.

The objective of the Scheme is to help develop a path to economic independence for participants, aged between 18 and 24 years, who are at a serious disadvantage owing to their current socio-economic situation. The pilot programme provided participants with new skills, knowledge, competencies and self-development that has enhanced their capacity to pursue employment, work experience or further educational opportunities.

A review of the completed pilot was undertaken which found that it had been a success and should be mainstreamed. Subsequently, Ministerial approval to proceed with the Scheme was given and two further iterations are planned for 2017.

Civil Defence

At the beginning of the year, Civil Defence was very active in assisting the Principal Response Agencies in providing a response to the widespread flooding across the country. More than 700 volunteers were deployed across 28 local authority areas to assist in duties including:

- filling, distributing and deploying sand bags
- pumping flood waters from affected areas
- assisting in the evacuation of householders
- delivering food and fuel to isolated households
- distributing public health notices
- checking on elderly people in isolated areas.

Civil Defence also provided transport for health care workers, community welfare officers and postal deliveries and also provided transport to enable children to attend school.

During the year, Civil Defence volunteers assisted in 80 searches for missing persons in support of the Gardaí and the Irish Coast Guard, whilst volunteers also assisted at 1,621 community and sporting events throughout the year.

In accordance with a commitment made in the White Paper on Defence and in the Programme for a Partnership Government, a new Inter-agency Guidance Team was established in 2016 with the aim of assisting in the development of Civil Defence services and capabilities.

At the end of 2016, there were 3,452 active volunteers in Civil Defence. The table below indicates the number of training courses delivered throughout the year.

Table 1.1: Details of Civil Defence courses delivered and certificates issued during 2016

Number of courses (both central and local)	690
Number of Attendees	3,876
Number of Certificates Issued	3,135

Atlantic Youth Trust Initiative

The Atlantic Youth Trust (AYT) is a youth development charity aimed at providing educational and personal development opportunities to young people. The proposal involves a new sail training vessel to facilitate youth development, mentoring, and training on an all-island basis. As part of the Government's commitment to the Stormont Agreement and Implementation Plan of November 2015, the Government undertook to work with the Northern Ireland Executive to seek agreement on a funding plan for the AYT project. Following a commitment made in the Programme for a Partnership Government, the Department of Defence was assigned the lead in this jurisdiction for the initial stage of the project with the Department for Communities leading on behalf of the Northern Ireland Executive. There has been positive engagement between officials North and South and a shared approach to evaluating the project is being developed.

Section 2: Ensuring the Capacity to Deliver

Strategic Goal - DEVELOPMENT AND MAINTENANCE OF CAPABILITIES

HLPPG output & major procurement in 2016

Throughout 2016, the High Level Planning and Procurement Group (HLPPG) progressed a number of major equipment procurement projects including the acquisition of Force Protection equipment for overseas service, the 12.7mm Heavy Machine Gun replacement programme, a new Artillery Observation Post Suite and the upgrade of the Unmanned Aerial Vehicle Systems, as well as the ongoing upgrade of the Explosive Ordnance Disposal robot and the procurement of a number of armoured logistics and utility vehicles for overseas service. Following approval, an order was also placed for the purchase of a replacement Pilatus PC-9M aircraft for Air Corps cadet training. The acquisition of ammunition for training and overseas deployments also continued throughout the year, including the purchase of Bolide missiles for the recently upgraded RBS70 Surface to Air Missile System.

A contract was also awarded in 2016 for the maintenance and upgrade of the Defence Forces fleet of MOWAG Armoured Personnel Carriers. This important investment will ensure the viability of the fleet to 2030. Furthermore, during 2016 the HLPPG also granted approval to hold tender competitions for the procurement of a small number of armoured logistical and utility vehicles which, when delivered, will further enhance force protection.

The most significant investment in recent years has been the procurement of the new Offshore Patrol Vessels for the Naval Service. The third ship in this ongoing programme, LÉ William Butler Yeats, was delivered in July 2016. This followed the delivery of LÉ Samuel Beckett in 2014 and LÉ James Joyce in 2015. A contract for a fourth ship was placed in 2016 at a cost of €54.3m., bringing investment in the programme to over €250m since 2010. The fourth ship is scheduled for delivery in mid 2018 and will be named after the renowned playwright George Bernard Shaw.

Transport related procurement also continued in 2016. The main acquisitions included 40 minibuses, 10 motorcycles, 30 vans and 20 mortar trailers. In addition, funding was provided on

a continuous basis for the required maintenance of vehicles in the military transport fleet, both at home and overseas.

Major infrastructure investment in 2016

In 2016, circa €7.2m was spent on capital building works which were part of the on-going capital building programme designed to modernise and enhance the training, operational and accommodation facilities available to members of the Defence Forces. In any one year, the programme provides for new start projects and for the continuation of capital building projects already underway from prior years.

In accordance with the White Paper on Defence, work commenced during 2016 on the development of a five year infrastructure development plan, which included completion of an infrastructure needs assessment.

Major projects that were under development or completed during 2016 included:

- The Military Archives facility at Cathal Brugha Barracks, Rathmines, which was one of the Government's nine flagship capital projects being developed as part of the Ireland 2016 Centenary Programme.
- The second phase of the refurbishment of the North Accommodation Block in McKee Barracks, Dublin, which is a historical building presenting significant refurbishment challenges from a heritage perspective.
- The construction of new transport vehicle maintenance facilities in Sarsfield Barracks, Limerick, and at Stephens Barracks, Kilkenny.
- The resurfacing of the Equitation Arena at McKee Barracks.

In addition, the detailed planning and design for the following key projects was also progressed during 2016:

- Phase two of the upgrading of a major secure storage facility at the Defence Forces Training Centre at the Curragh Camp.
- The provision of locker facilities at Cathal Brugha Barracks to provide for increased numbers of personnel based at the Barracks.

Almost €8.7m was also spent on a wide range of maintenance related works across military installations.

Property disposals during 2016

The policy of disposing of properties that are surplus to military requirements continued in 2016. Property disposals during the year realised over €8.4m.

Table 2.1: Details of major property disposals during 2016

Property description	Location	Sale type	Amount rec'd.
Former (part) Military Barracks	Magee Barracks, Kildare Town	Public auction	€8,200,000

Medical Services Review

Arising from the shortage of medical professionals within the Medical Corps, a review of how medical services are delivered continued to be led during 2016 by a joint civil-military Standing Committee which has implemented solutions to a number of service delivery areas in recent years. The Standing Committee, which is tasked with advancing the development of a sustainable integrated medical service and addressing the appropriate means of delivering key medical capabilities, made progress on a number of fronts during 2016. These included the publication of a Request for Tender to establish a framework contract for occupational medicals, whilst progress was also made in implementing recommendations arising from the reviews of Physiotherapy and Laboratory services as well as those for GP services. During 2016, the review of Mental Health services was significantly progressed and reviews of Dental and Radiology services commenced. In addition, in July 2016, initial operational capability was achieved for the implementation of a clinical ICT solution. Work continues in these areas.

The Defence Enterprise Committee

During 2016, the Defence Forces continued to support a range of projects that cover research, training and innovation with Irish indigenous companies and third level research institutions. Again in 2016, there was significant Defence Force involvement in Horizon 2020 proposals.

Horizon 2020 is the largest EU research and innovation programme on record with almost €80 billion of funding available over seven years (2014-2020). The Defence Forces were partners in four Horizon 2020 project proposals submitted in 2016, of which one was successful.

The Defence Forces Ordnance Branch commenced work in July 2016 on the successful 2015 Horizon 2020 project – ROCSAFE (Remotely Operated CBRNe Scene Assessment Forensic Examination) – along with NUI Galway and other partners from Italy, Germany, Spain and Portugal. The project aims to ensure that CBRNe scenes are assessed more rapidly and safely than is currently possible.

In addition, the Defence Forces have joined a Trinity College Dublin led Horizon 2020 project looking at the utility of Virtual Reality in preparing people to serve in Peacekeeping and Humanitarian missions around the world. This project brings together 15 national and international collaborative partners from academia, military, police, civil actors and industry.

The Defence Enterprise Committee, with the assistance of Enterprise Ireland, will continue to support the Defence Forces engagement with partners in potential Horizon 2020 projects for the future.

Three internal Enterprise related projects commenced in 2016. These projects focused on the objectives set out in the White Paper on Defence to develop further the Defence Enterprise Initiative and include: the development of an Intellectual Property Policy; establishing a Security and Defence Enterprise Group to support Irish based enterprise in their engagement with European Defence Agency (EDA) and in accessing EDA and Horizon 2020 programmes; and the development of a strategy to identify opportunities for co-operative collaborative engagement between the Defence Forces and Irish based enterprise and research institutes. A number of tasks were completed in 2016 and 2017 will see further progress on these projects.

Throughout 2016, the Naval Service continued its ongoing engagement with both IMERC and the Halpin Centre.

Defence Forces Doctrine

The Defence Forces continues to review and update its military doctrine in line with international best practice. Doctrinal developments during 2016 included publication of Capstone Doctrine; Defence Forces Doctrinal Manual (DFDM) – L1, the Land Component; Intelligence, Surveillance, Target Acquisition, and Reconnaissance (ISTAR) Doctrine; Defence Forces Leadership Doctrine and Non-Operational Military Writing.

Training and Education outputs during 2016

The primary focus of the Defence Forces, when not on operations, continues to be training and education. During 2016, this continued to be central to capability development. Table 2.2 summarises the outputs delivered by the Defence Forces Training Branch during the year.

Table 2.2: Details of Training Courses Completed

	Instructor	Skills	Career	Total
Number of Courses	39	1,263	34	1,336
Number of Students	344	15,717	601	16,662

Career progression in the Defence Forces is facilitated by successful completion of the relevant career progression courses. During 2016, a total of 450 personnel completed 19 career progression courses across a range of areas as seen in Table 2.3.

Table 2.3: Details of Primary Career Courses conducted

Course Title	No. of Courses	No. of Students
Potential NCO (NS)	1	28
Potential NCO (ARMY)	2	101
Logistics Accountancy Course	1	20
Standard NCO Course (NS)	1	16
Standard NCO Course (All Corps)	6	98
All Arms Standard NCO Course	2	106
Senior NCO Course	1	9
Young Officers Course (All Corps)	3	29
Junior Command and Staff Course	1	24
Senior Command and Staff Course	1	19
Totals	19	450

In 2016, a total of 665 Permanent Defence Force (PDF) and Reserve Defence Force (RDF) recruits were inducted into the Defence Forces as per the breakdown provided in Table 2.4.

Table 2.4: Details of Recruit Induction Training during 2016

	PDF	RDF	Total
1 Brigade	203	47	250
2 Brigade	243	17	260
Defence Forces Training Centre	55	11	66
Naval Service	89	-	89
Totals	590	75	665

The conduct of essential pre-deployment training for both units and individuals being deployed to overseas missions, including to UNIFIL, UNDOF and EUTM Mali, was coordinated by

Training Branch in collaboration with the Military College (Defence Forces Training Centre) during 2016. In addition, four Mission Readiness Exercises were conducted for larger troop deployments to UNIFIL and UNDOF involving 782 troops prior to their deployment to their respective mission areas.

The Defence Forces also engage in training and education activities overseas to facilitate organisational learning and to ensure that training, education and capability development gaps are identified and addressed. This engagement also ensures that the Defence Forces remain up to date with regard to best international practice in terms of military thinking and practice, and that the Defence Forces remains interoperable at home and overseas.

The Reserve Defence Force (RDF) continued to prepare and train for its role in augmenting the Permanent Defence Force (PDF) in times of crisis. The focus during 2016 continued to be on implementation and further development of the Single Force concept. The funding available for RDF training in 2016 was maintained at a level to support planned training and a total of 1,298 Reservists utilised 19,710 man-days in pursuit of professional development through career courses, continuous professional development seminars and participation in integrated exercises.

Leadership, Management and Defence Studies Programme

During 2016, the Leadership, Management and Defence Studies (LMDS) Programme for enlisted personnel continued to develop. On 3rd November 2016, 142 personnel were conferred with awards by the Institute of Technology (IT) Carlow, including 78 with a Higher Level Certificate in LMDS (Level 6), 45 with a Minor Award in LMDS (Level 7) and 19 being conferred with a BA (LMDS) (Level 7). This brings to 733 the number of personnel conferred with awards by IT Carlow relating to the LMDS Programme since its inception in 2012. The Defence Forces Training Branch continues to promote the benefits of the Programme and, in 2016, the number of personnel who have joined the Programme rose to 2,103.

In addition, during 2016 NUI Maynooth conferred 24 Special Purpose Awards at Level 7 (LMDS) associated with Cadet training, 23 Higher Diplomas (Leadership, Defence and Contemporary Security Studies) associated with the junior Command and Staff course, and 21

MAs (LMDS) associated with the senior Command and Staff course. Meanwhile, the National Maritime College of Ireland conferred Leadership Management and Naval Studies awards at Level 6 to 25 personnel and at Level 7 to seven personnel.

Army Ranger Wing

Arising from a commitment made in the White Paper on Defence, a joint civil-military project team was established in June 2016 to consider measures to enhance the capabilities of the Army Ranger Wing (ARW), in particular with the aim of increasing the strength of the unit. A number of meetings of the project team were held during 2016 which resulted in key objectives, project outputs and milestones being identified to measure progress and ensure timely delivery.

United Nations Security Council Resolution 1325

The United Nations Security Council Resolution on Women, Peace and Security (UNSCR 1325) adopted in 2000 was the first time that the disproportionate impact the conflict has on women and girls was formally recognised by the UN. Ireland's 2nd National Action Plan on Women, Peace and Security, 2015-2018, seeks to build on the momentum and successes of Ireland's 1st National Action Plan. During 2016, the Defence Forces finalised the second Defence Forces Action Plan (DFAP) on the Implementation of UNSCR 1325. The DFAP continues to mainstream gender in the Defence Forces, to co-ordinate professional development and training in this field, and to monitor the application of UNSCR 1325 across all of the Defence Forces activities at home and abroad. Gender awareness training was included in all career courses and is structured into the various Defence Forces' courses on human rights, and overseas pre-deployment training. Also, an additional eight Gender Advisors were trained in 2016 and Brigade/Formation Gender Advisors continued conducting Gender Focal Point courses in their localities.

Legislation

During 2016, significant progress was made in relation to the preparation of the following Bills:

- **Defence Forces (Forensic Evidence) Bill**

The Department's Legislation Branch worked closely with the Office of Parliamentary Counsel in relation to the drafting of this technical piece of legislation.

- **Red Cross Bill**

Work also took place on the preparation of revised heads of a Bill to amend and consolidate the Red Cross Acts 1938 to 1954.

- **Defence (Amendment) Bill**

Progress was also made on the preparation of draft heads of a Bill to provide for further revision of the Defence Acts in relation to the deployment of military personnel overseas and other matters.

In addition, work continued during 2016, in conjunction with the military authorities, on the amendment and modernisation of various Defence Force Regulations made pursuant to the Defence Act 1954.

Capability Development Plan

A joint civil-military project team was established in 2016, arising from a commitment made in the White Paper on Defence, to produce a Capability Development Plan which, when completed, will underpin the capacity of the Defence Forces to fulfil the roles assigned by Government. A project plan was drawn up and work commenced during 2016 on identifying the fundamental inputs to an outline framework plan. This work will continue to be progressed during 2017.

Review of high-level Command and Control

Also arising from a commitment made in the White Paper, a civil-military project team was established and commenced work during 2016 on a review of high-level Command and Control pertaining to the Defence Forces. A project plan was finalised and comprehensive analysis carried out. As part of this review, the project team is also examining structures for managing joint operations and intelligence. This work will also continue to be progressed during 2017.

Strategic Goal - EFFICIENT AND INNOVATIVE MANAGEMENT OF RESOURCES

Financial Management

Comprehensive details of Defence Vote expenditure and Army Pensions Vote expenditure during 2016 is provided at Appendix 1 of this Report.

In terms of compliance with Prompt Payment obligations, the position is that 99.9% of all payments made in 2016, within the Defence Sector, were paid within 30 days, with 94% of all payments being made within 15 days. Prompt Payment interest of €915.27 for late payments was paid on 40 invoices (totalling €155,756) in accordance with the Prompt Payment of Accounts Act 1997 (Late Payments in Commercial Transactions Regulations, 2002).

Table 2.5: Details of the volume of transactions processed during 2016

Metrics	2016
No. of non-payroll payments made (invoices, etc)	36,981
No. of payroll payments made	434,652
No. of Travel & Subsistence claims processed	16,900
No. of new pensions approved (service, disability & dependants)	480
No. of cases processed on death of a pensioner	336
No of Payroll Family Law queries in 2016	31
No of Pay statements provided to employees in 2016	2,862
No of Pensions Family Law queries in 2016	887
No of Pensions benefit statements provided in 2016	1,663

Inventory Management

Arising from the publication of the Review of Inventory Management in the Defence Forces in 2014, a Stock Management Policy was introduced by the Defence Forces Logistics Branch during 2015. This policy focused on reducing the amount of inventory carried by the Defence

Forces. In 2015, the Logistics Branch Inventory Management Cell initiated the Low Value Fixed Asset Project to address this issue by reclassifying certain inventory items into new Low Value Fixed Assets. These are defined as “items of stores with an expected useful life in independent operation for a period greater than one year and have a purchase value of greater than €100 and less than €1,000 and for which depreciation is charged throughout its life.” The project was completed in December 2016 and recoded 1,889 Inventory DOD Codes (stock keeping codes) and reduced the overall Defence Forces inventory position by €22.7m. The rollout of the Defence Forces Stock Management Policy continued during 2016.

Internal Audit

The Department’s Internal Audit Section is an independent unit which provides the internal audit service in respect of the Defence Organisation and reports directly to the Secretary General. As a service provider, the section follows the audit standards published by the Department of Public Expenditure and Reform. During 2016, the section worked to its annual audit plan, which was approved by the Secretary General, and which covered a range of systems, compliance and stores audits. The section’s work was reviewed on an ongoing basis by the Department’s Audit Committee which comprises two external members (one of whom is the Chair) and one representative from each of the civil and military branches of the Department. During 2016, the section carried out some 40 audits.

Strategy Statement 2016-2019

In accordance with the provisions of the Public Service Management Act 1997, a new Department of Defence and Defence Forces Strategy Statement, covering the period 2016–2019, was approved by the Taoiseach, as Minister for Defence, on 2nd November 2016. The Strategy Statement encompasses the civil and military elements of the Department of Defence and the Defence Forces, and sets out the following shared High Level Goal:

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

Development of the Strategy Statement followed consultation with the Oireachtas Committee on Foreign Affairs and Trade, and Defence, as well as all other government departments and with staff throughout the Defence Organisation.

The Strategy Statement provides the strategic framework for the Department and the Defence Forces for the period 2016-2019 and is available to view on the Department of Defence website (<http://www.defence.ie/website.nsf/Strategy2016>).

Information and Communication Technologies

During 2016, the Department's Information and Communication Technologies (ICT) Branch carried out extensive work on progressing the development of a new ICT Strategy for the civil element of the Department. ICT will play a key role in enabling the Department to achieve its goals and objectives and this Strategy seeks to address the complex challenges and changes in new technologies, service delivery and the rapidly evolving security threat landscape. The Strategy will also ensure that a strategic approach is taken to the ongoing development of ICT services and capabilities and that the focus of ICT delivery is fully aligned with the business needs of the Department over the coming years.

Strategic Risk Register

Work commenced during 2016 on a review of the Defence Organisation's Strategic Risk Register. The objective of the review is to ensure that the Strategic Risk Register appropriately reflects the key strategic risks for the Organisation, is embedded in strategic planning and decision making, acts as an early warning system and is underpinned by a robust monitoring process.

Freedom of Information

Under the Freedom of Information (FOI) Act, the Department of Defence and the Defence Forces are treated as separate bodies for the purposes of the Act. Table 2.6 confirms the number of FOI requests processed by both bodies during 2016.

Table 2.6: Details of FOI Requests processed during 2016

	Dept. of Defence	Defence Forces
Requests Received	120	265
Granted	36	127
Part-granted	26	57
Refused	18	66
Transferred	12	3
Withdrawn (incl. withdrawn and handled outside of FOI)	27	7
Finalised during 2016	119	260
Outstanding at year end	1	5

Litigation

The Department's Litigation Branch manages cases taken against the Minister for Defence, including Personal Injuries Claims, Judicial Reviews, Plenary Summonses and Civil Bills. In doing so, the Branch works closely with both the State Claims Agency (SCA) and the Chief State Solicitor's Office (CSSO). During 2016 the Branch continued to participate on the Risk Management Liaison Group, whose members also include representatives from the Defence Forces and the State Claims Agency. The Branch also monitored developments in the areas of Post Traumatic Stress Disorder and malaria chemoprophylaxis. Table 2.7 provides details of the position in relation to all litigation cases handled during 2016.

Table 2.7: Details of Litigation cases during 2016

Case Type	Managed By	On Hand 1/1/2016	Received in 2016	Cleared in 2016	On Hand 31/12/2016
Personal Injury	SCA/CSSO	322	117	109	330
Judicial Review	CSSO	8	4	8	4
Plenary Summons	CSSO	14	4	1	17
Supreme Court / Court of Appeal	CSSO	5	2	4	3
Civil Bill	CSSO	29	3	11	21
Employment Equality Authority	CSSO	1	0	0	1
Totals		379	130	133	376

Total expenditure on all cases during 2016 amounted to €3,899,994, as broken down in Table 2.8.

Table 2.8: Details of Litigation expenditure during 2016

	CSSO	SCA	Other	Total
	<i>Employment</i>	<i>Personal Injury</i>	<i>Miscellaneous</i>	
Settlements	€149,233	€2,155,041	-	€2,304,274
Plaintiff Legal Costs	€299,346	€684,639	-	€983,985
Medical Costs	-	€83,618	-	€83,618
Agency Solicitors Fees	-	€205,013	-	€205,013
Agency Counsel Fees	-	€132,713	-	€132,713
Injuries Board Assessment Fees	-	€17,400	-	€17,400
Miscellaneous Costs	-	€61,794	€40,661	€102,455
DMP Legal Costs	-	-	€70,536	€70,536
Totals	€448,579	€3,340,218	€111,197	€3,899,994

In addition, Litigation Branch also managed one complaint made to the Medical Council in 2016.

Irish Red Cross Society

The Department of Defence provides an annual grant-in-aid to the Society which is a contribution towards the salary and administration costs of running the Society's headquarters. The grant in 2016 amounted to €869,000 of which €130,000 represented the Government's annual contribution to the International Committee of the Red Cross.

In response to the flood damage caused to business premises by Storm Desmond at the beginning of December 2015, the Government established a temporary emergency humanitarian scheme for small businesses, who through no fault of their own could not obtain flood insurance, but experienced flood damage to their business premises.

At the request of the Government, the Irish Red Cross agreed to administer the scheme. As time was of the essence, the Government decided to allocate the €5m fund for the scheme through the Defence Vote as an exceptional measure.

The scheme was subsequently expanded to incorporate community, voluntary and sporting bodies and the timeframe encompassed by the scheme was extended. In total, in excess of €3.1m was disbursed through the scheme to 357 applicants.

Strategic Goal - DEVELOP MANAGEMENT STRUCTURES, ORGANISATION AND PEOPLE

Permanent Defence Force strength

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

The strength of the PDF as at 31st December 2016 was 9,126 personnel comprising 7,332 Army personnel, 704 Air Corps personnel, and 1,090 Naval Service personnel.

Female participation in the PDF

As at 31st December 2016, the number of female personnel in the PDF stood at 568 (representing 6.2% of total personnel). This comprised 476 Army personnel, 59 Naval Service personnel and 33 Air Corps personnel. The Programme for a Partnership Government, agreed in 2016, set as a target the goal of doubling the rate of female participation from 6% to 12% over a five year period.

Reserve Defence Force strength

The Reserve Defence Force (RDF) consists of the First Line Reserve (FLR), the Army Reserve (AR) and the Naval Service Reserve (NSR). In accordance with the White Paper on Defence, the primary role of the RDF is to augment the PDF in crisis situations and to contribute to State ceremonial events.

The FLR comprises former PDF personnel. The strength of the FLR as at 31st December 2016 was 248 personnel. The effective strengths of the AR and the NSR were 1,927 and 122 respectively at the end of 2016.

Female participation in the AR and NSR

As at 31st December 2016, the number of female personnel (effective) serving in the AR and NSR was 257 and 23 respectively.

Specialist Reserve

The White Paper implementation project focussed on the commitment to conduct a skills survey to identify individuals in the FLR, AR and NSR with relevant professional qualifications and availability was merged during 2016 with the related project focussed on the establishment of a panel of professionally qualified members of the Reserve, to be known as the Specialist Reserve. While work was ongoing, a new composite project plan was also developed during 2016.

Recruitment to the Permanent Defence Force

During 2016, there were a total of 690 inductions to the Permanent Defence Force. In regard to General Service recruitment, these inductions comprised 11 Army Recruit Platoons and two Naval Recruit Classes. In terms of Cadets, 2016 was a record year for applications with a total of 4,807 received, whilst there were 73 Army Cadets, 12 Air Corps Cadets and 15 Naval Service Cadets inducted during the year. Table 2.9 contains a further breakdown.

Table 2.9: Details of inductions to the PDF during 2016

	Total	Male	Female
General Service - Army	501	477	24
General Service - Naval Service	89	79	10
<i>General Service Total</i>	<i>590</i>	<i>556</i>	<i>34</i>
Cadets	100	87	13
Totals	690	643	47

Retention of Personnel

Retention of personnel remained a key priority throughout 2016. One of the key policies supporting personnel retention is the opportunity for extensive personal and professional development offered by the Defence Forces through accredited courses, and the unique features of the military environment. However, it is also the case that the extensive professional training that personnel receive makes them very attractive to employers in the private sector.

The manpower requirement of the Defence Forces is monitored on an ongoing basis in accordance with the operational requirements of each of the three services. Personnel are posted on the basis of operational needs across the organisation both at home and abroad. As there is significant turnover of personnel in the Defence Forces, targeted recruitment takes place so as to maintain personnel numbers at or near the approved strength levels.

Diversity and Inclusion Strategy

The Defence Forces are committed to maintaining a work environment, at home and overseas, that encourages and supports the right to dignity at work. All personnel are expected to respect the right of each individual to dignity in their work environment and in all activities of their service. The priorities in relation to Gender, Equality and Diversity are centred on the three main themes of Equality of Opportunity, Interpersonal Relationships, and Defence Forces' Ethos and Values. Overall, the ambition is to ensure that the Defence Forces is reflective of Irish society.

A female specific recruitment strategy for 2016 was developed through the use of an advertisement campaign and female information days. The female information days were provided in barrack locations nationwide and were designed to provide realistic job reviews and overcome fitness related barriers to recruitment. During the 2016 competitions, the Defence Forces used social media as a means of seeking to stimulate interest in a career in the Defence Forces from amongst young women. Recruitment information and diversity messages have been distributed to diversity centres throughout Ireland which includes ethnic, social, cultural, religious, and LGBT groups.

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.

In accordance with a commitment made in the White Paper on Defence, substantial progress was also 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.

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. Reports of the IMG issued in 2004, 2008 and 2014. The third IMG Report, published in 2014, focused on developments since 2008 and made a total of 35 recommendations. The position at the end of 2016 was that a total of 12 of these recommendations have been implemented, 21 were still active with two remaining for future implementation.

Defence Forces Climate Survey

The Defence Forces Climate Survey, which was published in 2016, was commissioned on foot of a recommendation contained in the third and most recent IMG Report. The purpose of the Survey was to identify the ongoing human resource and strategic needs of the Defence Forces. In line with a similar survey carried out in 2008, approximately 11% of personnel were sampled. The key findings of the Survey are grouped under topics such as Work Life Balance, Peer Support, Organisational Justice (within the Organisation), Procedural Justice, Organisational Fairness, Defence Forces Integrity and Supervisory Justice.

The Survey findings are very helpful to an active approach to human resources management. They point to many positives, especially in relation to the commitment of personnel to the values and mission of the organisation, high levels of work satisfaction, pride in the organisation and positive views on culture and work support. The survey also identified a number of areas that present challenges and need to be explored particularly in the areas of communication, well-

being, work satisfaction, the working environment (e.g. pay, promotional opportunities and commuting times) and active management of personnel expectations.

Focus Groups, with input from the Representative Associations in their preparation and independent of military management, have been conducted by University of Limerick researchers with a view to establishing qualitative elements behind the quantitative findings from the Survey. The Focus Groups are due to conclude in early 2017 with further feedback from the Researchers scheduled to be delivered later in 2017.

Support to Veterans Groups

The Government remain committed to supporting and providing funding to the Organisation of National Ex-Service Personnel (ONE) and the Irish United Nations Veterans Association (IUNVA). Annual grants-in-aid of €44,000 and €11,000 were paid to ONE and IUNVA respectively in 2016.

Drug Testing during 2016

In 2016, the Defence Forces drug testing team conducted random drug tests in 13 different locations, testing 1,204 personnel. Of these, there were 12 positive results.

In terms of targeted drug testing, two personnel were in a targeted drug testing programme entering 2016, while an additional four entered the programme during the year. At the end of 2016, five personnel remained in the targeted drugs testing programme. In all, 13 targeted drug tests were carried out during 2016 and all were negative.

Details of drug testing are provided in tables 2.10 and 2.11.

Table 2.10: Details of Compulsory Random Drug Tests from 2009 to 2016

Year	Total Tested	Positive Tests
2009	1,719	6
2010	1,586	7
2011	1,362	6
2012	2,058	16
2013	1,054	13
2014	1,092	5
2015	1,184	17
2016	1,204	12

Table 2.11: Details of Compulsory Random Drug Tests completed by location in 2016

Brigade/Formation	Numbers Tested	Positive Tests
1 Brigade	453	5
2 Brigade	376	2
Defence Forces Training Centre	242	4
Air Corps	47	1
Naval Service	86	0
Totals	1,204	12

Performance Management

During 2016, a pilot project aimed at introducing a competency based framework for the Defence Forces in relation to performance appraisal was conducted. Following a review of the pilot project, negotiations with the Representative Associations will take place in 2017 with the objective of extending this framework across the Defence Forces as part of a wider White Paper project to implement an integrated competency framework.

The White Paper recognised that talent within the enlisted personnel of the Defence Forces could be further harnessed in support of Defence Forces' capability and, in this regard, a project designed to examine opportunities for enlisted personnel to become commissioned officers

commenced during 2016. Progress made included provision of a briefing to the Independent Monitoring Group and in relation to the awarding of bonus marks.

Representative Association of Commissioned Officers (RACO)

During 2016, RACO lodged a number of new claims at Conciliation Council, which were discussed at six Council meetings. There were also 10 meetings of Council sub-committees during the year. There were four agreed and one disagreed reports signed during 2016. In addition, four adjudication hearings arising were held during 2016.

RACO also attended four meetings of Defence Forces HQ Military Forum at which a range of issues were discussed.

Permanent Defence Forces Other Ranks Representative Association (PDFORRA)

PDFORRA lodged a number of new claims at Conciliation Council during 2016. These were addressed at five Council meetings, five Pay and Allowances sub-committee meetings and there were also 10 meetings of other sub-committees during the year. There were eight disagreed reports signed in 2016. Two adjudication hearings were also held during 2016.

PDFORRA attended three meetings of Defence Forces HQ Military Forum at which a range of issues were discussed.

Redress of Wrongs

An ongoing comprehensive review of the Redress of Wrongs process continued throughout 2016. The review will be the subject of discussions with all interested parties with a view to achieving agreement on its recommendations and implementation.

Table 2.12 provides end of year details in respect of 81 Redress of Wrongs applications received during 2016.

Table 2.12: Details of Redress of Wrongs applications as at 31 December 2016

At Brigade level	Pending Chief of Staff ruling	With complainant following Chief of Staff ruling	With Ombudsman for the Defence Forces	Withdrawn	Total
47	1	6	10	17	81

Public Service Stability Agreement 2013 – 2018

During 2016, all parties continued to comply fully with their obligations under the *Lansdowne Road Agreement*. In the context of issues raised by PDFORRA, officials from both the Department of Defence and PDFORRA engaged positively and collaboratively during the year, within the Conciliation and Arbitration Scheme, with a view to resolving all outstanding matters of concern.

Civil Service Training and Development

During 2016, training was provided for 698 participants at training courses, conferences/seminars and *Lunch & Learn* events. The latter is a new initiative that was introduced and rolled out in 2016 with the aim of increasing staff's knowledge about the work of other branches of the Department. Expenditure on training and development during the year amounted to c. €186,000 of which c. €117,000 was spent on external training.

Customer Service

The Department of Defence and the Defence Forces are committed to the provision of the highest standard of customer service to the individuals and organisations with whom we interact. During 2016, the Department was contacted on a total of 92,628 occasions either by telephone, post or e-mail. These included three items of correspondence received in Irish. In summary, 99% of correspondence received was acknowledged within three working days and the rate of response within three working weeks was 99.6%.

Civil Service Renewal Plan

The Department continued to engage fully with the Civil Service Renewal Plan, including engagement with the development of a shared model for delivering Learning and Development.

The Department was involved in three projects that were shortlisted for the Civil Service Excellence and Innovation Awards 2016, including the cross-departmental *Ireland 2016 Centenary Programme* group that was the winner of the Citizen Impact award.

Civil Servants and Civilian Employees

The number of civil service staff employed by the Department of Defence as at 31st December 2016 was 339.

The Department also employs civilian staff to support the upkeep and maintenance of military infrastructure and equipment at various military installations. The grades are spread across a wide spectrum and include craftsmen (such as electricians, carpenters, plumbers, mechanics, fitters, and welders) and general operatives. The remaining employees are mostly involved in clerical and storekeeping duties for the Defence Forces and also include aircraft inspectors and various professional and technical grades. During 2016, and having regard to a White Paper commitment, a number of priority positions were filled arising from a programme of targeted recruitment. At the end of 2016, there were a total of 487 civilian employees on the Department's payroll.

Equality

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

The Department's policy is that all personnel be accorded equality of opportunity and treatment and includes a commitment to the implementation of the Government target that one-third of posts in the grade of Assistant Principal are filled by women. In 2016, 34% of Assistant

Principals and 37.5% of Principals were women. Overall, 35% of staff at the grades of Assistant Principal and upwards were filled by women.

In compliance with Part 5 of the Disability Act 2005, the Department of Defence undertook, where practicable, to promote and support the employment of people with disabilities. The percentage of civil servants with a disability was 5.39% and the percentage of civilian employees with a disability, employed by the Department, on behalf of the Defence Forces was 4.3%.

Shared Services

Throughout 2016, the Department worked closely with the Department of Public Expenditure and Reform project team in contributing to the design of the financial and inventory management solution as part of the Financial Management Shared Services (FMSS) project. Personnel from the Department's Finance Branch also actively participated on working groups dealing with the FMSS project. The analysis and design work undertaken in 2016 will form the basis for the solution build in 2017 with a view to achieving migration in mid 2018.

During the year, the Department also worked closely with the Department of Public Expenditure and Reform's Payroll Shared Services project with a view to achieving the successful migration of military payrolls and travel and subsistence in 2017.

Office of Government Procurement

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

During 2016, the Defence Organisation continued to pursue the potential for enhanced cooperation in joint procurement activities through the Defence and Security Sector Category Council, established under the auspices of the OGP. This Category Council is chaired by the Department of Defence and includes representation by personnel with responsibility for procurement from An Garda Síochána and the Irish Prison Service. The Defence Organisation is

also represented on relevant Category Councils for other expenditure portfolios (Health, Education and Local Government). The Defence Organisation uses central framework contracts to acquire goods and services that are common to the Public Service.

The Department of Defence is represented on the Interim Public Procurement Steering Committee at Assistant Secretary level. The Steering Committee met on five occasions during 2016. The Department is also represented on the OGP Procurement Executive, at Principal level, and this met on 10 occasions during 2016.

Section 3: Defence Forces Operational Outputs

Strategic Goal - DELIVER OPERATIONS SUCCESSFULLY

Aid to the Civil Power

Domestic security is primarily the responsibility of the Department of Justice and Equality and An Garda Síochána. The Defence Forces have a key role in providing Aid to the Civil Power (ATCP) support on request. Table 3.1 illustrates the number and type of ATCP operations where the Defence Forces supported An Garda Síochána during the year.

Table 3.1: Details of ATCP operations during 2016

Type of ATCP Operation	Number of Operations 2016
Garda Air Support Unit missions	1,350
Central Bank patrols	1,040
Airport security duties	396
Explosive production security guard	366*
Central Bank security guard ²	366*
Prisoner escorts	120
Explosive Ordnance Disposal callouts	96
Naval Service diving operations	4
Explosive escorts	13
EURO Cash in Transit escorts	8
Hospital guard	8
VIP visits	2
Total	3,769

* refers to days

In addition, the Defence Forces carried out a 366 day armed guard at both Government Buildings and at Portlaoise Prison which are missions that arise from Government direction rather than an ATCP request from An Garda Síochána.

² The Department of Defence recoups the full economic cost incurred as a result of escort and security services provided to the Central Bank in the previous year. The total cost of this service in 2015 was €1.39m and this amount was received from the Central Bank in 2016.

Overseas Deployments

During 2016, 1,480 members of the Defence Forces served overseas in various missions. The following is a summary of developments during 2016 in the larger overseas missions while table 3.2 provides a breakdown of mission categories and troop deployments at both the beginning and end of 2016.

United Nations Interim Force in Lebanon (UNIFIL)

The Government remains strongly committed to the maintenance of peace and security in Lebanon through continued participation in UNIFIL and in close cooperation with Finnish and Estonian colleagues. For the greater part of 2016, the Defence Forces served as part of a joint Finnish/Irish Battalion based in Sector West of UNIFIL's area of operations. Since May 2015, an Estonian Platoon has formed part of the Finnish Contingent. On 22nd November 2016, Ireland assumed the lead of the joint Battalion in UNIFIL from Finland, and our contribution to UNIFIL increased to 379 personnel. In addition, Major General Michael Beary took up an appointment as Head of Mission and Force Commander, UNIFIL, on 19th July 2016.

There were two troop rotations during 2016. In May, the 53rd Infantry Group replaced the 51st Infantry Group, and in November the 53rd Infantry Group was replaced by the 109th Infantry Battalion.

United Nations Disengagement Observer Force (UNDOF)

The continued presence of the UNDOF mission remains an important element in contributing to stability on the Golan Heights and in the Middle East region, and is supported and welcomed by both Syria and Israel. The Irish contingent deployed with UNDOF in the Golan Heights is tasked primarily to serve as the Force Mobile Reserve, providing a Quick Reaction Force, which is on standby to assist with on-going operations within the UNDOF area of responsibility. There were two rotations during 2016. In March, the 52nd Infantry Group replaced the 50th Infantry Group, and in October the 54th Infantry Group replaced the 52nd Infantry Group. At the request of the UN, Brigadier General Anthony Hanlon had his appointment as Deputy Force Commander, UNDOF, extended until 21st April 2016 before being succeeded by Brigadier General Mauri Koskela of Finland.

Naval Service Humanitarian Mission in the Mediterranean

On 6th April 2016, the Government approved the return of a Naval Service vessel to undertake humanitarian search and rescue tasks in the Mediterranean. A total of three Naval vessels were subsequently deployed between May and December 2016. Table 3.3 provides further details in this regard.

European Union Training Mission – EUTM Mali

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. Ireland's contribution to the mission increased from 9 to 18 personnel during 2016. Irish personnel are based in the mission headquarters in Bamako and in Koulikoro Training Centre.

Kosovo Force (KFOR)

Ireland continues to contribute to the UN authorised and NATO-led Peace Support Operation in Kosovo. A total of 12 Defence Forces personnel served in the KFOR headquarters in Pristina during 2016.

United Nations Truce Supervision Organisation (UNTSO)

During 2016, Ireland deployed 12 personnel from the Defence Forces as military observers within the UNTSO mission area of Lebanon, Syria and Israel. In addition, Colonel Eamon Caulfield continued throughout 2016 in his role as Deputy Chief of Staff, UNTSO, having been appointed in September 2015 for a two year term.

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

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

the EU integration process. Seven members of the Defence Forces were deployed to the mission headquarters in Sarajevo during 2016.

Resolute Support Mission in Afghanistan

The NATO led Resolute Support Mission was launched on 1st January 2015 following the withdrawal of the International Security Assistance Force mission. Seven Irish personnel served with the Resolute Support Mission between January and March 2016.

EU Battlegroups 2016

Ireland participated in both the German and UK led Battlegroups, which were on standby for the second 6 months of 2016. The German Battlegroup comprised Germany, acting as Framework Nation, Austria, Czech Republic, Croatia, Luxembourg, Netherlands and Ireland. The Defence Forces contribution to the German Battlegroup was a Reconnaissance Company and related combat support elements (c.175 personnel). Ten Defence Forces personnel, mainly staff officers and NCOs, were engaged in training and planning activities serving in various appointments and posts, in both the Operational and Force Headquarters during the lead up to and the standby period.

The UK Battlegroup comprised the UK, acting as Framework Nation, Finland, Latvia, Lithuania, Sweden and Ireland. The Defence Forces contribution to the UK-led Battlegroup was five staff officers in the Operational and Force Headquarters, during both the lead-up to and during the standby period.

Table 3.2: Details of Department of Defence and Defence Forces Overseas Postings – 2016

Mission	01-Jan-16	31-Dec-16
<i>United Nations led operations</i>		
UNTSO (Middle East)	13	12
MINURSO (Western Sahara)	3	3
MONUSCO (Democratic Rep Congo)	4	4
UNOCI (Cote d'Ivoire)	2	1
UNIFIL HQ (Lebanon)	9	30
UNIFIL Infantry Battalion (Lebanon)	184	341
UNIFIL Sector West HQ (Lebanon)	4	8
UNDOF Infantry Group (Golan Heights)	131	130
UNDOF HQ (Golan Heights)	8	6
SUB-TOTAL (UN)	358	535
<i>European Union led operations</i>		
EUFOR (Bosnia & Herzegovina)	7	7
German-led Battlegroup 2016	10	10
UK-led Battlegroup 2016	5	5
EUTM Mali	9	18
SUB-TOTAL (UN Mandated Missions)	31	40
<i>NATO led operations</i>		
KFOR HQ	12	12
RSM (Resolute Support Mission in Afghanistan)	7	0
SUB-TOTAL (NATO/PfP)	19	12
<i>OSCE led operations</i>		
OSCE	2	2
SUB-TOTAL (OSCE)	2	2
<i>Military Reprs/Advisers/Staff Postings</i>		
UNNY (New York)	1	1
EUMS (Brussels)	3	4
NATO/PfP (Belgium)*	5	5
Irish Delegation to OSCE (Vienna)	1	1
CSDP/PSC (Brussels)*	9	9
SUB-TOTAL (MIL. REPS/ADVISERS/STAFF)	19	20
TOTAL PERSONNEL OVERSEAS	429	609

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

Table 3.3 provides details of deployments to the Mediterranean during 2016 as part of the humanitarian mission Operation PONTUS.

Table 3.3: Details of Operation PONTUS 2016

Dates of deployment	Naval vessel	Numbers of persons rescued	Numbers of bodies recovered
01 May – 15 July 2016	LÉ Róisín	1,264	3
08 July – 30 Sept. 2016	LÉ James Joyce	2,678	21
23 Sept. – 16 Dec. 2016	LÉ Samuel Beckett	3,087	12
Totals		7,029	36

Aid to the Civil Authority

The severe weather event that occurred in December 2015, with record high rainfall, led to severe flooding across the country that extended into 2016. During this period, the Defence Forces were called upon to support the Principal Response Agencies, in accordance with the Framework for Major Emergency Management. The supports provided included the building of flood defences, the operation of water pumps and provision of transportation for local communities. Table 3.4 contains details of locations and numbers of personnel deployed.

Table 3.4: Details of flood relief operations during 2016

Dates	Locations (counties)	Numbers of personnel deployed
January to February	Westmeath, Roscommon, Limerick, Cork, Galway, Clare, Kilkenny, Tipperary, Offaly, Longford.	2,064
February to April	Galway, Roscommon, Mayo	120
Total		2,184

Table 3.5, provides details of the level of support to civil authorities during the year by the Naval Service including the Irish Coast Guard, Revenue Customs Service, the Environmental Protection Agency (EPA) and local authorities.

Table 3.5: Details of civil assistance operations undertaken by the Naval Service during 2016

Operation	No. of Days
Naval vessel tasked to standby <i>Boy Jason</i> fishing vessel which experienced full loss of power off the west coast.	3
Naval vessel tasked to standby <i>Livestock Express</i> vessel off Tuskar Rock.	1
Naval vessel tasked to act as On Scene Coordinator for missing fisherman off the coast of Arklow.	1
Naval vessel tasked to provide initial response to 15 search and rescue incidents.	15
Naval personnel tasked to conduct hull inspection at Moneypoint.	1
Naval Service Reserve (Limerick) tasked to conduct flood relief operations over two weekends in Limerick and Clonlara, Co. Clare.	2
Naval personnel tasked to support a port security exercise at Port of Cork.	1
Naval Service tasked with conducting water sampling at request of the EPA.	2
Total Days	26

Table 3.6 provides details of the level of support to civil authorities, including other Government departments and State agencies, provided by the Air Corps during 2016. Such missions include search and rescue support to the Irish Coast Guard, delivery and collection of ballot boxes to and from the islands, flood relief missions, response to major accidents, bog surveys and wildlife surveys. These missions also include the inter-hospital Air Ambulance Service which provides for emergency transfers of patients and transport of emergency organ retrieval teams, including paediatric organ transplant transfers to the UK. The HSE's Aeromedical Desk in its National Emergency Operations Centre is responsible for the co-ordination of the transport arrangements for these patients and air transport is currently provided in three ways: Air Corps fixed-wing and rotor-wing aircraft; Irish Coast Guard rotor-wing aircraft; and private air ambulance providers.

Table 3.6: Details of civil assistance missions flown by the Air Corps during 2016

Aircraft	Number of Missions
Casa	34
Cessna	3
Learjet	21
AW 139	41
EC 135	40
Totals	139

Fishery Protection

Provision of fishery protection services during 2016 were based on outputs agreed with the Sea Fisheries Protection Authority (SFPA). During the year, the Naval Service carried out a total of 1,068 fishery patrol days whilst the Air Corps carried out a total of 297 separate patrols. Tables 3.7 and 3.8 provide details of patrol activity during the year.

Table 3.7: Details of Naval Service fishery protection activity during 2016

Fishing Vessel Nationality	Sightings	Boardings	Detentions	Infringements
Irish	686	605	2	2
Spanish	295	246	0	0
UK	150	136	1	2
French	268	241	0	0
Belgian	3	2	0	0
German	7	4	0	0
Netherlands	18	10	0	0
Lithuanian	1	1	0	0
Russian	14	2	0	0
Norwegian	3	1	0	0
Faroese	2	0	0	0
Mongolian	1	1	0	0
Totals	1,448	1,249	3	4

Table 3.8: Details of Air Corps fishery patrols during 2016

Aircraft	Number of Missions	Total Hours
Casa	178	907
Cessna	119	232
Totals	297	1,139

Tables 3.9 and 3.10 provide details of Air Corps' support to the HSE's Emergency Aeromedical Support (EAS) service which operates on a daily basis out of Custume Barracks, Athlone. This service provides rapid patient transport to an appropriate facility where the land transit time, given the patient's condition and its severity, would not be clinically acceptable.

Table 3.9: Details of EAS missions undertaken during 2016

Aircraft	No. of missions	Total Flight Hours
AW 139	415	848.13*

*EAS total flying time (incl. missions where the AW139 was stood down)

Table 3.10: Nature of EAS missions undertaken during 2016

	Medical	Trauma	Paediatric	Total
Number of missions	227	150	38	415

Ministerial Air Transport Service

The Ministerial Air Transport Service is provided by the Air Corps to assist the President and members of the Government in fulfilling their official engagements at home and abroad. Updated statistical information relating to the use of the Service is published on the Department of Defence website on a monthly basis. Table 3.11 below contains summary details in respect of 2016.

Table 3.11: Details of Ministerial Air Transport Service missions during 2016

Aircraft	Number of missions	Total hours
Learjet 45	52	192.5
AW 139	3	10.58
Totals	55	203.08

Ceremonial Services

1916-2016 Centenary Commemorations

The Defence Organisation played a highly significant and noteworthy role in many of the State commemoration ceremonies held to mark the centenary of the historic events of 1916.

The event held on Easter Sunday at the GPO on O’Connell Street, and the subsequent parade through Dublin, was the centrepiece of the centenary year commemorations and involved extensive planning, collaboration and liaison between a wide range of stakeholders including the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs, the Department of Defence, the Defence Forces, the Department of the Taoiseach, An Garda Síochána, the Office of Public Works and the Department of Foreign Affairs and Trade.

Other centenary events with significant involvement of the Defence Organisation were: the Flag Raising ceremony in Dublin Castle on 1st January; daily flag raising ceremonies on O’Connell Street; synchronised wreath laying ceremonies on Easter Monday at significant historic locations both in Dublin and regionally; the annual 1916 Mass and commemoration at Arbour Hill; the opening of the newly refurbished Military Archives facility; events to mark the execution of the leaders of the Rising; and Flag raising ceremonies which took place countrywide in conjunction with each Local Authority. In addition, in a very significant undertaking, the Defence Forces delivered a National Flag and a copy of the Proclamation to all primary schools in the State.

Table 3.12 contains details of the Defence Forces involvement in various commemorative events associated with the centenary of the Easter Rising 1916.

Table 3.12: Details of the Defence Forces ceremonial contribution to 1916 centenary events

Event	Number of DF personnel who participated in the event*
14 September 2015 - 12 March 2016 The National Flag and a copy of the Proclamation were presented to 3,312 primary schools.	9,936
1 January Flag Raising Ceremony at Dublin Castle.	244
1 January - 31 December Daily raising of the National Flag held on O'Connell Street, Dublin.	1,095
7 March Presentation ceremony of the National Flag and copies of the proclamation to all post-primary schools held in Croke Park.	203
8 March Commemoration to mark the role of women in the Rising held in the IMMA, Royal Hospital, Kilmainham.	112
26 March Remembrance ceremony in the Garden of Remembrance.	205
27 March (Easter Sunday) Wreath laying ceremonies at the Sigerson Monument, and at the graves of Edward Hollywood and Peadar Kearney in Glasnevin Cemetery.	23
27 March (Easter Sunday) Wreath laying ceremony in the Stonebreakers Yard, Kilmainham Gaol.	95
27 March (Easter Sunday) Military ceremony at the GPO and Parade through Dublin city centre.	GPO: 229 Parade: 2,847
28 March (Easter Monday) Synchronised wreath laying ceremonies at various locations in Dublin and four regional events in Cork, Enniscorthy, Athenry and Ashbourne.	164
29 March Commemoration at Liberty Hall to mark the contribution of the Irish Citizen Army and James Connolly.	201
30 March Remembrance ceremony led by relatives of those who gave their lives in the cause of Irish freedom in 1916, held at Arbour Hill Church and Graveyard.	32
3 April Inter-faith remembrance ceremony at the Remembrance Walls in Glasnevin Cemetery to mark all those who lost their lives during the Rising including civilian dead.	102

Event	Number of DF personnel who participated in the event*
21 April Sir Roger Casement commemoration at Banna Strand, Co. Kerry	211 + Naval Service ship
24 April Requiem Mass in the Church of the Most Sacred Heart, Arbour Hill, followed by ceremony at the graveside of 14 leaders.	209
26 April Official opening of the Military Archives Building, Cathal Brugha Barracks, Dublin.	198
2 May Official opening of Richmond Barracks	45
3 - 12 May 15 separate commemoration events held in Kilmainham Gaol and the old Cork Prison to mark the execution of the leaders of the Rising.	315
May - September Flag raising ceremonies took place in each Local Authority area.	105
26 May Ceremony in Grangegorman Military Cemetery to commemorate the British Soldiers who died in the Rising.	80
3 August Commemoration in Glasnevin Cemetery to mark the execution of Sir Roger Casement followed by a Casement themed day at Casement Aerodrome, Baldonnell.	169
5 - 23 December Events in Dublin Castle and 12 military installations nationwide to award the 1916 Centenary Commemorative Medal to all members of the Defence Forces.	2,191

* Personnel figures quoted are approximate.

Other Ceremonial Outputs

Defence Forces participation in other ceremonial events in 2016 included the National Day of Commemoration at the Royal Hospital, Kilmainham, on 10th July, the National Famine Commemoration, in Glasnevin Cemetery, on 11th September and a number of events held to mark the centenary of the Battle of the Somme in World War 1. A ceremony was also held in Glasnevin Cemetery to dedicate a Ginchy Cross and monument, a gift from France to Ireland, in recognition of the Irishmen and women who fought on French soil during World War 1.

In addition, a number of events were held to honour members of the Defence Forces both current and past. These included a ceremony in Custume Barracks at which a Unit Citation was awarded to “A” Coy, 35th Infantry Battalion, in recognition of the courage and professional performance displayed by the members of the Unit whilst serving with the United Nations at Jadotville in Congo in 1961. The newly introduced International Operational Service Medal was awarded to members of the Naval Service and Army for service with Operation PONTUS in the Mediterranean and medals were also awarded to Defence Forces personnel who served in Sierra Leone during the Ebola crisis. Also, scrolls were presented to four crew members of LÉ Cliona to recognise the courage and professional performance in dealing with a fire on board the vessel in 1962.

Table 3.13 contains details of the Defence Forces involvement in other State ceremonial events during 2016.

Table 3.13: Details of the Defence Forces ceremonial contribution to other events during 2016

Event	Number of DF personnel who participated in the event
31 May Commemoration in Northern Ireland to commemorate the Irish Sailor in the Great War.	56 + Naval Service ship
30 June - 1 July Somme commemorations at Thiepval.	9
9 July Somme Commemoration, National War Memorial Gardens, Islandbridge.	294
10 July National Day of Commemoration in the Royal Hospital, Kilmainham.	232
3 September Somme Commemoration in Ginchy/Guillemont	11
11 September National Famine Commemoration in Glasnevin Cemetery	175
13 November Dedication Ceremony in Glasnevin Cemetery to commemorate the gifting from France to Ireland of a replica of the Ginchy Cross	93

Table 3.14 contains summary details of Defence Forces School of Music, including piper/pipe band, engagements during 2016.

Table 3.14: Details of the School of Music engagements during 2016

Event	Number
State ceremonies	37
Military ceremonies	48
Community events	24
Total	109

Army Equitation School

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. The school currently has a staff of 39 personnel, including four Riding Officers, and has a stock of 26 horses made up of show jumpers and eventers. Four new horses were purchased in 2016.

APPENDICES

Appendix 1

Details of Defence Vote expenditure for 2016 by Category*

Expenditure Category	€m	%
PDF Pay and Allowances	414	61.7
Pay and Allowances of Civilian Employees and RDF	23	3.4
Defensive Equipment	31	4.6
Air Corps: Equipment, fuel, maintenance, etc.	19	2.8
Naval Service: Equipment, fuel, maintenance, etc.	64	9.6
Barracks expenses, repairs and maintenance of lands	22	3.3
Buildings - Capital (incl c/o)	7	1.0
Military Transport: New vehicles, fuel, repairs and maintenance	12	1.8
Compensation	4	0.6
Other non-pay military expenditure	47	7.0
Administrative Budget	22	3.3
Civil Defence, Irish Red Cross Society	6	0.9
Total (Gross)	671	100

* Based on 2016 provisional outturn figures. Minor discrepancies may arise due to rounding.

Details of Army Pensions Vote expenditure for 2016 by Category*

Expenditure Category	€m	%
Defence Forces (Pensions) Scheme & Payments in respect of Transferred Service	225	95.9
Wound & Disability Pensions, allowances and gratuities, to or in respect of former members of the Defence Forces	9	3.8
Payments in respect of dependants of Veterans of the War of Independence & other miscellaneous expenditure	0.7	0.2
Total (Gross)	234.7	99.9

* Based on 2016 provisional outturn figures. Minor discrepancies may arise due to rounding.

Appendix 2

Cross-Departmental Working Groups with Input from Defence

- CISM Network (Critical Incidence Stress Management Network)
- Civil Service Employee Assistant Service Advisory Committee
- Civil Service Renewal Working Group on cross-cutting issues
- Corepay Users Group
- Court Martial Rules Committee
- Department of the Taoiseach National Risk Assessment Steering Group
- Disability Liaison Officers Network
- Electronic Recording System (ERS) Implementation Group (Fisheries)
- Finance Officers Network
- Garda Air Support Unit Steering Group
- Government Task Force on Emergency Planning
- Government Task Force on Emergency Planning sub-group on Risk
- Government Task Force on Emergency Planning sub-group on Strategic Emergency Management – National Structures and Framework
- Government Task Force on Emergency Planning sub-group on Electricity Contingency Planning
- Health Threats Co-ordination Group
- High Level Steering Group on Cyber Security
- Irish Government Economic and Evaluation Service (IGEES) Management Board
- Inter-Agency Group on Illness and Maternity Benefits
- Inter-departmental Committee on Conventional Weapons
- Inter-departmental Committee on Development
- Inter-departmental Committee on EU Engagement
- Inter-departmental Committee on Non-Proliferation of Weapons of Mass Destruction
- Inter-departmental Committee on Peacekeeping
- Inter-departmental Committee on the Security of Government Buildings Complex
- Inter-departmental Committee to implement the UN Convention on the Rights of Persons with Disabilities
- Inter-departmental Meeting on the Council of Europe
- Inter-departmental meetings on Post 2015 Sustainable Development Goals
- Inter-departmental meetings on the Diaspora
- Inter-departmental National Security Authority Group.
- Inter-departmental Planning Group for 1916 Easter Sunday Commemoration
- Inter-departmental Planning Group for the National Day of Commemoration
- Inter-departmental Steering Group on the Military Service Pensions Collection project
- Inter-hospital Air Ambulance Steering Group
- Irish Aeronautical Maritime Emergency Advisory Group
- Irish Marine Search and Rescue Committee
- Irish Prison Service Interagency Contingency Planning Group
- Malaria Chemoprophylaxis Working Group
- Marine Co-ordination Group
- Marine Strategy Framework Directive Implementation Group

- Maritime Surveillance (MARSUR) Committee and Working Group
- Military Service Pensions Archives Project
- Oversight Group of Ireland's second National Action Plan on Women, Peace and Security (2015 – 2018)
- National Aeromedical Group
- National Airspace Policy Body (Flexible Use of Airspace)
- National Civil Aviation Security Committee
- National Committee on International Humanitarian Law
- National Co-ordination Group on Severe Weather Events
- National Emergency Planning Group on Nuclear Accidents (NEPNA)
- National Famine Commemoration Committee
- National Implementation Committee for Disused Radioactive Source Management
- National Security Committee
- National Steering Group on Major Emergency Management
- OFGUG (Oracle Financials Government User Group)
- OGCIO (Office of the Government Chief Information Officer) ICT Advisory Board
- OGP (Office of Government Procurement) ICT Category Council
- OPW Catchment Flood Risk Assessment and Management (CFRAM) Steering Group
- OPW Interdepartmental Flood Policy Co-ordination Group
- Personnel Officers Executive Committee
- Personnel Officers Network
- Public Service Management Group
- Quality Customer Service Officers Network
- Risk Management Liaison Group
- Sea Fisheries Protection Authority SLA Management Groups Levels 1 and 2
- Sea Fisheries Protection Authority Consultative Committee
- Sectoral Workforce Planning Forum
- Senior Officials Group on EU Affairs
- Shared Services Leadership Network
- Single Pension Scheme Programme Board
- Financial Management Shared Services – Process Design Authority
- Various Working Groups related to the Financial Management Shared Services project
- Financial Management Shared Services – Evaluation Panel
- Training Officers Network
- Various Working Groups related to the Financial Management Shared Services project
- Working Group on Corporate Manslaughter

Appendix 3

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

The Department of Defence has agreed MOU's with:

- Department of Agriculture, Fisheries and Marine
- Department of Transport, Tourism and Sport
- Department of Health
- Department of Foreign Affairs and Trade
- Department of Environment, Heritage & Local Government
- Office of Revenue Commissioners
- Department of Communications, Climate Action and Environment
- State Claims Agency
- United Nations
- Ministry of Defence, UK
- Ministry of Defence, Finland

SLAs are in place with:

- Marine Institute (MI) – regarding surveys, information sharing and training between the MI and the Naval Service.
- Medico – in relation to training assistance provided by the Naval Service to Medico.
- Air Accident Investigation Unit (AAIU) – in relation to services provided by the Defence Forces to the AAIU in the event of an air accident.
- Irish Coast Guard – regarding Search and Rescue (SAR) support and other services provided by the Defence Forces to the IRCG.
- Met Éireann – regarding the exchange of meteorological data between the Naval Service and Met Éireann.
- Department of Health/Health Service Executive (HSE) – regarding inter-hospital Air Ambulance Service provided by the Air Corps.
- Marine Survey Office (MSO) – in relation to port security services provided by the Naval Service to MSO.
- Garda Síochána Ombudsman Commission (GSOC) – for the provision by the Air Corps of an air transport service to GSOC Investigators.
- Irish Aviation Authority (IAA) – regarding Air Navigation Services between the IAA and the Air Corps.
- Department of Justice and Equality – regarding the Garda Air Support Unit.
- Office of Public Works – in relation to services provided by the Air Corps to the OPW during extreme weather events.
- Irish Aid – in relation to a range of services provided by the Defence Forces regarding the Rapid Response Initiative.
- Sea Fisheries Protection Agency (SFPA) – in relation to services provided by the Naval Service and Air Corps to the SFPA in regard to fisheries protection.

- An Garda Síochána - Terms of service between Civil Defence and An Garda Síochána in relation to emergency incidents.
- Environmental Protection Agency and the Department of Housing, Planning, Community & Local Government – regarding the provision of services by the Defence Forces and Civil Defence.
- State Claims Agency – in relation to services provided to the Department of Defence in respect of litigation.
- Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs (National Parks and Wildlife Service) – regarding the provision of services by the Defence Forces and Civil Defence.
- Department of Transport, Tourism and Sport – regarding the provision of services by the Defence Forces to the Dublin Airport Authority.
- Payroll Shared Service Centre (PSSC)
- PeoplePoint

Appendix 4

Energy Consumption 2016

Department of Defence

During 2016, the Department of Defence continued to take a very proactive approach to energy efficiency throughout its three buildings in Newbridge, Renmore and Roscrea. All staff received regular reminders of energy awareness initiatives and instructions to switch off electrical appliances when not in use.

The Department was chosen for a pilot energy study in 2007 and, as such, uses 2007 as its base year for measuring energy consumption. The total usage of energy in Renmore during 2016 of 593,764kWh represents a reduction in consumption of 32.8% compared to 2007. Total energy usage in Roscrea in 2016 was 318,790kWh which represents a reduction of 37.3% compared to 2007. The total energy consumed by the Newbridge building in 2016 was 1,617,500kWh which represents a reduction of 17.4% compared to 2011, the first full year of occupation.

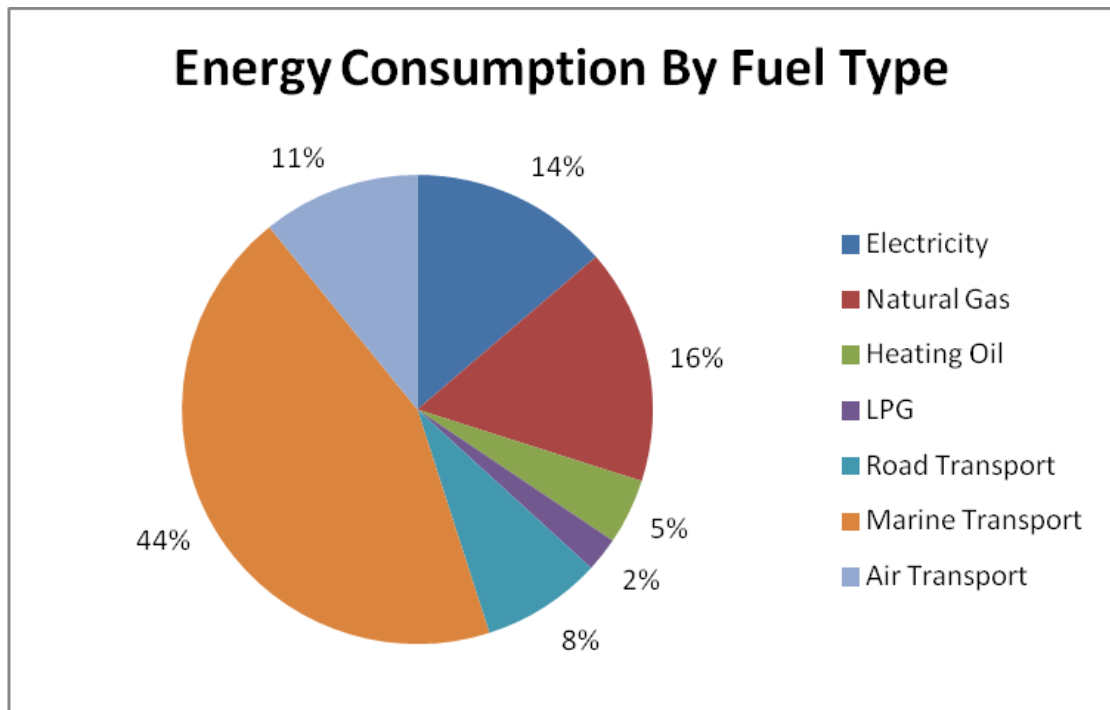
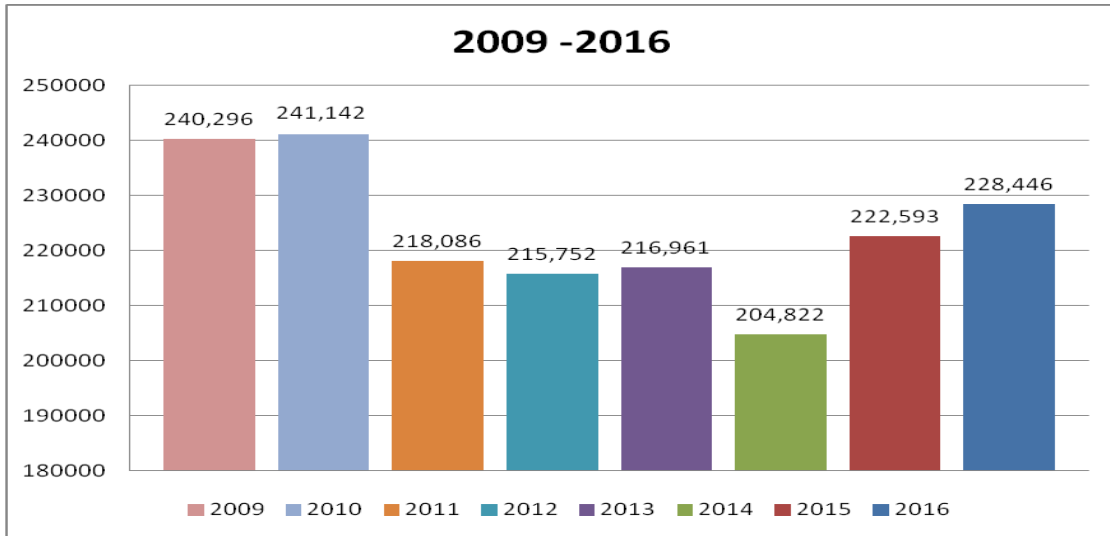
Defence Forces

In 2016 the Defence Forces consumed 228,446MWh of energy. This represented an increase in absolute energy consumption of 5853 MWh (2.6%) above 2015. Overall the Defence Forces has reduced energy consumption by 5% since 2009. Marine Gas Oil consumption at 100,794 MWh in 2016 has increased from 78,796 MWh in 2015 and 56,914 MWh in 2014 due to a combination of operations in the Mediterranean and the commissioning of new larger naval vessels. Excluding Marine Gas Oil, Defence Forces energy consumption has continued to fall from 147,907 MWh in 2014 to 143,907 MWh in 2015 to 127,652 MWh in 2016. In 2016, the Defence Forces also installed Photovoltaic Arrays totalling 53kWp to test the integration of renewable technologies into the Defence Forces fuel mix. The annual output of these arrays is potentially 50 MWh per annum.

In relation to renewable energy sources and the Defence Forces contribution to national energy efficiency targets, there was ongoing consultation throughout 2016 with the Sustainable Energy

Authority of Ireland. In the context of a commitment in the White Paper on Defence, the installation and monitoring of measuring equipment on Defence lands began during 2016.

Defence Forces Energy Consumption by Year 2009 - 2016



2016 Energy Use by Category

