



An Roinn Cosanta  
Department of Defence



Óglaigh  
na hÉireann  
IRISH DEFENCE FORCES

Department of Defence  
and Defence Forces

# Annual Report 2022



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# Foreword

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BY SECRETARY GENERAL  
AND CHIEF OF STAFF



Minister,

We are pleased to submit to you the Annual Report on the performance of the Department of Defence and the Defence Forces for 2022. This report outlines the achievements of the Department of Defence and Defence Forces in 2022, a year with significant challenges, but also the start of great transformation both internally and externally.

2022 ended tragically with the shocking loss of our Defence Forces Colleague Private Seán Rooney while serving in Lebanon. To Private Rooney's family, friends and colleagues we express our deepest condolences. We also wish Trooper Shane Kearney well as his recovery continues and acknowledge other colleagues involved in the incident. Private Rooney's death was a shocking reminder to everyone of the risks taken by every member of the Defence Forces in the discharge of duty and maintenance of our country's proud record and reputation of peacekeeping.

2022 saw the nation emerge from the worst stages of the global COVID-19 pandemic during which the members of the Defence Forces (DF) played a key role in strengthening national resilience in a real and tangible way. The experience gleaned from the COVID-19 response has also assisted the Defence Forces in responding to Government's request for assistance with Ukrainian refugees through the provision of emergency accommodation in a number of military installations around the country. The DF continued to conduct framework domestic operations on land, at sea and in the air throughout 2022. These activities included support to An Garda Síochána such as providing airport security duties, prisoner escorts and explosive ordnance disposal. It also involved the provision of a fishery protection service, the provision of an air ambulance service to the Health Service Executive and the provision of support to the civil authorities across a wide range of contingencies, including assistance to local authorities during severe weather events such as flooding. Following a request from the Minister for Transport members of the Defence Forces also underwent training and

certification to be on standby to assist the Dublin Airport Authority (daa) with the provision of aviation security duties. While the role of the Defence Forces is not normally to assist in the provision of services for a commercial airport the arrangement was put in place as a short-term emergency related contingency action.

Overseas in 2022 the Defence Forces were deployed in 11 missions in 12 countries, with 538 personnel serving overseas on those missions at the end of the year. On average about 8% of the Army serve abroad at any one time and in a calendar year approx. 20% of the Army serve abroad which is an exceptional figure by international standards and this was noted in the report of the Commission on the Defence Forces this year. A total of 1,674 personnel served overseas in 2022.

Defence Forces personnel have been to the forefront of the State's commemorations of the Decade of Centenaries, which began in 2012. 2022 was arguably the most significant of these for the Defence Forces marking as it did the centenary of 1922 the year in which the National Army was established. In January 2022 the Defence Forces took part in a state ceremony to mark the Centenary of the Handover of Dublin Castle and in August they contributed significantly to a ceremony in Beál na mBláth, Co. Cork to commemorate the centenary of the death of General Michael Collins.

As recognised by the Commission on the Defence Forces (CODF) report, the delivery of training and professional military education in the Defence Forces is a cornerstone of military life and one of the most important outputs of the organisation. During 2022, these activities continued to be central to retaining and developing capability with over 1,500 courses of training in DF installations. The continued success of the Leadership Management and Defence Studies programmes was again evidenced in 2022 through the conferring of nationally recognised academic awards on 342 Defence Forces personnel.

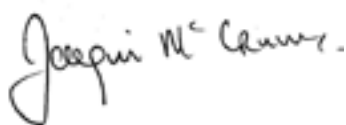
The Report of the Commission on the Defence Forces was published in February 2022 in line with the Programme for Government commitment. The Report contained significant recommendations identifying five core areas to be addressed including transformational change to modernise the Organisational Culture, its Human Resources Strategy and practices; the reform of High-level Command and Control and creation of a Joint Strategic Headquarters; the revitalising of the Reserve Defence Force; the reform and restructure of the Services so a modern Army, Navy and Air Force can provide a future integrated force for national defence, overseas missions, ATCP/ATCA, and Joint Capability Development to support all Services in developing the joint future force. These recommendations were given detailed consideration over a five month period by the Department and the Defence Forces, which included significant inter-departmental consultation. The High Level Action Plan (HLAP) resulting from this process was presented to Government and approval for a move to Level of Ambition (LOA) 2 was received in July 2022. The Civil/Military Implementation Management Office (IMO) has worked to progress the 38 early actions identified in the HLAP whilst also preparing the detailed implementation plan which sets out the work needed to fully realise the transformation of the Defence Forces and defence provision in Ireland.

The Independent Review Group, established to examine dignity and equality issues in the Defence Forces workplace, commenced in 2022. This Review was a critical first step in ensuring that members of the Defence Forces can undertake their duties in a workplace underpinned by dignity and equality with zero-tolerance for unacceptable behaviour. With the support of external expertise, we are committed to implementing the programme of immediate actions including fully supporting the Statutory inquiry convened to determine the extent of the issues brought to light in the IRG report.

An Organisational Capability Review of the Department was finalised in 2022. This review looked at the Department under four broad headings: Leadership, Policy-making, Delivery and Business Support. While the report sets out a number of ways in which the Department can improve, it also acknowledged the Department's strengths. Implementation of the recommendations contained in the report is on-going.

Our Research, Technology and Innovation Unit continued to coordinate both research and innovation collaborations between the Department of Defence, Defence Forces and Irish-based companies, research and training institutions and internal innovation programmes in 2022. The SFI-Defence Innovation Challenge continued in 2022 with the overall winner of €1 million announced in November. All the projects that took part in the challenge must be commended for bringing forward a myriad of innovative ideas and expertise from machine learning and virtual reality to data analytics, engineering and robotics. In October, Defence Sparx, a structured, immersive and hands-on exciting innovation training programme in which participants developed creative solutions to real challenges in the Defence Forces and Department of Defence, was held. Experts guided and supported participants as they worked to develop an effective solution to an assigned real-world challenge faced by the organisation.

During 2022 almost 1,500 Civil Defence volunteers received a medal in recognition of the important role they played in supporting their communities during the COVID-19. Volunteers are now also providing assistance in the effort to accommodate Ukrainian people seeking refuge in Ireland, along with the many other tasks which they are called upon to undertake. Government policy on Civil Defence is set out in the document "Towards 2030" which was published in 2020 and the Department continues to engage with the Principal Response Agencies (PRAs) to ensure that Civil Defence services and capabilities are developed to meet their needs.



**Jacqui McCrum**  
Secretary General

The Office of Emergency Planning continues to support the work of the Government Task Force on Emergency Planning by working with all government departments and agencies to improve the coordination of emergency management across Government. In 2022 they hosted the first ever All-Island Disaster Risk Reduction Conference with colleagues from Northern Ireland.

The Defence Women's Network, a joint civil/military initiative was officially launched in 2022. A key challenge for all involved in Defence will be a greater level of female participation in the Defence Forces so this Network is a positive development in helping to bring women in the Department and Defence Forces together to share their experiences and learn from one another.

We would like to take this opportunity to thank the staff of the Defence Forces and the Department of Defence, both at home and overseas, for the continued hard work and effort throughout 2022. We know we can count on your support and assistance as we continue to address the challenges that lie ahead. Finally, we wish to acknowledge Assistant Secretaries Des Dowling, Ciaran Murphy and Robert Mooney who have retired or left the Department and for their significant contribution to Defence over many years, and we wish them well in their future endeavours.



**Lieutenant General Seán Clancy**  
Chief of Staff

# Foreword

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BY TÁNAISTE AND  
MINISTER FOR DEFENCE



I am very pleased to receive the 2022 Annual Report of the Department of Defence and the Defence Forces. This Report provides comprehensive details of the significant progress made during 2022 in meeting each of the Strategic Goals that are set out in the Department of Defence and Defence Forces Strategy Statement 2021 - 2023. The Annual Report for 2022 captures the work of the Department of Defence and the Defence Forces through a period of unique challenges.

As Tánaiste and Minister for Defence I wish to acknowledge the passing of Private Seán Rooney in tragic circumstances in December and I express my most sincere sympathies to his grieving family. I also convey my best wishes for a full recovery to Trooper Shane Kearney. Private Rooney was the first Irish Peacekeeper to lose his life on a peace keeping mission since 2003 and it is a reminder that our peacekeepers operate in, at times, hostile and very difficult and dangerous environments. We must never forget the dangers that come with this work, or how the members of our Defence Forces serving on peacekeeping missions abroad risk their lives every day in order to build and maintain peace in conflict zones across the world.

In February we welcomed the publication of the Report of the Commission on the Defence Forces. The Report proposes significant changes for the Defence Forces and is wide ranging in its recommendations encompassing high level command arrangements, Defence Forces structures, defence capabilities and funding, and the Reserve Defence Force. In July 2022 a High Level Action Plan (HLAP) was presented to Government and approval for a move to Level of Ambition (LOA) 2, as set out in the capability framework devised by the Commission on the Defence Forces, was received. This will result in the Defence budget rising from €1.1 billion to €1.5 billion, in 2022 prices, by 2028, the largest increase in Defence funding in the history of the State. This will allow for the required substantial transformation and investment in recruitment and equipment that were identified by the Commission.

The civil military Implementation Management Office is working on a set of 38 Early Actions as set out in the HLAP and by March 2023, 80% were complete with substantial progress made on the remainder. I look forward to receiving the detailed Implementation Plan shortly which will clearly set out the work needed to fully realise the transformation of the Defence Forces and defence provision in Ireland.



The Judge-led Independent Review Group was established in 2022 to examine issues relating to sexual misconduct, bullying, harassment and discrimination in the Defence Forces. The final report was received in February 2023 and the report's 13 recommendations will be progressed with haste. While the report acknowledges the high regard in which the Defence Forces are held it signals the critical need for fundamental and immediate cultural change which I will oversee to ensure that each member of the Defence Forces can carry out their duties in a safe environment underpinned by dignity and equality, with zero-tolerance for unacceptable behaviour. I wish to thank the Review Group for their work and I also want to acknowledge the courage of the members of the Defence Forces who shared their experiences and the Women of Honour, and Men and Women of Honour, who have done so much to raise awareness of these issues.

During 2022, significant progress was made in delivering the infrastructure programme in the Defence Forces Infrastructure Development Plan (IDP) and on modernising Defence Forces military installations across the country, ensuring the Defence Forces have the necessary infrastructure to enable them to undertake their roles. A further investment of a record €55 million will be made in 2023, showing Government's commitment to ensuring the current and future modernisation of our Defence Forces is achieved.

2022 saw the 100th anniversary of the Air Corps and also the progressing of major acquisition projects. We recently took delivery of one of two new Maritime Patrol Aircrafts that have been ordered. These aircraft will provide a wide range of services including logistics support and transport of troops and equipment, medical evacuation and air ambulance, search and rescue and a general utility role.

The Department also welcomed the Organisational Capability Review (OCR) Report in April; the Report and the associated Implementation Plan were noted by Government in July. The Organisational Capability Review and Report of the Commission on the Defence Forces have given us an opportunity to shape the organisation to deliver in a modern, efficient way for the citizens of Ireland and to transform the way we work across the Department of Defence and the Defence Forces.

In November the role played by Civil Defence volunteers during the COVID-19 pandemic was honoured. These volunteers assisted their communities in every county across the country and also undertook over 10,000 taskings during the pandemic in support of the Local Authorities, HSE and An Garda Síochána. Almost 1,500 members received a specially designed medal to acknowledge our appreciation of their contribution to this wonderful volunteer organisation. More recently, we have seen the Civil Defence contribution in assisting the effort to accommodate Ukrainian people seeking refuge in Ireland.

Finally, I wish to take this opportunity to convey my thanks to both the Secretary General and the Chief of Staff and to their civil and military personnel for all of the very significant work carried out during 2022 at home and overseas.

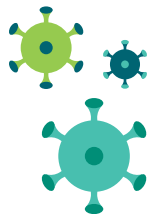


**Micheál Martin, TD**

Tánaiste and Minister for Defence

## Overview of 2022

A total of **7,840** DF deployed work days dedicated to COVID-19 vaccination, testing, contact tracing, logistic and other supports throughout 2022



Finance Branch processed **27,215** transactions during 2022



**1,550** members of the PDF served overseas in various missions



**306** Emergency Aeromedical Support (EAS) missions were completed by the Air Corps in 2022

The Naval Service carried out a total of **702** fishery patrol days



**491** Civil Defence Courses run with **2,988** attendees



**819** Reserve Defence Force (RDF) personnel completed

**16,632** standard training days

# Highlights

DURING 2022, THE STAFF OF THE DEPARTMENT OF DEFENCE AND THE DEFENCE FORCES DEALT WITH:

**252,249**  
Items of correspondence  
by telephone, post or e-mail



**1,036**  
Parliamentary  
Questions



**491**  
Representations



**39** Memos to  
Government

**412**  
Freedom of  
Information  
requests received

281 by Defence Forces  
131 by Department of Defence



**5** Government Task  
Force on Emergency  
Planning meetings



**138**  
Cross Departmental  
Groups serviced by  
Department officials

**50**  
Department of Defence and Defence Forces  
MOUs & SLAs in place with  
other Government Departments  
and Organisations



**687**  
Submissions  
for Minister's  
Approval



**37**  
Military and State  
ceremonial events



**6** Meetings of EU  
Defence Ministers  
**3** Meetings of EU  
Chiefs of Defence  
(CHOD)

## Key achievements in 2022

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### Some of the high level achievements of the Department of Defence and the Defence Forces in 2022 are as follows:

- » Commission on the Defence Forces (CoDF) report completed and received by Minister in February. High Level Implementation Plan (HLAP), arising from the Report of the CoDF, developed by Civil / Military teams and agreed by Government in July resulting in agreement from Government to move to a Level Of Ambition 2, as set out in the CoDF report, with funding to be increased to €1.5 billion (in 2022 prices) by 2028, the largest investment in Defence in the history of the State. Early Actions agreed in the HLAP commenced with a number of them completed by end of year.
- » Organisational Capability Review of the Department completed in April with a high level action plan published in July focusing on four areas, leadership, policymaking, delivery and business support functions.
- » Judge-led Independent Review Group, established on 25 January 2022, to examine issues relating to dignity, discrimination, bullying, harassment, sexual harassment and sexual misconduct in the Defence Forces.
- » Continued implementation of the rolling 5-year Infrastructure Plan and rolling 5-year Equipment Development Plan for the Defence Forces.
- » 2022 saw the biggest allocation of capital funding to the Defence Forces built infrastructure with a total allocation of €45 million.
- » Significant equipment projects delivered including 30 armoured utility vehicles, 220 non-armoured vehicles and the upgrade to fleet of 80 Armoured Personnel Carriers (APC's) Defence, two inshore Patrol Vessels purchased for delivery in 2023 and two new Airbus C-95 Maritime Patrol Aircraft near completion to be delivered in 2023.
- » Presentation of COVID-19 medals to 400 Civil Defence Volunteers by Minister; in total 1,500 volunteers received these medals.
- » Design and build of a new Volunteer and Equipment Management System for Civil Defence which will go live in 2023.
- » A number of recruitment and retention initiatives implemented including extension of the Air Corps Service Commitment Scheme, Naval Service Sea Going Commitment Scheme and extension of the Sea Going Naval Service Personal Tax Credit. Interim agreement with DPER for retention of Sergeants recruited after 1 January 1994 to remain on their current conditions, post their current retirement date. Agreement on Building Momentum Pay Agreement extension, which allows for increases in pay of 6.5% over the lifetime of the agreement. Associate membership (temporary pending legislation) of ICTU for Representative Associations granted.
- » In the area of Legislation work commenced on the drafting of Heads of Bill for the legislative amendment to the Working Time Act, removing the blanket exemption for the Defence Forces, which, when approved by the Tánaiste, will be submitted to the Office of the Attorney General and the Department of Enterprise, Trade and Employment. The Defence (Amendment) Act 2021 commenced, the Defence Forces (Evidence) Act enacted and the text of the Civil Defence Bill was approved by Government.
- » Successful negotiation and adoption of the EU Strategic Compass in March 2022.
- » Government and Dáil approval received for Ireland to join four PESCO projects as participants, and Ministerial approval to join up to 12 new projects as an Observer.



- » The Strategic Emergency Management (SEM) Guideline Document 6 - Planning and Exercising and the Report on Assessment of Risk Management Capabilities were published.
- » The Office of Emergency Planning hosted the first ever All-Island Disaster Risk Reduction Conference with colleagues from Northern Ireland.
- » Report on Capability Development, (civil/military input), completed with a new unit to be set up in early 2023.
- » Visits by the Taoiseach and Minister for Defence together with the Secretary General and the Chief of Staff to Irish troops in Lebanon with UNFIL in February, March, May and October.
- » New Civil War platform on the Military Services Pensions Collection website launched in May 2022.
- » Supports in response to the Ukrainian Crises were provided including lands being made available to accommodate occupants, and Civil Defence providing rest centres to accommodate displaced Ukrainians at 16 Civil Defence Units across the country. Additional supports provided include a supply of non-lethal supports such as meals and body armour.
- » Following a request from the Minister for Transport members of the Defence Force were placed on stand-by to assist the Dublin Airport Authority (daa) with the provision of aviation security duties at Dublin Airport, if required, as a short-term emergency related contingency action.



## Introduction

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This Annual Report reviews the performance of the Department of Defence and the Defence Forces during 2022. Performance is reviewed against each of the Strategic Goals set out in the Department of Defence and Defence Forces Strategy Statement 2021 - 2023.

The High Level Goal in the Strategy Statement 2021 - 2023 is:

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

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.

# Section 1

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## 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.

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

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

The defence policy framework encompasses, in collaboration with the Department of Foreign Affairs, defence inputs to the maintenance of global and regional peace and security, including the ongoing development of the EU's Common Security and Defence Policy (CSDP); Ireland's support for multilateralism and collective security through participation in United Nations authorised peace support and crisis management operations; our engagement in NATO's Partnership for Peace (PfP); and support to the Organisation for Security and Co-operation in Europe (OSCE). Throughout 2022, 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.

Ireland was represented at six Ministerial meetings in 2022 - three informal meetings of EU Defence Ministers and three formal meetings of the EU Foreign Affairs Council in Defence configuration. Ireland was also represented at all three Defence Policy Directors meetings held during the year, a NATO Military Chiefs of Defence meeting in January and three meetings of EU Chiefs of Defence (CHOD) which took place in January, May and October.

During 2022, both the Department and the Defence Forces participated in a number of bilateral engagements with a range of EU Member States and other countries and organisations in relation to both policy and operational issues. This reflects the Department's commitment to increase its bilateral engagement with other Member States, particularly in the context of the evolution of EU security and defence policy.





Ireland's two year term as an elected member of the UN Security Council concluded on 31 December 2022. During that time, Ireland engaged actively across the Council's broad agenda.

Our 2021-2022 term was underpinned by three core principles:

- » building peace, including strengthening UN peacekeeping and peacebuilding globally;
- » strengthening conflict prevention, by addressing factors that drive conflict;
- » ensuring accountability, through working to end impunity for those responsible for serious violations of international humanitarian and human rights law.

Throughout the two year term, the defence aspects of Ireland's Security Council membership was supported by military and Department of Defence staffing assigned to Ireland's Permanent Mission to the United Nations in New York. There was excellent cross departmental cooperation on all matters relating to peacekeeping policy and the renewal of UN mandates for all overseas operations.

Building on decades of excellence in overseas peacekeeping by Irish Defence Forces and Ireland's own experience of peacebuilding, Ireland negotiated a first-of-its-kind Resolution on Peacekeeping transitions. This aimed to ensure that, when UN peacekeepers leave, peace is sustained. UN Security Council Resolution 2594 was supported by all 15 UN Security Council members in 2021 and was groundbreaking in its integration of protection of civilians, civil society inclusion, and ensuring that the Council learns lessons from previous transitions such as Liberia and Sudan. During 2022 work focused on implementation of the Resolution to deliver a more sustainable, inclusive peace after the departure of peacekeeping troops.

Throughout 2022, strategic defence issues were discussed by the Strategic Management Committee (SMC) on a monthly basis. The SMC is a joint civil-military committee comprising the Secretary General of the Department of Defence (Chairperson), the Chief of Staff, the four Assistant Secretary Generals, the two Deputy Chiefs of Staff, the Director, and the Assistant Chief of Staff. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. Close co-operation on all matters between civil and military elements is a priority. Appendix A sets out the composition of the Management Board and the General Staff.

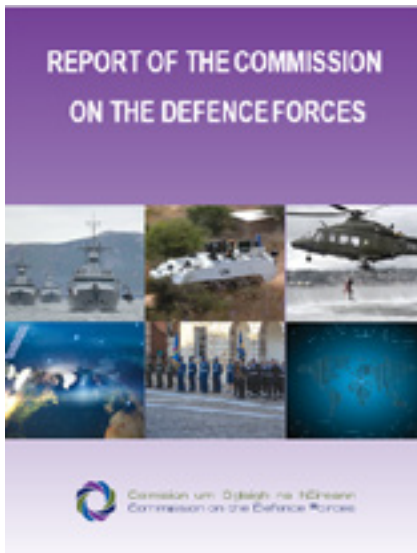


The High Level Planning and Procurement Group (HLPPG) is a high level joint civil-military group whose role is to develop and implement multi-annual rolling plans for equipment procurement and disposal, and infrastructural development based on the policy priorities in the White Paper. The HLPPG met on 10 occasions in 2022.

HR is a key component of capability development. During 2019, a new high-level civil-military Strategic HR Group (SHRG) was established by the Minister with responsibility for Defence. The Group is comprised of senior civil and military personnel and is co-chaired by the Assistant Secretary, Capability (People) Division, and the Deputy Chief-of-Staff (Support). The role of the Group is to identify strategic HR priorities within the policy framework of the White Paper on Defence and, in this context, to coordinate the plans and activities of Defence to ensure delivery. The SHRG met four times in 2022.

The Office of the Minister for Defence provides a link between the Secretary General and the Minister, the Department, the military authorities, and the general public and is responsible for the monitoring and co-ordination of the Department's contribution to parliamentary business. During 2022, the Minister answered a total of 1,036 Parliamentary Questions while a further 491 representations to the Minister were administered during the year, amongst a wide range of other parliamentary and Ministerial business.

During 2022, Military Intelligence provided 169 briefings, of which 106 were verbal briefings and 63 were written briefs, including monthly intelligence and security briefings, pre-deployment and post-deployment briefings for personnel on Peace Support Operations, and Ministerial briefings. Military Intelligence also conducted multiple internal awareness and security briefings for military career courses and staffs of the Defence Forces.



## COMMISSION ON THE DEFENCE FORCES

The Report of the Commission on the Defence Forces (CoDF) was published on 9 February, 2022. Given the significant recommendations contained therein, detailed consideration of these recommendations was undertaken over a period of five months by the Department and the Defence Forces, which included significant inter-departmental consultation. The CoDF High Level Action Plan (HLAP) resulting from this process was presented to Government and a decision was taken by Government in July 2022 to approve a move to Level of Ambition (LOA) 2. This will entail multi-annual funding increases, commencing in 2023, to reach a defence budget of some €1.5 billion by 2028, index linked to inflation with incremental increases in Defence Forces personnel numbers of some 2,000 over and above the current establishment of 9,500. This is the largest increase in Defence funding in the history of the State. It will allow for the required substantial transformation and investment in recruitment and equipment that were identified by the Commission.





The report identified five core areas to be transformed including transformational change to modernise the Organisational Culture, its Human Resources Strategy and practices; to reform High-level Command and Control and creation of a Joint Strategic Headquarters; to revitalise the Reserve Defence Force; to reform and Restructure the Services – to provide a modern Army, Navy and Air Force designed and structured to provide a future integrated force for national defence, overseas missions and Aid to Civil Power/Aid to Civil Authority (ATCP/ATCA); and Joint Capability Development as set out in the table below.

The Commission identified an urgent need for HR and cultural transformation within the Defence Forces. To provide momentum and credibility to the HR and cultural change process, recruitment processes began straight away for a number of new positions including two civilian posts of Head of Transformation and Head of Strategic HR.

The High Level Action Plan sets out the Government’s response to each of a total of 130 individual recommendations that were made in the Commission’s report. One hundred and three of its recommendations have now been accepted by Government for implementation, or accepted in principle, with decisions on the remaining 27 recommendations to be taken pending further consideration. The list of recommendations and the position on same are set out at Appendix B. The civil/military Implementation Management Office (IMO) has worked with civilian and military colleagues on a set of 38 Early Actions to be delivered within six months of the Government Decision. A table of these early actions is set out at Appendix C. Included in these is the Detailed Implementation Plan which sets out how the CoDF Report’s recommendations will be delivered over the coming years. Significant progress was made on the implementation of these 38 early actions by the end of 2022, with the vast majority at an advanced stage of delivery.

Five Core Areas and Associated Strategic Objectives				
The Commission’s report highlighted five core areas that must be addressed in a detailed implementation plan on foot of policy decisions in relation to level of ambition and budget:				
Transformational change to modernise the Organisational Culture, its Human Resources Strategy and practices	Reform High-level Command and Control and creation of a Joint Strategic Headquarters	Reform and Restructure the Services	Revitalise the Reserve Defence Force	Joint Capability Development
Putting human resources – the Defence Forces’ people – at the centre of the organisation, through re-engaging in a different way with its core values, renewing its ‘contract’ with its people with modern work practices, career management systems and transparent promotion systems based on merit.	Requires the appointment of a Chief of Defence (CHOD), with full command and control of the Defence Forces, and commensurate accountability, supported by three Service Chiefs. Create a Joint Strategic Headquarters staffed by all services, including civilian experts, to support the Chief of Defence in delivering Defence Forces 2030+.	To provide a modern Army, Navy and Air Force designed and structured to provide the future integrated force for national defence, overseas missions and ATCP/ATCA.	To create a reserve force that can seamlessly train, operate and deploy with the Permanent Defence Force, nationally and internationally.	To support all Services in developing the joint future force, thereby providing Government with military force options at readiness for national and international operations.

## INDEPENDENT REVIEW GROUP

Government approval was obtained on 25 January 2022 for the establishment of a Judge-Led Independent Review Group to examine the current policies, systems and procedures for dealing with matters relating to dignity, discrimination, bullying, harassment, sexual harassment and sexual misconduct in the Defence Forces.

Despite the reforms that have taken place in the Defence Forces over the past 20 years with regard to dignity and equality matters, it was clear from the experiences shared by both current and former members of the Defence Forces, including the Women of Honour Group and the Men and Women of Honour Group, that the culture that is pervading, and the application of policies, systems and procedures for dealing with unacceptable behaviour have not, and are not, serving all Defence Forces personnel well.

The Independent Review was a critical and vital first step to ensure that each member of the Defence Forces is able to carry out their duties in a safe workplace, underpinned by dignity and equality and where there is zero tolerance of unacceptable behaviour and where lessons are learnt from historical experiences.

In late 2021, there was extensive engagement with various stakeholders, including both serving and former members of the Defence Forces, the Representative Associations, PDFORRA, RACO and RDFRA on the establishment of the Independent Review and on finalising its Terms of Reference. The Terms of Reference are set out at Appendix D.

The Review set out to:

- » examine current legislative frameworks, policies, procedures and practices,
- » assess the pervading culture in the workplace, and on the basis of this work,
- » make recommendations on measures and strategies required to underpin a workplace based on dignity, equality, mutual respect, and duty of care for every member of the Defence Forces.

The Terms of Reference for the Review were wide-ranging and provided that Government may consider further work on receipt of the Independent Review findings, including matters of a historical nature.

They also provided that a Final Report concluding the Group's work was to be furnished to the Minister within 12 months, with an interim report after six months. Thereafter the Final Report will be presented to Government, who may consider any further bodies of work that might be necessary, taking into account the findings of the Independent Review Group before publication. This is expected in Q1 2023.

The Independent Review Group was entirely independent in carrying out its body of work.

## STRATEGIC GOAL

### Implement the White Paper on Defence

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

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

The Joint White Paper Implementation Facilitation Team (Joint Team) is a civil-military team, which operates in an oversight capacity, providing support and monitoring the progress of these White Paper projects. During 2022, the Joint Team continued to report on the progress of implementation to the SMC as part of the governance framework. These reports provide up-to-date status information to the Minister and to senior civil and military management, while the use of a project management framework to facilitate White Paper implementation has allowed the Department of Defence and the Defence Forces to take a focused and practical approach to implementation.

In total, of the 95 White Paper projects, 52 are now formally completed and closed with 43 remaining of which 13 are currently active. Of the 13 active, four are in the closing process. The current priority is the finalisation of ongoing WP projects and the evaluation of alignment of outstanding WP projects with the recently published High Level Action Plan (HLAP) for the Commission on the Defence Forces. The SMC met in November and agreed that 26 projects would be merged with HLAP with a further six to be progressed as standalone projects. In addition, four projects will be closed with the remaining seven to be further reviewed.

## STRATEGIC GOAL

### Contribute to national and international security and defence policy

#### NATIONAL SECURITY COMMITTEE

The NSC is chaired by the Secretary General to the Government and comprises representatives at the highest level from the Departments of Defence, Justice, Foreign Affairs, Environment, Climate and Communications and from An Garda Síochána and the Defence Forces. The secretariat to the Committee is provided by the National Security Analysis Centre in the Department of the Taoiseach. The committee is charged with ensuring that the Government and the Taoiseach are advised of high-level security issues and the responses to them, but it is not concerned with operational security matters. The Taoiseach is briefed regularly by the Garda Commissioner and by relevant officials on the national and international security situation and on any individual incidents that may occur. The relevant Ministers also brief the Government on security issues within their remit as the need arises. There are also special arrangements in place to deal with particular circumstances that may arise, such as the cyber-attack on the HSE's IT systems in 2021. Both the Secretary General, Department of Defence and the Chief of Staff of the Defence Forces attended the NSC meetings in 2022, supported by the Defence Forces Director of Intelligence and the Department's Director for Operations, Emergency and Infrastructure Oversight.

## NATIONAL SECURITY ANALYSIS CENTRE (NSAC)

The NSAC was established in 2019 by the Government. Its primary remit is to provide high-quality, strategic analysis to the Taoiseach and Government of the key threats to Ireland's national security. The strategic analysis of threats is undertaken by personnel seconded from the various Departments and other State bodies with functions in the security area, and through liaison and close co-ordination with those partner Departments and agencies, including with the National Cyber Security Centre. There is also ongoing liaison with EU and international counterparts and others. Two personnel from the Department of Defence and the Defence Forces, one civil (Assistant Principal level) on secondment and one military (Comdt level) liaison officer, have been assigned to NSAC.

## UNITED NATIONS PEACEKEEPING CAPABILITY READINESS SYSTEM (PCRS)

Ireland and other troop contributing countries register capabilities and contingents available for deployment to UN Peacekeeping Operations overseas on the PCRS. Together with capabilities already deployed or committed to other operations these provide the UN with a dynamic up-to-date catalogue of actual trained and available forces to draw from when establishing or reinforcing a UN mission. Ireland has pledged personnel and equipment to the UN PCRS and also pledged to deliver training in Ireland and overseas, for troop contributing countries, deployed to UN missions.

During 2022, Ireland gave financial support in the amount of over €88,000 to UNITAR towards the UN's 'Buddy First Aid Initiative'. This allowed for the provision of Buddy First Aid Kits to over a thousand Ghanaian UN peacekeepers serving alongside members of the Irish Defence Forces in UNIFIL (Lebanon) and MINUSMA (MALI).

Ireland's existing pledges to provide training were enhanced by the deployment in January 2022 of a Defence Forces master Counter Improvised Explosive Devices trainer to work with the UN Mine Action Service (UNMAS) in Entebbe and the provision of a master trainer (Garda) to lead Crime Led Intelligence train the trainer courses for four weeks per annum.

## EU GLOBAL STRATEGY ON FOREIGN AND SECURITY POLICY

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

In 2022, Ireland increased its participation in PESCO projects from one to four<sup>1</sup> and also has Observer status on a further six<sup>2</sup> PESCO projects. The Programme for Government states Ireland's participation in PESCO projects will be maintained on an "opt-in" basis, with contributions being entirely voluntary. As a matter of Government policy, full participation on any PESCO project requires the approval of the Government and Dáil Éireann. The Minister for Defence also approved a proposal for Ireland to increase the number of projects on which we are observers and it hoped that this process can be concluded early in 2023.

1 (1) Maritime (semi) Autonomous Systems for Mine Countermeasures (2) Upgrade of Maritime Surveillance (3) Cyber Threats and Incident Response Information Sharing Platform (4) Deployable Military Disaster Relief Capability Package

2 (1) Energy Operational Function (2) European Secure Software defined Radio (3) EU Radio navigation Solution (EURAS) (4) Counter Unmanned Aerial System (5) Military Mobility (6) SOF Medical Training Centre (SMTC)

The Coordinated Annual Review on Defence (CARD) is a two-year cycle which aims to create greater transparency by sharing Member States information on future defence policy, capability development, budgets and investment in order to provide a broad picture of the European defence capability landscape. The process monitors defence plans including national capability development and investment and procurement proposals, as well as the implementation of CDP priorities, assesses data on defence cooperation in Europe, and identifies cooperative opportunities. The first full CARD cycle was completed in November 2020, with the adoption of a CARD report and recommendations by Ministers of Defence. The 2020 Report identified six focus areas which are aligned with the 2018 Capability Development Priorities and offer potential for cooperation. The six focus areas are (1) Enhanced Military Mobility, (2) Defence in Space, (3) Main Battle Tank, (4) Soldier Systems, (5) European Patrol Class Surface Ship and (6) Counter Unmanned Air Systems.

The second cycle of CARD launched in December 2021, each Member State met individually with the EDA and the EUMS to discuss their defence profile and related plans for the future in the EU context. Following the bilateral dialogues, the CARD Aggregated Analysis was distributed to Member States in May 2022, this Analysis and its recommendations was noted by the Ministers for Defence in November 2022.

Meetings on the European Defence Fund (EDF) Programme Committee were serviced by the Brussels Permanent Representation and headquarters based staff from the Department of Defence with support from the Department of Enterprise, Trade and Employment. The 2022 Work Programme was developed by the Programme Committee and negotiations related to the 2023 Work Programme commenced in 2022 in order to facilitate its earlier completion and provide more opportunity for

consortium building by industry and research institutions. Department of Defence officials, acting as National Focal Points (NFPs) for the EDF, work closely with the Department of Enterprise Trade and Employment and lead the Department of Defence's efforts to ensure Irish enterprise and research institutes can avail of the opportunities which the EDF presents. Four cross-border consortia with Irish entities were successful in the 2021, (first) EDF call.

The European Peace Facility (EPF) which was formally established in March 2021, is an off-budget instrument aimed at enhancing the Union's ability to prevent conflicts, build peace and strengthen international security, by enabling the financing of operational actions under the Common Foreign and Security Policy (CFSP) that have military or defence implications.

The purpose of the EPF is to provide the EU with a single off-budget fund running alongside the Multi-annual Financial Framework (MFF), to finance all Common Foreign and Security actions with military or defence implications.

As per the Programme for Government Commitment in relation to the EPF, Ireland, together with a number of like-minded States, ensured the inclusion of a provision allowing a Member State to exercise constructive abstention from assistance measures involving the provision of lethal force equipment.

The EPF has proven to be a very useful tool in providing the EU with an appropriate legal basis on which to provide support to the Ukrainian Armed Forces. Taking into account commitments to Ukraine and elsewhere, approximately 86% of the overall EPF ceiling, which was originally set for a period of seven years, has been consumed.



To address this shortfall and to ensure that the Fund continues to meet its ambitions elsewhere, the Council agreed on 12 December to increase the overall financial ceiling by €2 billion (in 2018 prices) in 2023, with the possibility of a further increase at a later stage. The total increase of the EPF overall financial ceiling until 2027 would be up to €5.5 billion (in 2018 prices). The agreement will be formalised in early 2023.

The final draft of the EU's Strategic Compass was approved by foreign and defence ministers at the Foreign Affairs Council on 21 March 2022 and subsequently endorsed by EU leaders on 24 - 25 March. The Strategic Compass is an exercise intended to provide enhanced political and strategic direction for EU security and defence policy for the next five to ten years and aimed in particular at enabling the EU to better anticipate threats, respond to crises, and deepen cooperation with partners. The implementation of the Strategic Compass began the day after it was adopted. The Compass contains over 80 concrete actions, most of them with clear timelines for delivery with 51 of them to be implemented in 2022. Irish officials participated fully in the development of the Strategic Compass, ensuring that Ireland's principal concerns are reflected in the final text.

Throughout 2022, the Department of Defence remained fully engaged in the corresponding processes across all of these defence and security initiatives at EU level, negotiating and promoting Ireland's interests in accordance with the policies set out in the White Paper, incorporating requested Defence Forces' military advice and in consultation with the Department of Foreign Affairs and other relevant government departments and agencies. Work continued during 2022 to build alliances with likeminded Member States in advancing common interests.

## EUROPEAN DEFENCE AGENCY (EDA)

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

In 2022, Ireland participated in a number of meetings and project teams within the EDA. Ireland is engaged in projects which focus on such areas as military search training, counter improvised training techniques, cyber, satellite communications, maritime surveillance, naval training and energy.

## EU-NATO COOPERATION

During 2022, work continued on updating the Common Set of Proposals for the implementation of the 2016 Joint Declaration on EU-NATO Cooperation. These proposals focus on cooperation in the key areas of countering hybrid threats, operational cooperation including maritime issues, cyber security and defence, defence capabilities, defence industry and research, exercises and defence and security capacity building. In May 2021, the sixth progress report on the implementation of the common set of proposals endorsed by EU and NATO was published. A number of cross-cutting issues have been identified as key drivers of relevance to both organisations. These include resilience, emerging and disruptive technologies, crisis management, the security and defence implications of climate change and growing strategic competition in the international sphere. The new Joint Declaration was agreed in January 2023.

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## PARTNERSHIP FOR PEACE (PfP)

As a NATO partner, 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 international standards. In 2022, Ireland completed the PARP Assessment, one goal was completed and the remaining 14 Goals will continue to be progressed.

In line with the White Paper on Defence, Ireland continued to engage with the Partnership Interoperability Advocacy Group (PIAG) and continued its participation in the Operational Capabilities Concept (OCC) (Evaluation & Feedback Pillar) during 2022. The PIAG provides a unique opportunity to maximise interoperability and to foster, develop and enhance cooperation and dialogue with other members of the group who are participants in PfP but not members of NATO. The main benefit to participation in OCC is that Defence Forces training is benchmarked through external evaluation by NATO to the highest interoperable standards.

Ireland has been participating in OCC since 2016. Our level of participation is known as "Level 1", which focuses on interoperability. A number of Defence Forces' units have participated in the OCC process - Armoured Cavalry Squadron; Army Ranger Wing; The Naval Service and, in November 2022, 1 Brigade Artillery Battery. Other units will participate in the process in the coming years.

### STRATEGIC GOAL

Enhance cross cutting policy collaboration

There are important cross-departmental dimensions to the work of Defence and meeting our goals and objectives is often critically dependent on the inputs and co-operation of other departments and agencies. Throughout 2022, Department officials and Defence Forces personnel were represented on a wide range of inter-departmental groups and committees – see Section 4.9 for a full list.

We have developed the use of Memoranda of Understanding (MOUs) and Service Level Agreements (SLAs) covering services delivered to a range of other departments and agencies. At the end of 2022, we had 50 MOUs and SLAs in place with other Government Departments and Organisations in support of our high-level goals. A list of all MOUs and SLAs is contained at Section 4.10.

The White Paper on Defence reflects the importance of whole of government approaches to the security of the State. During 2022, we continued to collaborate with a range of departments and agencies that have security responsibilities. Developments in relation to some of these cross-cutting relationships during 2022 are outlined as follows.



## GOVERNMENT TASK FORCE ON EMERGENCY PLANNING

The Minister for Defence chairs the Government Task Force (GTF) on Emergency Planning, which comprises those Ministers and/or senior officials of Government Departments and Agencies which have a lead or support role in strategic emergency management, including senior officers from An Garda Síochána and the Defence Forces. The GTF meets on a regular basis to review emergency planning issues and to share information. In 2022, the GTF met on five occasions.

Currently, there are four active GTF subgroups working on the following key issues in support of strategic emergency management: resilience; risk management; emergency communications and preparation of public information campaigns. A new subgroup on international engagement was established in 2022 to deal with crisis management and disaster risk reduction in the international context. These subgroups take their membership from across all Government Departments and Agencies, as appropriate.

The GTF is supported by the Office of Emergency Planning (OEP) which is a joint civil-military office within the Department of Defence. The OEP acts as a focal point in matters of strategic emergency planning and strategic risk management. The OEP works with all Government departments and agencies to improve the coordination of emergency management across Government. Progress on this work is the subject of the Annual Report to Government on Emergency Planning, prepared by the Minister for Defence.

The National Emergency Coordination Centre (NECC) is managed by the OEP and is the venue for meetings of the GTF and other emergency management-related activities. It is used for convening National Emergency Coordination Group (NECG) meetings and related press conferences.

## STRATEGIC EMERGENCY MANAGEMENT: NATIONAL STRUCTURES AND FRAMEWORK

The Office of Emergency Planning hosted the inaugural All-Island Disaster Risk Reduction Conference on 9 November 2022 in Ballymascanlon House Hotel. The conference, part of the Shared Island Initiative, focused on all-island resilience and brought together academic, government and private sector experts on resilience from across the island. Minister for State Niall Collins opened proceedings with addresses from Secretary General Jacqui McCrum from the Department of Defence and Permanent Secretary Dennis McMahon, Head of the Northern Ireland Executive Office. The keynote speaker was Director Justin Knighten from the U.S. Federal Emergency Management Agency.

Also in 2022, the Office of Emergency Planning, under the auspices of the Government Task Force (GTF) on Emergency Planning, published guideline document 6 of the *Strategic Emergency Management: National Structures and Framework* (SEM) suite of documents. This document provides guidance to Lead Government Departments on how to conduct scenario specific and generic emergency response planning and exercising. Self-assessment questionnaires for each lead government department were also developed and issued which enabled these departments to assess their current progress with the requirements of SEM.

The GTF Subgroup on Risk, having overseen the publication of the 'Assessment of Risk Management Capabilities Report 2022', concluded the year by looking forward to the preparation of the 2023 National Risk Assessment for Ireland. The GTF Subgroup on Risk also hosted a seminar on horizon scanning and emergent risk in December 2022.

## NATIONAL EMERGENCY COORDINATION GROUP

The National Emergency Coordination Group officially convened three times during the year. These meetings related to a single severe weather event, which occurred between 11 and 13 December 2022. The meetings were chaired by the Department of Housing, Local Government and Heritage, which is the Lead Government Department for storm-related emergencies.

The National Emergency Coordination Group also convened four times to test national plans and communications strategies relating to an oil supply crisis, a radiological incident, electricity and gas supply disruption and a national cyber security incident. In addition, a meeting of this Group was convened for the purpose of an information seminar relating to severe weather planning.

## ‘BE SUMMER READY’ CAMPAIGN

The Be Summer-Ready public information campaign was launched on 6 April 2022 by Minister Coveney, supported by Minister Butler and Minister Naughton. The focus of the campaign was “Minding your Mental Health this Summer”. The campaign ran from April to end of September 2022.

The campaign launch received strong media coverage and combined viewer and listenership numbers on the day of the launch are estimated at approximately 500,000. The advertising campaign for Be Summer-Ready included both traditional media and social media, both at the time of the launch and during the six months of the campaign. Newspaper, radio, (both national and local) social media and the physical distribution of booklets through libraries, Garda Stations and other public offices formed the basis of the distribution of information to the public. Public messaging was also sent through Met Éireann’s forecast on RTE news, and through National Roads Authority’s motorway electronic signs. Messaging for the campaign was also translated into Ukrainian and Russian so that it was accessible to the large influx of people displaced from Ukraine due to the Russian War of Aggression.

A positive indication of the campaign was the large increase in activity on social media, due to the proactive approach of the Communications team in the OEP. The total number of impressions on Twitter increased from 4.9 million in 2021 to 9.3 million in 2022.

The overall success of the campaign was due to the continuous support of all Departments and Agencies who posted or retweeted messaging around ‘Be Summer-Ready’, through the distribution of campaign booklets and by highlighting the campaign website: [www.gov.ie/summerready](http://www.gov.ie/summerready).



## ‘BE WINTER READY’ CAMPAIGN

The 2022-2023 Be Winter Ready campaign was launched on 10 November by Minister O’Donovan, with responsibility for the Office of Public Works and by Minister Naughton, with responsibility for International and Road Transport and Logistics. The Office of Public Works provided the focused message for the campaign, which was, “Guidance on Flooding”.

Following the launch, there was widespread coverage both on TV and in print media. The campaign received coverage in The Irish Times, Irish Examiner, the Daily Star and Irish Daily Mail. Online coverage included The Irish Times and thejournal.ie. RTÉ 1 carried extensive coverage on the 6 o’clock news. The campaign is supplemented by paid radio advertising on 20 national and local radio stations, and 120,000 campaign leaflets were distributed through the Irish Independent. In addition, 20,000 booklets were distributed through libraries, Local Authorities, An Garda Síochána, Civil Defence, HSE facilities and Department of Transport. The campaign was also advertised through social media and was covered widely by the National Roads Authority electronic motorway signs.



## CYBER SECURITY

The response to cyber threats remains a whole-of-government challenge, with the Department of the Environment, Climate and Communications taking the lead role, through the National Cyber Security Centre (NCSC), and with inputs in the security domain from An Garda Síochána, the Defence Forces and the National Security Analysis Centre (NSAC). The Department of the Environment, Climate and Communications provided regular updates to the GTF throughout 2022 on cyber security issues, including on the roll-out of the National Cyber Security Strategy 2019-2024.

Officials in the Department of Defence and members of the Defence Forces work closely with Government Departments and Agencies, to support measures to deal with cyber challenges. This includes active participation on the Inter-Departmental Committee overseeing the implementation of the National Cyber Security Strategy, which is chaired by the Department of the Environment, Climate and Communications. In addition, a member of the Defence Forces is seconded to the NATO Cooperative Cyber Defence Centre of Excellence in Tallinn, Estonia, as recommended in the National Cyber Security Strategy. Having a member of the Defence Forces in the Centre of Excellence provides us with important insight into developing trends in cyber security and strengthens the ability of the State to respond to cyber threats, including by participating in major cyber security exercises organised by the Centre of Excellence.

The Department’s ICT Branch continues to implement high standards of ICT/cyber security and provides robust secure ICT infrastructure and applications that deliver appropriate levels of data confidentiality, integrity and availability. Threats are monitored on an ongoing basis with appropriate countermeasures. The branch promoted cyber awareness through e-Learning courses run throughout 2022.

## EU DIRECTIVE ON THE RESILIENCE OF CRITICAL INFRASTRUCTURE

In 2021, the Office of Emergency Planning was tasked with leading and coordinating the national position on the proposed EU Directive on Critical Entities Resilience. Inter-departmental coordination for the Irish position during its negotiation throughout 2022 was facilitated through the Government Task Force on Emergency Planning subgroup on Resilience. Following the finalisation of negotiations, the Directive was published in the Official Journal of the EU on 27 December 2022.

This Directive aims to enhance the resilience of critical entities that provide services essential for vital societal functions or economic activities in the internal market. The sectors covered in the Directive include: energy, transport, banking, financial market infrastructures, health, drinking water, wastewater, digital infrastructure, public administration, space and food. This Directive provides for the establishment of an expert group, known as the Critical Entities Resilience Group (CERG), for the exchange of information, including best practices, on issues relating to the Directive. The Office of Emergency Planning will be the Single Point of Contact for this group.

The process of transposing the directive into Irish law will begin in 2023 and will take approximately 21 months. In advance of the enactment of this directive and because of the increased threat to critical infrastructure due to the current geopolitical situation, it was agreed that Member States will be encouraged to carry out stress tests on critical infrastructure in the energy sector. The timeline for this work is that critical infrastructure in the energy sector requiring stress tests will be identified by the first quarter of 2023 and the tests themselves will be carried out by the end of 2023.

## EU AD-HOC WORKING PARTY ON RESILIENCE

Since the EU Presidency re-established the Ad-Hoc Working Party on Resilience in 2022, the Office of Emergency Planning has been responsible for coordinating the Irish contribution to the EU Horizon Scanning Network. This network was established to identify early warning signals which may be indicative of crises under potential development, or which may suggest the nature and shape of future crises which the EU may have to face, and which have the potential to require an activation of the EU Integrated Political Crisis Response (IPCR) arrangements. Improved IPCR arrangements are also the subject of discussion in Brussels.



### NETWORK OF DIRECTORS OF EU CRISIS MANAGEMENT CENTRES

The Office of Emergency Planning represents Irish interests in this forum, which brings together the heads of all the crisis management centres in the EU. In 2022, the Office of Emergency Planning formally signed up to the Network's Cooperation Protocol.

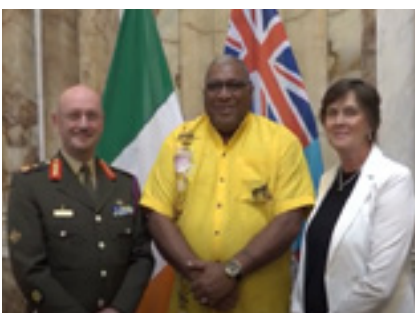
This forum discusses strengthening cooperation and challenges in national and international crisis management. Crises such as the COVID-19 pandemic, national-scale floods, the migration crisis and the Russian war of aggression against Ukraine are current topics of interest. Good practices by different countries implemented during these crises are discussed and shared amongst members of the Network.

### CEREMONIALS AND COMMEMORATIONS

The Defence Forces participated in 37 significant military and State ceremonial events in 2022.







In January the Defence Forces participated in a State ceremony to mark the centenary of the formal handover of Dublin Castle at which the President of Ireland attended. The Defence Forces participated in the National Famine Commemoration, held this year in the National Famine Museum, Strokestown, Co Roscommon in May at which the Taoiseach attended. The President received ceremonial honours on his departure to Malta for a State visit in May. State ceremonial honours were afforded on the occasion of the State visit to Ireland of the President of The Portuguese Republic in October. Military honours were also afforded to the President of Fiji when he visited United Nations Training School Ireland (UNTSI) and the Defence Forces Training Centre (DFTC) in July.



The Defence Forces celebrated Veterans' Day in McKee Barracks in June where members of ONE, IUNVA and ARCO paraded along with Unit Veteran Associations. A ceremony took place in Beál na mBláth, Co Cork in August to commemorate the centenary of the death of Gen Michael Collins and this event was significantly supported by the Defence Forces.

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









In December, a ceremony took place in Custume Barracks, led by the Minister for Defence, to unveil a commemorative stone to honour the support of the families of A Company, 35<sup>th</sup> Infantry Battalion ONUC during the Battle of Jadotville.

The Defence Forces participated in the annual State commemoration ceremonies, including the commemoration of the 106<sup>th</sup> anniversary of the Easter Rising at the GPO, O'Connell Street; the 1916 Leaders Commemoration at Arbour Hill and at the National Day of Commemoration at the National Museum, Collins Barracks, Dublin. Four Ministerial reviews for overseas contingents took place throughout the country to mark their departure for peacekeeping duties with UNDOF and UNIFIL.





## MILITARY ARCHIVES

The Military Archives and the Military History Society of Ireland, with support from the Army's 2 Brigade and the Department of Tourism, Culture, Arts, Gaeltacht, Sport & Media hosted a two day historical conference on the Irish Civil War on Friday 23 and Saturday 24 September 2022. The venue was the 114-seat Brigade Auditorium at Cathal Brugha Barracks, Rathmines. There were approximately 90 in attendance both days and all sessions were recorded and live-streamed by Creative Technology, a third party contracted through the Events Management section of the OPW. The live stream was accessed by several hundred unique users over the course of the two days.

The conference consisted of panel discussions and lectures from experts of note on the military aspects of the Civil War specifically. As intended, the event

was in keeping with the Decade of Centenaries Second Phase Guidance 2018-2023, as well as providing an opportunity to highlight many of the new insights into the history of the Irish revolutionary period that have been brought to light during the Decade of Centenaries, particularly through the Military Service Pensions Collection and the work of the Military Archives in general.

The Defence Forces Military Archives continued the project of professionally cataloguing historical personal files switching their focus to 2 Brigade Headquarters, with over 40,000 personal files processed and deposited in Military Archives. In addition, Military Archives continued to work with the Department of Defence cataloguing the Department's 'A/' file series, some of which date back to the 1920s.





## The Military Service (1916-1923) Pensions Collection The Brigade Activity Reports

### MILITARY SERVICE PENSIONS COLLECTION

The Military Service (1916-1923) Pensions Collection (MSPC) project is a Government initiative for the Decade of Centenaries, led by the Department of Defence and the Defence Forces. The archival material contained in the MSPC was generated following the decision of the Oireachtas of Saorstát Éireann in June 1923 to recognise and compensate wounded members, and the widows, children and dependents of deceased members of Óglaigh na hÉireann, including the National Forces, the Irish Volunteers, the Irish Republican Army and the Irish

Citizen Army through the payment of allowances and gratuities. Over time, provision was enhanced and broadened to include members of the Hibernian Rifles, Cumann na mBan, Fianna Éireann and certain members of the Connaught Rangers. Two streams of legislation are relevant to the material in the collection:

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

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

Public release of material from the collection is made available online through the Military Archives website [www.militaryarchives.ie](http://www.militaryarchives.ie). To date, there have been thirteen releases of material with two releases from the collection during 2022, one in May and the second in November 2022. Significantly, the latest release saw the release of all service pension claims lodged by women/Cumann na mBan members. Those files are now fully catalogued, digitised and available online. Since the first release of material in 2014, more than 113,500 files have been individually catalogued by the MSPC team, with over 45,700 scanned files currently fully downloadable online. The Project has now digitised and made available over 2.4 million pages of archival material online.

In 2022, the MSPC Project team developed a new online platform for the study of the Civil War with the raw data extracted directly from MSPC files. It features, among other topics, a searchable Civil War map of fatalities, a list of individuals executed during the Civil War as a result of their service with the anti-Treaty forces - and whose files are contained in the Collection - as well as a section dedicated to the study of some dependents' cases seeking to tell the stories of the dependents of those killed during the Civil War. The cases demonstrate the severe and lasting impact that these deaths had on the families of those left behind and explore the social aspects and social mores of life in the emerging state.

The Military Service Pensions Collection is now key to some of the most dynamic research on the Irish revolutionary period. Due to its nature and content it has allowed a study of themes in a more holistic way, beyond the traditionally restrictive time boundaries and has supported new historiographical directions whether in terms of evaluating levels of activism, counting the costs of violence experienced or seen, examining the history of classes or gender, among many other new research paths.



## CIVIL DEFENCE

At the end of 2022, there were 2,561 active volunteers in Civil Defence. During 2022 these volunteers undertook a total of 3,471 operations. Activities included 779 taskings supporting Ukrainians seeking protection in Ireland and 756 COVID-19 related taskings.

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

Ukrainian displaced persons related tasks undertaken by Civil Defence volunteers included:

- » Setting up and assisting with management of Emergency Rest Centres,
- » Providing tentage for Emergency Rest Centre sites,
- » Transporting displaced persons from Emergency Rest Centres to pledged accommodation,
- » Transporting displaced persons to medical appointments and school registrations, and
- » Collecting medications from pharmacies on behalf of displaced persons.



COVID-19 related tasks undertaken by Civil Defence volunteers included:

- » Providing administrative and first aid assistance at HSE Vaccination Centres,
- » Providing administrative assistance to the Irish Blood Transfusion Service,
- » Transporting persons to and from hospital appointments,
- » Transporting persons to and from testing centres and vaccination centres,
- » Sorting and delivering COVID-19 test kits to test centres,
- » Providing assistance to vulnerable persons within communities by delivering food, medications and collecting their pensions.

The Minister for Defence commissioned a medal for Civil Defence volunteers in recognition of their service in dealing with the COVID-19 pandemic throughout 2020 and 2021. Minister Coveney awarded the first of these medals to representative groups of volunteers from around the country at a ceremony in Croke Park in November. The remaining eligible volunteers were presented with their medals at local events.



# Civil Defence 2022

## Civil Defence Activities:

In 2022 Civil Defence volunteers completed **3,471** taskings.

Taskings were undertaken as follows:



## Vehicle Fleet Grant Aid:

Grant-Aid totalling **€995,182**

was paid to Local Authorities towards the upgrade of the Civil Defence vehicle fleet.

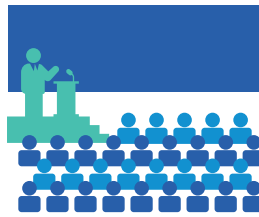


## College Training:

A total of **491** training courses were completed



**2,917** Certificates have issued



**2,988** Students received training

Training was conducted in the following disciplines:



## TOWARDS 2030

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

## NEW CIVIL DEFENCE LEGISLATION

The White Paper on Defence 2015 includes a commitment to replace the current suite of legislation relating to Civil Defence, which comprises the Air Raid Precautions Acts 1939 to 1946 and the Civil Defence Act 2012, with a consolidated and updated Civil Defence Act. Following a wide ranging review of the existing legislation and consultation with stakeholders, a draft new Civil Defence Bill has been prepared. In December, the Government gave approval for the publication of the new Bill. This Civil Defence Bill is expected to progress through the Oireachtas in 2023.

## NEW EQUIPMENT

In 2022 the Department of Defence assisted local authority Civil Defence Units in acquiring a range of new equipment. This included a number of new sonar systems which were acquired for use in missing person searches. In line with European and National Unmanned Aircraft Regulations, 14 Civil Defence drones were fitted with Flight Termination Systems and parachutes.

The Department also procured new UHF Digital Mobile Radios as part of the migration from Analogue to Digital. A number of additional communications/incident control vehicles were purchased and fitted out during 2022.

The Department procured a new Victim Recovery dog along with training for a handler in 2022, with final assessment due in January 2023. Another Victim Recovery dog was donated by Police Scotland and will replace one of our existing dogs that is due for retirement.

A further 150 Lifejackets were procured in 2022 to add to the 350 procured in 2021 as part of our replacement programme.



## VOLUNTEER AND EQUIPMENT MANAGEMENT SYSTEM (VEMS)

In 2021 the Department of Defence made a significant investment in the future of Civil Defence, entering into a contract to develop a new on-line Volunteer and Equipment Management System (VEMS). VEMS will modernise how Civil Defence officers, volunteers and the Department operate across a number of areas.

This system will assist Civil Defence officers in their day-to-day work of managing, training and deploying volunteers. It will also provide the Department of Defence with accurate and up to date information on Civil Defence activities across the country. Volunteers will have access to VEMS through their smartphone, tablet or laptop.

Development work on the system was completed in November 2022. End to end user testing has commenced and the system is expected to go live in mid-2023.

## DORMANT ACCOUNTS FUND

€500,000 was secured from Dormant Accounts and this was allocated towards an ongoing Civil Defence vehicle renewal programme. This programme includes the replacement of older vehicles and the fitting out of vans as communications control vehicles. During 2022, 17 Local Authority Civil Defence Units benefited from this programme.

The Department of Defence made a further application for funding from Dormant Accounts for 2023 and €400,000 has been secured to continue upgrading the Civil Defence fleet. This will ensure that Civil Defence can continue to fulfil its role of supporting the Principal Response Agencies as outlined in 'Civil Defence – Towards 2030'.

## CIVIL DEFENCE TRAINING

Civil Defence College continued to deliver training and certification to a high standard and in a timely and efficient manner during 2022. In addition, the College continues as a recognised and approved training provider by national and international standards bodies. The College completed an internal quality assurance process on a very high percentage of courses and this confirmed the high standard of training provided to Civil Defence volunteers.

The Learning Support Platform (LSP) was an invaluable tool in the delivery of blended learning training for volunteers. The college continued to explore the options and capability of the LMS to support teaching and learning. Civil Defence Volunteers are now able to complete certain courses from the comfort of their own home or indeed from their local training unit.

As the pandemic restrictions eased, Civil Defence volunteer instructors delivered significant training within their Local Authority, which was certified by the college. The college training included recertification of Civil Defence volunteers as Pre Hospital Emergency Care Council (PHECC) Responder Instructors, Missing Person Search Instructors, Manual Handling and People Handling Instructors. All courses were facilitated through online training. A Civil Defence Emergency Medical Technician (EMT) course for over 70 volunteers began in the autumn of 2021 and resulted in over 50 new EMTs certified in 2022. Over 200 Civil Defence EMTs were privileged to practice for Local Authorities under PHECC guidelines.



Civil Defence Branch supported the Local Authorities in meeting the regulatory standards to remain operational, specifically in relation to the provision of pre-hospital care (PHECC) and drone operation (IAA).

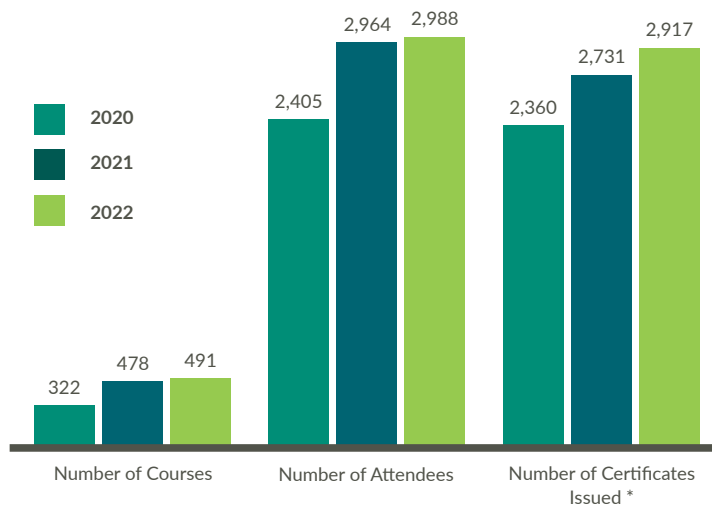
Other technical training completed in 2022 included the training of seven new Communications Instructors. Forty-nine Drone Pilots were trained to the new Open A2 Category standard for low risk operations. Twenty-two Drone Pilots were trained to the new Specific Category standard for medium to higher risk operations. Eight Instructors were also trained in the use of Missing Person Search Management Software. During 2022, nine Sonar Operators were also trained.

Chart 1.1 outlines the number of courses provided, the numbers trained and the number of certificates issued during 2022, and provides a comparison with years 2020 and 2021.

**Chart 1.1**

Details of Civil Defence courses delivered and certificates issued 2020-2022

\* The figures include certificates issued before the 10 January 2023 and does not include locally delivered uncertified training.







## SAIL TRAINING IRELAND

Sail Training Ireland was established in 2011. Sail Training Ireland places young people, mainly from disadvantaged backgrounds, on voyages for the purpose of youth development as well as teaching young people to sail. The Government agreed to provide €85,000 to Sail Training Ireland in both 2019 and 2020, subject to the group providing additional sail training experiences for young people from disadvantaged backgrounds. No sail training was possible in 2020 or 2021 due to COVID-19 restrictions and no funding was provided in 2021.

Following the resumption of sail training in 2022 the balance of the money due from 2020 was paid to Sail Training Ireland. A further €50,000 from the Dormant Accounts Fund was also paid over. This funding was subject to compliance with two Performance Delivery Agreements, which were entered into between the Department of Defence and Sail Training Ireland in 2019 and 2020.

## STRATEGIC GOAL

### Climate action

## 2030 – TARGETS AND PLANS

The Climate Action Mandate sets emission reduction and energy efficiency targets for public bodies as follows:

- » Reduce Green House Gas (GHG) emissions by 51% by 2030.
- » Increase the improvement in energy efficiency in the public sector from the previous target of 33% by 2020 to 50% energy consumption reduction by 2030.
- » Put in place a Climate Action Roadmap for the Department by the end of Q1, 2023.

The CO<sup>2</sup> emissions target, due to commence with the publishing of SEAI's 2022 report, will be based on absolute emissions dating from 2016-2018, with a Departmental baseline yet to be assessed. The Department is positioned well to achieve both its 2030 and 2050 targets, due to the improvements carried out over the past couple of years.

SEAI's 2021 report on energy and emissions performance for the Department already shows a 35% reduction in CO<sup>2</sup> emissions since 2016-2018 period. SEAI's 2022 report is due at the end of Q1 2023.

## FURTHER IMPROVEMENTS

1. Solar Panel PV Study, Newbridge  
The Department engaged with OPW and Carbon Care to provide a feasibility study on the installation of PV Panels on the flat roofs of the Newbridge building. The completed study is being evaluated by the OPW and this evaluation will inform future courses of action by the Department.
2. Renmore upgrade for Zero building emissions  
OPW have identified Renmore for a building upgrade to achieve Zero emissions in future years. OPW and SEAI have carried out a feasibility study with regard to same and have indicated that the building would benefit from a major upgrade which could include some or all of the following: external cladding/insulation; window replacement; installation of a heat exchange system; PV panel fitting. A formal response from OPW/SEAI is awaited and this will clarify future courses of action to be taken by the Department.
3. Electric Vehicle (EV) charging points  
The installation of EV charging points for the Department buildings is currently being reviewed in consultation with the OPW.
4. Roscrea (Civil Defence) building  
A feasibility study on options for this building will be developed in consultation with the OPW.

## DEFENCE FORCES

Energy efficiency and decarbonisation are prioritised agendas in the Defence Forces. The Climate Action Plan 2023 (CAP23) is the second update to Ireland's Climate Action Plan 2019, and is the first to be prepared under Climate Action and Low Carbon Development (Amendment) Act 2021 and following the introduction in 2022 of economy wide carbon budgets and sectoral emissions ceilings.

As part of this plan, government has set out specific targets for power generation, built infrastructure, transport, agriculture, industry and land use. As a public body the Defence Forces are required by government to report their energy performance annually. This is completed through the Monitoring and Reporting platform operated by SEAI.

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

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

Some Climate Action initiatives in the Defence Forces:

- » 17 photo voltaic systems installed on DF buildings with capacity of 1.4MWp.
- » EV chargers for both military and civilian vehicles have been installed in McKee barracks, with delivery of chargers in six other locations expected in early 2023.
- » Successful energy awareness and sub-metering project carried out in McKee barracks as part of the OPW Optimising Power at Work initiative.
- » DF currently on target to meet the 50% improvement in energy performance target as mandated by the SEAI.

STRATEGIC GOAL

Innovation

RESEARCH TECHNOLOGY AND INNOVATION (RTI)

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

The Department of Defence and the Defence Forces partnered with Science Foundation Ireland (SFI) to develop the SFI/Def Org Challenge, which was launched in 2021. Following a number of phases, five teams competed in the seed phase and presented their final pitches to an international review panel on 9 November 2022. The overall winner was the project Co-Pilot AI which received a prize of €1 million research grant. It aims to create a software platform for first responders at wildfires that will enable them to best deploy the assets available to them.

The runner up prize of a €0.5 million research grant was awarded to the project MISTRAL, which aims to create an autonomous deployed drone network that will increase the ground-based communication systems by having airborne re-broadcasting capabilities embedded in the drones.





DefenceSparx is a new innovation (skills and mindset development) programme developed by the RTI Unit. The programme commenced on 12 October 2022. Five teams were selected across the Department of Defence and the Defence Forces to develop creative solutions to address real challenges in the Defence Forces (DF) and the Department of Defence (DOD) and will present their innovative solutions to real DF and DOD problems to senior leaders in Q1 2023.

DefenceInnovate is the Department of Defence and Defence Forces' Internal Innovation Challenge Funding programme that was also developed by the RTI Unit and was launched in late 2022. The programme provides DF and DOD personnel with an opportunity to avail of once off financial grants (up to €15,000) to prototype, test and implement solutions to challenges they have identified in their work environment.





## STRATEGIC GOAL

### Digital agenda

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

The tendering process for the Next Generation Working Environment (NGWE) to upgrade the DF network has been completed and the initial implementation has begun. This will enable the DF to be more agile and react to future DF requirements, including increasing mobile work environment access to DF personnel.

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

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

In order to ensure the security, interoperability and availability of CIS Services the Director of Communication and Information Services is currently reviewing CoDF recommendations and implementation proposals in the areas related to CIS/Cyber.

## INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

ICT Branch continues to deliver and support modern and secure ICT services to the Department of Defence to achieve its business objectives and deliver value for money. The branch also works closely with the Defence Forces in the delivery of joint projects and management of joint applications and databases.

The branch initiated the development of a new ICT strategy which will drive a digital transformation programme within the Department for the next five years. This work involved an extensive consultation and collaboration process with key stakeholders to establish a clear vision with supporting objectives and enablers to serve the organisation for the lifetime of the strategy. This new ICT strategy will be delivered in Q1 2023.

## DEPARTMENT OF DEFENCE IMPLEMENTATION OF eDOCS

2022 saw the completion of the Department's switchover to the approved electronic records system, eDocs. This has resulted in a significant change in how business is conducted in the Department. The migration process would not have been completed without the full cooperation of all staff within the Department.

60% of staff had already migrated in 2021, and the migration of the remaining 40% was completed by May 2022, on schedule and within planned budget. Over 20 training sessions were provided for the Department, with an uptake of over 250 staff members attending training sessions in advance of eDocs migration. Following completion of the migrations, several refresher and advance training classes took place, again with a high uptake on these classes.

The Management Board approved the Department's Records Management Policy in May 2021 and the policy went live in June 2022. This was a key policy to be undertaken by the Department in ensuring we remain compliant with the National Archives Act for records management, retention and archiving.

The Department continues to appraise all files to be sent to the Military archives, with almost 10,000 files sent in 2022, which included many files to be appraised for Military Service Pension Collection (MSPC).





## Section 2

# Ensuring the Capacity to Deliver

### STRATEGIC GOAL

Development and maintenance of capabilities

### HLPPG OUTPUT AND MAJOR PROCUREMENT IN 2022

During 2022, the HLPPG oversaw substantial progress, made through joint civil-military working, with the five-year Equipment Development Plan (EDP). The Plan provides strategic oversight and visibility to the equipment acquisition process, in terms of cost, schedule and capability development planning requirements for the Army, Air Corps and Naval Service. Over the year the HLPPG approved 52 contracts with a total value of approximately €408 million and a further 29 requests to go to market with a value of approximately €144 million.

The acquisition of force protection equipment at soldier level continued apace with a competition underway to acquire new general service body armour for the Defence Forces, which will be complemented by a new combat helmet. A contract was placed in 2022 for a large order of Chemical-Biological-Radiological and Nuclear (CBRN) protection suits for delivery in 2023. There was also a contract placed to acquire night-vision surveillance, target acquisition and reconnaissance platforms for the Infantry Corps.

Further progress was made throughout 2022 on the multi-annual mid-life maintenance and upgrade programme in respect of the Army's fleet of Armoured Personnel Carriers. When completed, this will extend the utility of the fleet and provide greater levels of protection, mobility and firepower and which will seek to ensure viability of the fleet out to 2030 and beyond. The programme is due to complete in 2023.

In 2020, a contract was placed for 28 Armoured Utility Vehicles and a further two additional vehicles were ordered in 2021. Twenty six vehicles have been delivered and the final four vehicles are on schedule for delivery in 2023. These vehicles will more than double the existing fleet and will provide a level of protected mobility between the levels of soft-skinned light transport and heavier armoured vehicles.

Work on the Software Defined Radio project continued throughout 2022. This project provides for the replacement of existing Defence Forces communications infrastructure and will include enhanced interoperability and high bandwidth data transmission. A tender competition is underway.

The acquisition of ammunition for training and overseas deployments continued throughout the year, including the delivery of large quantities of artillery munitions and infantry training rounds.

In December, a contract was awarded for the provision of a new Fixed Wing Military Transport Aircraft for the Defence Forces. The Airbus C295W aircraft is highly versatile and will provide a dedicated asset to support the Defence Forces military airlift transport requirements and provide a wide contingent capability. The aircraft will enable the Air Corps to provide a wide range of services including logistics support and transport of troops and equipment, medical evacuation and air ambulance, Special Operations Forces operations and a general utility role. Delivery is expected in 2025.

Good progress was maintained through 2022 on the assembly of the two new Airbus C-295 Maritime Patrol Aircraft to replace the Air Corps' two CASA 235 Maritime Patrol Aircraft. The new aircraft are on schedule for delivery in 2023. When delivered, they will enhance the Air Corps' maritime surveillance capability and will provide a greater degree of utility for transport and cargo carrying tasks.

The Mid-Life Extension programme for the Naval Service P50 Class continued in 2022. Work on LÉ Roisín was completed during 2021 and was followed by similar work on LÉ Niamh, which is due for completion in 2023. Two Inshore Patrol Vessels were purchased from the New Zealand Government in 2022 to replace the two P40 vessels decommissioned in 2022. They are undergoing a programme of works and are expected to arrive in Ireland in 2023.

The main transport related procurement in 2022 included the procurement of 70 three quarter tonne 4 x 4 vehicles, 30 4 X 4 Troop Carrying Trucks, 10 electric saloons, 10 electric stores vehicles, one truck mounted crane, three EV Forklifts, 30 Crewcabs, 21 minibuses, three tractors and one recruitment trailer. Funding was also provided on an ongoing basis for the maintenance of vehicles in the military transport fleet, both at home and overseas.

## THE DEFENCE JOINT PROCUREMENT TASK FORCE

The war in Ukraine is having a significant negative impact on the delivery of equipment and ammunition. Supply chain disruption is affecting the availability of raw materials and components for manufacturers. As a result, suppliers are unable to organise production in the expected timeframes leaving a back-log of unfulfilled orders which in turn is exacerbating matters. In addition, inflationary pressures are being experienced as a direct result of the war in Ukraine and global economic conditions are leading to significant price increases for equipment and ammunition.

In 2022 Contracts Branch took part in a number of meetings with the EU Defence Joint Procurement Task Force and the EDA to explore the possibility of engaging with certain common procurement projects. There are three specific capability areas which are being explored by the EDA for common procurement, namely (1) CBRN individual protection and equipment, (2) individual soldier equipment and (3) different calibres of ammunitions. Work is continuing in 2023 on developing these potential joint procurement projects.



## PROPERTY MANAGEMENT AND MAJOR INFRASTRUCTURE INVESTMENT 2022

The Defence Forces Infrastructure Development Plan (IDP) sets out a programme of anticipated project delivery. The Programme reflects the complex environment in which the Defence Forces operate and the corresponding need for appropriate infrastructure to provide for accommodation and training of personnel, maintenance and storage of equipment for land, sea and airborne operational requirements.

A midterm review of the Plan, which was launched in 2020, was completed by the Department and the Defence Forces in 2022. This updated review sets out the projects to be progressed in the 2022/2027 period.

In 2022, over €19 million was spent on building works in military installations and barracks across the country under the capital element of the Defence Forces Built Infrastructure Programme. In addition, there is a programme of ongoing works to ensure the upkeep and repair of buildings and facilities generally for Defence Forces personnel. These works are treated as current expenditure under the Programme and the amount spent in 2022 amounted to some €9.8 million.



The capital element of the Programme focused mainly on infrastructural projects comprising the construction of new buildings and the refurbishment of existing buildings and facilities. At the end of 2022, over €100 million worth of capital projects were at various stages of the procurement pipeline, from design, planning and construction to substantial completion, which included the following significant projects:

- » Upgrade and refurbishment of two buildings at McKee Barracks, Office Accommodation at McKee Barracks - €18.6 million.
- » Casement Military Medical Facility (Relocation of St Bricins) - €15.4 million.
- » Upgrade of two buildings (Block 8 Accommodation and Block 9 Office Accommodation) at the Naval Base, Haulbowline - €13.3 million.
- » Upgrade of former USAC Block, Galway - €10 million.
- » Upgrade of Block 4 Accommodation, Haulbowline - €9.5 million.
- » New CIS Workshop facility, Defence Forces Training Centre - €9.4 million.
- » Collins Barracks - two Buildings - (i) New Accommodation Block and (ii) Refurbishment of Block 1 - €9.2 million.
- » ARW - New HQ Building - €7.8 million.
- » Cadet School HQ - Defence Forces Training Centre - €4.1 million.
- » Relocation of Printing Press, McKee - €1.9 million.
- » St Bricins Relocation - MAP and DMED - former Chief of Staff - €1.5 million.





## MANAGEMENT OF THE CURRAGH PLAINS

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

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

The objectives of the Study are to deliver a:

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

An on-line public consultation for the Study was completed in April 2021. This consultation was based on a survey which resulted in almost 3,700 responses from the public. The outcome of the survey is available on [www.curraghplains.ie](http://www.curraghplains.ie).

A second public consultation comprising of an online survey and drop-in event took place during October and November 2022. This second public consultation looked for the public's input on nine policies for the Conservation Management Plan and proposals for the Interpretation and Wayfinding Plan that is based on submissions from the first consultation process.

It is anticipated that a final report will be completed in the first quarter of 2023.

## DISPOSALS

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

Since 1998, the Department of Defence has been engaged in an ongoing programme of barracks consolidation and the property portfolio is kept under continual review. This programme has resulted in the disposal of a range of properties that were identified as surplus to military requirements. In this regard, properties/part properties in Dublin, Cork and Offaly were disposed of in 2022.

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

## CAPABILITY DEVELOPMENT PLAN

A key recommendation made by the Commission on the Defence Forces called for the immediate establishment of a top-down capability development planning process through the creation of a new permanent civil-military structure. This recommendation was accepted by Government in July 2022. Following that decision, significant work to establish a new permanent civil-military Branch within the Department of Defence was undertaken during the second half of 2022. As a result of this work, a new Capability Development Branch is being established within the Department of Defence and will commence capability development work during 2023.

## REVIEW OF HIGH-LEVEL COMMAND AND CONTROL

Also arising from a commitment made in the White Paper, a joint civil-military project team undertook a review of high-level Command and Control pertaining to the Defence Forces. This work will now fold into the recommendations made by the Commission on the Defence Forces in this area which are part of the small number of recommendations that are to revert to Government.

## DEFENCE ENTERPRISE COMMITTEE

During 2022, co-operation between the Department of Defence and the Defence Forces and Enterprise Ireland continued through meetings of the Defence Enterprise Committee. The Defence Forces also continued to participate in one capability development related Horizon 2020 project, AI-ARC. The AI-ARC project will develop a shared collaboration workspace based on innovative and efficient AI-services, a Virtual Control Room that will significantly enhance border and external security, as well as support cooperation in managing external borders in the Arctic and High North Seas.

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

## LEGISLATION

Significant progress was made in relation to legislation during 2022 with the following items progressed:

### **Defence (Amendment) Act 2021**

The Commencement Order for this Act was signed by the Minister and all provisions of the Act were commenced with effect from 4 April 2022. The Act includes provisions in relation to the deployment of military personnel overseas, the enlistment of minors as well as other miscellaneous amendments to the Defence Act 1954. In addition, the Act provides for an enhancement of the role of the Reserve Defence Force in support of the Permanent Defence Force as well as removing the absolute prohibitions within the Defence Acts on members of the Reserve serving overseas.

### **Defence Forces (Evidence) Act 2022**

This legislation was passed by both Houses of the Oireachtas during 2022 and signed by the President on 6 July 2022. The purpose of the Act is to provide for members of the Military Police to take and use DNA and other forensic samples for the purposes of their investigations, particularly outside the jurisdiction when Defence Forces personnel are deployed overseas. There is a requirement for regulations to be completed and administrative procedures to be put in place before the Act is commenced. This work will continue during 2023.

### **Civil Defence Bill**

Following approval by Government on 1 July 2022 of the General Scheme of this Bill, the drafting of the legislation was completed towards the end of the year. The Bill was approved for publication by Government in December 2022 and will be published early in 2023. The purpose of the Bill is to modernise the existing legislation relating to civil defence matters which is contained within the Air-Raid Precautions Acts 1939 to 1946 and the Civil Defence Act 2012.

### **Secondary Legislation**

There was ongoing progress during 2022 in relation to the amendment and modernisation of secondary legislation. Comprehensive rewrites of the Defence Force Regulations relating to the Reserve Defence Force (R5 and S7) and Boards of Survey (L7) were completed during the year. The updated Defence Force Regulations R5 cover a wide range of issues relating to the Reserve Defence Force, including enlistment, appointment of officers, promotion, training, continuance in service, discipline, uniform and financial provisions. The new Defence Force Regulations R5 also give effect to provisions in the Defence (Amendment) Act 2021 relating to the Reserve. Amendments to a range of existing Defence Force Regulations were completed as required.



## STRATEGIC GOAL

Efficient and innovative  
management of resources

## FINANCIAL MANAGEMENT

Comprehensive details of Defence Vote expenditure and Army Pensions Vote expenditure during 2022 are provided at Sections 4.1 and 4.2 of this Report while Section 4.3 contains details of the volume of transactions processed.

In terms of compliance with Prompt Payment obligations, 99.87% of all payments made in 2022, within the Defence Sector, were paid within 30 days, with 93.33% of all payments being made within 15 days. Prompt Payment interest of €2,197.28 for late payments was paid on 40 invoices (totalling €463,381) in accordance with the Prompt Payment of Accounts Act 1997 (Late Payments in Commercial Transactions Regulations, 2002).

COVID-19 continued to impact during 2022, with the Defence Sector response incurring additional, unforeseen expenditure of over €2 million from within existing resources. Notwithstanding the impact of COVID-19, the agile, innovative response of the Finance Branch ensured that all payments to Suppliers, Defence Forces Personnel and Army Pensioners were efficiently processed throughout 2022.

## FINANCIAL MANAGEMENT SHARED SERVICES

Work on the Financial Management Shared Services (FMSS) programme concentrated on the Wave 1 client base and core common financial processing. The overall deployment plan to shared services has been reviewed by the NSSO team who have decided to defer the Department's migration to shared services. Defence subject experts will continue to participate in the design of functionality required to meet business requirements.

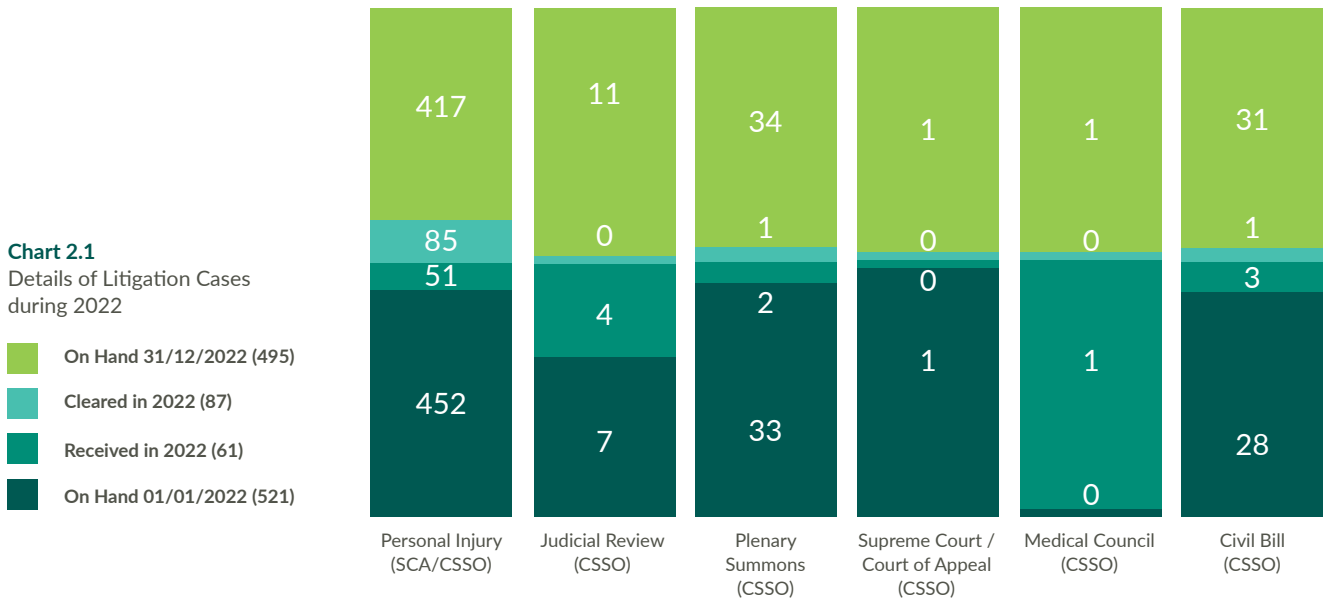
FINANCIAL AND INVENTORY MANAGEMENT  
SYSTEM UPGRADE

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

## LITIGATION

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

Chart 2.1 and Table 2.1 provide details of the position in relation to all litigation cases handled during 2022.



**Table 2.1**  
Details of Litigation expenditure during 2020, 2021 and 2022

	CSSO			SCA			Other			Total		
	Employment			Personal Injury			Miscellaneous					
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
	€	€	€	€	€	€	€	€	€	€	€	€
Settlements	296,081	335,547	130,181	2,870,302	2,537,422	2,938,678	-	-	-	3,166,383	2,872,969	3,068,859
Plaintiff Legal Costs	747,703	453,170	191,490	1,723,800	1,079,285	1,035,694	-	-	-	2,471,503	1,532,455	1,227,184
Medical Costs	-	-	-	114,054	94,384	205,965	-	-	-	114,054	94,384	205,965
Agency Solicitors Fees	-	-	-	967,584	742,889	497,895	-	-	-	967,584	742,889	497,895
Agency Counsel Fees	-	-	-	179,604	224,781	531,391	-	-	-	179,604	224,781	531,391
Injuries Board Assessment Fees	-	-	-	5,400	13,200	6,900	-	-	-	5,400	13,200	6,900
Miscellaneous Costs	-	-	-	86,348	52,674	74,998	394	13,376	480,897	86,742	66,050	555,895
DMP Legal Costs	-	-	-	-	-	-	5,585	10,626	59,228	5,585	10,626	59,228
<b>Totals</b>	<b>1,043,784</b>	<b>788,717</b>	<b>321,671</b>	<b>5,947,092</b>	<b>4,744,635</b>	<b>5,291,521</b>	<b>5,979</b>	<b>24,002</b>	<b>540,125</b>	<b>6,996,855</b>	<b>5,557,354</b>	<b>6,153,317</b>

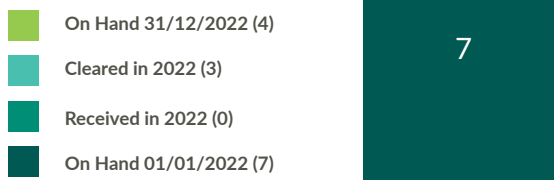


## WORKPLACE RELATIONS COMMISSION COMPLAINTS

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

Chart 2.2 provides details of Workplace Relations Complaints (CSSO) during 2022.

**Chart 2.2**  
Details of Workplace Relations Complaints (CSSO) during 2022



## IRISH RED CROSS SOCIETY

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

The current Irish Red Cross General Assembly commenced its three year term in July 2022. The Government nominated three members to the General Assembly in accordance with the Irish Red Cross Society (Amendment) Order, 2012.

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 2022 amounted to €975,000 of which €130,000 represented the Government's annual contribution to the International Committee of the Red Cross.



**STRATEGIC GOAL**

Develop our people and enhance planning for future HR requirements

**PERMANENT DEFENCE FORCE STRENGTH**

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

As of 31 December 2022, the strength of the PDF in whole time equivalent (WTE) posts stood at 7,977 personnel, comprising of 6,478 Army personnel, 709 Air Corps personnel and 800 Naval Service personnel.

**RECRUITMENT TO THE PERMANENT DEFENCE FORCE**

The Defence Forces are responsible for recruitment to the PDF. In order to attract personnel to the Defence Forces, Recruitment and Competitions section engaged with the recruitment demographic (18–27 years) and pre-recruitment demographic (under 18 years) through various platforms. The physical platforms included recruitment events, job expos and school visits. There were also various virtual platforms engaged, such as online talks, an enhanced social media presence and through recruitment platforms such as LinkedIn and the Defence Forces website. From an advertising perspective, social media sponsored placements were used, video adverts appeared on YouTube, as well as adverts on radio and print media. 2022 saw the roll out of a new marketing strategy, developed with our media partners, with an updated tag line “BE MORE”. This saw the standing down of the previous “Join Our Team” tag line for Defence Forces Recruitment.

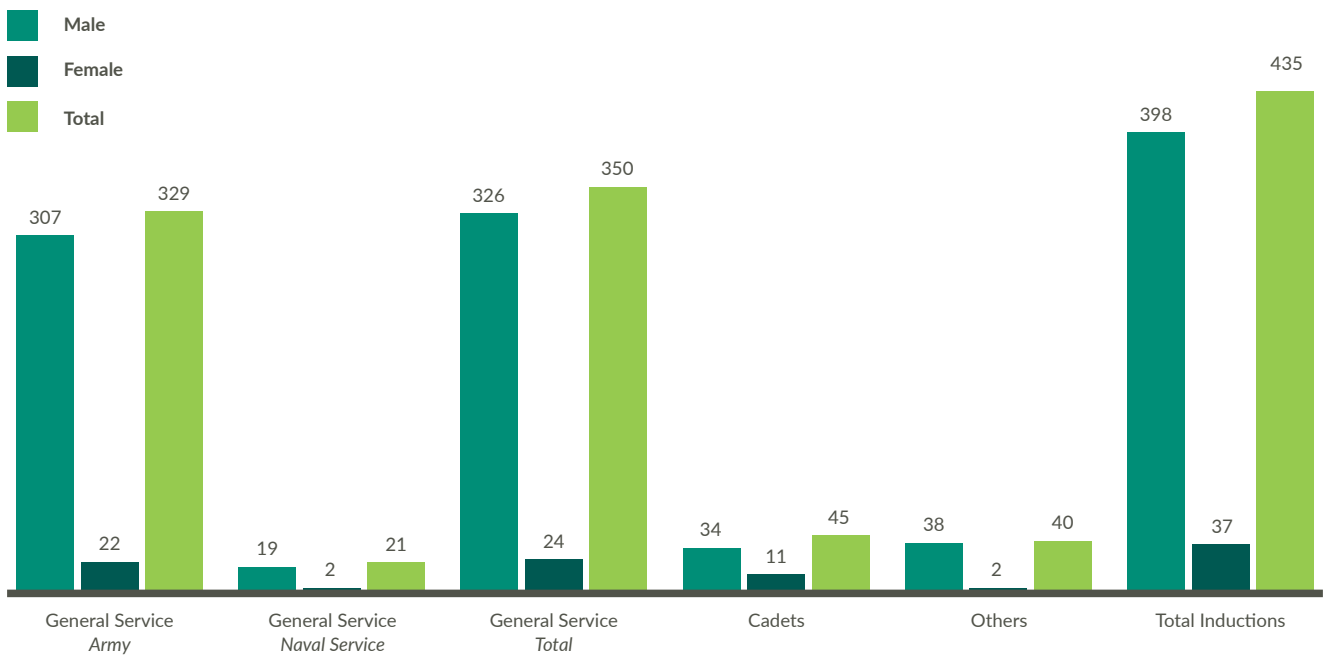
In terms of increasing the strength of the Defence Forces, two rolling recruitment competitions were maintained for both the Army and Naval Service in 2022 with the launch of rolling Air Corps recruitment in November 2022. Further to these, 20 other individual recruitment competitions were also successfully completed, including Cadetship competitions, Pharmacist Officer, Dental Officers, Medical Officers and School of Music Conductor, to name but a few.

The Defence Forces progressed inductions and training throughout 2022. Recruitment in 2022 targeted General Service Recruits, Cadets, Air Corps Apprentice Aircraft Technicians and specialists for the Army, Air Corps and Naval Service. Overall, recruitment efforts in 2022 resulted in a total of 435 personnel being inducted as per Chart 2.3.





**Chart 2.3**  
Details of Inductions to the PDF in 2022



The cadet inductions in this category include three army substitutes to cover three army voluntary discharges in the initial weeks of training, and six (five army and one air corps) serving personnel who were awarded a Cadetship.









### MEASURES TAKEN IN 2022 TO ADDRESS RECRUITMENT AND RETENTION REQUIREMENTS

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

A recruitment campaign specifically targeting Air Corps Service recruits was launched on 1 November 2022. In addition to traditional recruitment, Direct Entry was expanded in 2022 with competitions for a Pharmacist and Dental Officers. In total, Direct Entry was used for 13 recruitment competitions in the Defence Forces comprising of Medical Officers, Pharmacist, Dental Officers, Air Corps Aircraft Technicians, Motor Technician Fitters and eight competitions in the Naval Service specifically for Naval Service Engine Room Artificers, Hull Artificers, Electrical Artificers, Radio/Radar Technicians, Chefs, Bridge Watch-keeping, Marine Engineering and Electrical Engineering.

## RETENTION OF PERSONNEL

The ongoing schemes allowing for the re-commissioning of former Officers and the re-enlistment of former enlisted personnel of the Permanent Defence Force have also assisted in addressing particular skills gaps. In 2022, one Officer (Air Corps) was recommissioned while 14 personnel re-enlisted (Army 11, Air Corps 1, and Naval Service 2).

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

- » The Naval Service scheme was introduced in January 2021 and is aimed at retaining experienced personnel and incentivising sea going duties. The Minister approved 103 applications to date (81 from Enlisted Personnel and 22 from Officers). The scheme was re-launched in 2022 and applications are being processed.
- » The Air Corps scheme was implemented in 2019 and has had a stabilising effect on pilot numbers. A further iteration of the scheme was launched in December 2022 attracting three applications to date, bringing the total number of Officers availing of the scheme to 31.
- » A Naval Service Tax Credit, introduced in the 2019 Finance Act, to incentivise personnel to undertake sea going duties, was increased to €1,500 for the 2021 tax year and was extended into 2022.

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

The Report of the Public Service Pay Commission (PSPC) on Recruitment and Retention in the Defence Forces was published on 4 July 2019. The Government accepted the report in full and an extensive High Level Implementation Plan “Strengthening our Defence Forces” was agreed. All projects undertaken to facilitate the implementation of the recommendations of the PSPC report have now been completed, and/or being progressed as part of normal business.

## MANDATORY RETIREMENT AGES IN THE PERMANENT DEFENCE FORCE

Arising from the recommendations in the report of the Public Service Pay Commission on recruitment and retention in the Permanent Defence Force, a joint civil/military review of barriers to extended participation in the Permanent Defence Force was conducted. The recommendations arising from the review require consideration from the Department of Public Expenditure and Reform in relation to costs and pensions.

In December 2021, the Minister for Defence secured agreement with the Minister for Public Expenditure and Reform, which allows for an extension in service limits for Privates and Corporals, who were recruited to the Permanent Defence Force since 1 January 1994, to remain in service up to 50 years of age, subject to them meeting certain criteria including medical and fitness standards.

In October 2022, the Minister for Defence secured an interim arrangement from the Minister for Public Expenditure and Reform which will allow for the retention in service of Sergeants in the Permanent Defence Force who were due to be retired on age grounds to the end of 2024. This means that those Sergeants who were recruited since 1 January 1994 and would be due to retire on the basis of mandatory retirement age this year and next, will not be required to do so until end-2024.

The recommendations in the review of barriers to extended participation in the Permanent Defence Force, which relate to senior Non-Commissioned Officer (NCO) ranks and Commissioned Officers, will be considered in the forum of an Inter-Departmental Working Group, which the Department of Public Expenditure and Reform has established to consider mandatory retirement ages and service limits for public service groups who have 'fast accrual' occupational pension arrangements.

### MENTAL HEALTH AND WELLBEING

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

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

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

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

### FLYING OFFICERS SERVICE COMMITMENT SCHEME

Arising from the implementation of the recommendations in the report of the Public Service Pay Commission on recruitment and retention in the Permanent Defence Force, a Service Commitment Scheme was reintroduced for Air Corps pilots and came into effect in December 2019.

The Scheme has afforded eligible applicants the opportunity to commit to three, five or eight year employment terms in return for annual lump sum payments. In addition, a terminal bonus payment is made to those pilots who commit to a full period of five years or eight years and in certain other limited circumstances. The Service Commitment Scheme was initially open to applications in 2019, 2020 and 2021.

In 2022, the Department of Defence received sanction from the Department of Public Expenditure and Reform to extend the scheme to the end of 2024. A review of the effectiveness of the Scheme will be conducted prior to that date.

## SEA-GOING SERVICE COMMITMENT SCHEME

A new sea-going service commitment scheme for members of the Naval Service came into effect from 1 January 2021. The Scheme is aimed at retaining experienced personnel and incentivising those personnel to undertake sea-going duties.

The Scheme offers eligible participants an opportunity to receive €10,000 for a two-year sea-going service commitment, to be delivered within a 48 month reference period. This payment is in addition to existing pay and allowances, including patrol duty allowance.

The scheme was initially open to applications from Officers and Enlisted Personnel in the Naval Service, with a minimum of three years' service, serving on board a Naval Vessel at enlisted ranks of Able Rating or above, or Officer ranks of Ensign and above. Following a review of the Scheme in 2022, the eligibility criteria to apply has been reduced from three years to one years' service.

In accordance with a recommendation in the report of the Commission on the Defence Forces, a review has commenced of existing sea-going allowances to consider their replacement with less complex sea-going duty measures.

## TAX CREDIT FOR SEA-GOING NAVAL PERSONNEL

A special tax credit was introduced in the 2019 Finance Act, to incentivise sea-going duties for members of the Naval Service. A 'sea-going naval personnel tax credit' of €1,270 was applied in the 2020 tax year for members of the Naval Service who served 80 days or more at sea on board a naval vessel in 2019.

The tax credit was initially available in the 2020 year of assessment only. It was extended for the 2021 and 2022 tax years with an increase in the value to €1,500 for each year. The tax credit has been extended for another year to the 2023 tax year. The value of the credit for 2023 remains unchanged at €1,500.

## SCHEMES TO REJOIN THE PERMANENT DEFENCE FORCE (PDF)

### Re-enlistment Scheme

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

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

During 2022, 92 applications for re-enlistment were received and 15 candidates were approved by the Minister on foot of recommendations from the Chief of Staff, 14 of which were attested throughout the course of the year. Further recommendations from the Chief of Staff for the Minister's consideration are expected in 2023. A percentage of applications do not meet eligibility criteria as approved by the Department of Defence. In total, 116 candidates have been approved by the former Minister since the re-enlistment scheme began and 90 members have been attested under the terms of the scheme.

### Recommissioning Scheme

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

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

The terms and conditions for the recommissioning scheme include the provision that the re-commissioning of former officers of the PDF, including in the Air Corps, shall only be considered in specific circumstances where the Chief of Staff has identified a deficiency in personnel, military capability or expertise in the PDF, that cannot be resolved in a sustainable or timely manner from within existing personnel resources.

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

During 2022, six applications were received under the terms of the Recommissioning scheme with one officer recommissioned on foot of a recommendation from the Chief of Staff. Since the launch of the scheme in 2019, a total of 70 applications have been received, of which 15 officers have been recommissioned into the Air Corps, one officer into the Naval Service and three Officers to the Army, bringing the total number of recommissioned officers at year-end to 19.



### FEMALE PARTICIPATION IN THE PDF

The strength of females in the PDF at 31 December 2022 was 564 Whole Time Equivalent (WTE) personnel comprising of 456 Army personnel, 43 Air Corps personnel and 65 Naval Service personnel. This represents 7.06% of the current (WTE) strength of 7,987.







## RESERVE DEFENCE FORCE STRENGTH

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

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

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

At the end of 2022, the strength of the Reserve Defence Force was 1,798 personnel consisting of:

**First Line Reserve:** 280 personnel; (comprising 134 Army, 120 Naval Service, and 26 Air Corps)

**Army Reserve:** 1,415 personnel

**Naval Service Reserve:** 103 personnel.

There were 90 additional new members inducted during the year, all of which were inducted into the Army Reserve (AR) and 0 into the Naval Service Reserve (NSR). Regarding a gender breakdown of these statistics, 10 female candidates were inducted into the AR.

The Government remains committed to on-going recruitment to the RDF and several initiatives in this regard continued during 2022, involving the use of social media, the Defence Forces Press Office, outreach activities by RDF members, and the use of PDF exit interviews which provide information on applying to the RDF.

### PROGRESS ON PROGRAMME FOR GOVERNMENT COMMITMENT TO FULL PARTICIPATION OF RDF AT 4,000 PERSONNEL

The Programme for Government committed to an Independent Commission to undertake a comprehensive review of the Defence Forces, which reported in February 2022. This Report contained many recommendations on the future role and structure of the RDF. A Civil/Military Implementation Management Office has been established to support the implementation of the overall programme, initially focusing on some 38 Early Actions to be completed within six months of the Government's decision as set out in the High Level Action Plan. Two such actions relate to the RDF, namely the establishment of the Office of Reserve Affairs, and the development of a Regeneration Plan for the Reserve.

It is clear that both of these early action plans are directly linked and that the establishment of the Office of Reserve Affairs or (ORA), will be an essential first step in tackling the revitalisation of the Reserve Defence Force.

Planning by the military authorities, in collaboration with the Department, has commenced on establishing the ORA and once this is established, it will be actively involved in implementing the accepted recommendations of the CoDF which will serve to create a reserve force that can seamlessly train, operate and deploy with the Permanent Defence Force, nationally and internationally.

This process will also take into consideration the other recommendations relating to the structure and strength of the RDF, which include that the future establishment of the RDF should be increased and should include, at a minimum, an Air Force Reserve of 200 and a Navy Reserve of 400.

### DEFENCE FORCE REGULATION R5 (RESERVE)

The Regulation underpinning the Reserve Defence Forces is DFR R5. An exercise to update this Regulation commenced a number of years ago and work on this task gained momentum in 2021 and 2022. A lengthy consultation process, led by Defence Forces Personnel Policy Branch (DFPPB), was undertaken with military management, Legislation Branch and Reserve Defence Force Representative Association (RDFRA) which led to agreement on a number of amendments to the Regulation. The revised Regulation was duly signed by the Minister in 2022. One of the key amendments relates to eligibility criteria for progression through the ranks. A number of additional amends from RDFRA were deferred pending further policy consideration. In this context, some of the proposed additional amends tabled by RDFRA, are currently being examined by civilian-military management.

### UPDATE ON PROGRESS IN 2022 ON WHITE PAPER PROJECTS (RDF)

In light of the extensive elements pertaining to the Reserve Defence Force, in the Terms of Reference for the Commission on the Defence Forces, it was decided to defer White Paper Projects relating to the RDF until the recommendations from the Commission Report were considered and the High Level Action Plan agreed.

The High Level Action Plan includes the recommendation to establish the Office of Reserve Affairs and a Regeneration Plan for the RDF, which are categorised as Early Actions.

In the meantime, a mapping exercise commenced in relation to the deferred White Paper projects in the context of the CODF recommendations pertaining to the RDF. This exercise has been undertaken with a view to establishing actions which have already been completed, such as the legal basis to deploy RDF personnel on a voluntary basis in support of the PDF on-island and overseas, and actions which can now be incorporated into agreed recommendations from the Commission's Report.

## RESERVE DEFENCE FORCE REPRESENTATIVE ASSOCIATION (RDFRA)

During 2022, RDFRA met regularly with the Minister for Defence, the Secretary General and Senior Officials, the Chief of Staff, the Assistant Chief of Staff, General Officers Commanding (GOCs) 1 Bde, 2 Bde and DFTC, and the Flag Officer Commanding the Naval Service (FOCNS). These engagements focused on the implementation of recommendations arising from the Commission on the Defence Forces report, and the subsequent High Level Action Plan. 2022 also saw the introduction of a new Defence Forces Regulation R5 – the document governing most aspects of Reserve service – as well as the first reservists to travel overseas for training purposes, made possible by the Defence (Amendment) Act 2021.

## FEMALE PARTICIPATION IN THE AR AND NSR

As of the end of 2022, a total of 199 women are members of the Reserve Defence Force i.e. Army Reserve (AR) (182 members) and Naval Service Reserve (NSR) (17 members), representing over 13% of the combined effective strength of both services.

## TRAINING AND EDUCATION OUTPUTS DURING 2022 IN THE DEFENCE FORCES

The 2022 Commission on the Defence Forces report describes the delivery of training and education in the Defence Forces (DF) as a cornerstone of military life, and therefore one of the most important outputs of the organisation. The primary focus of the Defence Forces, when not on operations, is the development and subsequent delivery of training and education. During 2022, these activities continued to be central to retaining and developing capability. Table 2.2 summarises the outputs delivered by the Defence Forces' Training and Education Branch during the year.

**Table 2.2**  
Details of Training Courses completed during 2022

	Instructor Courses	Skills Courses	Career Courses	Other Courses	Totals
Number of Courses completed in Defence Forces training installations	28	775	49	660	1,512
Number of Students	309	8,466	887	9,415	19,077

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

Career progression in the Defence Forces is facilitated by successful completion of the relevant primary career progression courses. During 2022, a total of 426 personnel completed 18 primary career progression courses across a range of areas, as illustrated hereunder in Table 2.3.

**Table 2.3**  
Details of Primary Career Courses conducted

Course Title	No. of Courses	No. of Students
Potential NCO (Naval Service)	1	23
Potential NCO (Army)	2	69
Potential NCO (Air Corps) Mod 1	1	19
Potential NCO (Air Corps) Mod 2	0	0
Junior NCO Logistics Course	3	37
Standard NCO Course (Naval Service)	1	17
Standard NCO Course (All Corps)	3	69
All Arms Standard NCO Course	2	116
Young Officers Course (All Corps) (2 ongoing)	3 completed	26
Land Command and Staff Course	1	27
Joint Command and Staff Course	1	23
<b>Totals</b>	<b>18</b>	<b>426</b>







## RECRUIT INDUCTION TRAINING

In 2022, a total of 350 Permanent Defence Force (PDF) and 90 Reserve Defence Force (RDF) recruits (entering as private or equivalent naval rank) were inducted into the Defence Forces.

**Table 2.4**

Details of Recruit Induction Training by formation and service during 2020, 2021 and 2022

	PDF*			RDF		
	2020	2021	2022	2020	2021	2022
1 Brigade	131	153	120	40	17	32
2 Brigade	155	211	206	22	12	40
Defence Forces Training Centre	28	0	0	0	0	18
Naval Service	60	65	21	7	12	0
Air Corp	11**	13**	3	0	0	0
<b>Totals</b>	<b>385</b>	<b>442</b>	<b>350</b>	<b>69</b>	<b>41</b>	<b>90</b>

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

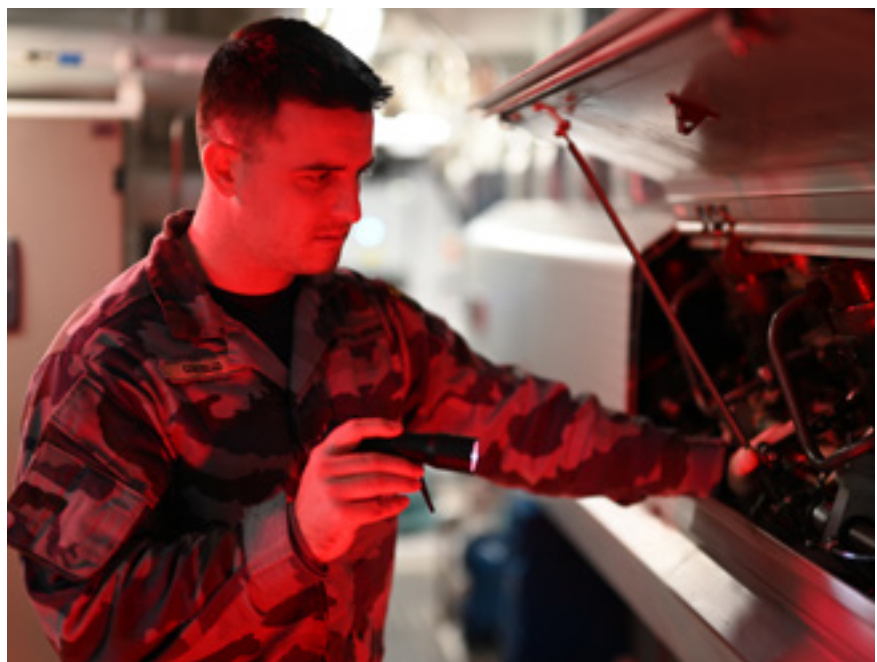
\*\* Due to a shortfall in Apprentice applicants, the additional training capacity was used in the Air Corps to train GS recruits who had applied for the Army.

## TRAINING FOR OVERSEAS

Throughout 2022, the conduct of essential Pre-Deployment Training, for both units and individuals being deployed to overseas missions, (e.g. UNIFIL, UNDOF and EUTM Mali), was coordinated by Defence Forces' Training and Education Branch in collaboration with the Military College in the Defence Forces Training Centre (DFTC) and assisted by the lead formation.

Four Mission Readiness Exercises were conducted for larger troop deployments to UNIFIL and UNDOF involving 828 troops in order to certify minimum capability and competence prior to deployment. The Domestic Exercise Evaluation Model (DEEM) was used for the first time in 2022, to evaluate the four Field Training Exercises which are conducted as part of the Mission Readiness Exercises for UNIFIL and UNDOF. The DEEM allows for evaluation in line with international best practice and provides both an initial and final feedback report for the commander. A further two Overseas Qualification Courses were conducted for 40 personnel who deployed on smaller Missions.

The Defence Forces also engaged in external and foreign training and education activities during 2022 to facilitate organisational learning and to ensure that training, education and capability development gaps are identified and addressed. In total, the Defence Forces participated in 182 foreign activities involving 456 personnel (this figure is up on previous years). This engagement helps to ensure that the Defence Forces remain up-to-date with regard to best international practice in terms of military thinking and expertise, and ensures that the Defence Forces remain interoperable both at home and overseas.





## RESERVE DEFENCE FORCE (RDF) TRAINING

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

The funding available for RDF training in 2022 was maintained at a level to support planned training. A total of 17,733 man-days were utilised during 2022 by 827\* RDF members. This can be subdivided further as detailed in Table 2.5: 819 personnel completed 16,632 standard training days in pursuit of professional development through career courses, continuous professional development seminars and participation in integrated exercises as part of the Single Force concept; 23 personnel completed 437 deployed COVID-19 duty days; and 71 personnel completed 664 RDFRA-related days.

**Table 2.5**  
Reserve Defence Force Training

	No. of Reservists Paid	Total No. of Man-days
Standard Training	819	16,632
Deployments	23	437
RDFRA	71	664

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





### LEADERSHIP, MANAGEMENT AND DEFENCE STUDIES PROGRAMME

During 2022, the Leadership, Management and Defence Studies (LMDS) Programme for enlisted personnel continued to develop and to be a source of significant success for the Defence Forces and its members. In January 2023, 206 personnel will be conferred with awards achieved in 2022 by SETU, including 64 with a Higher Level Certificate in LMDS (Level 6), 81 with a Minor Award in LMDS (Level 7) and 53 with a BA LMDS (Logistics) (Level 7). Eight personnel will be conferred with Masters Degrees: 5 Masters of Science in Communications Technology Management and 3 Masters of Engineering. The total number of personnel conferred with awards by IT Carlow/SETU under the LMDS Programme is 1,816 since its inception in 2012. The Defence Forces' Training and Education Branch continues to promote the benefits of the Programme among soldiers, sailors, and aircrew of 3\* Private rank and to attract them to join the LMDS Programme.

Defence Forces Officers continued to participate in the collaborative LMDS programme with Maynooth University in 2022. In total 102 Awards were conferred by Maynooth University in November 2022. These included 51 Special Purpose Awards at Level 7 (LMDS) associated with Cadet Training, 27 personnel graduated with Level 8 Higher Diplomas in Leadership and Contemporary Security associated with the Land Command and Staff Course and 24 personnel completed a Master of Arts (Level 9 - LMDS) related to the Joint Command and Staff Course.

### LEADERSHIP, MANAGEMENT AND NAVAL STUDIES PROGRAMME

In 2022, The National Maritime College of Ireland (NMCI) conferred Leadership, Management and Naval Studies awards (LMNS), at Level 6, to 26 personnel and Level 7 to ten personnel. NMCI also conferred BSC Nautical Science awards at Level 7 to six personnel and Level 8 to six personnel.

### THIRD LEVEL OFFICER SCHEME

Under the Third Level Officer Scheme, Defence Forces Commissioned Officers who, on induction to the Cadet School, had not completed a bachelor's degree programme at Level 8 are afforded the opportunity to gain an appropriate degree. There are currently 130 Officers attending Higher Education Institutions. In 2022, 17 personnel completed their third-level studies.

### EXTERNAL TRAINING

Defence Forces Personnel also availed of training/courses both at home and abroad in 2022. 456 personnel attended training courses abroad and 2,337 personnel availed of external training courses during 2022.

## TRAINEE TECHNICIAN, APPRENTICESHIP AND OTHER TRADE SCHEMES

The Defence Forces operates a Trainee Technician Scheme to meet the technical education needs of the organisation. Options within the scheme range from traditional trades such as carpentry, plumbing, electrical, in the Engineer Corps, to heavy vehicle mechanic in Transport Corps to more military technical specialist roles such as armourer in the Ordnance Corps, or Communication Information Services (CIS) technicians in the CIS Corps. Both the Naval Service and Air Corps also conduct technical training to qualify personnel in the technical skills appropriate to their roles.

During 2022, a total of 28 personnel qualified under the Trainee Technician Scheme (TTS). Successful trainees comprised of 14 CIS Corps students (Level 7), eight Ordnance Corps Students (Level 7) and six Engineer Corps students (Level 6).

Within the Naval Service (NS) during 2022, 18 personnel successfully qualified under the Naval Service Trainee Technician Scheme with six personnel being awarded a National Trade Certificate (Level 6) and 12 personnel being awarded a Level 7 Bachelor of Engineering from Munster Technological University.

Within the Air Corps during 2022, 19 Air Corps apprentices were awarded a Bachelor of Engineering (Level 7) from TUD upon completion of their apprenticeship as Aircraft Technicians.

## MEDICAL SERVICES REVIEW

The Joint Standing Committee on Medical Service delivery is tasked with advancing the development of a sustainable integrated medical service and addressing the appropriate means of delivering key medical capabilities. Progress was made on a number of fronts during 2022.

A review of the Dental Service was approved by senior civil and military management in 2022 and work has begun on implementing its recommendations.

The Commission on the Defence Forces report included recommendations in a number of key areas relating to the delivery of medical services, including the completion of all outstanding reviews. The recommendations of the Commission were agreed by Government and are being implemented through a High Level Action Plan. The approach taken in completing the outstanding reviews is currently under consideration in light of the Commission's recommendations and with regard to the increase in overall numbers required to achieve the level of ambition agreed by Government for the Defence Forces.

In line with a Programme for Government commitment to ensure that all enlisted members of the Defence Forces have the same access to health care as Officers, a civil/military Working Group reported during 2022 with recommendations on the most effective means of service provision. This matter was also the subject of a recommendation of the Commission on the Defence Forces and is an Early Action arising from the High Level Action Plan.

## CONCILIATION AND ARBITRATION

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

## REVIEW OF THE CONCILIATION AND ARBITRATION SCHEME FOR PDF MEMBERS

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

One of the recommendations arising from the Review was that the Chairperson of Council should be independent of the parties. Mr Declan Morrin was appointed as the independent Chairperson in March 2020. A review of the Scheme is due to take place in 2023.

## REPRESENTATIVE ASSOCIATION OF COMMISSIONED OFFICERS (RACO)

During 2022, RACO lodged one new claim at Conciliation Council. There were six meetings of Council, six Pay and Allowance sub-committee meetings, and three Induction sub-committee meetings. Three Conciliation Council reports were signed with RACO in 2022. The Minister attended four meetings with RACO in 2022.

## PERMANENT DEFENCE FORCE OTHER RANKS REPRESENTATIVE ASSOCIATION (PDFORRA)

PDFORRA lodged one new claim at Conciliation Council during 2022. There were six meetings of Council, six Pay and Allowance sub-committee meetings, and two Induction sub-committee meetings during the year. Forty Agreed Conciliation Council reports (CCRs) were signed with PDFORRA in 2022. The Minister met with PDFORRA four times in 2022.

The Minister and the Secretary General attended two Annual Delegate Conferences of the Representative Associations in 2022, on 5 October with PDFORRA, and on 29 November with RACO.

## REVIEW OF TECHNICAL PAY GRADES 2-6

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

The Public Service Pay Commission recommended that the review of Technical Pay Groups 2 - 6, be completed at the earliest opportunity, without compromising the Public Service Stability Agreement. An initial report (October 2019) and final report (January 2020) were completed. The approach to implementing the findings of the review of Technical Grades 2-6 was the subject of extensive engagement with the Department of Public Expenditure and Reform. At the conclusion of that process the Minister for Public Expenditure and Reform on 25 May 2021 conveyed sanction for the implementation of the findings. Considerable engagement occurred throughout the first half of 2022 with PDFORRA on the application of the recommendations, and seventeen CCRs (included in the forty mentioned above) were agreed and signed in that regard, with outstanding payments backdated to 25 May 2021. The implementation of the Technical Pay Review resulted in the payment of almost €1 million in additional technical pay to those covered by the Review by end-2022.

### TEMPORARY ASSOCIATE MEMBERSHIP OF ICTU

The Minister for Defence provided his consent for the PDF Representative Associations for temporary Associate Membership of ICTU for the purpose of engagement in national pay negotiations in May 2022. This was the first of the Commission on the Defence Forces recommendations to be delivered. The Department continues to work on a legislative solution to ensure a longer-term facilitation of this by Government to ensure that, ultimately, the State's ability to control and direct its Armed Forces remains absolute and that any eventual solution retains that certainty.

### BUILDING MOMENTUM: A NEW PUBLIC SERVICE AGREEMENT 2021-2023

The implementation of the Sectoral Bargaining Fund element of Building Momentum in 2022 resulted in additional payments totalling €373,000 per annum to members of the Defence Forces – these payments will primarily benefit the Defence Forces' lower paid members. Eighteen CCRs (included in the total of forty mentioned above) were agreed with PDFORRA in this regard.

Negotiations on an extension to the existing Building Momentum public service pay agreement were held in mid-2022 with public service trade unions and representative associations. As temporary associate members for the purpose of the public service pay negotiations, the Permanent Defence Force Representative Associations took part in negotiations under the ICTU umbrella. An extension to the existing agreement was subsequently agreed and ratified by the Representative Associations.

The 'Building Momentum' pay agreement extension provides for further increases in pay and allowances to all public servants, including members of the Defence Forces. This agreement provides for a 6.5% increase over 2022 and 2023, including:

- » 3% backdated to 2 Feb 2022
- » 2% on 1 March 2023
- » 1.5% or €750, whichever is the greater, on 1 October 2023.

Pensionable allowances in the nature of pay will also benefit.

## WORKING TIME DIRECTIVE

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

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

Extensive deliberations by civil and military management on the wider implementation of the Working Time Directive within the Defence Forces continued during 2022 which have been informed by the interpretation of recent European Case Law on military service, as well as the fundamental requirement to ensure that appropriate rights and protections with regard to health and safety, are afforded to serving members, while also ensuring that the Defence Forces can continue to fulfil their essential state functions.

A proposed management position has been the subject of ongoing dialogue at the subcommittee of the Defence Conciliation and Arbitration Council (comprising of the Representative Associations, military and civil management) established to discuss, where appropriate, matters relating to implementation of the Working Time Directive.

This will also inform the approach to be taken by the Department of Enterprise, Trade and Employment, who are responsible for developing the appropriate legislative mechanism to remove the blanket exemption for the Permanent Defence Force from the provisions of the Working Time Directive and to further provide for any exemptions and derogations so required.

A subcommittee of the Defence Conciliation and Arbitration Council (comprising of the Representative Associations, military and civil management) has been established to discuss, where appropriate, matters relating to implementation of the Working Time Directive. Discussions with the Defence Forces Representative Associations will continue to be undertaken, through this forum, as the current work evolves. The Sub-Committee met four times in 2022.

## COMMISSION ON DEFENCE FORCES (CODF) PAY RECOMMENDATIONS

With its approval of the Report of the Commission on the Defence Forces, the Government committed to a range of actions to address pay and recruitment issues in the Defence Forces. These include a number of projects undertaken to bolster the attractiveness of a career in the Defence Forces, and cover a range of measures which will improve pay and conditions.

In 2022, in addition to the implementation of the CoDF recommendation on the temporary associate membership of ICTU for the Representative Associations (referred to previously), the Department implemented two of the pay-related recommendations of the Report: namely, that all personnel of Private 3 Star/Able Seaman rank were paid the full rate of Military Service Allowance (MSA) applicable to the rank, while at the same time, the requirement for that cohort to 'mark time' for the first three years at that rank will be removed.

Following the most recent pay increases, of 2% on 1 March 2023, Recruits on completion of training (which takes approximately 24 weeks), start at:

- » €37,147 in Year 1 – equating to €712 per week in Year 1
- » €38,544 in Year 2
- » €39,832 in Year 3

A school leaver Cadet on commissioning is paid €41,123. This is a second lieutenant position. After 2 years, they are promoted to lieutenant and their pay rises to €46,406. Where a graduate joins – the pay rate on commissioning begins at €46,406.

These compare very well to starting rates of pay across the public service.



# BENEFITS OF JOINING THE DEFENCE FORCES

## STARTING PAY



including Military Service Allowance

<b>GRADUATE CADET</b> on commissioning	<b>€46,406</b>
<b>SCHOOL LEAVER CADET</b> on commissioning	<b>€41,123</b>
<b>RECRUIT</b> on completion of basic training (approx. 24 weeks)	<b>€37,147</b>

With effect from 1 March 2023  
Salaries progress on an incremental scale to a maximum point for each rank

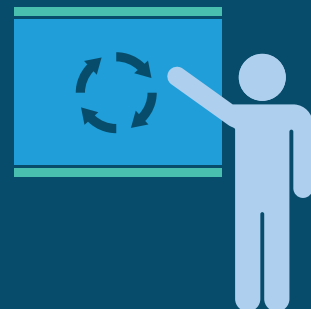


**Opportunities for frequent career advancement to higher ranks & to qualify for additional allowances**

## EDUCATION & PERSONAL DEVELOPMENT



Fully funded opportunities to gain professional and academic qualifications, from Leaving Certificate to Third Level, while receiving full pay and allowances.



### TECHNICIAN TRAINING (APPRENTICESHIPS)

Available for enlisted personnel.



### TRAINING IS PROVIDED

to qualify for career advancements and promotion opportunities



## RECRUITMENT PATHWAYS



### APPRENTICE

Air Corps

### CADETSHIP

Army, Naval Service, Air Corps

### RECRUIT

### DIRECT ENTRY

Skilled, qualified professionals in technical fields.



## TRAIN TOGETHER, WORK TOGETHER



All members are treated with fairness and respect and have equal opportunities and resources

## PHYSICAL SUPPORTS



All members of the Permanent Defence Force have access to medical, physiotherapy, pharmacy services and dental care

## FITNESS TRAINING & SPORTS FACILITIES

State of the art fitness and training facilities



20+ Sports Teams & Clubs

## PENSION



All serving members of the Permanent Defence Force are members of a Public Service Pension Scheme

## OVERSEAS SERVICE



Tax free Overseas Duty Allowance which can start at

**€15,000**

for a 6 month deployment  
Opportunities for Family Friendly Deployments of 3 Months

## ANNUAL LEAVE



- + Public holidays
- + DF holidays
- + Paid sick leave
- + Study leave
- + Parental leave
- + Special leave on return from overseas missions

Fully paid statutory leave such as Adoptive, Maternity & Paternity Leave



## GENDER, EQUALITY AND DIVERSITY IN THE DEFENCE FORCES

Throughout 2022, the Gender Adviser cell within the Defence Forces has continued to work in accordance with the Defence Forces Third Action Plan for the Implementation of UNSCR 1325 and Related Resolutions. The Third Defence Forces plan articulates the organisation's priorities for the implementation of the Women, Peace and Security agenda. It aims to build upon and effectively capture achievements to date, as well as pave the way for future developments in respect of the wider Women, Peace and Security sphere. A review of the current training material with regard to Gender Focal Point and pre-deployment training was carried out and initiatives such as unconscious bias training for interview boards was introduced.

An Organisational Culture Standing Committee (OCSC) which was established in November 2021, continued its work in 2022 in order to drive and coordinate the process of cultural change within the Defence Forces. The Committee coordinates provision of appropriate military support to the Independent Review Group (IRG), and will align OCSC actions with IRG guidance, in order to ensure that the work environment is safe, enriching and rewarding for all who serve. OCSC is comprised of the following representatives:

- » Assistant Chief of Staff and all Formation Executive Officers;
- » Director of Human Resources Branch, Director of Training and Education, DF Gender and Diversity Advisor, Director of Medical Branch, Officer in Command Personnel Support Services (PSS), Officer in Command Public Relations Branch, Acting Director Legal Services;
- » Female Officer and Non Commissioned Officer (NCO) Representatives.

Each Formation has its own OCSC Committee to drive the change process throughout the organisation. One of the main efforts of the OCSC in 2022 was the Workshop Development subgroup. This group was established to examine an appropriate workshop which would initiate the process of cultural change within the Defence Forces. In consultation with a number of external agencies and organisations, the Sexual Ethics and Respectful Relationships (SERR) workshop was developed. This culminated in a pilot workshop in Q4 of 2022. The recent pilot workshop dealt with the issue of sexual ethics in an interactive manner. This training was delivered as a three to four hour interactive, facilitated session. This training consisted of six sessions. It was in-person training and consisted of the following modules:

- » Session 1 Introduction & Ground Rules
- » Session 2 Consent – Unpack it
- » Session 3 Military Culture and Environment
- » Session 4 Sexual Ethics and Respectful Relationships
- » Session 5 Being an Ethical Bystander
- » Session 6 Conclusion and Summary

The sub group advised that the pilot should be trialled, in each formation. A total of six Pilot Workshops took place. 153 personnel received the pilot workshop training. The SERR programme was delivered by DF Social Workers/PSS Staff for Pilot only. The most appropriate group composition is currently under consideration for rollout across the organisation. The workshop was well received in all locations and received very good feedback overall. There was widespread acceptance of and reception to the pilot workshop.

Work continued during 2022 on relevant White Paper Projects; one of the main focuses being White Paper Project 56 - 'Survey to identify impediments to the advancement of women in the PDF'. The responses to this survey are currently being analysed. In addition, in 2022, the Defence Forces Standing Committee worked to implement recommendations from the report on Increasing Females in the Defence Forces. The recommendations of the Defence Forces Working Group on increasing female strength fall under three headings, namely: Recruitment and Selection, Training and Retention. Following consideration of this Report, the General Staff have directed the establishment of a Standing Committee to monitor and advise on the implementation of these recommendations. This Standing Committee meets regularly to this end and incremental progress has been made in various areas, including recommendations with respect to balanced recruitment imagery as part of the recruitment strategy, review of regulatory provisions in relation to grooming and the GENADs representation on the Female Clothing Committee.

International online training courses have been conducted throughout 2022. Through both the Nordic Centre for Gender in Military Operations (NCGM) and The United Nations Institute for Training and Research (UNITAR), 13 personnel successfully qualified as Military Gender Advisors and 19 personnel gained the Gender Focal Point qualification. In addition, one individual successfully completed the United Nations Military Observers course (DEU UNMO) conducted in the Bundeswehr training facility, Hammelburg, Germany, a specific female military observer's course.

With regard to wider diversity and inclusion, Defend with Pride, the Defence Forces' LGBT+ Network continued to support LGBT+ personnel within the organisation. Work is ongoing by the joint civil-military working group established in 2019, to progress the development of a Transgender Employment Policy for the Defence Forces. Throughout 2022, the Defence Forces continued to sit on the committee for the implementation of the National LGBT+ Inclusion Strategy and the 30% Club Public Sector Network. The Defence Forces has also collaborated with An Garda Síochána Diversity and Inclusion networks.

Also during 2022, the Defence Forces, in collaboration with Department officials, continued the process of implementing the recommendations on anti-discrimination law arising from a 2021 Workplace Relation Commission ruling. This process is being undertaken in consultation with a legal firm specialising in employment law with a view to ensuring that all regulations, and associated documents, as well as training programmes and materials for Defence Forces personnel are fully aligned, and compatible with the provisions of the relevant equality legislation and that follow-on actions will be progressed. This body of work is well advanced and preliminary tasks associated with maternity and protected leave policies are nearing conclusion. The remaining elements will be finalised in 2023.



## DEFENCE WOMEN'S NETWORK

The Defence Women's Network (DWN), a joint civil/military initiative was officially launched in 2022.

The role and remit of the DWN continues to grow and expand, and its membership is representative of all grades/ranks across Defence, with the ongoing contribution and support of Secretary General Jacqui McCrum and Chief of Staff Lieutenant General Seán Clancy.

The Communications Unit, in partnership with Defence Forces colleagues, provided the chair and secretary to lead and support the volunteer civil military DWN committee, at a time of significant cultural transformation across Defence, during 2022.

With women making up 70% of the Department staffing, and the Defence Forces seeking to bolster and retain the number of females in its PDF and Reserve ranks, the DWN has been tasked with and met the goals for this unique joint civil/military partnership.

2022 marked the first full year of DWN activities which included a variety of events. These ranged from networking events at local and national levels, both in-person and hybrid to sharing of inspiring stories from some of our female leaders, both civil and military to celebrating milestones such as International Women's Day and International Men's Day as well as the creation of a regular newsletter.

The committee is delighted with the level of participation and collaboration from all parts of the Organisation. The DWN has afforded individuals across the Department and the Defence Forces the opportunity to engage at a variety of forums on a range of matters and look forward to more in 2023, with the DWN looking to engage with allies internationally on matters which impact women in similar civil and military organisations.



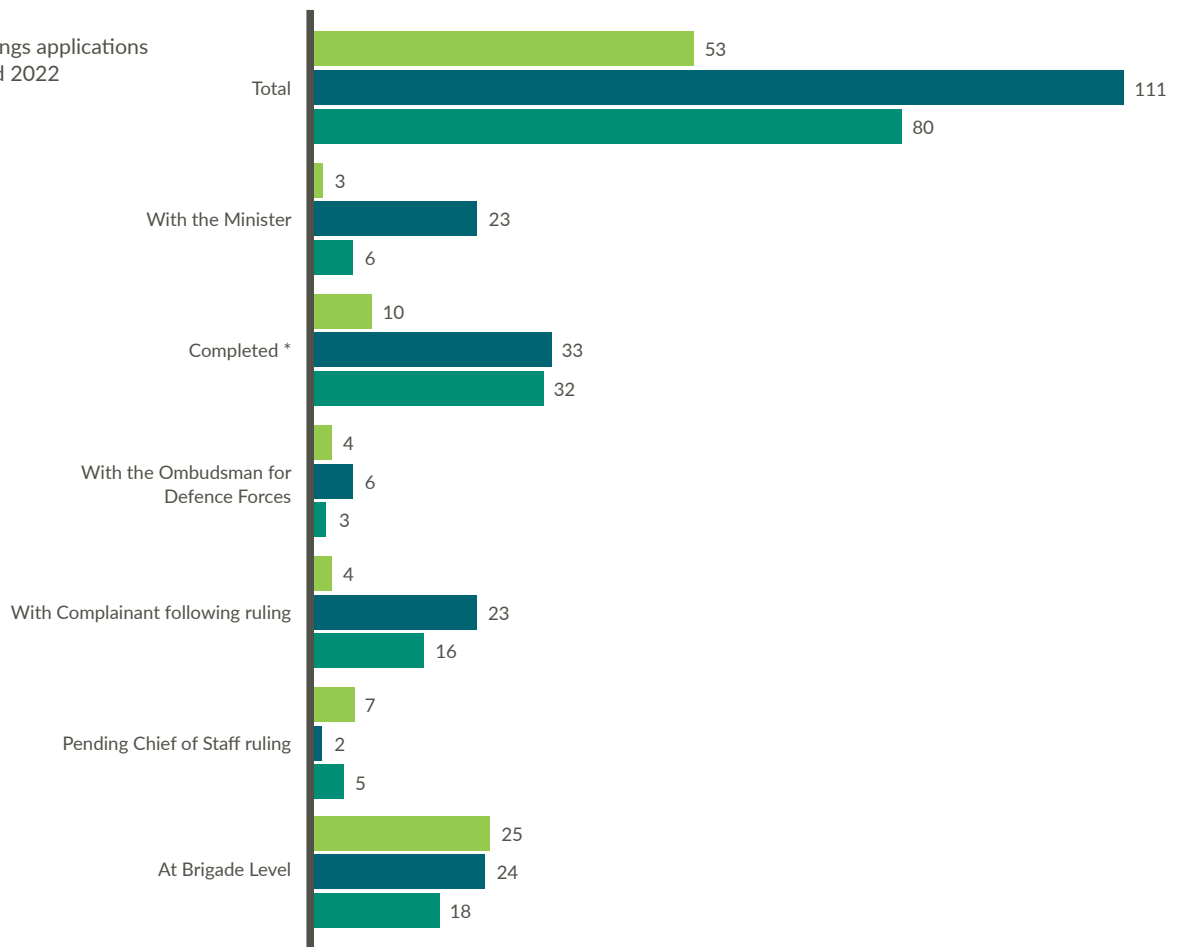
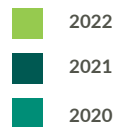


## REDRESS OF WRONGS

The internal complaint and redress system provided for in the Defence Forces is known as the *Redress of Wrongs* (RoW) and is provided for by Section 114 (Chapter VI) of the Defence Acts 1954 to 2011. If a member of the Defence Forces considers themselves wronged, they may make a complaint to either their Company Commander (enlisted) or Commanding Officer (officer), stating the nature of the complaint and the redress sought. There are no time limits for a member of the Defence Forces to submit a complaint under this process. It is also open to the complainant to submit their complaint to the Ombudsman for the Defence Forces if they are not satisfied with the outcome of the Redress of Wrongs process.

Chart 2.4 provides end of year details in respect of 53 Redress of Wrongs applications received during 2022 with 2020 and 2021 figures also provided for comparison.

**Chart 2.4**  
Redress of Wrongs applications  
2020, 2021 and 2022



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



## OMBUDSMAN FOR THE DEFENCE FORCES

The Ombudsman for the Defence Forces (ODF) published his Annual Report for 2021 in June 2022. In the Report, the ODF notes that 106 Notification of Complaints were received in 2021 which represents a 32% increase on the 80 notifications received in 2020. 34 new cases were referred to the ODF for full investigation in 2021.

A total of 25 case reports were produced by the Ombudsman in 2022, of which five were signed and completed by the Minister. A further four reports from previous years were signed by the Minister in 2022.

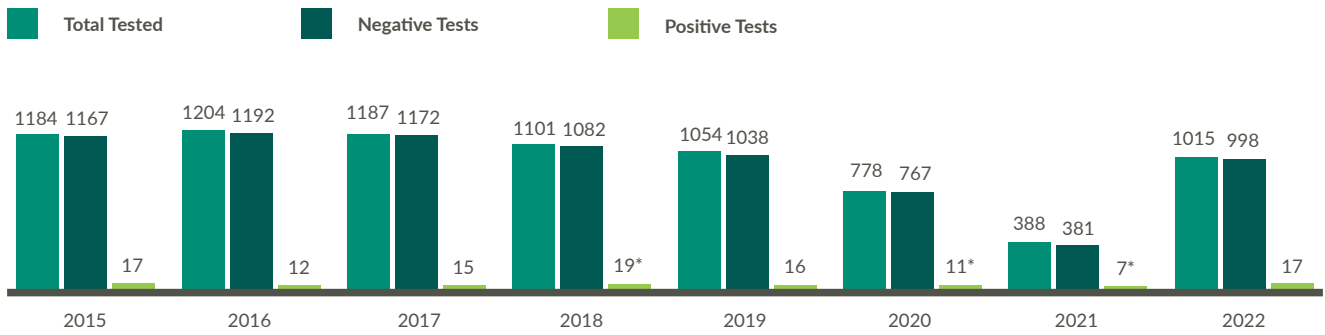
## DRUG TESTING DURING 2022

In 2022, the Defence Forces Drugs Testing Team (DFDFT) conducted 1,015 individual tests. This equates to 11.08% of the DF strength. Random Drug Testing was conducted in 16 locations, testing 1,004 personnel. This represents 10.96% of the DF strength. The DFDFT conducted 11 target tests during the testing period.

The 2022 tests includes 61 members of the Reserve Force, which represents 8.8% of RDF personnel, and 954 members of the PDF, which represents 11.27% of the PDF. At the end of the testing period 17 randomly selected individuals had a positive test recorded. This figure represents 1.67% of the numbers tested which is broadly in line with the general trend over the past number of years, as indicated in Chart 2.5 and 2.6.

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

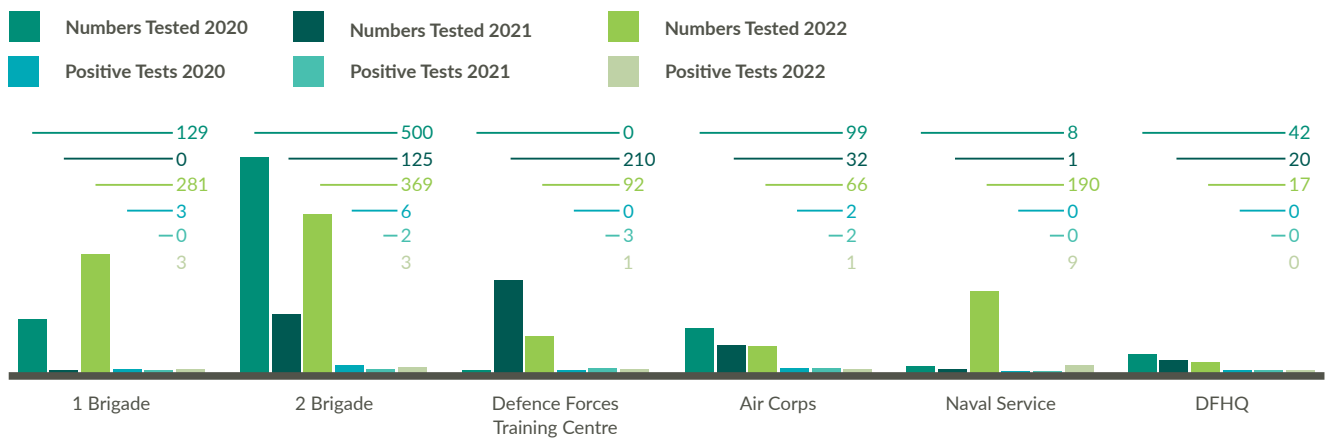
**Chart 2.5**  
Details of Compulsory Random Drug (CRDT) Tests from 2015 to 2022



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

It is worth noting that although there was a reduction in positives this year the trend line is still trending upwards and this only serves to reinforce the importance of conducting CRDT on an ongoing basis. Whilst the primary role of the process is to act as a deterrent, the inclusion and formalisation of an education and information campaign will reinforce the statement that "the use of illegal substances is incompatible with a career in the Defence Forces".

**Chart 2.6**  
Compulsory Random Drug Testing by Location in 2020, 2021 and 2022



In terms of targeted drug testing (TDT), one person was in the targeted drug testing programme at the start of 2022. An additional four personnel joined the programme during the year. Two personnel were removed from the programme, one completed testing and was retained in service and one person was Discharged by Purchase. At the end of 2022, three personnel remain in the TDT process. If an individual fails a CRDT in accordance with Admin Instruction 7 Chapter 3, there are three options to conclude the case:

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





### SUPPORT TO VETERANS GROUPS

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

The Department has Service Level Agreements with each of the recognised Veterans Associations and annual grants of €130,000 and €30,000 were paid to the Organisation of National Ex-Service Personnel (ONE) and the Irish United Nations Veterans Association (IUNVA) respectively in 2022. Both grants were increased during the year, by €30,000 and €19,000 respectively. In addition, a further €200,000 of funding was secured under the Dormant Accounts Fund Action Plan 2023 to assist ONE and IUNVA with specific projects. This brings to €700,000 the total amount of funding secured to date. This funding, alongside the efforts of the Department's Property Management Branch, has assisted ONE in further developing its network of Veterans Support Centres nationwide.



### DEPARTMENT OF DEFENCE CIVIL SERVICE LEARNING AND DEVELOPMENT

The Department's culture of prioritising and developing learning and development opportunities for staff continued in 2022. The Department utilised a mix of traditional classroom, virtual and eLearning methods of delivery to help make learning accessible to all.

During 2022, 2,944 learning and development interventions were provided through training courses, conferences, seminars and briefings. This is an increase of approximately 312% in interventions compared to 2021 and is due to the roll out of a number of Department specific eLearning courses. The Department's bespoke Leadership Plus programme was rolled out. A primary objective of the programme is to continue to develop strong and competent leaders who are both people and performance driven.

Virtual health and wellness briefings on resilience, the importance of exercise, menopause and financial wellbeing took place during the year and were attended by over 290 employees. The Department was also shortlisted for a CIPD HR Award in the "Embedding a culture of workplace wellbeing" category.

The Department also funded 18 employees to undertake academic courses through the "Refund of Fees" scheme. Courses in areas such as employment law, human resource management and government and public policy received funding.

Overall expenditure on learning and development during the year was €277,442.85. The Department continues to ensure that learning and development requirements, including niche Department of Defence and Defence Forces requirements, are addressed as required.

### CUSTOMER SERVICE

The Department of Defence and the Defence Forces are committed to the provision of the highest standard of Customer Service to the individuals and organisations with whom we interact. The Department of Defence and Defence Forces Customer Charter sets out the standards of service we aim to provide in accordance with the principles of quality Customer Service, as approved by Government. During 2022, the Department was contacted on a total of 252,249 occasions, either by telephone, post or e-mail. This includes one item of correspondence received in Irish. In summary, 99% of correspondence received was acknowledged within three working days and the rate of response within three working weeks was 99.8%.



### COMMUNICATIONS DELIVERY AND SOCIAL MEDIA PRESENCE

During 2022 the Communications Unit increased its level of communications activity, internally and externally, the Unit was further professionalised and a culture of communications continues to be developed internally across the Department. Broadly speaking, Communications activities covered the following four key areas, Internal Communications, Media Relations, Engaging with our Stakeholders and communicating the work of our Department.

Externally and internally, pro-active communications increased. The easing of pandemic restrictions led to a significant increase in Communications Unit led public and employee engagements, from Town Hall events internally at Naas, Galway and Roscrea, to increased day-to-day Ministerial engagements across the country. These events and Communication expertise was supplemented by increased Social Media activity; 2022 saw 126 Tweets issued with over a million impressions.

The Unit is developing significant expertise across a range of Communications specialisms including Emergency Management Communications, Climate Action Communications and community based Communications through Civil Defence.

During 2022, the Department of Defence Communications Unit continued to work closely with our colleagues in the Defence Forces Public Relations Branch to ensure that policy and operational matters were presented accurately to citizens.



These situations dictated there was a strong requirement for a high degree of skill, judgement and ability to collaborate with all levels across Defence, and politically. This activity included the Commission process and its ongoing implementation.

The Unit also delivered the first ever tailored tender for third party Communications Contract covering a full range of related assets.

Furthermore, and following on from the Organisational Capability Review and the identified need to develop a comprehensive communications strategy for the Department, a draft Communications Strategy was devised, for the consideration of Management Board.



## DEFENCE FORCES PUBLIC RELATIONS BRANCH

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

Each office is guided by the Defence Forces Communication Strategy, Defence Forces Communication and Engagement Guidelines and Defence Forces Social Media Policy. Currently PRB produce a number of publications including An Cosantóir, the Defence Forces Podcast series and the Defence Forces Review. PRB maintain award winning social media across a range of different platforms including Facebook, Instagram, Twitter, TikTok, YouTube and Spotify. There are currently 53 active subordinate Defence Forces social media accounts which are continuously monitored by PRB to ensure the highest standard of content and engagement. In 2022, the Defence Forces Social Media accounts received a number of social media awards (Sockies) including Gold for 'Facebook run by a State Organisation', Gold for 'Content Creation Studio In-House', Silver for 'Twitter run by State Organisation' and Bronze for 'Instagram run by State Organisation.'

The Internal Communications section were involved in a number of internal communications campaigns including a collaborative campaign with the Defence Forces Organisational Culture Standing Committee. In 2022, the section procured an internal Communications App, which will be rolled out in 2023.

## IRISH LANGUAGE SCHEME

The Department of Defence is committed to fulfilling the obligations set out in the Official Languages Act 2003 with regard to the level of service provided through Irish. In 2022, the Department continued to meet its commitments under the Irish Language Scheme regarding services to be provided through the medium of Irish and English. In addition to meeting our commitments, additional staff received training at various skills levels for the provision of services. The Department's fourth Language Scheme (An Roinn Cosanta Scéim 2022 - 2025) was confirmed by the Minister of State at the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and came into effect on 2 February, 2022. The Department is also aware of the provisions under the Official Languages Amendment Act 2021 which sets out to build on the progress made under the original Act and to increase and improve the provision of public services through the medium of Irish. A new provision under that Act - Section 10(A) - came into effect on 10 October, 2022 and relates to advertising. This requires all public bodies to complete at least 20% of their annual advertising in Irish and 5% of their advertising in the Irish language media. The Department will ensure that these provisions are met.



### CIVIL SERVICE RENEWAL PLAN – EXCELLENCE AND INNOVATION AWARDS

The Department continued to contribute to the development and implementation of civil and public service renewal and development programmes. The Department submitted three applications for the Civil Service Excellence and Innovation Awards, with one, submitted by the joint Research, Technology and Innovation Unit, shortlisted for the final.

In March 2022, the Defence team won a Civil Service Excellence & Innovation Award under the category “Excellence in People, Skills and Organisational Development” for their work on Action 10 of Our Public Service (OPS) to embed Programme and Project Management across the public service. The team currently provide leadership in managing the Project Managers’ Network and organising network conferences.



### CIVIL SERVICE RENEWAL 2030

During 2022, department staff and Defence Force personnel worked with the Reform and Delivery Office of the Department of Public Expenditure and Reform in facilitating three webinar conferences during 2022 where guest speakers and panellists discussed key project management theme areas.

The OPS webpages, reference guides and exemplar case studies continued to be reviewed and updated throughout 2022. These are available at [www.ops.gov.ie](http://www.ops.gov.ie).

Department staff worked with One Learning and their training partners to utilise the Project Management handbook and templates as part of the courses and contributed to a follow-on project management foundation courses to reflect practical project management. These two courses are now available to staff.



### ORGANISATIONAL CAPABILITY REVIEW

An independent Organisational Capability Review (OCR) of the Department of Defence was completed in April 2022. The OCR process is part of the ongoing Civil Service Renewal Plan, which is overseen by the Civil Service Management Board, chaired by the Secretary General to the Government.

As is the established process for such reviews, the Department of Defence prepared an implementation plan to address the recommendations in the report. The OCR report and implementation plan were approved by Government in July 2022 and are available for viewing or download at [Gov.ie](http://Gov.ie).

## CIVIL SERVANTS AND CIVILIAN EMPLOYEES

The number of civil service staff employed by the Department of Defence as at 31 December 2022 was 395 (or 381.04 Whole Time Equivalent) ) which includes 14 working directly with the Defence Forces. In 2022 there were 16 competitions held during the course of the year across a range of grades.

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

In 2022, 18 civilian appointments were made from external competitions and there were 14 internal promotions. There were 14 competitions held during the course of the year, covering approximately 100 vacancies. The number of civilian employees, employed by the Department at the end of 2022, excluding those in the process of appointment, was 424 (416.44 Whole Time Equivalent). Civilian employees are employed to support the operational capability of the Defence Forces and work in military installations.

## EQUALITY

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

In compliance with Part 5 of the Disability Act 2005, the Department undertook, where practicable, to promote and support the employment of people with disabilities. The percentage of civil servants who have self-declared a disability was 4.56% and the percentage of civilian employees with a disability was 6.6% at end of 2022.

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 2022, 32% of Principals and 49% of Assistant Principals were women. Overall, 46% of staff at the grades of Assistant Principal and upwards were filled by women.

## OFFICE OF GOVERNMENT PROCUREMENT

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

During 2022, the Department of Defence and the Defence Forces 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 Department of Defence and the Defence Forces are represented on relevant Category Councils for other expenditure portfolios such as Health, Education and Local Government and use central framework contracts to acquire goods and services that are common to the public service.

The Department of Defence is also represented on the OGP Procurement Executive at Principal level, and this met on six occasions during 2022.



## Section 3

# Defence Forces Operational Outputs

### STRATEGIC GOAL

Deliver operations successfully

### OVERSEAS DEPLOYMENTS

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

During 2022, 1,550 members of the PDF served overseas in various missions. Table 3.1 provides a breakdown of mission categories and troop deployments on January 1 and December 31 for the years 2020, 2021 and 2022.





**Table 3.1**  
Details of Overseas Postings 2020\*, 2021\* and 2022

Mission	01 Jan 2020	31 Dec 2020	01 Jan 2021	31 Dec 2021	01 Jan 2022	31 Dec 2022
UNTSO (Middle East)	9	11	11	12	12	12
MINURSO (Western Sahara)	3	1	1	0	0	0
MONUSCO (Democratic Rep Congo)	3	3	3	3	3	0
UNIFIL HQ (Lebanon)	9	9	9	9	9	9
UNIFIL Infantry Battalion (Lebanon)	340	337	337	342	342	336
UNIFIL Sector West HQ (Lebanon)	8	4	4	4	4	4
UNDOF Infantry Group (Golan Heights)	129	129	129	126	126	131
UNDOF HQ (Golan Heights)	8	9	9	8	8	6
MINUSMA (Mali)	13	14	14	14	14	0
<b>Sub-Total (UN)</b>	<b>522</b>	<b>517</b>	<b>517</b>	<b>518</b>	<b>518</b>	<b>498</b>
EUFOR (Bosnia & Herzegovina)	5	5	5	5	5	5
German-led Battlegroup 2020	10	10	10	0	0	0
EUTM Mali	19	20	20	20	20	14
Operations HQ/Floating HQ (Operation Sophia HQ)	3	0	0	0	0	0
Operations HQ/Floating HQ (Operation Irini HQ)	0	3	3	3	3	3
<b>Sub-Total (UN Mandated Missions)</b>	<b>37</b>	<b>38</b>	<b>38</b>	<b>28</b>	<b>28</b>	<b>22</b>
KFOR HQ	13	13	13	13	13	12
<b>Sub-Total (NATO/PfP)</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>12</b>
OSCE	1	1	1	1	1	1
<b>Sub-Total (OSCE)</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
UNNY (New York)*	1	1	1	3	3	3
EUMS (Brussels)	6	6	6	8	8	9
NATO/PfP (Belgium)	6	7	7	7	7	7
Irish Delegation to OSCE (Vienna)	1	1	1	1	1	1
CSDP/PSC (Brussels)**	8	8	8	8	8	8
Military C-IED Expert, UN Training Entebbe	0	0	0	0	1	1
<b>Sub-Total (OSCE / Mil. Reps / Advisers / Staff)</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>27</b>	<b>28</b>	<b>29</b>
<b>Total Personnel Overseas</b>	<b>595</b>	<b>592</b>	<b>592</b>	<b>587</b>	<b>588</b>	<b>562</b>

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

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







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

The Defence Forces' significant contribution to the United Nations Interim Force in Lebanon (UNIFIL) was overshadowed by the killing of Private Seán Rooney on 14 December 2022. A number of investigations have been commenced and are continuing into the cause and circumstances of his death.

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



The largest contingent of Defence Forces personnel, some 350 personnel, is deployed to the United Nations Interim Force in Lebanon (UNIFIL). On 17 May 2022, the Government approved the continued participation of the Defence Forces in UNIFIL for a further 12-month period. The Irish contingent serves as part of a joint Ireland/Poland Battalion, with additional officers from both Hungary and Malta. The Battalion's operational tasks include the provision of security, vehicle and foot patrols, and checkpoints, establishing and occupying temporary observation posts and liaison/engagement with local leaders. Joint operations are conducted with units of the Lebanese Armed Forces deployed in the UNIFIL area of operations. Irish troops also occupy two forward static UN posts on the Blue Line separating Israel and Lebanon. Permanent Defence Force personnel normally rotate in May and November each year. The Government remains strongly committed to the maintenance of peace and security in Lebanon through our continued participation in UNIFIL.

### **United Nations Disengagement Observer Force (UNDOF)**

The United Nations Disengagement Observer Force (UNDOF) was established in May 1974 by the United Nations Security Council, following the agreed disengagement of the Israeli and Syrian forces in the Golan Heights in May 1974. UNDOF supervises the implementation of the Disengagement Agreement, maintaining an area of separation between the forces, which is over 75 kilometres long. The Irish contingent deployed with UNDOF is tasked primarily to serve as the Force Mobile Reserve, providing a Quick Reaction Force, which is on standby to assist with on-going operations within the UNDOF area of responsibility. There were two rotations of personnel during 2022. The UNDOF mission maintains regular contact with the Israeli Defence Forces and Syrian Arab Armed Forces in the context of its role in the area of separation, ensuring the security and safety of its personnel and a common understanding of its role between the parties. The continued presence of the UNDOF mission remains an important element in ensuring stability in the Golan and in the Middle East region and is supported and welcomed by both Israel and Syria. The Irish deployment to UNDOF is to be reviewed in early 2023.

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

The United Nations Multidimensional Integrated Stabilisation Mission in Mali (MINUSMA) is the UN mission providing support to the Malian Government in reasserting its authority over northern Mali. MINUSMA was established in April 2013 to stabilise the country after the Tuareg rebellion (2012). The role of the mission is to ensure security, stabilisation and protection of civilians; supporting national political dialogue and reconciliation; and assisting the reestablishment of State authority, the rebuilding of the security sector, and the promotion and protection of human rights in Mali. From September 2019 to September 2022 Defence Forces personnel served as part of a joint deployment with the German Armed Forces at Camp Castor in GAO and at MINUSMA HQ in Bamako, where they carried out assigned tasks in accordance with the mission mandate. Ireland's participation in MINUSMA concluded in September 2022.

### **European Union Training Mission – EUTM Mali**

A contingent of the Permanent Defence Forces has been deployed to EUTM Mali since March 2013. The objective of this EU Training Mission is to improve the capacity of the Malian Armed Forces to maintain security in Mali and restore the authority of the Malian Government and the territorial integrity of the Malian State. EU Member States decided in April 2022 to temporarily suspend the provision of operational training to formed units of the Malian armed forces and National Guard, as a reversible measure in order to prevent any reputational risk due to Malian defence and security forces trained by the EU falling under the control or engaging along with Russia-affiliated forces. As a consequence, the number of Defence Force personnel serving with the mission was reduced during the year in line with reduced training requirements in the mission.

Ireland's current contribution to the mission stands at fourteen personnel. That number will reduce to eight from the next rotation of DF personnel in March 2023. EUTM Mali remains an integral part of the EU's comprehensive approach to the situation in Mali and Africa's Sahel region. EUTM Mali complements other EU projects and activities carried out in the context of the EU Strategy for Security and Development in the Sahel.

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

Operation 'ALTHEA' in Bosnia and Herzegovina (BiH) continues to focus on maintaining a safe and secure environment while overseeing the transfer of military tasks to national authorities. This mission remains an important part of the EU's comprehensive efforts in BiH to support a political process aimed at enabling BiH, on the basis of necessary reforms, to continue to move forward in the EU integration process. Five members of the Defence Forces were deployed to the mission headquarters in Sarajevo during 2022.

#### **Kosovo Force (KFOR)**

Ireland continues to contribute to the UN authorised and NATO-led Peace Support Operation in Kosovo (KFOR). 13 Defence Forces personnel were deployed to this mission during 2022.

#### **United Nations Truce Supervision Organisation (UNTSO)**

Ireland deployed 12 Defence Forces personnel as military observers within the UNTSO mission area of Lebanon, Syria and Israel during 2022.

#### **Naval Service EU Naval Mission in the Mediterranean**

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



## AID TO THE CIVIL POWER

Domestic security is primarily the responsibility of the Department of Justice and An Garda Síochána. The Defence Forces provide Aid to the Civil Power (ATCP) support on request from An Garda Síochána. Table 3.2 provides an overview of the type of ATCP supports provided to An Garda Síochána by the Defence Forces during 2022. The table also provides a comparison with the number of ATCP operations in recent years.

In addition, the Defence Forces continued to carry out a 24/7/365 day armed guard at both Government Buildings and at Portlaoise Prison. These operations arise from Government direction rather than an ATCP request from An Garda Síochána.

**Table 3.2**  
Aid to the Civil Power Operations 2019-2022

Type of ATCP Operation	Number of Operations			
	2019	2020	2021	2022
Garda Air Support Unit missions	1,199	1,070	1,028	982
Central Bank patrols	1,095	1,095	1,095	1,095
Airport security duties	296	178	74	104
Explosive production security guard	365*	366*	365*	365*
Central Bank security guard	365*	366*	365*	365*
Prisoner escorts	91	29	15	11
Explosive Ordnance Disposal callouts	88	81	76	61
Naval Service diving operations	7	5	2	4
Explosive escorts	5	7	3	2
EURO Cash in Transit escorts	5	6	3	6
Hospital guard	5	3	2	0
VIP visits	3	1	0	1
Search operations (& other Army ASG Support)	15	12	16	33**
Air Corps (Other)	2	9	5	7
Air Corps (Repatriation Flights)	-	-	15	4
Naval Service (Other)	-	-	2	1
<b>Totals</b>	<b>3,541</b>	<b>3,228</b>	<b>3,066</b>	<b>3,041</b>

\* Refers to Days

\*\* Further detail on 'Search operations (& Other Army ASG Support)' are outlined at Table 3.3



**Table 3.3**

Details of Army ATCP support on island:

Dates	Locations	Task	Total Personnel-Days
14 Jan 22	Maam Area, Co Galway.	Missing Person Search	12
18 Jan 22	Curragh plains/within the confines of the DFTC	Missing Person Search	6
27 Jan 22	Maam Area, Co Galway.	Missing Person Search	25
25 Mar 22	Blackwater, Ardnacrusha, Co. Limerick	Request for search of ground by AGS	7
05-08 Apr 22	Maam Area, Co Galway.	Missing Person Search	18
06 Apr 22	North Cork Area between Fermoy and Castletownroache	1 BDE Eng Support AGS using drone technology	2
11 Apr 22	Dublin City Centre	Support to AGS for Truckers Protest in Dublin City Centre	4
15 Apr 22	Summerhill Clonlara Co Clare	Request for search of ground by AGS	16
03 May 22	Waterville Co Kerry	Request for search of ground by AGS	3
16 May 22	North Cork Area	Request for search of ground by AGS	2
27 May 22	North Cork Area	Request for search of ground by AGS	2
20 Jun 22	North Cork Area	Request for search of ground by AGS	19
08 Jul 22	Rosstownlough Co Donegal	AGS Sp Orange Parade	29
14 Jul 22	Spring Lane Halting Site Co Cork	Request for search of ground by AGS	3
16 Jul 22	North Cork Area	Search Op N Cork	14
25 Aug 22	North Cork Area	Request for search of ground by AGS	6
08 Sep 22	Killarney, Co Kerry	Request for search of ground by AGS	4
14 Sep 22	North Cork Area	Request for search of ground by AGS	3
19 Oct 22	Killarney, Co Kerry	Request for search of ground by AGS	6
21 Oct 22	Sligo	Missing Person Search	22
25 Oct 22	Fermoy Co Cork	Request for search of ground by AGS	2
28 Oct 22	Rattin Kinnegad Westmeath	Request for search of ground by AGS	19
10 Nov 22	North Cork Doneraile	Request for search of ground by AGS	24
07 Dec 22	Clonmel	Request for search of ground by AGS	18
<b>Total</b>			<b>266</b>

### AID TO THE CIVIL AUTHORITY

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

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

The non COVID-19 related ATCA supports provided by the Defence Forces during 2022 including the construction of a temporary bailey bridge crossing the Boyne River in Co. Meath following flooding; the extinguishing of gorse fires by AC crews in Wicklow and Dublin and assistance to a charity event in Co. Mayo. Details of ATCA supports are outlined in Table 3.4.

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



**Table 3.4**  
Details of ATCA supports

Dates	Locations	Task	Total Personnel-Days
24-Mar-22	Foxford, Co. Mayo	Fire Fighting, Standby	3*
02-Apr-22	Westport, Co. Mayo	Climb with Charlie - Croagh Patrick	28
19-Jul-22	Crone Woods, Co. Wicklow	Fire Fighting	3*
26-Jul-22	Killiney, Co Dublin	Fire Fighting	3*
20-Aug-22	Béal na Bláth, Co. Cork	Commemoration	9
19-22 Sep 22	Boyne, Co. Meath	Temporary Bailey Bridge crossing Boyne River following flooding.	100
<b>Total</b>			<b>146</b>

\* AC Helicopter Crew

### OPERATION FORTITUDE - ATCA – COVID-19 SUPPORTS

In addition to providing ATCP to An Garda Síochána and participating in overseas operations, the Defence Forces continued to provide surge capacity to the Health Service Executive (HSE) throughout 2022 as part of the national response to COVID-19.

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

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

The JTF continued to co-ordinate DF capability throughout 2022 delivering support under four main operational headings: Testing, Tracing, Vaccination and Logistics. Over the course of 2022 this effort required 7,840 DF deployed work days (13,485 committed work days), 1,810 vehicle movements and 15 Air Corps flights as detailed in Table 3.5.

**Table 3.5**  
COVID-19 Supports - 2022 Operational Outputs

Operational Heading	DF Personnel Deployed	DF Reserve Personnel*	DF Personnel committed	DF Vehicles Deployed	AC Flights	NS Ship Days
Testing Operations	1,406	59	2,758	456	15	0
Tracing Operations	1,078	0	2,143	75	0	0
Vaccination Operations	3,015	10	6,028	1,188	0	0
Logistics Operations	2,341	239	2,556	91	0	0

\* Included in 'DF Personnel Deployed' figures

### Testing

In total, 1,406 DF deployed work days have been dedicated to Testing operations in 2022. Up to 15 Military First Responders were deployed daily as swab testers across 17 national test centres. DF support to national test centres ceased on 4 March 22. There were 15 AC flights provided to transport COVID-19 test specimens abroad for analysis.

### Tracing

In total, 1,078 DF deployed work days have been dedicated to Contact Tracing operations in 2022. Up to 30 contact tracing lines were maintained, 10 in each location in Stephens Barracks, Kilkenny (1 Bde), Finner Camp, Donegal (2 Bde) and the Eir Building in Dublin (DFTC and AC). DF Contact Tracing operations ceased on 19 February 2022.

### Vaccination

In total, 3,015 DF deployed work days have been dedicated to Vaccination operations in 2022. The Defence Forces deployed up to 14 personnel daily across 16 Centralised Vaccination Clinics in logistics support roles. RDF personnel were deployed as vaccinators at Citywest Vaccination Clinic. DF Vaccination operations ceased on 27 May 2022.

### Logistics

In total, 2,341 DF deployed work days have been dedicated to logistics and other supports throughout 2022, including:

- » Deployment of DF ambulances to support HSE/ National Ambulance Service (NAS), incurring 102 deployed work days and 51 DF Emergency Ambulance days.
- » Provision of tentage to COVID-19 Testing Centres and Vaccination sites. To date there have been in excess of 240 deployments of DF tentage. All tentage was returned to DF during 2022. 136 DF work days and 40 vehicle movements were dedicated to Tentage operations in 2022.

### OPERATION FAIRWAY - ATCA – DF SUPPORT TO DUBLIN AIRPORT AUTHORITY

At a Cabinet meeting in June 2022, the Government supported a request from the Minister for Transport for members of the Defence Forces to undergo training and certification and to be on stand-by to assist the Dublin Airport Authority (daa) with the provision of aviation security duties at Dublin Airport if required, as a short-term emergency related contingency action. Training for 19 DF personnel as trainers commenced on 30 June 2022, and these personnel subsequently commenced instruction of DF personnel on 4 July 2022. In total, 166 DF personnel received training. Up to 43 personnel were placed on standby daily to deploy to Dublin Airport from 6 July to 15 August 2022 (40 days in total). The support ended on 15 August when the busy holiday period had passed.

The daa undertook to pay the Department of Defence the full costs for the service provision, including salary costs, allowances, training, certification and management costs associated with having Defence Forces personnel on standby. All costs have been recouped from the daa in this regard.

The JTF co-ordinated DF capability throughout delivering support under two main operational headings: Training and Standby. This effort required 2,118 DF deployed workdays (3,778 committed workdays), and 127 vehicle movements as detailed in Table 3.6.

**Table 3.6**  
DF support to daa - 2022 Operational Outputs

Operational Heading	DF Personnel Deployed	DF Reserve Personnel*	DF Personnel committed	DF Vehicles Deployed	AC Flights	NS Ship Days
daa DF Training and Risk Assessment	458	0	458	26	0	0
DF Standby	1,660	0	3,320	101	0	0
<b>Total Operation Fairway 2022</b>	<b>2,118</b>	<b>0</b>	<b>3,778</b>	<b>127</b>	<b>0</b>	<b>0</b>

\* Included in 'DF Personnel Deployed' figures

### OPERATION FAILTE - ATCA – DF SUPPORT TO DEPARTMENT CHILDREN, EQUALITY, DISABILITY, INTEGRATION AND YOUTH

On 17 March 2022, as part of a whole of Government response to the war on Ukraine and on receipt of a request from the Department of Children, Equality, Disability, Integration and Youth Affairs (DCEDIY), the DF were requested to assist with the response to the arrival in large numbers of Ukrainian Beneficiaries of Temporary Protection (BOTP).

The JTF co-ordinated the DF response, delivering support under three main operational headings: Pledged Accommodation Call Centres, BOTP Accommodation, and Logistics. Over the course of 2022 this effort required 3,429 DF deployed workdays (3,694 committed workdays), and 354 vehicle movements as detailed in Table 3.7.

#### Pledged Accommodation Call Centres

In total, 943 DF deployed work days were dedicated to Call Centre operations in support of the Irish Red Cross (IRC) in 2022. Up to 40 Pledged Accommodation phone lines were maintained across 2 locations: Collins Barracks, Cork (1 Bde) and Finner Camp, Donegal (2 Bde). 17,588 Pledged Accommodation calls were completed by DF and 4,747 property details passed to IRC. DF Call Centre operations ceased on 6 May 2022.

#### Beneficiaries of Temporary Protection (BOTP) Accommodation

In total, 2,139 DF deployed workdays and 325 vehicle movements were dedicated to BOTP Accommodation operations in 2022.

- » DF provides facilities in Ballymullen Barracks, Tralee for use as an Accommodation Centre with capacity for up to 62 BOTP.
- » DF provides accommodation at Kilbride Camp for up to 76 BOTP. The first BOTP were accommodated on 9 November 2022.
- » DF constructed an Emergency Accommodation and Reception Centre (EARC) capable of accommodating up to 320 BOTP in DF tentage at Gormanston Camp. The EARC was operational between 19 July and 7 October 2022.
- » On 20 July 2022, DF completed the deployment of 13 MPTSS tents capable of accommodating up to 104 International Protection applicants at Knockalisheen Accommodation Centre.

**Table 3.7**  
COVID-19 DF support to DCEDIY - 2022 Operational Outputs

Operational Heading	DF Personnel Deployed	DF Reserve Personnel*	DF Personnel committed	DF Vehicles Deployed	AC Flights	NS Ship Days
Call Centre Operations	943	0	943	0	0	0
Accommodation Operations	2,139	1	2,404	325	0	0
Logistics Operations	347	0	347	29	0	0
<b>Total Operation Failte 2022</b>	<b>3,429</b>	<b>1</b>	<b>3,694</b>	<b>354</b>	<b>0</b>	<b>0</b>

### Logistics

In total, 347 DF deployed workdays and 29 vehicle movements were dedicated to Logistics operations in 2022, including:

- » The loading and transportation of HSE stores from Castlepollard to Citywest Accommodation Centre (Citywest).
- » The provision and transportation of DF storage containers to Citywest.
- » The provision of DF work parties to assist with the fit out of accommodation at Citywest.
- » Provision of up to 3 DF personnel daily in a facilities management role at Citywest.
- » The loading and transportation of HSE stores from Castlepollard and Ashbourne to Gormanston EARC.
- » The supply of 500 DF sleeping bags to DCEDIY.

### Air Corps Operations

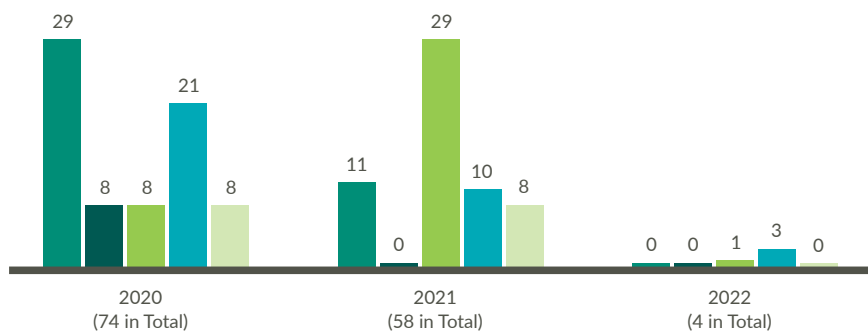
In 2022, the Air Corps utilised fixed wing assets to conduct military transport missions involving the movement of Defence Force personnel (incl. MEDEVAC), and equipment to Defence Forces Overseas missions.

Other supports included the Air Corps deploying air assets to assist civil authorities combating gorse fires in Wicklow, and Dublin during 2022. As part of this deployment, 46,800 litres of water were dropped via the “Bambi Bucket” concentrating drops on small areas, making an immediate impact on wildfires.

Chart 3.1 provides details of ATCA operations carried out by the Air Corps during 2022, with details for 2021 and 2020 also provided for comparison purposes. Such missions include search and rescue support to the Irish Coast Guard, delivery and collection of ballot boxes to and from the islands, flood relief missions, response to major accidents, gorse fires, bog surveys and wildlife surveys.

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

**Chart 3.1**  
Details of Air Corps civil assistance missions flown during 2020, 2021 and 2022



NOTE: There was a significant reduction in assistance missions for 2022. This relates to the fact COVID-19 test sample flights to Germany and vaccination deliveries to the Islands ceased at the end of 2021.





## NAVAL SERVICE ATCA OPERATIONS

Details of the level of support to civil authorities, including other government departments and state agencies, provided by the Naval Service (NS) in 2022 are as follows:

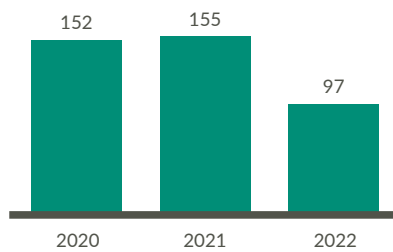
- » LÉ JAMES JOYCE responded and rescued one kayaker in distress.
- » LÉ JAMES JOYCE responded to Pan-Pan from Irish Coastguard, vessel suffered engine failure & signs of fire.
- » LÉ SAMUEL BECKETT MRCC tasking to assist FV PIEDRAS 65 NM SW of Mizen Head. Vessel suffered engine failure & was taking on water.
- » LÉ JAMES JOYCE responded to Pan-Pan from Irish Coastguard, missing swimmer in Bantry Bay.
- » LÉ WILLIAM BUTLER YEATS responded to SAR Incident – MAYDAY, Yacht in Distress.
- » The Joint Task Force on drugs was operational and is a combined effort involving the NS, Air Corps, Revenue and AGS. There was one training exercise conducted in 2022.
- » The Naval Service carried out ten foreign port visits in 2022 including the UK, France, Portugal, Spain, Netherlands, USA and Canada.

## FISHERY PROTECTION

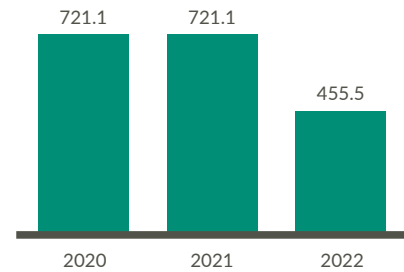
Fishery protection services provided during 2022 were based on outputs agreed with the Sea Fisheries Protection Authority (SFPA). This resulted in successful outputs throughout 2022, with three detentions and nine infringements detected. During the year, the Naval Service carried out a total of 702 fishery patrol days while the Air Corps carried out a total of 97 separate patrols. During 2022, one CASA CN235 completed a significant planned maintenance period over a number of months and this in turn reduced availability for assisting the Naval Service in patrols.

Charts 3.2.1 and 3.2.2 and Table 3.8 provide details of Air Corps and Naval Service patrol activities during 2022 with details for 2020 and 2021 also provided for comparison purposes.

**Chart 3.2.1**  
Air Corps CASA Fishery Patrols 2020 - 2022 Number of Missions



**Chart 3.2.2**  
Air Corps CASA Fishery Patrols 2020 - 2022 Total Flight Hours



**Table 3.8**  
Details of Naval Service fishery protection activity during 2020, 2021 and 2022

Nationality	Sightings			Boardings			Detentions			Infringements		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Irish	632	590	559	145	94	168	10	6	2	4	8	8
Spanish	218	206	156	52	94	58	0	2	0	4	5	0
UK	91	79	102	32	16	26	0	0	0	2	2	0
French	207	194	190	68	56	65	5	1	1	5	0	1
Belgian	7	28	55	4	8	21	0	1	0	0	1	0
German	2	2	1	2	0	0	1	0	0	0	0	0
Dutch	9	12	9	4	6	1	0	0	0	0	0	0
Portuguese	0	0	0	0	0	0	0	0	0	0	0	0
Russian	2	4	2	1	2	1	0	0	0	0	0	0
Norwegian	0	12	16	0	7	10	0	0	0	0	0	0
Faroese	0	2	0	0	1	0	0	0	0	0	0	0
Lithuanian	0	1	0	0	0	0	0	0	0	0	0	0
Polish	1	1	1	1	0	0	0	0	0	0	0	0
Greenland	0	0	0	0	0	0	0	0	0	0	0	0
Estonian	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>1,169</b>	<b>1,131</b>	<b>1,091</b>	<b>309</b>	<b>284</b>	<b>350</b>	<b>16</b>	<b>10</b>	<b>3</b>	<b>15</b>	<b>16</b>	<b>9</b>

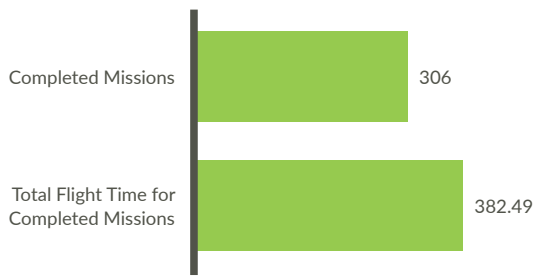


## REVIEW OF THE EMERGENCY AEROMEDICAL SUPPORT SERVICE

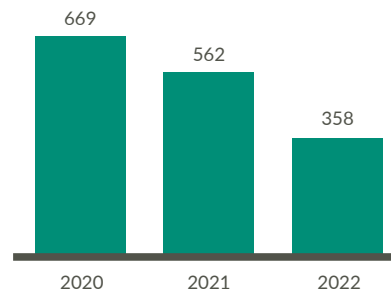
The Air Corps supports the HSE's Emergency Aeromedical Support (EAS) service. The service was established on a permanent basis following a Government decision in July 2015, subject to ongoing review in the context of ensuring a sustainable, long term service arrangement. In line with this decision, White Paper Project No. 16 is currently underway to conduct this review. The joint civil/military White Paper Project Team will present its final report in 2023, which will include a detailed analysis of the current service and propose a series of recommendations for future actions to ensure sustainable and resilient EAS service provision going forward.

### EMERGENCY AEROMEDICAL SUPPORT (EAS) SERVICE

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

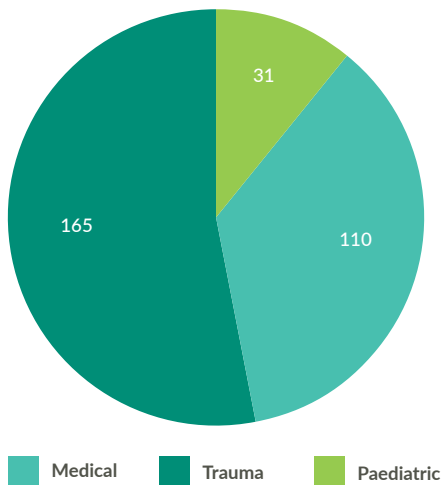


**Chart 3.3.1**  
Details of EAS Missions completed during 2022 (Aircraft AW 139)

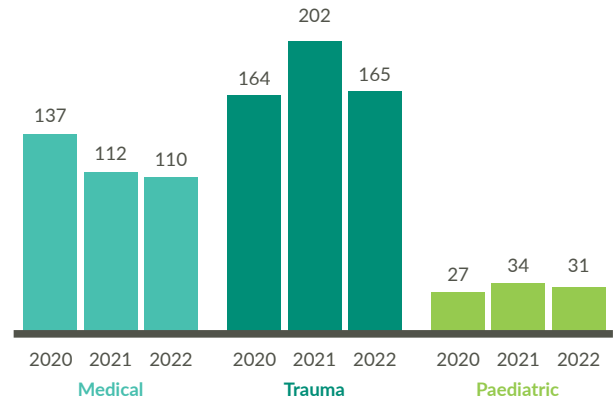


**Chart 3.3.2**  
Comparison of Total Operational Flight Hours on EAS Missions\*

\* Includes missions where the AW139 was stood down



**Chart 3.4.1**  
Nature of EAS Missions completed during 2022

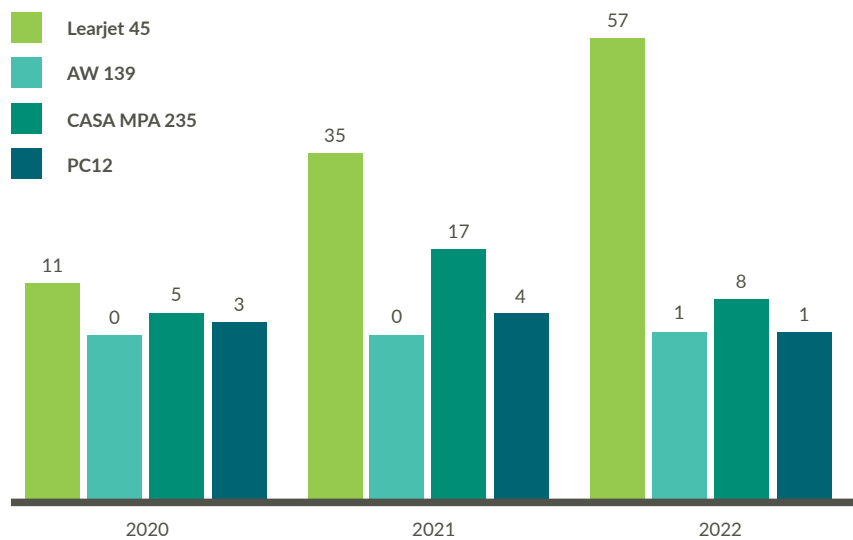


**Chart 3.4.2**  
Number and Nature of completed EAS Missions 2020-2022

### MINISTERIAL AIR TRANSPORT SERVICE

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

Chart 3.5 contains summary details in respect of 2022 with similar details for 2020 and 2021 also provided for comparison purposes.



**Chart 3.5**  
Number of MATS Missions by aircraft type carried out 2020-2022

### MINISTERIAL AIR TRANSPORT SERVICE REVIEW GROUP

The Ministerial Air Transport Service (MATS) is currently provided by a Learjet 45 which is approaching its end of life. For this reason, an inter-departmental high-level group of officials (the MATS Review Group) chaired by the Department of Defence was established in 2021. The role of the Group was to examine options for the future provision of an independent, international air transport service for use by the President, Taoiseach and other members of the Government. In examining the various options the Group, assisted by PriceWaterhouseCoopers Consultants who conducted a detailed financial appraisal and economic assessment in line with Public Spending Code requirements, considered how each option can be provided, the costs involved, and the efficiency and suitability of each option. The capability of the aircraft to carry out a broader utility role in terms of tasks and reach (beyond Europe) was also examined.

In 2022, the MATS Review Group made recommendations for the replacement of the Learjet 45 with an aircraft that provides a broad utility role, including strategic reach in crisis situations and medical evacuation, as well as Ministerial Air Transport. These recommendations have been accepted by the Minister for Defence, and the project will progress to procurement phase in 2023. The procurement will consider both new and second-hand replacement capability, and the outcome of any procurement competition will be subject to further deliberation and consideration in line with the Public Spending Code.

### ARMY EQUITATION SCHOOL

In 2022, the Army Equitation School (AES) competed in 10 International Horse Shows; winning two international classes and securing six top-three finishes. In addition, the Army Equitation School participated in over 60 national competitions throughout the country; this included the Dublin Horse Show at the RDS in August. The highlight of the season was the selection of Comdt Geoff Curran and Bishops Quarter winning the puissance at the Horse of the Year Show in the UK.

During 2022, the AES purchased five new horses, leaving the Equitation School with a total of 39 horses at the end of the year. There are currently 34 horses in training, with one horse used for grooms training and parades and four are in retirement. The personnel strength of the Equitation School was 32: comprising of eight Commissioned Officers (including five Riding Officers), eight Non-Commissioned Officers and 16 Privates.





## CEREMONIAL SERVICES

The Department of Defence and the Defence Forces play a highly significant and noteworthy role in many State commemoration ceremonies.

The Defence Forces School of Music (DFSM) participated in a total of 372 engagements in 2022, which included 29 significant State ceremonies, 142 military ceremonies and 12 Public Recitals, provided free of charge to support local community events. The Defence Forces participated in 11 ceremonies at Áras an Uachtaráin where a total of 33 Ambassadors presented their Credentials of Office to Uachtaráin na hÉireann. Throughout 2022, a variety of other ceremonial and support duties were performed across the country by members of the Defence Forces in support of State and other ceremonial events as detailed in Table 3.9.



**Table 3.9**

Details of the Defence Forces contribution to State and Military ceremonial events during 2022.

Date	Event	Total DF Numbers
16 Jan 22	Handover of Dublin Castle	150
10 Feb 22	Visit of CEUMC	68
01 Feb 22	Presentation of Credentials	69
16 Feb 22	Presentation of Credentials	69
14 Mar 22	Ministerial Review 65 Inf Gp UNDOF	119
17 Mar 22	St Patrick's Day Escort of Honour	27
31 Mar 22	Presentation of Credentials	69
05 Apr 22	Cadet Commissioning Ceremony	120
14 Apr 22	Ministerial Review 120 Inf Bn UNIFIL	200
17 Apr 22	Easter Sunday Commemoration	205
17 Apr 22	Glasnevin Wreath Laying Ceremony	10
04 May 22	1916 Leaders Commemorations Arbour Hill	130
11 May 22	Outgoing State Visit to Malta	116
15 May 22	National Famine Commemoration	67
24 May 22	Presentation of Credentials	69
19 Jun 22	Defence Forces Veterans' Day	77
29 Jun 22	Band Conductor Commissioning Ceremony	14
07 Jul 22	Presentation of Credentials	69
08 Jul 22	Presentation of Credentials	69
10 Jul 22	National Day of Commemoration	273
27 Jul 22	Visit of President of Fiji to UNTSI	15
14 Aug 22	Wreath Laying Ceremony Glasnevin (Collins Griffith)	10
21 Aug 22	Centenary of Death of Gen M Collins	67
15 Sep 22	Ministerial Review 66 Inf Gp UNDOF	120
16 Sep 22	Presentation of Credentials	69
27 Sep 22	Presentation of Credentials	69
19 Oct 22	State Visit - President of The Portuguese Republic	141
24 Oct 22	Ministerial Review 121 Inf Bn UNIFIL	220
26 Oct 22	Presentation of Credentials	69
27 Oct 22	Medical Officer Commissioning Ceremony	10
16 Nov 22	Defence Forces Remembrance Ceremony	68
29 Nov 22	Presentation of Credentials	69
07 Dec 22	Centenary of The Irish Free State	11
08 Dec 22	Presentation of Credentials	69
09 Dec 22	Jadotville Monument Unveiling Ceremony	40
12 Dec 22	Dental Officer Commissioning Ceremony	10
15 Dec 22	Cadet Commissioning Ceremony	13



## Section 4

# Corporate Information and Data

### 4.1

#### Details of Defence Vote Expenditure for 2020, 2021 and 2022 by Category\*

Expenditure Category	2020		2021		2022	
	€m	%	€m	%	€m	%
PDF Pay and Allowances	446	57.1	465	59.2	471	56.3
Pay and Allowances of Civilian Employees and RDF	21	2.7	22	2.8	23	2.8
DF Capability and Development	128	16.4	91	11.6	117	14.0
Air Corps: Equipment and Support	21	2.7	27	3.4	26	3.1
Naval Service: Equipment and Support	12	1.5	16	2.0	18	2.2
Barracks Expenses, Engineering Equipment and Maintenance	23	2.9	25	3.2	31	3.7
DF Built Infrastructure – Capital	12	1.5	16	2.0	19	2.3
Military Transport	24	3.1	26	3.3	27	3.2
Litigation and Compensation Costs	7	0.9	6	0.8	6	0.7
Other non-pay military expenditure	54	6.9	58	7.4	61	7.3
Administration	27	3.5	28	3.6	31	3.7
Civil Defence (incl. dormant accounts funding)	5	0.7	5	0.7	5	0.6
Irish Red Cross Society	1	0.1	1	0.1	1	0.1
<b>Total (Gross)</b>	<b>781</b>	<b>100</b>	<b>786</b>	<b>100</b>	<b>836</b>	<b>100</b>

\* Minor discrepancies may arise due to rounding. Provisional outturn figures for 2022.

## 4.2

### Details of Army Pensions Vote Expenditure for 2020, 2021 and 2022 by Category\*

Expenditure Category	2020		2021		2022**	
	€m	%	€m	%	€m	%
Defence Forces (Pensions) Scheme & Payments in respect of Transferred Service	242.9	96.8	251.3	96.7	268.7	96.6
Wound & Disability Pensions, allowances and gratuities, to or in respect of former members of the Defence Forces	7.8	3.1	8.3	3.2	9.3	3.3
Payments in respect of dependents of Veterans of the War of Independence & other miscellaneous expenditure.	0.4	0.1	0.4	0.1	0.3	0.1
<b>Total (Gross)</b>	<b>251</b>	<b>100</b>	<b>260</b>	<b>100</b>	<b>278</b>	<b>100</b>

\* Minor discrepancies may arise due to rounding. Provisional outturn figures for 2022.

\*\* A Supplementary Estimate of €9.324m net was allocated in 2022.

## 4.3

### Details of the Volume of Transactions Processed in 2020, 2021 and 2022

Metrics	2020	2021	2022
No. of non-payroll payments made (invoices, etc.)	19,311	18,698	19,548
No. of new pensions approved (service, disability & dependants)	383*	418	536
No. of cases processed on death of a pensioner	278*	291	263
No. of payroll family law queries	5	5	5
No. of pensions family law queries	780*	797	887
No. of pensions benefit estimate statements provided and pension benefit queries answered	2,100*	2,244	2,688
No. of Single Pension Scheme annual benefit statements issued**	2,824*	2,989	3,288

\* Figures relating to Civilian Employee pensions were not included in 2020 but are included for all subsequent years.

\*\* These relate to Annual benefit statements for members of the Single Pension Scheme (military and civilian employees); a further 323 Cessation Statements for such members who have left employment, were also issued in 2022.

**4.4 Internal Audit**

The Department's Internal Audit Section is an independent unit that provides the internal audit service in respect of the Department of Defence and the Defence Forces. It performs its function in accordance with the audit standards published by the Department of Public Expenditure and Reform, and reports directly to the Secretary General. The 2022 Audit Plan was very ambitious in order to finalise the current cycle of stores audits that was impacted by two years of COVID-19 delays. The Secretary General approved the Plan, which incorporated a broad coverage of stores and system audits. The Unit completed some 96 audits in 2022. Internal Audit also had a number of unplanned programs throughout the year, which included assisting the C&AG with their review of stock management in the Defence Forces.

The Department's Audit Committee met four times in total in 2022 and reviewed the section's work on an ongoing basis. Members for 2022 were:

- » Mr Kevin Cardiff, Independent Chair
- » Ms Éimear Fisher, Independent Member
- » Ms Philomena Poole, Independent Member
- » Major General Adrian O'Murchu, Deputy Chief of Staff (Support)
- » Mr Eamonn Murtagh, Assistant Secretary General (from December 2022)

Department representative Committee members in 2022 also included:

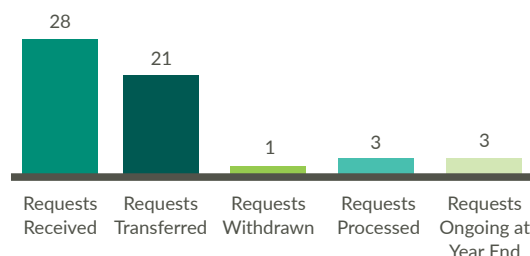
- » Mr Robert Mooney, Assistant Secretary General (September 2021 to March 2022)
- » Mr Ronan Mulhall, Acting Assistant Secretary General (June to September 2022)

**4.5 General Data Protection Regulation (GDPR)**

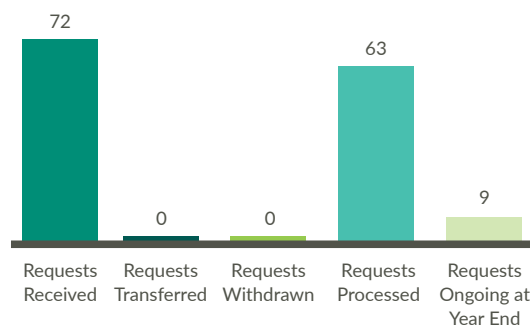
The Department of Defence and the Defence Forces, as separate data controllers, continued throughout 2022 to carry out their obligations under the Data Protection Acts 1988 to 2018 and the General Data Protection Regulation. This was achieved through training and awareness for staff and the implementation of obligations contained in data protection policies. Both data controllers continued to engage with the Data Protection Commission and external subject matter experts as required.

Charts 4.1.1 and 4.1.2 provide details of the number of Subject Access Requests processed by the Data Protection Offices of both data controllers during 2022.

**Chart 4.1.1**  
GDPR Subject Access Requests 2022  
Department of Defence



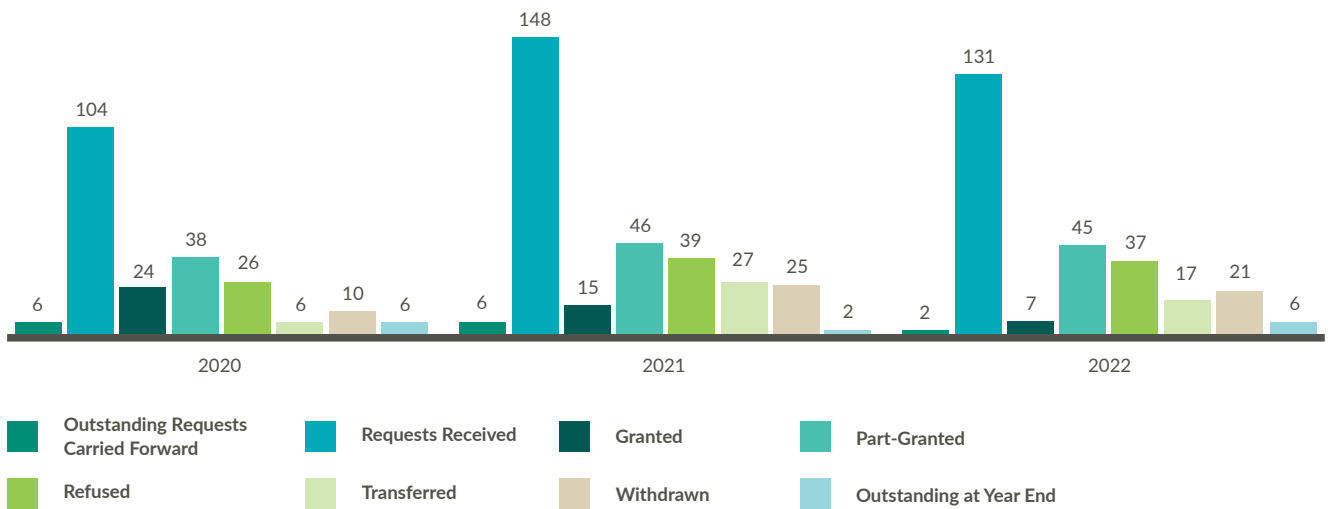
**Chart 4.1.2**  
GDPR Subject Access Requests 2022  
Defence Forces



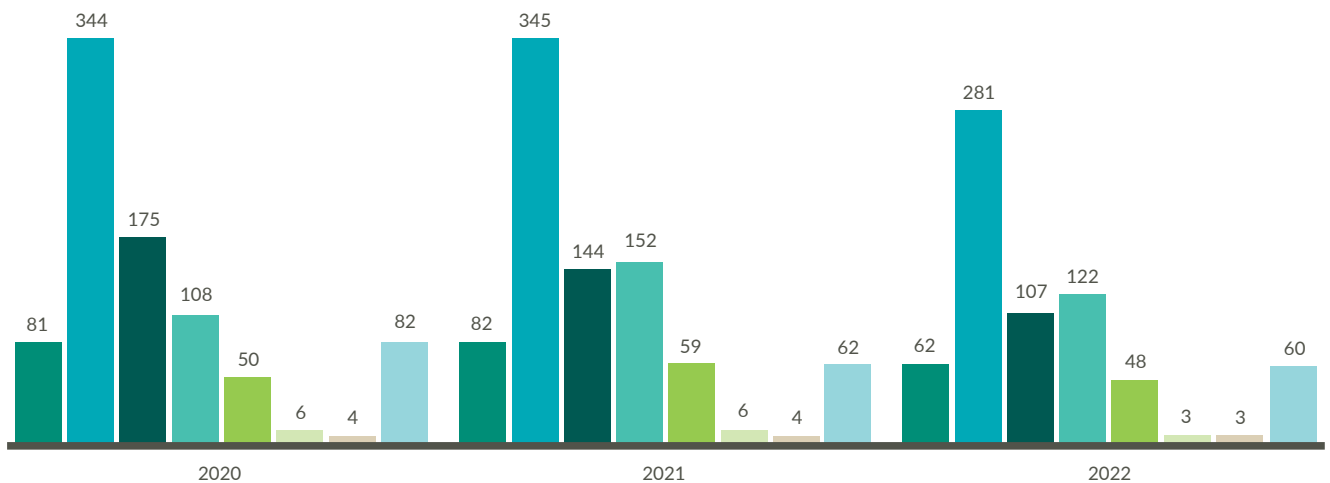
**4.6**  
**Freedom of Information**

The Department of Defence and the Defence Forces are treated as separate bodies for the purposes of the Freedom of Information (FOI) Act. Charts 4.2.1 and 4.2.2 provide details of the number of FOI requests processed by both bodies during 2022, with details for 2020 and 2021 also provided for comparison purposes.

**Chart 4.2.1**  
Details of FOI Requests processed by the Department of Defence



**Chart 4.2.2**  
Details of FOI Requests processed by the Defence Forces



## 4.7

### Protected Disclosures

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

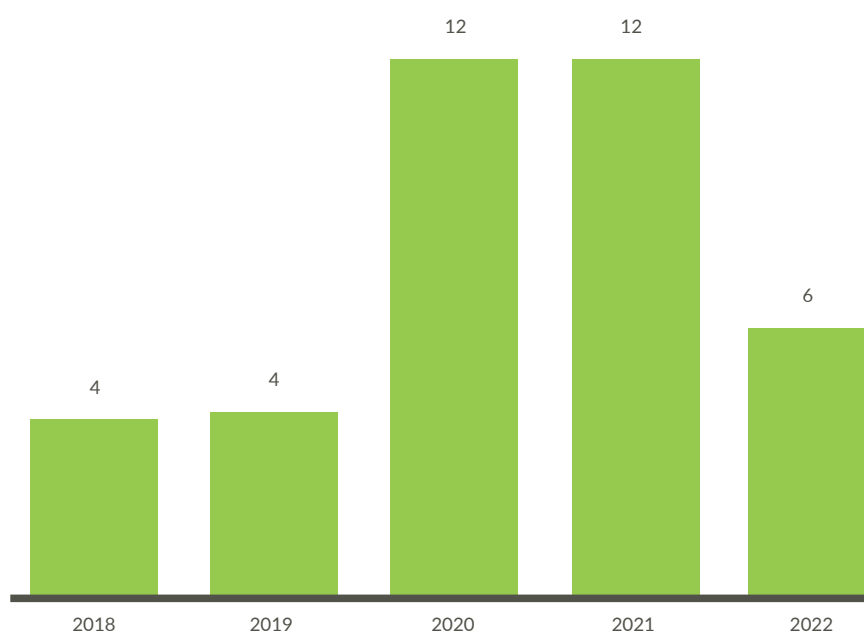
An annual report, in accordance with the terms of section 22 of the Protected Disclosures Act 2014, in relation to the total number of protected disclosures made in the preceding year, will be prepared and published on the departmental website <https://www.defence.ie/what-we-do/protected-disclosures>.

Concerns received from workers are processed in line with our published procedures. This includes screening to determine whether the disclosure appears to fall within the framework for protected disclosures. In 2022, the Department received six submissions under the heading of protected disclosures. This number relates to the total number of disclosures made to the Department of Defence and the Defence Forces. Four were submitted directly to the Minister and two were received within the Department.

Chart 4.3 details the numbers of protected disclosures received in the years 2018 to 2022. These details are not broken down further in keeping with the confidentiality requirements specified in the 2014 Act.

**Chart 4.3**

Number of Protected Disclosures received in the years 2018-2022



## 4.8

### Energy Consumption 2022

#### Department Of Defence

The Department of Defence continues to take a very proactive approach throughout its buildings in Newbridge, Dublin, Renmore and Roscrea in progressing energy-efficient initiatives. Efforts towards improving energy efficiency have been achieved annually by departmental energy teams since 2007.

While a lot of energy efficiency initiatives previously focused on reducing usage over the past few years, the removal in 2022 of IT systems in the Department buildings (post OGCIO system migration in 2020) yielded a significant savings on energy consumption. With the pending upgrade of the Department's Management Accounts system (MIF), further IT energy improvements can be expected from the second half of 2023.

The SEAI has yet to finalise and communicate to each public body their target goals up until 2030. Nevertheless, the Department of Defence continued to reduce its energy consumption in 2022 and, by default, carbon emissions. As we wait for the 2022 CO<sub>2</sub> emission figures for the Department from the SEAI, we have seen over 60% reduction in emissions since 2007, and 35% in the last five years.

The total usage of energy in the Department for 2022 was 1,923,166kWh, compared to 2,034,862kWh in 2021, a 5.5% reduction year on year. The Department's Headquarters in Newbridge and its premises in Clonmel Street, Dublin collectively make up 67% of energy consumption, totalling over 1,300,000kWh; Energy usage at the premises in Renmore remained static at 207,000kWh (excluding Department of Agriculture, Food and the Marine and the National Shared Services Office who also share the building).

Civil Defence buildings in Roscrea, Co. Tipperary and Ratra House, Dublin consumed 350,000 kWh, which was a slight increase on 2021, due partly to a return to normal training schedules for Civil Defence local authorities post COVID-19. As noted under the Climate Action section, it is important to work with OPW on retrofitting these buildings to help improve on our energy consumption.

Further initiatives, outlined in Section 1 of this report (Climate Action) are planned from 2023, ensuring that we will achieve the 2030 targets, as set out in the Government's Climate Action Plan.



**Defence Forces**

The total final consumption (TFC) of energy was 178.5 GWh<sup>3</sup> as reported to SEAI through the Monitoring and Reporting System for the Public Sector in May 2023. In 2021, the Climate Action Plan set Public Sector targets to Reduce GHG by 51% to 2030 (vs average 2016-2018 baseline) and to improve energy efficiency by 50% to 2030. Overall, the Defence Forces have reduced its consumption against 2016-18 baseline year by 17%. The main sources of energy use within the Defence Forces during 2022 were utilities (electricity, natural gas, LPG and heating oil) and transport fuel (including aviation fuel, marine fuel, road diesel and petrol and SFGO for Naval Service shore power).

Chart 4.4 provides a breakdown of the main categories of energy consumption by the Defence Forces during 2022.

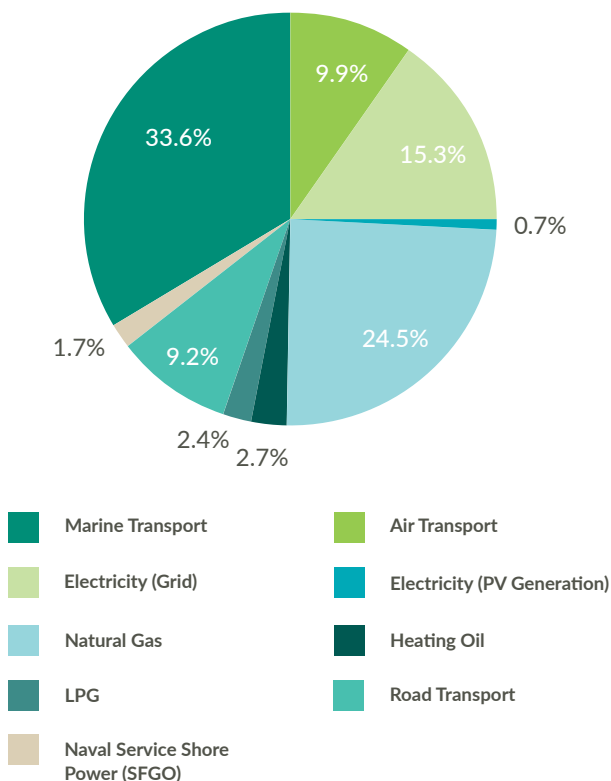
Overall energy consumption in the DF has decreased by 1.9% since 2021; down from 181.9 GWh in 2021. This decrease is attributable to a reduction of 8.5% in utilities use and 15.9% reduction in air transport, although there have been increases of 15.5% in Naval Marine Grade Oil (MGO) and 4.1% in Road Transport fuels. The increase in Naval Service marine fuel consumption is attributed to an increase in operational commitments post-pandemic.

The increase in Road Transport fuel can be attributed to an increase in operational and training activities from the previous year, largely arising from a return to normal operations and training post-pandemic.

Aviation fuel consumption reduced by 15.9% since 2021, this decrease in consumption can largely be attributed to some of the CASA fleet being taken off operations for maintenance.

**Chart 4.4**

Defence Forces Energy Consumption by type (kWh), 2022



<sup>3</sup> In the 2021 Annual Report the Baseline figure was reported instead of the TFC figure, correct figure for 2021 is 181.9 GWh.

The Defence Forces continue to maintain certification to the international energy management standard ISO 50001:2018 and as part of the certification process two locations were audited in 2022.

The Defence Forces Senior Energy Executive (SEE), chaired by Deputy Chief of Staff (Support), approves an Annual Plan of Action (POA) to address energy use across the full spectrum of energy categories. Some notable achievements of the POA 2022 include:

- i. Completion of further Solar photovoltaic (PV) projects, bringing the installation of PV Capacity in the Defence Forces to over 1.4MWp. PV is now installed in 13 DF locations. Electricity generated by renewables (PV) increased to 1.2GWh, a 19% increase since 2020 (866MWh).
- ii. EV Charge points installed in McKee Barracks to be used by the Tpt Corps EV fleet. A facility for personnel to charge their POVs by using the service provider's billing system has also been included. Similar EV charger points will be rolled out to five more locations across the DF early in 2023.
- iii. Continued rollout of heat pumps in suitably identified DF buildings with 62 heat pump systems installed to date.
- iv. A feasibility assessment study was conducted for the proposed installation of a Wind Turbine in a DF installation to further diversify the DF Energy Sources.
- v. Modernisation and upgrade of our metering systems will allow for greater saving opportunities to be identified in our Significant Energy Users (SEUs), with a successful pilot project rolled out in McKee Barracks in partnership with the OPW in 2022.

#### **European Defence Agency (EDA) Collaboration - Energy**

The Defence Forces continued to engage with the EDA on a number of energy initiatives during 2022. Since 2014, the Defence Forces have participated in the EDA's Energy and Environment Working Group. This Working Group examines opportunities to improve energy performance across the Defence Sector.

In 2022, in the European Commission's 'Consultation Forum for Sustainable Energy in the Defence and Security Sectors' - Phase III (CFSEDSS III) which is coordinated by the EDA. This consists of a series of conferences, which examine the applicability of EU energy legislation and how it can be implemented by European militaries. The forum comprises four working groups (WG): Energy Management 1 and 2, Renewable Energy Sources (RES) and Protection of Critical Energy Infrastructure, each of which are attended by Defence Forces personnel. In 2022, the Defence Forces continued to provide a Moderator to the RES working group and Defence Forces personnel have been significant contributors to the work of the other groups.

## 4.9

### Cross-Departmental Groups with Input from Defence

The Department of Defence has input into 138 Cross Departmental groups. Attendance by Department Officials at these groups is across all grades from Secretary General to Clerical Officer.

- » All Island Information Exchange
- » Aviation Protocol Subgroup – Multi-Agency response to Aviation Emergencies
- » Brexit Coordinators Group
- » Central Government Accounting Manual Development Group
- » Children and Young People’s Framework Reference Panel
- » Children First Interdepartmental Implementation Group
- » CISM Network (Critical Incidence Stress Management Network)
- » Civil Defence Inter-Agency Guidance Team
- » Civil Service ICT Managers’ Group
- » Civil Service Management Board
- » Civil Service Renewal Working Group on cross-cutting issues
- » CNI Cyber Risk Assessment Steering Group
- » Courts-Martial Rules Committee
- » Commercial Skills Academy Advisory Group (CSAAG)
- » Commission on the Defence Forces Implementation Oversight Group
- » Commission on the Defence Forces High-Level Steering Board
- » Consultative National Maritime Pollution Response Forum
- » Cross-Border CNI Cyber Interdependencies Working Group
- » Cross Governmental Group on Climate Communications
- » Cross Governmental Head of Communications
- » Cross Governmental Communications Group
- » Cross Governmental Communications Press Officer
- » Department of the Taoiseach National Risk Assessment Steering Group
- » Destination Earth Plenary Committee
- » Disability Liaison Officers Network
- » Dormant Accounts Fund (DAF) Interdepartmental Group
- » Emergency Services Driving Standard (ESDS) Governance Panel
- » European Maritime and Fisheries Fund Monitoring Committee
- » Equality Budgeting Interdepartmental Network
- » European Social Fund (ESF) Programme Monitoring Committee, chaired by the Department of Education & Skills’ ESF Managing Authority
- » Finance Officers Network
- » Financial Management Shared Services – Process Design Advisory Group
- » Garda Air Support Unit Steering Group
- » Government Communications Network
- » Government Contracts Committee for Construction (GCCC)
- » Government CORE network
- » Government Task Force on Emergency Planning
- » Government Task Force on Emergency Planning - Subgroup: CBRN
- » Government Task Force on Emergency Planning - Subgroup: Emergency Communications
- » Government Task Force on Emergency planning - Subgroup: International Engagement
- » Government Task Force on Emergency Planning - Sub-Group: Resilience
- » Government Task Force on Emergency Planning - Sub-group: Risk
- » Government Task Force on Emergency Planning - Subgroup: Summer Ready
- » Government Task Force on Emergency Planning - Subgroup: Winter Ready
- » Head of Internal Audit Forum (HIAF)
- » Health Emergency preparedness and Response Authority Stakeholder Group
- » High Level Oversight Board on Domestic Sexual and Gender Based Violence
- » High Level Steering Group on Cyber Security
- » ICT Managers Network
- » Impact 2030 Implementation Forum
- » Implementation Group on Policing Reform
- » Inter-departmental Committee on Annual 1916 Easter Commemorations at Arbour Hill
- » Inter-departmental Chemicals Policy Group
- » Inter-departmental Committee on Conventional Weapons
- » Inter-departmental Committee on the Decade of Centenaries

- » Inter-departmental Committee on Development Cooperation
- » Inter-departmental Committee on EU Engagement
- » Inter-departmental Committee on Human Rights
- » Inter-departmental Committee on Islands Policy
- » Inter-departmental Committee on Non-Proliferation of Weapons of Mass Destruction
- » Inter-departmental Committee on Peacekeeping
- » Inter-departmental Committee on the Security of Government Buildings Complex
- » Inter-departmental Flood Policy Co-ordinations Group
- » Inter-departmental Group on EU and Brexit
- » Inter-departmental Group on Local Government
- » Inter-departmental Group on Security of Electoral Process and Disinformation
- » Inter-departmental Group on the Irish Abroad
- » Inter-departmental meetings on Famine Commemoration
- » Inter-departmental meetings on National Day on Commemoration
- » Inter-departmental meeting on the Council of Europe
- » Inter-departmental meetings on Sustainable Development Goals
- » Inter-departmental National Security Authority Group
- » Inter-departmental Period Poverty Implementation Group
- » Inter-departmental Planning Group for 1916 Easter Sunday Commemoration
- » Inter-departmental Steering Committee on development of Public Sector Cyber Security Baseline Standards.
- » Inter-departmental Steering Committee on the Military Services Pensions Collection
- » Inter-departmental Working Group on MLA draft Convention on International Cooperation in the investigation and prosecution of the Crime of Genocide, Crimes against Humanity and War Crimes
- » Inter-hospital Air Ambulance Steering Group
- » IGEES Inter-departmental Advisory Group
- » Irish Prison Service Interagency Contingency Planning Group
- » LGBTI+ National Inclusion Strategy Committee
- » Management Board of the National Directorate for Fire and Emergency Management
- » Marine Co-ordination Group
- » Marine Strategy Framework Directive Implementation Group
- » Maritime Surveillance (MARSUR) Committee and Working Group
- » MEM Subgroup on Mass Fatality Planning
- » Migrant Integration Strategy Monitoring and Coordination Committee
- » Ministerial Air Transport Service (MATS) Review Group
- » National Advisory Committee on Protection of Cultural Property in the Event of Armed Conflict
- » National Aeromedical Group
- » National Airspace Policy Body (Flexible Use of Airspace)
- » National Civil Aviation Security Committee
- » National Civil Aviation Security Committee – Threat and Risk Group
- » National Data Infrastructure (NDI) Champions Group
- » National Emergency Co-ordination Group- Press Officer Communications Subgroup
- » National Floods Directive Coordination Group
- » National Office of Suicide Prevention "Connecting for Life Cross Sectoral Steering Group" progressing the implementation of the National Strategy to Reduce Suicide 2015-2024.
- » National Oversight Group on COVID-19 Excess Mortality
- » National Search and Rescue Consultative (NSARC) Committee
- » National Search and Rescue Consultative (NSARC) Forum
- » National Search and Rescue Stakeholders Forum
- » National Security Committee
- » National Shared Services Office (NSSO) Advisory Board
- » National Shared Services Office (NSSO) Employee Services Customer Group (ESCG)
- » National Steering Group on Major Emergency Management
- » National Strategy for Women and Girls Strategy Committee
- » OFGUG (Oracle Financials Government User Group)
- » OGCIO (Office of the Government Chief Information Officer) ICT Advisory Board
- » OGP (Office of Government Procurement) Category Councils

- » OGP (Office of Government Procurement) ICT Category Council
- » OGP Procurement Executive
- » OGP Procurement Network
- » OGP Strategic Procurement Advisory Group
- » OPW Interdepartmental Flood Policy Co-ordination Group
- » Our Public Service 2020 Action Team 10 "Project Management Network" (DOD Leads)
- » Our Public Service 2020 Action Team 1 "Accelerate Digital Delivery"
- » Our Public Service 2020 Action Team 6 "Promote a Culture of Innovation"
- » Our Public Service 2020 Action Team 16 "Promote Equality, Diversity and Inclusion"
- » Our Public Service 2020 Public Service Leadership Board (PSLB)
- » Our Public Service 2020 Public Service Management Group (PSMG)
- » Oversight Group of Ireland's National Action Plan on Women, Peace and Security
- » Personnel Officers Network
- » Policy Forum/Working Group on fast accrual pensions
- » Protected Disclosures Network
- » Public Health Reform Expert Advisory Group
- » Public Service Innovation Network
- » Public Service Pensions Network
- » Public Service Project Management Network
- » Public Service Sectoral Group
- » Quality Customer Service Officers Network
- » Sea Fisheries Protection Authority SLA Management Groups Levels 1 and 2
- » Search and Rescue Aviation Forum
- » Senior Officials Group on Ukraine Humanitarian Crisis
- » Single Pension Scheme Sectoral Steering Group
- » Single Pension Scheme Technical Focus Group
- » Space Enterprise Coordination Group
- » Working Group on Derelict Ships
- » Working Group on developing a Well-being Framework for Ireland

#### 4.10

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

#### The Department of Defence has completed MOUs with:

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

**SLAs have been agreed with:**

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



# Appendix A

## Organogram of the Management Board and the General Staff

### DEPARTMENT OF DEFENCE MANAGEMENT BOARD

(As of 31 December 2022)





DEFENCE FORCES  
GENERAL STAFF



## Appendix B

# Summary of Recommendations Contained in the Report of the Commission on the Defence Forces

### LIST OF RECOMMENDATIONS AND POSITION FOR EACH RECOMMENDATION

Accept	Accept In Principle	Further Evaluation	Revert
Recommendation accepted for implementation.	This recommendation is accepted in principle, but further consideration is required on the optimal approach to meeting the intent of the Commission.	This recommendation is desirable. Further evaluation is required with key stakeholders, of the resource, policy, financial and legislative implications before a decision on implementation can be considered.	It is proposed to revert to Government at a later stage with regard to this recommendation.

#### Number Format

Column 1 – Recommendation numbers in total 1 -130

Column 2 – For ease of reference – original Commission on Defence Forces Report key recommendations numbers 1-69

Rec #	CoDF Report Rec #	Recommendation	Position
1	4	The respective roles of the Garda Emergency Response Unit (ERU) and the Defence Forces' ARW should be clarified to ensure that there is a clear understanding of how they would interact in an operational situation and common procedures and operational guidelines should be developed.	Accept in Principle
2	16	That the high-level Command and Control structures of the Defence Forces be aligned to international best practice, including:  The creation of a CHOD, supported by a Vice CHOD, with the appropriate military command and control authority of the Defence Forces at the strategic level, including the ability to assign OPCOM, OPCON, TACOM and TACON.	Revert <sup>4</sup>

<sup>4</sup> See page 7 of Hlap for further detail: <https://www.gov.ie/en/publication/519f7-hlap-commission-on-the-defence-forces/>

Rec #	CoDF Report Rec #	Recommendation	Position	
3	16	The creation of a Defence Forces' Headquarters that will report to the CHOD, who will be assisted by the A/CHOD and the Head of Transformation.	Revert <sup>4</sup>	
4		The creation of three Service Chiefs, and Deputy Service Chiefs, for the land, air and maritime forces, and a Joint Force Commander, who should also be the Vice-CHOD, supported by a Deputy Commander. This high-level leadership team may be formalised as a Command Board or similar title and should support the CHOD in managing issues connected to the development of the Joint Force.	Revert <sup>4</sup>	
5		The Army, Air Corps and Naval Service should become services, have service headquarters, and have parity of esteem.	Revert <sup>4</sup>	
6		That the SEAC position, currently being trialled, is made permanent for the purposes of bringing the expertise and experience of the senior NCO appointee to the top table, including being a member of the Defence Staff. Additionally, each Service Chief should be supported by a service Sergeant Major/Warrant Officer who would sit on their respective service staff.	Further Evaluation	
7		That the supporting joint functions are staffed by all three services, from all ranks.	Accept in Principle	
8		That the ARW should be renamed IRL SOF and include permanent Air and Maritime Task Groups in Casement Aerodrome and Haulbowline Naval Base. Implementation of the current White Paper Project Report should also be expedited.	Accept in Principle	
		21	<b>The enhancement of Defence Forces structures across the cyber domain, to include:</b>	
9			The creation of a Joint Cyber Defence Command that should manage, Defence Forces IT Services, CIS Services and Cyber Defence.	Accept in Principle
10	Incorporating practical lessons identified from comparator countries and EU Member States' maturing cyber commands.		Accept	
11	Updating and publishing a cyber defence strategy in line with best international practice and standards.		Accept	
12	Increased civil-military engagement across Government on the development of appropriate structures and processes for countering hybrid warfare, learning from current international experience.		Further Evaluation	
	27	<b>Implementation of a comprehensive approach to Strategic HR within the Defence Forces with, in particular, the following enablers put in place:</b>		
13		The establishment of a Strategic HR Change Leadership Team, to be led by the externally recruited Head of Transformation;	Accept in Principle	
14		The introduction of a talent management system and new career streams;	Accept in Principle	
15		The conduct of a comprehensive exercise that maps current patterns of career progression and develops a career progression route map for all roles, starting with entry level and those roles that are experiencing higher attrition rates; and	Accept	
16		All personnel should have a personal Continuous Professional Development plan and at least annual meetings with their commander to review their performance and competencies.	Accept	

Rec #	CoDF Report Rec #	Recommendation	Position
17	28	The development of an organisational leadership and development capability within the Defence Forces of the future to lead the transformation agenda.	Accept in Principle
18	29	The creation of a permanent training establishment and provision of greater flexibility for managers, within the overall establishment number, to allocate staff across formations and ranks.	Accept in Principle
19	30	Development and resourcing of remote and distance learning solutions to provide greater use of ICT-based training and education both in the home and from regional garrison locations or hot desks.	Accept
20	31	The creation of a new enlisted rank of Lance Corporal in the Army and the Air Corps.	Further Evaluation
21	32	The creation of a structure to provide a recognised career path for Naval divers that permits rank progression for enlisted personnel within the Naval Service Diving Section.	Accept in Principle
22	33	Provision of a specialist Military Police career stream for all ranks, with adequate career progression opportunities.	Accept in Principle
23	34	Re-development of promotion systems to ensure they are open, competitive and entirely merit-based, while the necessity for all officers and NCOs to undertake long career courses needs to be examined.	Accept in Principle
24	35	There should be objective, competitive selection processes designed for career course selection that recognise high performing individuals and avoids creating a 'box ticking' culture.	Accept in Principle
25	36	There should be equal emphasis and access to career training and professional military education for officers, NCOs and reservists.	Accept in Principle
26	37	Service specific courses need to be introduced at a junior and senior level, with joint courses and training where required at a senior level.	Accept in Principle
27	38	A practice should be developed of actively managing the retention of valuable members of the Defence Forces who have decided that promotion is not for them, or whose career stream has a restricted rank structure.	Accept in Principle
	39	<b>A fundamental cultural change process, using the most up-to-date approaches, should be undertaken; and the Defence Forces should ensure early implementation of the following high profile immediate impact changes:</b>	
28		Creation of a full-time senior rank position of Gender Advisor (OF-5) with a dedicated staffing resource and full time co-ordinators for staff networks such as the Women's Network and the Defend with Pride group;	Accept in Principle
29		Creation of a mechanism to ensure there is female participation and input at all meetings at General Staff level (or the equivalent under the proposed new structures);	Accept in Principle
30		Full integration of all dining facilities, on land and at sea; and	Accept in Principle
31		Regular climate and continuous attitude surveys to assess morale, command climate and underlying culture on an ongoing basis.	Accept

Rec #	CoDF Report Rec #	Recommendation	Position
	40	<b>Development of expanded recruitment channels with objectives set for the recruitment and participation of under-represented groups, through:</b>	
32		Setting an overall female participation rate of 35% to be achieved through a combination of entry-level inductions (Cadet and General Service) and civilianisation, as well as direct entry into more senior, and specialist, positions across the organisation;	Accept in Principle
33		Consultation with the communities of under-represented groups to discuss the attractions and barriers to service in the Defence Forces;	Accept
34		Adoption of measures to enable easier access to Irish citizenship for those who serve in the Defence Forces; and	Further Evaluation
35		Development of a profile of current serving personnel as an essential starting point to underpinning longer-term approaches to strategic HR and ensuring the Defence Forces is more reflective of the diversity of Irish society.	Accept
	41	<b>Consideration of the gender perspective should become mandatory in all aspects of decision making across the Defence Forces and particularly in relation to HR practices, promotion processes, procurement and development of infrastructure, including:</b>	
36		Immediate removal of gendered rules, regulations and standards that are unfavourable to women, and others who do not fit a perceived 'norm', including a review and modernisation of grooming standards for both men and women in line with trends in other armed forces and Irish society;	Accept
37		A guaranteed minimum female participation rate of 35% on all command and other relevant career courses by 2025;	Accept in Principle
38		Identification and removal of practices around access to promotion opportunities and courses which, in effect, indirectly discriminate against women or other groups such as, for example, primary carers;	Accept
39		Fitness standards should be reviewed and updated to ensure they are relative to accepted standards for females and modern military roles;	Accept
40		Women in the Defence Forces should be supplied with and have ready access, without delay or special request, to clothing and equipment that are designed for females and, as such, are fit for purpose;	Accept
41		Immediate extension of the Defence Forces' Women's Network to include female members of the Reserve; and	Accept
42		Establishment of a female mentoring programme to allow women in the Defence Forces to benefit from the experience of identified role models and mentors.	Accept
43	42	Gender, diversity and unconscious bias training should become mandatory across all ranks of the Defence Forces.	Accept
44	43	The development of a statement of the Defence Forces' vision of its role and value to the people of Ireland.	Accept

Rec #	CoDF Report Rec #	Recommendation	Position
45	44	Implementation of an administrative solution without delay to enable the ODF to investigate complaints received more than 12 months after the date of the alleged action, or the date the complainant became aware of the alleged action.	Accept
46	45	Increased use of direct entry recruitment to fill specialist posts with appropriately adjusted training and physical fitness requirements.	Accept
	46	<b>Urgent reform of existing working arrangements including:</b>	
47		Any necessary legislative and organisational changes to allow for flexible service and flexible work practices;	Accept in Principle
48		Extension and enhancement of existing family friendly policies to the greatest practicable extent, including for overseas postings, and recognition of the challenges faced by single parents and parents of children with disabilities, amongst others; and	Accept
49		Introduction of a non-financial 'labour hours budget' for all managers.	Accept
50	47	The expeditious removal of the blanket exclusion of the Defence Forces from the Organisation of Working Time Act 1997 subject to the application of the derogations permitted by the Working Time Directive.	Accept
51	48	Establishment of an Officer Training Centre comprising the existing Cadet School and a new Officer Candidate School which would conduct Potential Officers Courses, Late Entry Officers Courses and Reserve Officers Courses every two years.	Accept in Principle
	49	<b>Urgent reform of medical services within the Defence Forces to include:</b>	
52		Implementation of measures to extend provision of private healthcare to all enlisted personnel in the Defence Forces;	Further Evaluation
53		Completion of all outstanding reviews into medical services within a 12-18 month period and the implementation processes started immediately; and	Accept
54		Extension of HIQA's remit to include the Defence Forces' medical services.	Further Evaluation
55	50	Greater transparency of the wider benefits of membership of the Defence Forces should become a central feature of future recruitment campaigns, which should be supported by external expertise.	Accept

Rec #	CoDF Report Rec #	Recommendation	Position
	51	<b>That the equity of existing pay and allowance structures be enhanced by:</b>	
56		Removing the requirement for a 3 Star Private/Able Seaman to 'mark time' for the first three years at that rank;	<b>Accept</b>
57		Ensuring that all personnel of Private 3 Star/Able Seaman rank are paid the full rate of MSA applicable to the rank;	<b>Accept</b>
58		Providing immediate access to the Sea-going Service Commitment Scheme to direct entry personnel in the Navy;	<b>Accept in Principle</b>
59		Replacing the existing sea-going allowances with less complex sea-going duty measures; and	<b>Further Evaluation</b>
60		Introducing Long Service Increments to the pay scales of all ranks of enlisted personnel.	<b>Further Evaluation</b>
61	52	On the basis that all personnel should, in the first instance, be paid the full rate of MSA applicable to their rank, MSA should be abolished and the full applicable rate integrated into core pay.	<b>Further Evaluation</b>
62	53	The introduction of a mechanism to provide for ongoing review of the application of existing specialist pay rates and allowances to groups and categories of military personnel, and to make recommendations, within public pay policy parameters, where adjustments are required.	<b>Accept in Principle</b>
63	54	PDF Representative Associations should be facilitated if they wish to pursue associate membership of ICTU.	<b>Accept</b>
64	55	A new high level vision be articulated for the RDF that clarifies its core purpose as being to support the PDF in all its roles.	<b>Accept</b>
65	56	Decisions to deploy RDF personnel should be taken by the unit commanders, and should not be limited by the overarching policy as at present.	<b>Accept in Principle</b>
66	57	A detailed regeneration plan for the RDF, with clear and specific timelines, be developed and published by the end of 2022 setting out how a reformed RDF will be operationalised and funded.	<b>Accept in Principle</b>
67	58	The CHOD be supported by a Reserve Assistant Chief of Defence and that each Service Chief should be supported by a Reserve Assistant Chief of Service.	<b>Accept in Principle</b>
68	59	The establishment of the RDF should include, at a minimum, an Air Force Reserve of 200 and a Navy Reserve of 400.	<b>Accept in Principle</b>
69	60	The Army Reserve establishment should stand at 3,900 with a ratio of 50:50 between Combat / Combat Support and Combat Service Support	<b>Accept in Principle</b>

Rec #	CoDF Report Rec #	Recommendation	Position
	61	<b>A joint Office of Reserve Affairs (ORA), with senior staff from RDF and with support from the PDF, be established which should report regularly to the CHOD and senior commanders on all reserve matters. Command authority should remain with the integrated PDF/RDF unit commanders in conformity with the SFC but:</b>	
70		The deployment of RDF personnel should be audited annually and documented by the ORA, with appropriate and effective follow-up, including in commanders' annual appraisals, to ensure best practice and accountability; and	Accept
71		The ORA should provide an annual progress report to the Minister for Defence on the implementation of the RDF regeneration plan.	Accept
72	62	The role of reservists be highlighted and embedded in the curriculum of education courses for senior NCOs and officers.	Accept
73	63	The Defence Forces should urgently develop revamped and efficient recruitment processes for the FLR, the Army Reserve, the Air Force Reserve and the Naval Reserve. For the Army, Air and Naval Reserves, a maximum recruitment time of eight weeks, from application to initiation, should be set and a fast track system should be developed for those who wish to join the FLR on discharge from the PDF.	Accept in Principle
	64	<b>The Defence Forces should develop a clear and focused recruitment plan, with clearly identified milestones and annual reviews, targeted at meeting the full establishment of the RDF within eight years to include recruitment of specialists, Combat Support and Combat Service Support personnel. A part of its recruitment plan, the Defence Forces should:</b>	
74		Ensure that the RDF fully reflects the diversity of contemporary Irish society;	Accept
75		Clarify the specific skillsets where targeted Reserve recruitment would be most likely to yield positive benefits and build the outcome into a sustained recruitment effort;	Accept
76		Provide for increased utilisation of direct entry commissions and direct entry at NCO level to the RDF, including an expanded use of direct entry mechanisms to all services and Corps;	Accept
77		Create lateral entry mechanisms for those with prior foreign military experience who wish to join the RDF; and	Accept in Principle
78		Focus the recruitment plan around attracting highly skilled people to staff an expanded range of clearly defined non-combat and specialist functions, as well as general recruitment to conventional combat units	Accept
79	65	Employment protection legislation should be considered and discussed with employer representative bodies and Trade Unions to protect reservists and ensure their availability when needed.	Further Evaluation
80	6	Ireland should deepen its engagement with the implementation of the EU's Maritime Security Strategy.	Accept in Principle



Rec #	CoDF Report Rec #	Recommendation	Position
81	7	A whole-of-government National Maritime Security Strategy and a National Aviation Security Strategy should be developed. As part of this, or in advance, the powers required by the Naval Service for effective enforcement, in support of national security, in the maritime domain should be addressed.	Further Evaluation
82	9	Opportunities offered by the EU's Permanent Structured Cooperation to develop Ireland's defence capabilities should be more fully explored and exploited than at present.	Accept
83	10	Future Government decisions on Ireland's capacity and appetite to take on higher intensity peace support operations must be coherent with the resourcing and scale of the Defence Forces and ensure consistency between international security and defence policy objectives, level of ambition and defence budget.	Accept in Principle
84	11	A whole of government air and maritime services 'needs analyses' should be undertaken in the short term in an attempt to highlight trends and predict needs into the future over a 10-20 year period.	Further Evaluation
85	12	The immediate establishment of a codified top-down Capability Development Planning process through the creation of a permanent civil-military structure in order to embed capability development within the Department and the Defence Forces.	Accept
86	13	That analysis of green defence solutions and horizon scanning to identify emerging technologies, is embedded in the capability development planning process.	Accept
	14	<b>Within the context of a decision being taken by Government that the capability requirements of the Defence Forces need to step up from LOA 1 to LOA 2, whether as a discrete step or as an interim position en route to LOA 3, the following is recommended:</b>	
87		Replacement of the existing APCs with a larger and enhanced fleet equipped with sufficient firepower for future overseas missions, and with 'level 4' armour across armour platforms where required;	Accept in Principle
88		An accelerated programme of Naval vessel replacement to ensure a balanced fleet of nine modern ships by early in the next decade;	Accept in Principle
89		That all modern vessels be double crewed to ensure each vessel spends an absolute minimum of 220 days at sea per year, with this being phased in over the course of the vessel replacement programme;	Accept in Principle

Rec #	CoDF Report Rec #	Recommendation	Position
90	14	That smart metrics for patrol days should be developed and agreed between the Naval Service and the SFPA focused on quality and effectiveness of enforcement activities rather than quantity;	Accept in Principle
91		Development of a primary radar capability to ensure a complete Recognised Air Picture can be maintained;	Accept in Principle
92		Development of anti-drone or counter UAS capabilities and the further development of RPAS capabilities;	Accept in Principle
93		Enhancement of the Air Corps' fleet with the addition of a fixed wing aircraft with strategic reach capability, and two additional medium lift rotary wing aircraft for enhanced Defence Forces support and priority ATCA taskings;	Accept in Principle
94		The ultimate replacement of the existing medium lift helicopter fleet with a fleet of eight super-medium helicopters;	Accept in Principle
95		Deepening Defence Forces involvement in relevant national and international forums to enhance capability development in the cyber domain;	Accept
96		A further 100 additional specialist personnel as part a Joint Cyber Defence Command managing Cyber Defence, Defence IT Services, and CIS Services;	Accept in Principle
97		Establishment of SOF Air and Maritime Task Groups, including associated logistics, to be based at Casement Aerodrome and Haulbowline as part of the planned increase in the ARW/SOF establishment and enhancement of SOF capabilities;	Accept in Principle
98		Strengthening Military Intelligence capabilities and the establishment of a Joint Military Intelligence Service in the context of a revised mandate underpinned by new legislation (as proposed in Chapter 7);	Accept in Principle
99		The establishment of an Intelligence School, with shared programmes, which would facilitate enhanced cooperation and joint training opportunities between Military Intelligence and their Garda counterparts; and	Accept in Principle
100	The development of relevant military capabilities to counter hybrid activity where military capability is required and to contribute to national resilience.	Further Evaluation	

Rec #	CoDF Report Rec #	Recommendation	Position
	<b>15</b>	<b>Within the context of a decision being taken by Government that the capability requirements of the Defence Forces need to step up to LOA 3, the following is recommended:</b>	
<b>101</b>		By 2040 the Infantry element of the Army would have a substantial mechanised component offering state of the art force protection, communications, ISTAR and firepower. All Infantry units would have full organic lift capability, ideally mechanised. Combat Support elements would be modernised, with both Artillery regiments and Cavalry squadrons being fully interoperable to NATO standards, and the land force would have the appropriate level of combat service support elements;	Revert <sup>5</sup>
<b>102</b>		By 2040 the Naval Service would comprise a balanced fleet of at least 12 ships, supported by appropriate technology, as part of a joint Defence Forces structure;	Revert <sup>5</sup>
<b>103</b>		As part of a national Air Defence Plan, the Air Corps would develop an air combat and intercept capability through the acquisition of a squadron of jet combat aircraft, allied to the development of associated operational, infrastructure and support arrangements;	Revert <sup>5</sup>
<b>104</b>		The overseas deployment of combat aircraft, pilots and support personnel to provide organic intra-theatre mobility based on tactical transport helicopters. Deployed forces would also have an organic helicopter combat SAR capability armed and equipped to operate in hostile environments;	Revert <sup>5</sup>
<b>105</b>		A further 200 additional specialist personnel working under a matured Joint Cyber Defence Command; and	Revert <sup>5</sup>
<b>106</b>		ARW/SOF would have an organic self-sustainment capability, which would include dedicated combat helicopter assets to insert, operate and extract from mission areas.	Revert <sup>5</sup>
	<b>18</b>	<b>That jointness be inculcated throughout the Defence Forces by:</b>	
<b>107</b>		Prioritising training institutions, with an emphasis on routine joint exercises to prove future force operational capabilities for national defence and overseas operations.	Accept
<b>108</b>		The introduction of joint operational and leadership training courses at junior and senior level for both officers and NCOs.	Accept
<b>109</b>	<b>19</b>	That the Defence Forces seek to further integrate with whole-of-government processes, with a focus on contributing to national security and national resilience through ATCP and ATCA operations.	Accept in Principle

<sup>5</sup> Recommendation numbers 101 - 106 refer to LOA3. The Commission recognised that any proposal to move to LOA3 could only be considered in the context of a step-up, in the first instance, to LOA2 and following a comprehensive review of Ireland's defence policy. Therefore, these LOA3 recommendations have been assigned a 'Revert' status.

Rec #	CoDF Report Rec #	Recommendation	Position
	20	<b>The modernisation of Military Intelligence, to include:</b>	
110		The role and functions of Military Intelligence be urgently clarified and underpinned by appropriate legislation within the context of a coherent national intelligence architecture.	Further Evaluation
111		The development of an overarching legal and governance framework to ensure optimum coordination and collaboration between the Defence Forces and An Garda Síochána on intelligence matters.	Accept in Principle
112		A fully joint approach to Intelligence within the Defence Forces under the Joint Force Commander.	Accept
113		Appropriate arrangements in relation to oversight in relation to intelligence should be set out in the legislation.	Accept in Principle
114	22	The creation of a Joint Military Police Service, independent of the operational chain of command, with enhanced electronic and analytical supports, and with oversight, inspection and complaints mechanisms also established.	Accept in Principle
115	24	The development of a National Defence Academy and an Apprentice School to support a future tech-enabled force.	Further Evaluation
116	66	That the Government and Oireachtas urgently address the need to define a clear level of ambition for the major roles of the Defence Forces: defence of the State, its people and its resources, overseas missions, ATCP and ATCA.	Accept in Principle
117	67	That the chosen level of ambition be clearly and credibly linked to the budget provided annually and over the period to 2030.	Accept in Principle
118	68	That the forthcoming cycle of Defence Reviews be based on a coherent and consistent approach to defence policy, level of ambition, required capability and budget.	Accept
119	69	That consideration be given to a step up to LOA 2, as described in this report, in the short term pending the more detailed policy debate and decision required for higher levels of ambition.	Accept
120	1	Specific taskings of the Defence Forces, including those arising from ATCP and ATCA, should be subject to regular review for continued relevance and priority, with appropriately defined levels of ambition.	Accept

Rec #	CoDF Report Rec #	Recommendation	Position
121	2	That an immediate focus be given to standing down a number of current Defence Forces' ATCP taskings which no longer seem justified in the current security situation.	Accept in Principle
122	3	The reassessment of priorities, structures and the distribution of resources across the full spectrum of ATCP activities and, in particular, in areas such as Chemical Biological Radiation and Nuclear (CBRN) response, Explosive Ordnance Disposal (EOD), and provision of Engineer Specialist Search Teams (ESST).	Accept
123	5	Clear inter-agency policies and planning for the deployment of the Defence Forces to support routine armed policing duties in times of emergency should be developed and that the necessary contingency planning and training for such deployments should be undertaken.	Further Evaluation
124	8	The future Naval legal branch should include additional legal officers with appropriate maritime law and fisheries law specialisations.	Further Evaluation
	17	<b>That the Army be urgently restructured by completing the following:</b>	
125		The Chief of Defence to initiate an immediate force design process assisted by external experts with access to international military expertise, and to include a detailed force design process.	Accept
126		The creation of a more agile and flexible force structure that can meet current and future operational taskings.	Accept
127		That the future disposition and structures of the Army be regionally balanced.	Accept in Principle
128	23	Modernisation of the Naval Service Diving Section with the establishment of a Defence Forces' School of Diving, and a diving safety office reporting directly to the Chief of the Navy.	Accept
129	25	The establishment of an Office of Veterans' Affairs to coordinate veteran supports and provide advice and assistance to veterans and their families.	Accept in Principle
130	26	That a focused and detailed review of the Defence estate be carried out by appropriately qualified professionals prior to decisions on the optimum future disposition of the Defence Forces.	Accept in Principle

## Appendix C

### Early Actions Identified in the HLAP in Response to the CoDF Report

Early Actions to be completed within 6 months of Government Decision	
Theme	0-6 Months
Implementation structures developed (38)	Implementation and governance structures developed and initiated.
	Development of detailed implementation plan.
Defence Review Cycle (41)	Commencement of Strategic Defence Review progressed.
Key HR enablers developed (40)	Key positions advertised and additional staffing and resources for implementation agreed and sanctioned.
	Procurement of external change management support.

Early Actions to be completed within 6 months of Government Decision	
Theme	0-6 Months
Associate membership of ICTU (1)	Temporary associate membership decided.
	Legislative and policy objectives commenced.
Pay and allowance structures (2)	Progress implementation of the following recommendations: <ul style="list-style-type: none"> <li>» Removing the requirement for a 3 Star Private/Able Seaman to 'mark time' for the first three years at that rank;</li> <li>» Ensuring that all personnel of Private 3 Star/Able Seaman rank are paid the full rate of MSA applicable to the rank;</li> <li>» Providing immediate access to the Sea-going Service Commitment Scheme to direct entry personnel in the Navy;</li> </ul>
	Commence further evaluation of: <ul style="list-style-type: none"> <li>» Replacing the existing sea-going allowances with less complex sea-going duty measures;</li> <li>» Introducing Long Service Increments to the pay scales of all ranks of enlisted personnel;</li> <li>» On the basis that all personnel should, in the first instance, be paid the full rate of MSA applicable to their rank, MSA should be abolished and the full applicable rate integrated into core pay.</li> </ul>
	Examination of options in relation to a mechanism for review of existing specialist pay rates and allowances.
Recruitment strategies (3)	Commencement of measures to enhance the visibility of the wider benefits of membership of the Defence Forces in recruitment campaigns.
	Recruitment and induction strategies developed encompassing advertising, expanded recruitment and induction capacity.
Gender perspective policies and actions (4)	Explore options for female participation at General Staff level.
	Fitness standards reviewed and updated.
	Extension of the DF Women's Network to include female members of the Reserve.
Diversity and inclusion strategies (5)	Post of full-time senior rank position of Gender Advisor progressed.
	Gender, Diversity and Unconscious Bias training designed.
Medical services (7)	Access to private healthcare for enlisted personnel progressed.

<b>Early Actions to be completed within 6 months of Government Decision</b>	
<b>Theme</b>	<b>0-6 Months</b>
<b>Working Time Directive (8)</b>	Heads of Bill to be finalised with a view to submitting to the Attorney General's office.
<b>Defence Forces Vision Statement (10)</b>	Defence Forces Vision Statement developed by Chief of Staff for approval by Minister.
<b>High Level Command and Control (11)</b>	Active engagement with the Attorney General on the legal implications of recommendations.
<b>Senior Enlisted Advisor positions (12)</b>	Senior enlisted advisor to Chief of Staff position progressed.
<b>Transformation and Strategic HR Leadership (13)</b>	Head of Transformation advertised externally and progressed.
	Head of Strategic HR advertised externally and progressed.
<b>Ombudsman for the Defence Forces (14)</b>	Implementation of administrative solutions complete.
<b>Military Intelligence (18)</b>	Preliminary work relating to Military Intelligence role commenced.
<b>Army force design (19)</b>	Army force design planning commenced.
<b>Naval Fleet and staffing (22)</b>	Engage with Sea-Fisheries Protection Authority regarding smart metrics for patrol days.
<b>Office of Reserve Affairs (23)</b>	Office of Reserve Affairs established.
<b>Reserve Force Regeneration (25)</b>	RDF regeneration planning commenced.
<b>Review of Defence Forces taskings (27)</b>	Review of specific ATCP taskings commenced.
<b>Capability Development Structures (28)</b>	Capability Development planning process and permanent structure established.
<b>EU Capability Development (34)</b>	Opportunities progressed by the EU's Permanent Structured Co-operation (PESCO) to develop Ireland's Defence Capabilities.
<b>Enhancement of Defence Forces Capabilities (35)</b>	Commence planning for military radar capabilities, including primary radar.



## Appendix D

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# Terms of Reference of the Independent Review Group

### DIGNITY AND EQUALITY IN THE WORKPLACE. THE DEFENCE FORCES – AN INDEPENDENT REVIEW

#### 1 Overall aims of the Independent Review:

- » To advise the Minister on whether the current legislative frameworks, policies, procedures and practices for addressing incidents of unacceptable behaviour in the workplace are effective.
- » To independently assess whether the pervading culture in the workplace is fully aligned with the principles of dignity, equality, mutual respect, and duty of care for every member of the Defence Forces.
- » To provide recommendations and guidance to the Minister on measures and strategies required to underpin a workplace based on dignity, equality, mutual respect, and duty of care for every member of the Defence Forces.

#### 2 Definitions

Defence Forces comprises members of both the Permanent Defence Force and Reserve Defence Force.

Unacceptable behaviour comprises discrimination, intimidation, bullying, harassment, sexual harassment and sexual misconduct, including assault.

### 3 Specific Terms of Reference:

1. To examine the legislative frameworks, policies, systems and procedures currently in place within the Defence Forces to address discrimination, bullying, harassment, sexual harassment and any form of sexual misconduct in the workplace.
2. To assess whether the legislative framework, policies, systems and procedures are aligned with international best practice and HR norms, and are deemed fit for purpose in efficiently and effectively addressing incidents of unacceptable behaviour in the workplace and make appropriate recommendations.
3. To examine the end to end process for making a complaint of unacceptable behaviour and assess whether there are any barriers to serving personnel from making a complaint and fully and actively engaging in the process and make appropriate recommendations.
4. To examine the extent to which reprisal, or the fear of reprisal, or the existence of any culture of silence or complicity, may play as a barrier to reporting, or investigating, as well as any indication of inconsistencies or challenges in the application of policies.
5. To undertake a benchmarking exercise against the quantitative research, undertaken as part of the External Advisory Group 2002 Report. 'The Challenge In the Workplace.' and include a review of how female members of the Defence Forces perceive themselves within the Organisation and additionally how female members are perceived by the Organisation.
6. To assess the effectiveness of training syllabi and awareness programmes for all ranks within the Defence Forces, including at entry level, appointees as Military Investigating Officers and Military Police, on workplace issues pertaining to dignity and equality, duty of care, discrimination, intimidation, bullying, harassment, sexual harassment and sexual misconduct.
7. To review the performance evaluation, and promotion systems in the Defence Forces from the particular perspective of how leaders are selected and trained on management skills and duty of care to personnel under their command.
8. To establish if an appropriate culture prevails within the Defence Forces across all ranks, which robustly promotes, supports and enables, a work place based on dignity and mutual respect with a non-tolerance approach for unacceptable behaviour in the workplace.
9. To invite the views and experiences from both current and former DF personnel, on a voluntary and confidential basis, of their experiences of the policies, systems and procedures currently in place, both positive and negative, including workplace incidents of unacceptable behaviour, while noting that the final Report will not include any reference to, or provide any assessments or recommendations related to, any specific cases.

10. To invite the views and experiences of other parties who may be potentially involved in the complaints process, including Divisional and Commanding Officers who are ordinarily the first recipient of complaints; members of the Personal Support System (PSS); Defence Forces Psychologist and Psychiatrist; members of the Defence Forces Medical Branch; and Military Investigating Officers, while noting that such engagements will be on a confidential basis.
11. To examine the statutory role of the Minister/ Department in the systems and procedures for dealing with complaints.
12. While noting that the Ombudsman for the Defence Forces Act, 2004 provides a mechanism for members of the Defence Forces to submit complaints against civil servants; to consider appropriate complaint mechanisms to enable civilian personnel, civilian employees and civil servants to make complaints of unacceptable behaviour by members of the Defence Forces in the workplace.
13. To advise whether further work is required to examine issues of an historical nature and to make any recommendations regarding how this might best be pursued.

#### 4 Methodology and Approach

The Review will be undertaken by independent, unbiased external experts appointed by Government. The Review Group will have access to experts, and research capability as they deem appropriate.

A Draft Review Report [within 6/9 months] and Final Review Report will be submitted to the Minister. The Final Review Report will be brought to Government by the Minister. The Final Review Report will be made public by the Minister, but the Report will not reveal identities of complainants or any alleged perpetrators.

The Review Group will additionally provide the Minister with any interim assessments and recommendations, addressing issues for immediate action that may become apparent during the conduct of the review.

It is open to the Review Group to conduct its business through oral and/or written engagement on a group basis and/or individual basis.

The Review will include the receipt of the views and experiences from both current and former DF personnel of workplace incidents of unacceptable behaviour. The sharing of such views and experiences by interviewees will be entirely voluntary and treated in confidence.

The Independent Review Group will use detailed questions that allow the interviewees to be heard and provide a framework for gathering and analysing the information. The Independent Review Group will assess the Defence Forces culture (both past and present) in the context of dignity, mutual respect equality and duty of care at work, and additionally identify perceived or actual barriers (past and present) to reporting unacceptable behaviour. The Review Group may meet with other stakeholders in the process including Divisional and Commanding Officers who are ordinarily the first point of contact for complaints.

The Review Group may engage with personnel involved in the interim supports put in place by the Minister; Raisea concern- Confidential Contact Person (CCP) and the Dublin Rape Crisis Centre, as well as the already established, Defence Forces Personnel Support Services (PSS), Defence Forces Psychologist and Psychiatrist and medical supports within the Defence Forces Medical Branch. All such engagements will be anonymised and no details of individual complaints will be shared in accordance with confidentiality and GDPR requirements.

The Independent Review Group may invite submissions from both serving and former members of the Defence Forces and other stakeholders, including the Representative Associations.

The Review Group may meet with other Offices within the Minister's portfolio, such as the Office of the Ombudsman for the Defence Forces, which provide an external assessment for dealing with complaints from both serving and former Defence Force members and any other groups as determined by the Independent Review Group, such as structures within the Military Justice System. During the course of its engagement and in its deliberations with such independent structures, the Review Group will at all times, fully respect and acknowledge the independence of the Office of the Ombudsman for the Defence Forces and the Military Justice System.

The Review Group will perform its duties without expressing any conclusions or recommendations regarding liability or wrongdoing of any individual and will not include any reference to, or provide any assessments or recommendations related to, any specific cases of unacceptable behaviour.

The names of those who participate in the Independent Review will remain anonymous and there will be no factual or legal findings made in relation to any specific case.

Nevertheless, it is anticipated that the Independent Review, will identify what the issues are, determine the extent of the problem, and set out what steps will be required to address the historic and current issues so as to prevent them from recurring in the future.

In this context, it is open to Government, on completion of the Independent Review Group Final Report, to consider any further bodies of work that might be necessary, taking into account the findings of the Independent Review Group.

The Review Group will ensure that the independent review is conducted in a manner that is compliant with current Government Guidelines relating to COVID-19 restrictions.

Apart from correcting any factual errors or inaccuracies, neither the Department of Defence nor the Defence Forces will have any editorial control over the interim or final reports presented by the Review Group.

Such Reports may contain criticisms of systems, policies, procedures and workplace and it is accepted that such criticisms will be a necessary element of the process.

## 5 Deliverables and Associated Schedule

The Independent Review Group shall produce the following deliverables:

- » Work plan within 30 days of the effective date of appointing the Review Group;
- » Monthly progress reports to be provided to the Minister;
- » Any interim assessments and recommendations, in the form of a letter, addressing issues for immediate action that may become apparent during the conduct of the review;
- » Draft Review Report provided to the Minister within 6 months with update to stakeholders;
- » Final Review Report provided to the Minister within 12 months - this may be reviewed based on outcome of draft review report;
- » The final report and recommendations will be brought to Government and stakeholders will be briefed.









Óglaigh  
na hÉireann  
IRISH DEFENCE FORCES



An Roinn Cosanta  
Department of Defence