Department of Defence and Defence Forces

Strategy Statement **2008 - 2010**

Department of Defence
An Roinn Cosanta

Óglaigh na hÉireann

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ISSN: 1649-1203
PRN: A8/1354

Cover Image: Parkgate

FOREWORD

I welcome the publication of this new strategy statement for the period 2008 - 2010. It sets out the high level goals for Defence and outlines key strategies and outputs, on a programme basis, over this timeframe.

My main objective is to ensure that we have flexible, modern Defence Forces with the capabilities to meet all roles assigned, at home and overseas, by Government. The significant progress in developing and modernising Defence over the past decade has been widely acknowledged. These advances are a model of successful public sector reform and have been achieved through the dedication of our staff, both civil and military. It is also critical that we continuously strive for further improvements and greater value for money and this strategy statement incorporates relevant provisions from Towards 2016 and the public service modernisation agenda.

Over the period of this Strategy Statement, I intend to initiate a comprehensive review of the capacity of the Defence Organisation to meet emerging and future challenges within the defence and security environment and within the broader public service environment generally. This review will inform the development of the next White Paper on Defence, which will encompass the period 2011-2020. The implementation of the OECD review recommendations, the decentralisation to Newbridge and the Curragh, and the continued development and implementation of the Management Information Framework, provide a catalyst and an opportunity for improved management, greater integration, and for the further modernisation and transformation of the Defence Organisation as a whole.

The Government decision of 8th July 2008 has set out a requirement for payroll and other savings that must be achieved. This will present certain challenges for the Defence Organisation. It will be necessary to delay certain Defence commitments in the Programme for Government. The Government remains fully committed to implementing these commitments within the timeframe of the Programme for Government i.e. 2007 – 2012, and action on these commitments will be kept under review during the period encompassed by this Strategy Statement.

Consistent with Ireland's traditional policy of military neutrality and Ireland's longstanding commitment to the primacy of the United Nations in international relations, the provision of up to 850 Defence Forces personnel in support of UN authorised Peace Support Operations will continue. The Government is committed to continuing Ireland's participation in the development of European Security and Defence Policy under the Common Foreign and Security Policy. The recent deployment of the Defence Forces to the UN mandated EUFOR mission to Chad and the Central African Republic, is indicative of this continued commitment and highlights the important role of the EU in supporting UN mandated Peace Support Operations.

The measures set out in this Strategy Statement for the Office of Emergency Planning underline the importance that the Government places on Emergency Planning. As Chairman of the Government Task Force on Emergency Planning, I have responsibility for the coordination and oversight of emergency planning. The goal continues to be that State Bodies will react quickly and effectively to any large-scale emergency and that response arrangements must continue to be characterised by effective management of all aspects of emergency planning. The opening of the National Emergency Coordination Centre as a dedicated facility, which is available at all times to the Government and the Agencies of the State, for managing major emergencies, represented the culmination of much hard work. It is a key facility within the overall architecture being put in place by Government to ensure a high readiness response capacity within the State's overall emergency framework and to support public confidence in the State's emergency arrangements.

This Strategy Statement covers both the Department of Defence and the Defence Forces. Achieving the outlined high level goals will require a concerted effort from all staff, both civil and military, in the Defence Organisation. I am confident that this will be achieved under the leadership of the Secretary General and the Chief of Staff and they have my full support with its implementation.

Willie O'Dea T.D.
Minister for Defence

August 2008

INTRODUCTION

This Strategy Statement sets out the Vision and Mission of the Department of Defence and Defence Forces for the next three years:

Michael Howard
Secretary General

Lt. General Dermot Earley
Chief of Staff

Vision:

In the period 2008-2010 we will continue to work to develop and sustain our vision of a defence organisation that formulates and implements effective policy, provides timely and accurate advice and is capable of deploying a modern, interoperable, sustainable force that can deliver flexible military capabilities at home and abroad.

Mission:

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.

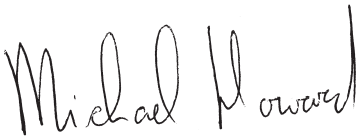
Embracing our Vision and achieving our Mission will require great effort and dedication in the next three years. The environment in which we operate is dynamic and challenging. Meeting the needs of Government and the public will require that all elements of the organisation, civil and military, develop and maintain a very broad range of capabilities and deliver a variety of services and other outputs, both at home and overseas. This calls for flexibility, adaptability, innovation and hard work from all our staff.

The Strategy Statement sets targets that we are confident can be achieved. Our confidence is based on the track record of the defence organisation and the knowledge that we have the people and the structures to deliver. Notwithstanding this, we will continue to further improve the organisation as set out in the White Paper on Defence and the Programme for Government.

Defence is an organisation in which all staff, civil and military are expected and enabled to achieve their full potential and where merit and effort are acknowledged. We will maintain these values and continue to support our staff in the work they do.

Decentralisation will be a major challenge for us in the lifetime of this Strategy Statement. We will complete the relocation of civil and military staff from Dublin to Newbridge and the Curragh in line with Government policy.

We look forward to working with colleagues, civil and military, as we face the challenges of the coming years.



Michael Howard
Secretary General

August 2008

Lt. General Dermot Earley
Chief of Staff

August 2008

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SECTION 1: DEFENCE[1] – VISION, MISSION STATEMENT, HIGH LEVEL GOALS

VISION

In the period 2008-2010 we will continue to work to develop and sustain our vision of a defence organisation that formulates and implements effective policy, provides timely and accurate advice and is capable of deploying a modern, interoperable, sustainable force that can deliver flexible military capabilities at home and abroad.

MISSION STATEMENT

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.

HIGH LEVEL GOALS

- To provide for the defence of the State against armed aggression, by maintaining and developing appropriate military capabilities.
- To contribute to on-island security and stability by providing, on request, aid to the civil power (ATCP), aid to the civil authority (ATCA) and other emergency and non-emergency services.
- To contribute to the maintenance of international peace and security through participation in approved UN-mandated peace support, crisis management and humanitarian relief operations.
- To provide the best possible defence policy advice and military advice to the Minister in order to support management of all aspects of defence provision and facilitate planning for future needs.

The primary role of the Department is to support the Minister as Head of the Department, in particular by providing policy advice and support on defence matters. This includes assistance with policy formulation and the implementation of policy as set out in the Programme for Government and as directed by the Minister.

1 The terminology used in this Strategy Statement is as follows: the term "defence" is used to refer in a broad sense to defence provision in Ireland comprising civil and military elements; "defence organisation" refers to the civil and military organisation; the "Defence Forces" refers to the military organisation.

In addition to the commitments in the Programme for Government the White Paper on Defence (2000) is the key policy document on defence. As well as articulating defence policy, it deals with structural, organisational and funding issues for the period up to 2010. The goal of the White Paper is to ensure an appropriate level of defence capability, having regard to the changing defence and security environment. The White Paper has been of central importance in informing the strategic objectives of the Department of Defence and the Defence Forces since its publication. The roles of the Defence Forces are set out in the White Paper:

- to defend the State against armed aggression; this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of the security and defence environment;
- to aid the civil power (meaning in practice to assist, when requested, the Garda Síochána, who have primary responsibility for law and order, including the protection of the internal security of the State);
- to participate in multinational peace support, crisis management and humanitarian relief operations in support of the United Nations and under UN mandate, including regional security missions authorised by the UN;
- to provide a fishery protection service in accordance with the State's obligations as a member of the EU; and
- to carry out such other duties as may be assigned to them from time to time, e.g. search and rescue, air ambulance service, Ministerial air transport service, assistance on the occasion of natural or other disasters, assistance in connection with the maintenance of essential services and assistance in combating oil pollution at sea.

The Office of Emergency Planning (OEP) was established as a joint civil/military office in the Department in 2001. The function of the OEP is to take the lead role in supporting emergency planning. This includes ongoing co-ordination of the responses of various agencies and exercising an oversight role in relation to peacetime planning, in order to ensure the best possible use of resources and compatibility between planning requirements. Responsibility for specific emergency planning and response functions remains with the relevant lead Government Departments and agencies.

The White Paper, together with the Review of Implementation (April 2007) and the Programme for Government, are of central importance in guiding defence strategic and business planning. Consistent with this, the key strategies fundamental to the success of the defence organisation are the

development and maintenance of appropriate military capabilities and commitment to the ongoing analysis of the defence and security environment to facilitate planning for the future and ongoing investment in equipment, infrastructure and training.

Delivering on the Mission Statement and achieving the High Level Goals require the development and maintenance of a very broad range of capabilities and the delivery of a variety of services and other outputs, both at home and overseas. This is achieved through the civil and military elements of the defence organisation acting in concert. It is important also that the defence organisation continues to provide an input to the wider Government agenda, in conjunction with other Government Departments. Section 3 of this Strategy Statement sets out the strategies, outputs and actions that will be pursued in the period covered by this Strategy Statement. This approach comprehends the full range of defence activities and outputs.

The structure and organisation of the Department of Defence and the Defence Forces are set out in Appendix 1.

SECTION 2: SECURITY AND DEFENCE ENVIRONMENTAL ANALYSIS

POLICY CONTEXT

Ireland has been an active contributor to UN and UN-mandated peace keeping and peace enforcement operations for the past fifty years. Ireland's experience in these operations has enabled us to play an active part in the development of European Security and Defence Policy (ESDP). Ireland participates where appropriate, and on a case-by-case basis, in humanitarian and crisis management operations in the military and civil areas, including ESDP operations, subject to the requirements of UN authorisation and Government and Dáil approval (the 'Triple-lock'). Such participation is consistent with Ireland's policy of military neutrality.

Defence policy and the resourcing and implementation of that policy are grounded on a realistic and ongoing assessment of the defence and security environment. Many factors, both national and international, can influence the delivery of the defence mission. Chief among these are the defence and security situations at home and abroad.

DOMESTIC SECURITY SITUATION

While dissident republican paramilitaries continue to pose a low-level threat in terms of capability and intent, there is no intelligence or indication giving reasonable cause to foresee any significant paramilitary action in the State. In addition, the assessment is that loyalist paramilitaries do not pose a security threat to the State. The threat level in respect of the domestic security environment is assessed as low.

Notwithstanding these assessments, the Defence Forces continue to provide static security and ATCP services. In the case of significant events requiring increased levels of security, support is provided, on request, to An Garda Síochána up to Brigade level in strength. This usually involves military protection tasks, riot control teams, Explosive Ordnance Disposal (EOD) teams and air and maritime operations.

At present, in terms of significant damage and/or casualties, it is considered that the main international threat to domestic security will arise from a terrorist act or an accidental disaster (nuclear accident/medical epidemic). However, the direct threat to Ireland as a target of international terrorism is currently assessed as low. On the other hand, it is clear that Ireland could be used as a base by terrorist organisations. The asymmetric nature of the terrorist threat requires all security agencies to reflect on current counter-terrorism strategies and to develop a fully integrated approach both on island and with international partners.

Military Intelligence provides regular assessments, reports and briefings to the Chief of Staff and the Minister for Defence on any threats to the security of the State and the national interest from internal or external sources. The National Security Committee meets on a regular basis and receives security briefings. Its role is to ensure that the Taoiseach and Government are kept informed of high-level security issues and the State's response to them. It receives threat assessments from the Garda Commissioner and the Chief of Staff. The Committee comprises the Secretaries General to the Government, and of the Departments of Justice, Equality and Law Reform, Foreign Affairs, and Defence, the Garda Commissioner and the Chief of Staff.

OEP supports the Minister as Chairman of the Government Task Force on Emergency Planning. The Task Force is the top-level structure providing policy and direction. It co-ordinates and oversees the emergency planning activities of Government Departments and public authorities. A key area of activity for the OEP is the ongoing development of the oversight function in order to improve and develop the process and to increase public confidence in emergency planning.

The Public Information and Awareness Campaign on Emergency Planning was launched at the National Emergency Coordination Centre on the 14th April 2008. The main focus of the Campaign was the publication and countrywide distribution of a handbook – 'Preparing for Major Emergencies'.

Emergency planning will remain a key element of security strategy and must be informed by ongoing risk assessment. The scale of international terrorist attacks in the past has shown that the full range of national resources is often called upon to respond to such outrages. The defence organisation has a vital role to play in planning for, and responding to, emergency situations.

INTERNATIONAL SECURITY SITUATION

The European Security Strategy (ESS) adopted by the EU Council in 2003 identified that the EU faced security threats "which are more diverse, less visible and less predictable". These threats include:

- Terrorism – movements that are well resourced, connected by electronic networks and are willing to use unlimited violence to cause massive casualities.
- Proliferation of Weapons of Mass Destruction – potentially the greatest threat to European security.
- Regional Conflicts – particularly those on the borders of Europe.

- State Failure – an alarming phenomenon, that undermines global governance and adds to regional instability.

- Organised Crime – cross-border trafficking in drugs, women, illegal migrants and weapons accounts for a large part of the activities of criminal gangs.

The report of the UN Secretary General's High Level Panel on Threats, Challenges and Change entitled 'A More Secure World: Our Shared Responsibility' (2004) emphasises the need for collective security and for security to be addressed at the global, regional and national level. The report identifies six clusters of threats:

- Economic and social threats, including poverty, infectious disease and environmental degradation.

- Inter-State conflict.

- Internal conflict, including civil war, genocide and other large-scale atrocities.

- Chemical, Biological, Radiological and Nuclear (CBRN) weapons.

- Terrorism.

- International organised crime.

In its recent publication (November 2006) on a long-term vision for European Security and Defence Policy (ESDP), the EU identified a number of key drivers that will impact on the global context in which ESDP will operate in the future. Seven key areas were identified:

Environment: There will be an increased need to train for and conduct disaster relief and/or humanitarian relief operations most of which will be conducted in demanding climatic conditions. Healthcare for participating personnel will become increasingly important. Environmental legislation will have to be taken into consideration when planning and conducting ESDP operations.

Demography: The increasingly young population within the developing world linked with poor economic prospects, unfulfilled aspirations and uneven regional and local wealth distribution are likely to lead to inter-state/intra-state, inter-communal and inter-ethnic conflict. Military organisations will face a serious recruitment problem as a result of near static population growth, an ageing population, disease and direct competition with the commercial sector. Extended full-time education and changing social aspirations will also impact on recruitment.

Economy: Limited financial resources will impact on military capability development. In order to gain more financial flexibility core military tasks will have to be identified and then possibilities, constraints and conditions for outsourcing will have to be identified. International criminality will cross national boundaries to an ever-increasing extent.

Energy: Political instability in oil production regions is likely to force developed countries to seek political and/or other solutions to improve stability. The spiralling cost of energy may ultimately affect all Government spending, including spending on defence capabilities. The need for reducing both fuel consumption and carbon dioxide emissions will impact on armed forces. Alternative liquid fuel and fuel cell solutions are likely to be imposed on defence equipment. This will necessitate equipment retro-fit and will impact on the development of new military capabilities.

Science and Technology: Military capabilities will be considerably enhanced through the provision of new power sources, Enhanced Blast Explosives, Directed Energy Weapons, advances in autonomous systems, developments in the field of material sciences and many more areas. However, there are also potential new threats associated with all these emerging technologies. The emergence of biological warfare agents developed by asymmetric opponents with lower ethical standards is but one example.

Society and Culture: Troops will increasingly need to be able to cope with multicultural societies including the integration of immigrants into armed forces and be equipped to negotiate in complex situations with many different actors. Changing cultural norms and values, ethnically mixed society, pressures on public spending and the lack of a tangible threat may lessen public willingness to provide scarce resources for defence purposes. There will be a greater need to justify the demand for capabilities to be developed and maintained.

Global Governance: Future conflicts will involve a more complex set of actors with blurred distinctions between combatants and non-combatants. Irregular actors will include terrorists, insurgents, criminals, armed followings, gangs, semi-official militias and private military and security companies. The proliferation of CBRN weapons possession beyond the existing holders, particularly to weak and unstable States, will increase risks.

All three reports clearly indicate that the global security situation is becoming more interdependent, complex and potentially unstable resulting in a new and challenging security and defence environment.

The primacy of the United Nations continues to be a cornerstone of Ireland's foreign policy. A commitment to collective security through the development of international organisations and regional co-operation is also a central element of that policy.

PEACE SUPPORT OPERATIONS

A key element of Ireland's contribution to international peace and security is the commitment of personnel to international peace support operations (PSOs) under UN authority. In recent years the Defence Forces have enhanced their military capabilities enabling them to participate effectively in UN Chapter VII peace enforcement missions. In the area of logistics, there has been a shift away from traditional reliance on UN support for deployed contingents, to an arrangement whereby the Defence Forces deploy self-sustaining units to green field sites. These developments reflect the increasing capability and capacity of the Defence Forces. Inevitably, these missions are becoming increasingly expensive to mount and to sustain and are placing greater demands on personnel, logistics and finance.

An increasing element of Ireland's engagement in UN operations is the deployment of combined contingents with like-minded nations. UNMIL and UNIFIL II are examples of this development and of the increasing need to co-operate with partners in our international peace support operations.

Ireland's ongoing engagement with NATO/PfP, in the Partnership Goal process and with the Planning and Review Process (PARP), is a key factor in supporting interoperability and capability development enabling Ireland to contribute high-end capabilities to UN operations in partnership with other like-minded States.

New missions bring new challenges for the Irish Peacekeeper. PSOs now have more robust rules of engagement while the peacekeeper remains subject to Irish Law, the Laws of Armed Conflict and International Human Rights Law. Personnel are also required to have an understanding of the complex issues of cultural diversity affecting both the host nation and troops from other contributing nations. These challenges are reflected in the training and preparation of units prior to their deployment.

The main overseas missions currently are in Chad, Kosovo and Bosnia and Herzegovina. Details of current overseas missions are given in Appendix 2.

EUROPEAN SECURITY AND DEFENCE POLICY (ESDP)

ESDP is an integral part of the Common Foreign and Security Policy, which encompasses the EU's international obligations to the maintenance of international peace and security. Military capabilities are just one element among a wide range of instruments that the EU can deploy in this regard. These include economic, political, administrative and rule of law. The ability of the EU to contribute to conflict prevention, peacekeeping and crisis management continues to be of primary importance to Member States and is carried out within the context of ESDP.

Based on the provisions of the Treaty of European Union, Ireland continues to participate in the ongoing development of EU military and civilian crisis management capabilities under ESDP. Participation in ESDP takes place within the framework of Ireland's commitment to the primacy of the United Nations in the maintenance of international peace and security and Ireland's policy of military neutrality. The two main structures for the development and implementation of ESDP are the Political and Security Committee (PSC) and the EU Military Committee (EUMC). These bodies are supported by the Council Secretariat and the EU Military Staff respectively. Ireland is represented at ambassadorial level in the PSC and by a Brigadier General, representing the Chief of Staff, within the EUMC. Defence personnel, based in Ireland's Permanent Representation to the EU, work proactively in furthering Ireland's national interests within the Union in association with colleagues from the Department of Foreign Affairs.

MILITARY CAPABILITIES DEVELOPMENT - EU HEADLINE GOAL

In May 2004, during the Irish Presidency, the Member States adopted new capability targets - known as Headline Goal 2010. This takes into account the European Security Strategy and changes in the international environment, including new threats and challenges, as well as the lessons learned from the first EU-led operations.

Member States have committed themselves to be able, by 2010, to respond with rapid and decisive action, applying a fully coherent approach to the whole spectrum of crisis management operations covered by the Treaty of the European Union. This includes joint disarmament operations, humanitarian and rescue tasks, military advice and assistance tasks, conflict prevention and peace-keeping tasks, tasks of combat forces in crisis management, including peace-making and post conflict stabilisation. All these tasks may contribute to the fight against terrorism, including by supporting third countries in combating terrorism on their territories.

EU RAPID RESPONSE / BATTLEGROUPS

A key element of Headline Goal 2010 is the capability to deploy forces at high readiness. The EU Battlegroup Concept, which is a specific form of rapid response, complements the wider Rapid Reaction Force concept. As of January 2007, the EU has achieved full operational capability, which means that two Battlegroups are continually on standby for a period of 6 months at a time. Ireland successfully participated in the Nordic Battlegroup (NBG) for a six-month period from the 1st January 2008. Sweden, as framework nation, took the lead role in the NBG formation. Ireland's contribution consisted of an Explosive Ordnance Disposal/ Improvised Explosive Device Disposal (EOD/IEDD)

component with its own security detail together with staff posts at the Operational Headquarters (OHQ) (Northwood, UK) and Force Headquarters (FHQ) in Enkoping, Sweden.

The total number of Irish personnel involved was just under 100. This level of commitment would only have arisen should the NBG have been called on to undertake an operation. The number of personnel deployed in the standby period was 10, based at the OHQ and FHQ. Joint training of the NBG took place in Sweden.

THE EU AND NATO

Co-operation with NATO was foreseen since the outset of ESDP. Indeed, of the 27 Member States of the EU, 21 are members of NATO. The relationship with NATO is based on the need for the EU to have access to certain NATO assets and capabilities (e.g. strategic lift, headquarters) for crisis management and peacekeeping missions. Permanent arrangements between the EU and NATO, known as 'Berlin Plus', have evolved in accordance with principles specified by successive European Councils since Feira in 2000. These principles include full respect for the autonomy of EU decision-making, recognition of the different natures of the EU and NATO, and no discrimination against Member States of either organisation. It is also accepted that the two organisations have only one set of military forces to draw on for operations.

NATO PARTNERSHIP FOR PEACE (PfP)

Ireland joined Partnership for Peace (PfP) on 1 December 1999. Participation in PfP is entirely voluntary and is based on the principle of self-differentiation, that is, a state selects for itself the nature and scope of its participation in PfP activities. Ireland's engagement in PfP is supported through Ireland's Partnership Liaison Office in Brussels.

Ireland's five priority areas of interest are:

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

Ireland's annual Individual Partnership Programmes (IPP) under NATO PfP focus on the enhancement of skills and expertise in such areas as operational and

generic planning for peacekeeping and peace support, communications, command and control, operational procedures and logistics. Activities include training courses, seminars, workshops, conferences, staff exercises and tabletop exercises.

Ireland, in common with other neutral EU Member States who are members of PfP, also participates in the PfP Planning and Review Process (PARP) mechanism for planning in relation to peace support operations. Ireland's involvement in PARP is focused on enhancing interoperability so that Defence Forces personnel can operate efficiently and effectively in a multi-national environment.

EUROPEAN DEFENCE AGENCY (EDA)

Ireland joined the EDA when it was established during the Irish Presidency in 2004. The Steering Board of the Agency comprises EU Defence Ministers of the participating Member States.

The EDA's main aim is to support Member States in the area of capability development and to support greater efficiency and competition in the European defence equipment market. Ireland is supportive of developments that improve market efficiencies, potentially yielding economies of scale for equipment procurement for the Defence Forces and providing opportunities for Irish enterprise, given the convergence in the research activities of both the civil security sector and the military sector. Ireland participates in the framework of the Agency and contributes to its operational budget.

We will continue to support Irish participation in EDA Programmes on a case by case basis, supporting those programmes that contribute to capability development in the Defence Forces and provide opportunities of interest to Irish-based enterprises and researchers. We will work closely with Enterprise Ireland to exploit potential research and commercial opportunities arising.

ORGANISATIONAL ANALYSIS

As outlined above, the Programme for Government and the White Paper on Defence set out the policy context for Defence. The White Paper has also made a number of recommendations, primarily focused on the Defence Forces, in the area of funding, structures, organisation, training, etc. A detailed review of progress in implementing the White Paper was carried out and published in April 2007. The review found that very good progress has been made and recommended a number of areas upon which to focus in the period to 2010. Many of these are now comprehended in the Pay Agreement and Modernisation Agenda for the Defence Forces agreed in the context of *Towards 2016.*

At the same time, the Department continues to meet the challenge of change and modernisation arising from the Public Service Modernisation Agenda and the Action Plans under successive Social Partnership Agreements (currently *Towards 2016)*. There have been significant achievements in strategic and business planning, financial management, human resource management and customer service. The focus now is to sustain these advances through a period of significant change including decentralisation.

The defence organisation has many strengths. These include:

- Proven capacity for change and flexibility as illustrated by the variety of services provided and the success of the organisational reform process set out in the White Paper and the Public Service Modernisation Agenda.
- Proven record in meeting Government's national and international security related commitments.
- An international reputation and acceptance of the Defence Forces as a professional force capable of delivering an effective response across a broad spectrum of peace support operations.
- A robust tradition of supporting civil control of the Defence Forces.
- Positive relationships with our national and international customers ranging from An Garda Síochána, various Government Departments and Agencies and Local Authorities, to the UN, EU and OSCE.
- High levels of professionalism and a commitment to providing life long military education across all ranks in the Defence Forces; the resilience of individual and collective morale, unquestioned loyalty and a recognised dedication and service to the State.
- Proactive and open approach to complex human resource issues such as interpersonal relationships, successful development of the partnership process, and health and safety standards.
- An emphasis on Capability Development over the longer term (out to 10 years) in order to ensure that the Defence Forces remain well positioned to address the complex and challenging defence and security environment in the future.

Key challenges facing the Defence Organisation include:

- Responding to the demands of continued Defence Forces participation in overseas missions. Missions are becoming increasingly demanding on our personnel and more expensive to prepare and sustain. The challenge is to deliver the required capability, develop our training and human resources practices and secure the necessary funding in order to deliver the required capabilities.

- At the same time, we must continue to maintain an on-island contingent capability and provide ongoing support for all of the services delivered by the defence organisation.

- Maintaining the 70:30 pay to non-pay ratio.

- Address key infrastructural issues, including military training lands to ensure operational efficiency, value for money and training imperatives are met.

- Continue to plan for and provide the capability and flexibility necessary to respond to the evolving terrorist threat.

- Continue to support our own people, civil and military, through whom all defence services are delivered.

- Support the continued implementation of the Public Service Modernisation Agenda and *Towards 2016.*

- Successfully manage the decentralisation of Civil and Military elements of the Department of Defence to Newbridge and the Curragh, Co. Kildare in line with Government policy.

This Strategy Statement identifies the key strategies and actions required to address these challenges and, in so doing, continue the work of implementing the White Paper on Defence and address the commitments in the Programme for Government.

SECTION 3:
ACHIEVING OUR GOALS – STRATEGIES AND OUTPUTS 2008-2010

The strategies and outputs are described here at a high level, appropriate to a Strategy Statement, under four programme headings:

1. Contingent Capabilities
2. On-Island Security and Support to other Agencies
3. International Peace and Security
4. Defence Policy, Military Advice and Corporate Support Services

The work required in implementing these strategies and delivering outputs is set out in detail in the annual business planning cycle in both the Department of Defence and the Defence Forces.

CONTINGENT CAPABILITIES

Defence provision is about preparing for and dealing with contingencies. The defence organisation must prepare and maintain the capability to respond to contingencies and threats, based on an assessment of the risks to the security of the State in its broadest sense. When not actually engaged in operations, the focus for the Defence Forces is on training and preparation. The objective is to maintain an appropriate level of defence capability, in the light of the legitimacy of, and the necessity for, a military response to certain situations. This response must have regard to the current and prospective defence and security environment.

Capabilities are delivered by the Defence Forces supported by appropriate investment in equipment, infrastructure, and training. Personnel are the key resource. The challenge for the defence organisation is to ensure that our human resource and corporate support systems, civil and military, provide our personnel with the requisite supports as and when required. We must ensure that our planning systems produce capabilities that are developed within an appropriate framework and have the appropriate equipment and infrastructure at the right time.

The strategies to be pursued in this area are:

- The continued implementation of the recommendations of the White Paper on Defence as reviewed in the Review of Implementation (April 2007). Work will continue towards providing the best possible organisation and structure for the provision of defence and the development of our key resource – our human resources.

- In that context, we will implement best-practice human resource strategies in the organisation, civil and military; implement the Defence Forces Training Concept 2004-2009; continue to support the Representation process and the Partnership process in the Defence Forces; ensure that the ongoing programme of legislative and regulatory reform is continued; continue implementation of relevant provisions of the civil and military Action Plans agreed in the context of *Towards 2016.*

- Continue the ongoing policy of annual recruitment and maintain the strength of the Permanent Defence Force at 10,500. The commitment in the Programme for Government for an additional provision of up to 350 troops in training at any given time will be kept under review during the timeframe of this Strategy Statement.

- Implementation of multi-annual equipment and infrastructure plans.

- Continue the implementation of the Reserve Defence Force Review Implementation Plan. This will include a commitment to a public awareness and recruitment campaign.

- Further development of Special Operations Capabilities; continued development of Chemical, Biological, Radiological and Nuclear (CBRN) capabilities; development of Defence Forces Intelligence Organisation and continued work of Defence Forces Doctrinal Committee.

- To enhance and build on progress already made in the area of joint operations between the Army, Air Corps and Naval Service by ensuring commonality of doctrine, inter-service training and exercises, improved coordination and integration at the command, operational and tactical levels. A replacement programme for Naval Service vessels will be a key enabler in this context and will further enhance the utility of new Air Corps equipment already provided.

ON ISLAND SECURITY & SUPPORT TO OTHER AGENCIES

Activities under this heading involve the development and deployment of capabilities for ATCP and ATCA operations. Typical outputs are Cash & Prisoner Escorts, Explosive Ordnance Disposal teams, Ceremonial Services, Fishery Protection Patrols, Ministerial Air Transport Services and Air Ambulance flights. In addition, it encompasses preparing for and responding to industrial disputes in essential services.

The key strategies to be pursued here are:

- Development, maintenance and delivery of the capabilities required to meet approved requests for ATCP and ATCA operations.
- Negotiation and monitoring of Memoranda of Understanding (MOU) and Service Level Agreements (SLA). In line with the Programme for Government, we will assess how we can contribute to the promotion of greater co-operation and knowledge sharing between the Coast Guard, the Naval Service and the Air Corps.
- Maintenance and delivery of the capabilities required to meet agreed MOU and SLA targets.
- Continue our participation in inter-agency planning exercises and evaluations; continued liaison with Local Authorities and other agencies in relation to services provided by Defence.
- Continue to support the Civil Defence Board in accordance with the Civil Defence Act, 2002.

INTERNATIONAL PEACE AND SECURITY

The primacy Ireland attaches to the role of the United Nations in the maintenance of international peace and security is a cornerstone of Ireland's foreign policy and is consistent with our traditional policy of military neutrality. Collective security through the development of international organisations and regional co-operation are also important elements of that policy. Government policy and decisions in relation to Ireland's contribution to international peace and security are framed within this overall policy context and Ireland's policy of military neutrality. Our continued level of participation in peace support operations under UN authority is the key driver in the increase in demand on defence resources.

Key strategies to be pursued are:

- To provide appropriate defence resources including personnel, equipment, logistics support and funding to fulfill Ireland's commitments to overseas peace support, crisis management and humanitarian operations under UN authority.
- Continue representation by defence personnel, civil and military, to the PSC and EUMC, and associated working groups, working proactively to advance national interests within the Union, together with colleagues from the Department of Foreign Affairs.

- Continue to engage positively, in the framework of ESDP, in the ongoing development of military and civilian crisis management capabilities, including EDA capability development initiatives.

- Continue our active participation in the EU Rapid Response / Battlegroup Concept. Conduct a review of our participation in the NBG to identify lessons learned.

- Continue our positive engagement with NATO/PfP, in the Partnership Goal process and with PARP in order to enhance Defence Forces interoperability in multi-national operations and to contribute to the development of military capabilities in accordance with international standards.

- To further develop appropriate military capabilities required to implement these strategies.

DEFENCE POLICY, MILITARY ADVICE AND CORPORATE SERVICES

POLICY / ADVICE

This area comprehends the work of civil and military personnel in the formulation of defence policy and military advice. It also includes the corporate support functions for the defence organisation and the support provided by the OEP to the Government Task Force on Emergency Planning. Clearly, the policy and advice functions feed back directly into the development and maintenance of capabilities discussed above.

The key strategies and outputs here are:

- Ongoing review of the defence and security environment and the provision of timely and relevant advice to the Minister and to Government, including advice in respect of international security, peace support and defence developments generally. In this context, the National Security Committee continues to meet on a regular basis and receives security briefings from the Garda Commissioner and the Chief of Staff.

- In line with the Programme for Government we will prepare a new White Paper on Defence for the period 2011- 2020.

- Develop and maintain a capability planning process and multi-annual equipment and infrastructure plans. In line with the Programme for Government, ensure that investment in the Defence Forces continues to grow, with the full commercial value of all defence property disposals to be invested in capital projects and new equipment

- Pending publication of the new White Paper on Defence as set out in the Programme for Government, we will continue implementation of the current White Paper and seek to advance the recommendations of the Review of the White Paper (April 2007). Many of the recommendations in the Review are now included in the Pay Agreement and Modernisation Agenda for the Defence Forces, agreed in the context of *Towards 2016.*

- Emergency Planning – continue to provide the necessary supports to the Government Task Force on Emergency Planning, chaired by the Minister for Defence and the Inter Departmental Working Group on Emergency Planning; oversee the Emergency Planning arrangements in Government Departments and public authorities under their aegis; co-ordinate the publication of an annual review of emergency plans; continue the annual programme of major simulated exercises and support sustained public awareness and reassurance.

CORPORATE AND SUPPORT SERVICES

DECENTRALISATION

We are committed through the mechanism of the Defence Decentralisation Implementation Group (Military/Civilian) to implementing the Government decision on decentralisation. This is being progressed as quickly as possible in conjunction with the Office of Public Works (OPW). We will support Government policy in implementing energy-efficient and environmentally-friendly initiatives and will take the opportunity afforded by the provision of new buildings under decentralisation to implement these initiatives in consultation with the OPW.

VALUE FOR MONEY (VFM) AND POLICY REVIEWS

The Department of Defence and the Defence Forces are fully committed to ensuring value for money in defence expenditure. The broadening of the former Expenditure Review Initiative (ERI) to include other policy reviews that

impact on value for money is particularly welcome. This is consistent with the approach that has been taken over recent years in Defence, where the White Paper on Defence and other significant reviews (Air Corps, Naval Service) were recognised as elements of the ERI.

The approach we have taken is to continuously monitor the defence and security environment to ensure the continued relevance of White Paper objectives. Allied to that, we continuously monitor and report on implementation targets (e.g. a detailed review of White Paper Implementation was published in 2007). This approach is complemented by VFM and other reviews of specific sub-elements of the major programmes in order to seek out further VFM improvements and engender a culture of continuous evaluation. In that context, the two remaining VFM Reviews in the current Programme approved by Government will be completed on schedule by the end of 2008. These relate to Naval Service Vessel Maintenance and the use of Military Training Lands.

CUSTOMER SERVICE

Given the nature of the activities we are engaged in, the defence organisation does not provide services to external 'customers' in the classic sense. For example, there are no public offices, public counters or call-centres where the individual citizen can request services on demand. Indeed, services are typically provided to the community collectivley rather than to citizens as individuals.

Notwithstanding this, we are committed to the provision of a quality customer service to those individuals and organisations with whom we deal. The current Customer Charter and Customer Service Action Plan were published in 2004. We believe that it is our duty to serve the people of Ireland to the best of our ability and that customers are entitled to expect high standards. These values have shaped successive Strategy Statements and the annual planning process. Following approval of this Strategy Statement work will commence immediately on a revised Customer Service Action Plan. The results of customer Focus Groups held earlier in the year will provide valuable input to this, together with the Fitzpatrick Associates report "Evaluation of Customer Charters".

Consistent with the policy of enhancing the customer service ethos in the wider public service, we will support the development of a Customer Charter and Customer Service Action Plan for the Civil Defence Board. Defence will actively participate in the Task Force on Customer Service.

FINANCE SERVICES

Finance services are provided through the Department's Finance Branch, located in Galway. The emphasis here will be on a continuation of quality service provision to all internal and external customers, including the preparation of payrolls for all employees, both military and civil, granting and payment of pensions and gratuities to retired members of the Defence Forces and the dependants of deceased personnel, formulation and development of pensions policy, payment of all accounts for goods and services provided to the Defence Forces and the Department, maintaining financial records, preparing the Department's annual Appropriation Accounts and supporting the Management Information Framework (MIF).

MIF - Implementation of Phase 2 of the Management Information Framework will be completed throughout the Department and the Defence Forces during the lifetime of this Strategy Statement. The focus in Phase 2 is on enhancing the management reporting aspects of systems implemented in Phase 1 and using MIF to support performance management and evidence-based decision making.

INFORMATION AND COMMUNICATIONS TECHNOLOGIES (ICT's)

ICT in the defence organisation operates within a highly controlled and structured framework, the chief elements of which are the joint military/civil IT Steering Committee, which co-operatively develops agreed hardware, software and telecommunications policy across the Defence Forces and the Department. We will continue to invest in the upgrading and modernisation of the ICT infrastructure with a planned programme of replacement of hardware across the Department and the implementation of the latest versions of key software applications. ICT future proofing forms an important part of the overall planning for decentralisation.

The Department has implemented the ISO7799 Standard for ICT Security and achieved full certification. We will focus also on the strategic use of technology and online services.

REGULATORY REFORM

An appropriate and effective legislative and regulatory framework is an important facilitator for continuous improvement in the delivery of defence services. The defence organisation will continue with a programme of work on the simplification and reform of legislation and regulations. Elements of this

are included in the Pay Agreement and Modernisation Agenda for the Defence Forces and the *Towards 2016* Action Plan for civil staff. As regards Regulatory Impact Analysis (RIA), the Department of Defence is not a regulatory authority as commonly understood. The Defence Acts and Regulations made thereunder are, for the most part, focused on the Defence Forces only and do not apply to the ordinary citizen or to business. Notwithstanding this, the Department applies the principles set out in the RIA Guidelines where appropriate.

PARTNERSHIP AND CONCILIATION & ARBITRATION

Building on the progress made to date, the Department and the Defence Forces will continue to invest time and resources in the development of partnership structures. There are active partnership structures in place involving civil service staff, the Department's civilian employees and the Defence Forces. Benefits of the process include a greater shared understanding of the business of defence and how that can be progressed, better internal and external communications, the development of customer service planning and implementation, better environmental planning, and the creation of fora in which issues of concern can be resolved in a bilateral and non-confrontational way.

The aim is to continue to build on the progress made, principally on internal and external communications and customer service.

The Defence Forces Conciliation and Arbitration (C&A) Scheme provides a range of fora for Defence management to discuss with the Defence Forces representative associations, within the scope of representation, the impact of the implementation of our strategic objectives, including implementation of the White Paper, elements of which are now comprehended in the Pay Agreement and Modernisation Agenda and associated Action Plan agreed in the context of *Towards 2016*.

TOWARDS 2016

The Department will fully cooperate with the implementation of *Towards 2016* and the associated Action Plan agreed through the Partnership Process and will provide timely and accurate reports to the Civil Service Performance Verification Group (CSPVG).

The Department and the Defence Forces are also committed to implementing the Pay Agreement and Modernisation Agenda and associated Action Plan for the Defence Forces.

THE HUMAN RESOURCES STRATEGY

The Human Resources Strategy for civil service staff of the Department will be reviewed in 2009 in line with ongoing developments in the public sector. This strategy will support the organisation's high level goals and will address the issues that emerge from the changing staffing profile of the Department post-decentralisation. The integration of the Performance Management and Development System with HR Policies and Processes was implemented from 1 January 2007 in accordance with General Council Agreement 1452. The implementation of this agreement will be monitored to ensure ongoing compliance and effectiveness.

TRAINING & DEVELOPMENT

The Department will revise its Training Strategy for civil service staff in 2008. In addition to ongoing investment in our people, we will seek to develop initiatives to identify training and development opportunities that enable participation from both the civil and military sides of the Department, leading to enhanced cooperation in this area. We will work to retain the ISO 9001:2000 accreditation achieved by the Training & Development Section.

The *Excellence Through People* (ETP) scheme is run by FÁS as Ireland's National Human Resource Management Standard. The Department was first awarded the standard in 2000 and has been successful in having it renewed since then.

The scheme has been revised since our last award and now comprises an assessment across the full range of Human Resources functions. In December 2007 the Department achived accreditation at Standard level for a further two years.

The ETP Standard is also an organisational priority for the Defence Forces to attain during the coming years in that it benchmarks Defence Forces Human Resource practices against evolving best practice in the Private and Public sectors within the State.

FÁS consider the Cadet School to be at the leading edge nationally (the best applicant assessed in 2006), with a number of other units achieving a very high standard in their applications and results of the FÁS assessments. To date, nineteen units/sub-units of the Defence Forces have applied for and/or been granted ETP recognition. Over the lifetime of this Strategy Statement it is anticipated that all units will attain the standard.

EQUALITY ISSUES

Disability - The Defence Organisation is committed to the implementation of the codes of practice on accessibility and the employment of people with disability in the public service, in so far as they relate to the staff of the Department and the Defence Forces.

The Department will continue to meet or exceed the Government 3% target for the recruitment and employment of people with disabilities and to provide training and development appropriate to the needs of all staff including those with a disability. We will carry out access audits to ensure that services are accessible for people with disabilities. [The Defence Forces are excluded from Part 3 of the Disability Act, 2005.] The Department's role in relation to Part 3 of the Act relates to the civilian employees employed by the Department on behalf of the Defence Forces and to the civil staff of the Department together with the staff of the Civil Defence Board, Office of the Ombudsman for the Defence Forces, Coiste An Asgard and the Army Pensions Board.

AGE AND GENDER

As outlined in this Strategy Statement both the Department of Defence and the Defence Forces are committed to implementing best practice Human Resource Strategies and Policies. This will support us in maintaining an environment that guards against age and gender related discrimination in the workplace.

INTERNAL AUDIT

The Department's Internal Audit Section is an independent unit reporting directly to the Secretary General. The Section works to an annual programme of audits, approved by the Secretary General. Its work is reviewed on an ongoing basis by the Department's Audit Committee. The Section has facilitated the introduction of the risk assessment process that is now an integral part of the annual business planning cycle. Both the Internal Audit Section and the Audit Committee operate in accordance with the standards outlined in the Mullarkey Report.

DATA/STATISTICS STRATEGY

Given the nature of its activities, the defence organisation is not a significant producer of data/statistics and does not have a significant requirement for data/statistics from external sources. Internal data needs tend to be specific and narrowly focused. The improvement of internal data systems and capabilities has been the priority for the Department and Defence Forces to date. This will continue to be the focus in the period comprehended by this Strategy Statement with particular focus on systems supporting the MIF. Where relevant, internal data sources that can be made available will be classified and coded in line with Central Statistics Office recommendations to enhance standardisation and compatibility, facilitate analysis, and ensure that the potential of such data is harnessed. Where needs are identified through PMDS, support will be provided to develop the statistical competence of staff.

OFFICIAL LANGUAGES ACT, 2003

In accordance with the Act, schemes have been published for both the civil and military elements of the defence organisation. During the lifetime of this Strategy Statement, we will continue to focus on meeting the commitments set out in these schemes.

CROSS-DEPARTMENTAL ISSUES

There are important cross-departmental dimensions to the work of the defence organisation and mission success is often critically dependent, for example, on the inputs and co-operation of other Departments and State Agencies. It is sometimes the case also that the mission success of other Departments and Agencies is equally dependent on the inputs and co-operation of the defence organisation. As outlined above, these interdependent relationships are increasingly being expressed in SLAs and MOUs. We will continue to develop this framework where appropriate.

Part of the success of the modernisation process in the Department of Defence and the Defence Forces to date can be attributed to the good working relationships with the Department of the Taoiseach and the Department of Finance. The support of both in relation to the rebalancing of resources and the development and support of equipment and infrastructure programmes was particularly important. It is, of course, equally important that the non-pay funding generated by pay savings and asset sales is protected in future years and that the improvement in capabilities and services is consolidated. There are also important procurement projects imminent e.g. ship replacement. We will

continue to work closely with both Departments on these matters and in relation to defence modernisation and the wider public service modernisation programme.

Ireland's contribution to international peace and security has been outlined in detail in Sections 2 and 3 above. Our relationship with the UN, EU, NATO, OSCE etc. is an evolving one. We will continue to work very closely with the Department of Foreign Affairs in this area. We will continue to support the Department of Foreign Affairs in implementing other aspects of Ireland's foreign policy and the specific commitments in the Programme for Government.

The Office of the Attorney General is an important enabler in ensuring that our work takes place within a sound legal and constitutional framework. During the lifetime of this Strategy Statement we will consider, together with the Attorney General's Office, whether there is scope for enhancing the working relationship of that Office with the Department. The question of protocols along the lines agreed with other Government Departments will be considered.

A key cross-organisational area of activity for the Department and the Defence Forces, on which we will continue to focus, is the work of the Government Task Force on Emergency Planning and the Interdepartmental Working Group (IDWG) on Emergency Planning. This is an important area of Government policy, highlighted in the Programme for Government.

Planning for the 1916 Centenary commemoration is also proceeding on a cross-Departmental basis. The defence organisation has a key role to play and is committed to working with others to develop and implement a successful commemorative programme. It is anticipated that the All-Party Oireachtas Consultation Group that had met in the lifetime of the 29th Dáil will be re-established and will continue consideration of the centenary commemoration. There are a number of long-term projects currently being pursued as part of the centenary commemorations. The military history archives project will be progressed.

The Department will actively participate in the cross-departmental arrangements for implementing the National Women's Strategy 2007-2014.

IMPLEMENTING THE STRATEGY STATEMENT

The Department and the Defence Forces are determined to implement this Strategy Statement and will continue to report on progress annually to the Minister as required under the Public Service Management Act and to publish those reports.

We believe that our objectives, strategies and performance indicators are results-focused and specific so that implementation can be more easily measured and corrective action taken, if necessary. In many cases they are set out in formal agreements with our customers (e.g. MOUs and SLAs). Our objectives, strategies and indicators are specified in greater detail in the annual business planning process, civil and military. Key aspects of this include the preparation of annual business plans in consultation with staff interests, approval at Secretary General or Chief of Staff level as appropriate, the ongoing monitoring and review of progress, and regular reporting to the Minister. The drafting of annual plans will proceed against the background of the ongoing assessment of the defence and security environment as outlined above.

KEY PERFORMANCE INDICATORS (KPIs)	
Programme:	**KPI:**
Contingent Capability	Implementation of White Paper targets.
	Meet capability development targets.
On Island Security & Support to other Agencies	Meet all ATCP/ACA approved requests.
	Meet all SLA & MOU commitments.
International Peace & Security	Meet all Government requirements for overseas peace support.
	Meet Mission Sponsor's standards and requirements.
Defence Policy, Military Advice & Corporate Services	Provide high quality and timely defence policy advice and military advice.
	Provide high quality corporate services.
	Complete decentralisation to Newbridge and the Curragh.

APPENDIX 1
DEFENCE – LEGISLATIVE BACKGROUND, STRUCTURE, ROLES

STATUTORY FRAMEWORK

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

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

The Act provides that the Minister is 'Head' of the Department. The Minister is assisted in discharging his functions by the civil and military elements of the Department. The Secretary General is the "principal officer" of the Department and is also appointed by the Minister for Finance as the Accounting Officer for all defence expenditure in accordance with the Exchequer and Audit Departments Act 1866. The authority, responsibility and accountability of the Secretary General are further elaborated in the Comptroller and Auditor General (Amendment) Act, 1993 and the Public Service Management Act, 1997. The 1997 Act also requires the Secretary General to prepare a Strategy Statement for the Minister's approval and an annual report on performance.

The Defence Acts 1954 to 2007 provide the legislative basis for the Defence Forces (*Óglaigh na hÉireann*). The legislation provides that Defence Forces Headquarters (DFHQ) is the military element of the Department of Defence. The Chief of Staff of the Defence Forces heads DFHQ. As provided for in the Act the Minister has assigned duties to the Chief of Staff. The Chief of Staff is directly accountable to the Minister for the performance of these duties, which include responsibility for the military effectiveness, efficiency, organisation and economy of the Defence Forces. As provided for in the Act and with the approval of the Minister, the Chief of Staff has, in turn, delegated responsibility for certain duties to the Deputy Chief of Staff (Operations) and to the Deputy Chief of Staff (Support).

The Act also provides for delegation by the Minister of military command to General Officers Commanding the Brigades, the Defence Forces Training Centre, the Naval Service and the Air Corps. In practice, matters relating to command are normally channelled through the Chief of Staff. In effect, this means that day-to-day operational control of the Defence Forces rests with the Chief of Staff for which he is directly responsible to the Minister.

THE WHITE PAPER ON DEFENCE 2000

The White Paper was approved by Government and published in February 2000. It deals with all aspects of defence provision and organisation and sets out the policy on defence for the period to 2010. The objective of the White Paper is to ensure an appropriate level of defence capability, having regard to the changing defence and security environment. The White Paper has been of central importance in informing Department of Defence and Defence Forces strategic objectives since its publication.

The White Paper sets out the roles of the Defence Forces as follows:

- to defend the State against armed aggression; this being a contingency, preparations for its implementation will depend on an ongoing Government assessment of the security and defence environment;
- to aid the civil power (meaning in practice to assist, when requested, the Garda Síochána, who have primary responsibility for law and order, including the protection of the internal security of the State);
- to participate in multinational peace support, crisis management and humanitarian relief operations in support of the United Nations and under UN mandate, including regional security missions authorised by the UN;
- to provide a fishery protection service in accordance with the State's obligations as a member of the EU; and,
- to carry out such other duties as may be assigned to them from time to time, e.g. search and rescue, air ambulance service, Ministerial air transport service, assistance on the occasion of natural or other disasters, assistance in connection with the maintenance of essential services, assistance in combating oil pollution at sea.

THE PROGRAMME FOR GOVERNMENT

The commitments in relation to defence in the Programme for Government provide that we will:

- Prepare a second White Paper on Defence for the period 2011- 2020. The Second White Paper will consider expanding the roles of the Air Corps and the Naval service. This will include increasing the size of the navy flotilla and developing an Air Corps' airlift capability.

- Remain firmly committed to maintaining Irish neutrality and opposing any changes to the triple lock as enshrined in our law. In accordance with this, we will ensure that participation by the Defence Forces in any overseas peace support missions continue to be based on the triple-lock mechanism of UN mandate, Government and Dáil approval.

- Ensure that investment in the Defence Forces continues to grow, with the full commercial value of all defence property disposals to be received by the Department of Defence for investment in capital projects and new equipment.

- Continue the ongoing policy of annual recruitment and maintain the present establishment. This will enable the Permanent Defence Forces to maintain a strength of 10,500 fully trained personnel with an additional provision from 2008 onwards for up to 350 troops to be in training at any given time.

- Fast-track the civilianisation of all outstanding agreed posts.

- Ensure that our troops have the most modern and effective range of protective equipment, weaponry and training available.

- Fully execute the Reserve Defence Forces (RDF) implementation plan by the 2009 target, including improving RDF interoperability with the PDF, and the introduction of procedures to allow suitably qualified RDF personnel serve on overseas duties.

- Continue the ongoing policy of recruitment to the RDF through regular and targeted recruitment campaigns.

- Develop the role and contribution of the Medical Corps and expand its capacity to deliver a range of medical facilities on UN mandated missions.

- Develop the Commissioning From the Ranks programme, both for enlisted personnel under 28 by way of the cadet programme and by way of regular CFR competitions for NCOs.

- Conduct regular reviews of the operation of the equality and anti-bullying measures in the military.

- Ensure the Defence Forces are intrinsically involved in all future 1916 commemorations.

- Provide annual subventions to support and encourage the excellent work of the officially recognised veterans groups ONET and IUNVA.
- Continue to support the excellent work of Civil Defence through the ongoing provision of new equipment and encourage increased membership of Civil Defence through regular and targeted recruitment programmes.
- Ensure that the Office of Emergency Planning coordinates the publication of an annual review of the emergency plans of each functional department, outlining achievements and improvements across all sectors.
- Continue the annual programme of major simulated exercises and use these structured exercises to support sustained public awareness and reassurance.
- Promote greater cooperation and knowledge sharing between the Coast Guard, the Navy and Air Corps to ensure that the water surrounding this island are safe for seafarers and coastal communities.

ORGANISATIONAL STRUCTURES

DEPARTMENT OF DEFENCE

The Department of Defence comprises civil and military elements with a total of 650 personnel. Of this number 380 (whole time equivalents) are civil servants and 270 are military personnel. The military personnel constitute Defence Forces Headquarters. In addition, in the order of 850 civilian employees are employed throughout the Defence Forces. These civilian employees provide a range of general operative, trades and other services in military installations.

The primary role of the Department is to support the Minister as Head of the Department, in particular by providing policy advice and support on Defence matters. This includes assistance with policy formulation and the implementation of policy as directed by the Minister. The Secretary General is the Minister's principal defence policy advisor and the Chief of Staff is the Minister's principal military adviser.

DEFENCE FORCES

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

PERMANENT DEFENCE FORCE

The Permanent Defence Force consists of the Army, the Air Corps and the Naval Service. The authorised Permanent Defence Force strength is 10,500. The Programme for Government contains a commitment to the maintenance of an additional 350 troops in training at any one time.

ARMY

The Army is structured into three all-arms brigades, consisting of combat, combat support and combat service support elements. Each brigade is designated a territorial area of responsibility with specific garrison locations. The Defence Forces' Training Centre (DFTC) and Defence Forces' Logistics Base in the Curragh, Co Kildare support the training and logistics functions for the Permanent Defence Force (PDF) and the Reserve Defence Force (RDF).

AIR CORPS

The Air Corps, based at Casement Aerodrome, Baldonnel, Co. Dublin, consists of an operational headquarters, two operational wings, two support wings, the Air Corps Training College, and a Communication and Information Services Squadron. The operational wings consist of a training/light strike squadron, helicopter squadrons, a maritime squadron, a transport squadron and a fixed wing reconnaissance squadron. The support wings are tasked with specialist maintenance of the aircraft fleet and administration and logistical support for the Air Corps.

NAVAL SERVICE

The Naval Service, based at Haulbowline, Co. Cork, has a flotilla of eight ships, an operational headquarters, an operations command, a logistical support command and a Naval Service College. The flotilla consists of a helicopter patrol vessel squadron, large patrol vessel squadron, an offshore patrol vessel squadron and a coastal patrol vessel squadron. The support command is responsible for personnel and all logistical, engineering, and maintenance functions.

RESERVE DEFENCE FORCE

The RDF is at present undergoing reorganisation and reform under Phase 2 of the Reserve Defence Force Review Implementation Plan (RDFRIP). The RDF consists of the Army Reserve and Naval Service Reserve:

ARMY RESERVE

The Army Reserve will be organised into integrated and non-integrated elements. A reserve brigade has been established in each PDF brigade area, mirroring the PDF brigade.

NAVAL SERVICE RESERVE

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

APPENDIX 2
MEMBERS OF THE PERMANENT DEFENCE FORCE SERVING OVERSEAS AS OF 01 JULY 2008

1. UN MISSIONS

(i)	**UNIFIL** (United Nations Interim Force in Lebanon) HQ	7
(ii)	**UNTSO** (United Nations Truce Supervision Organisation) - Israel, Syria and Lebanon	12
(iii)	**MINURSO** (United Nations Mission for the Referendum in Western Sahara)	3
(iv)	**UNMIK** (United Nations Interim Administration Mission in Kosovo)	4
(v)	**MONUC** (United Nations Mission in Democratic Republic of the Congo)	3
(vi)	**UNOCI** (United Nations Mission in Ivory Coast)	2
	TOTAL	31

UN MANDATED MISSIONS

(vii)	**EUFOR** (EU-led Operation in Bosnia and Herzegovina)	47
(viii)	**EUFOR** TCHAD/RCA (EU-led Operation in CHAD and the Central African Republic) OHQ - Paris	18
	EUFOR TCHAD/RCA (EU-led Operation in CHAD and the Central African Republic) FHQ - Chad	21
	EUFOR TCHAD/RCA (EU-led Operation in CHAD and the Central African Republic) 97th Inf Battalion	371
(ix)	**KFOR** (International Security Presence in Kosovo) Framework Nation	61
	KFOR (International Security Presence in Kosovo) HQ	11
	KFOR (International Security Presence in Kosovo) 38th Inf Group	214
(x)	**ISAF** (International Security Assistance Force in Afghanistan)	7
	TOTAL NUMBER OF PERSONNEL SERVING WITH UN MISSIONS	**781**

2. ORGANISATION FOR SECURITY AND CO-OPERATION IN EUROPE (OSCE)

(i)	OSCE Mission to Bosnia & Herzegovina	2
(ii)	OSCE Mission in Belgrade - Serbia	1
(iii)	OSCE Mission in Skopje - Macedo	1
(iv)	Staff Officer, Higher Level Planning Group, Vienna	1
	TOTAL NUMBER OF PERSONNEL SERVING OSCE	**5**

3. EU MILITARY STAFF

	Brussels	7
	New York	1

4. HQ EU NORDIC BATTLEGROUP 12

5. MILITARY REPRESENTATIVES/ADVISERS/STAFF

(i)	Military Adviser, Permanent Mission to UN, New York	1
(ii)	Military Adviser, Irish Delegation to OSCE, Vienna	1
(iii)	Military Representatives to EU (Brussels)	4
(iv)	Liaison Office of Ireland, NATO/PfP (Brussels)	2
(v)	Military Representative to NATO/PfP Co-ordination Cell/Supreme Headquarters Allied Powers Europe (SHAPE), Mons, Belgium	1
	TOTAL NUMBER DEFENCE FORCES PERSONNEL SERVING OVERSEAS	**815**