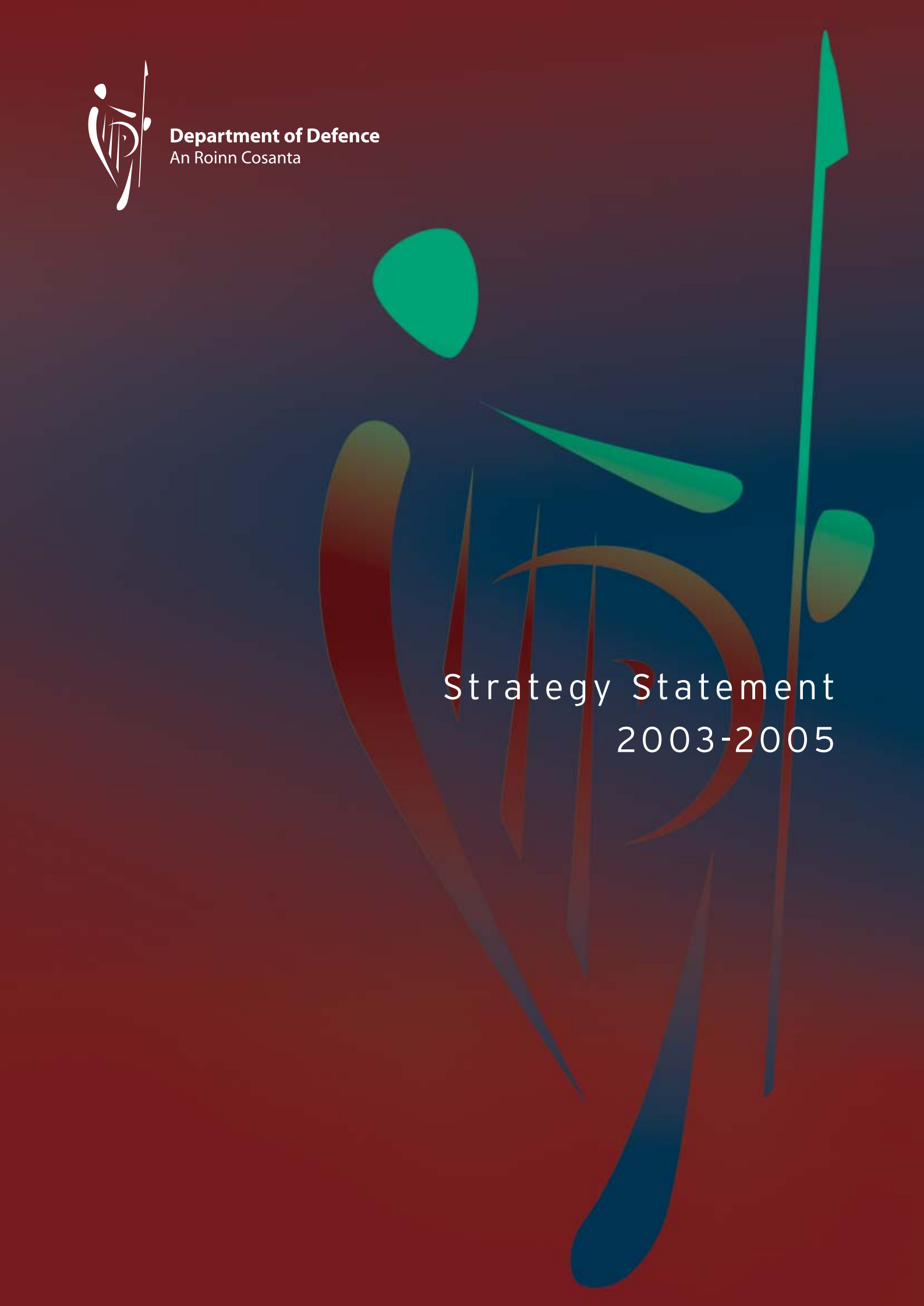


Department of Defence
An Roinn Cosanta

Strategy Statement 2003-2005

Foreword

My overall objective as Minister for Defence is the creation of modern Defence Forces capable of meeting the needs of Government and which deliver value for money. That is also the focus of the White Paper on Defence, which I published in 2000, the Programme for Government and this Strategy Statement.

The modernisation process is well underway, involving reorganisation and major investment based on a rebalancing of Defence resources.

Difficult decisions had to be taken but the payback can now be seen. Defence Force numbers were reduced and properties surplus to requirements were sold and the payroll savings and the proceeds from property sales were used to fund a major investment programme in badly needed barracks refurbishment and new equipment right across the Defence Forces. A number of organisational initiatives were taken also, some of which will come to fruition in the period to end - 2005.

A lot has been achieved but there is a lot more to do. My main priorities as we go forward are to deliver on the Programme for Government and White Paper commitments for a new Army organisation, an Integrated Personnel Management System for the Defence Forces and the Implementation Plan for the Reserve.

I hope to continue with significant equipment and infrastructure investment programmes but these will reflect financial realities and the need to spread costs over longer timescales. I intend also to seek to find additional resources for reinvestment through the completion of property sales on hands and the identification for disposal of any other properties surplus to military requirements.

Hearing loss has been a major issue but I hope to see almost all outstanding claims finally dealt with by early - 2004 and at a cost to the taxpayer which will be considerably lower than originally estimated.

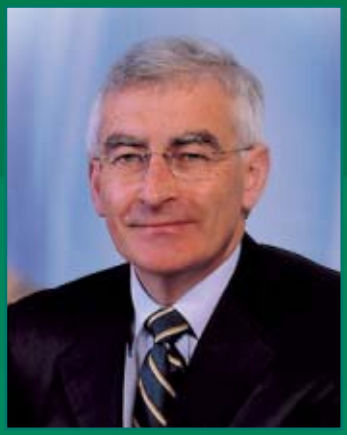
Finally, it is important to mention emergency planning which is a new role for Defence. The new structures and arrangements, including the Office of Emergency Planning, which we put in place have developed well and a lot of good work is being done. I have ensured that there is an increased awareness of emergency planning and response issues at the political, strategic and operational levels. We have worked with other Departments and agencies to coordinate responses and to ensure a high level of preparedness for all Government emergency response arrangements. We will continue this work.

As I have often said, the Defence organisation has had a proud record of achievement in recent years and I know that it has the people, the resources and the will to build on these successes in the period to 2005.

Michael Smith T.D.
Minister for Defence

May, 2003

Introduction



In this Strategy Statement we commit ourselves to the following high level goals:

(i) the creation of a modern civil and military organisation capable of achieving its mission and fully discharging its mandate and roles;

(ii) the creation of a high performance organisation in which people are expected and enabled to achieve their full potential and where merit and effort are acknowledged;

(iii) achieving value for money through the best use of the financial, material and human resources entrusted to us.

These goals reflect the broad vision behind the modernisation process in Defence in recent years and that of the White Paper on Defence which was published in 2000.

The White Paper, which deals with all aspects of defence provision and organisation, is one of the most significant events in the history of the Department and the Defence Forces. The implementation of the White Paper is critical to the future success of the Defence organisation. This Strategy Statement takes the implementation process forward and a number of major milestones are to be completed in the period to end - 2005.

In preparing the Strategy Statement, we were greatly assisted by the work of a specially convened Focus Group which was representative of managers and staff across the Department. The Focus Group made a number of recommendations about the strategic planning process and how to improve the linkages between that and the Department's business planning and Performance Management and Development System which is now well established in the Department. These recommendations are reflected in the Strategy Statement and will also be carried through to the implementation of the document.

David J O'Callaghan
Secretary General

May, 2003

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Executive Summary

Introduction

In drafting Strategy Statements, Departments have to use technical terms and phrases which, while necessary, can create a barrier to readers who are not familiar with these terms. In this summary, which follows the headings used in the Strategy Statement, we use these technical terms but we try to explain these in a way that we hope the reader will find useful.

Section 1: Mandate, mission and high level goals

The mandate describes the business of the Department which in simple terms has to do with the overall management of Defence and advising the Minister for Defence in relation to Defence business, including the Department's new responsibilities in relation to emergency and peacetime planning in the aftermath of September 11, 2001.

The mission statement, which gives expression to the purpose and values of the organisation, is:

> *to provide value for money military services which meet the needs of Government and the public and encompass an effective civil defence capability and to coordinate and oversee the emergency planning process.*

The Department's high level goals (broad statements of intent) are also set out:

(i) *the creation of a modern civil and military organisation capable of achieving its mission and fully discharging its mandate and roles;*

(ii) *the creation of a high performance organisation in which people are expected and enabled to achieve their full potential and where merit and effort are acknowledged;*

(iii) *achieving value for money through the best use of the financial, material and human resources entrusted to us.*

Section 2: Organisation structures, roles and resources

This describes the structure of the Department, the respective roles of civil servants, civilian employees and the Defence Forces in the business of the organisation and how the organisation is managed. Details are given also of the Defence budget, numbers employed and lands, buildings, equipment and other assets.

Section 3: Environmental factors and customer focus

The security, defence and public service environment in which the Department must operate and the issues which it needs to take account of in its planning for the next three years are set out. Key points are that while Ireland faces a generally benign security environment, account has been taken of the new threats posed by international terrorism and the possible escalation of international tensions in the aftermath of September 11 and more recent events. The Defence organisation and the wider emergency planning community will need to continue to develop comprehensive plans to deal with all possible contingencies arising.

The organisation's commitment to the protection of the natural environment and to customer service is described also.

Section 4: Objectives, strategies and performance indicators

This Section sets out the broad actions we intend to take over the next three years to carry out the business of Defence successfully and how we intend to measure our progress.

The Strategic Objectives are:

> *To contribute to the security of the State principally against the threat of armed aggression and thus contribute to political and economic well being (the Security Objective);*
>
> *To promote the co-ordination of emergency planning functions across all Government Departments and agencies and to oversee the emergency planning process in general (the Emergency Planning Objective);*
>
> *To facilitate through the Local Authorities Civil Defence responses for emergency relief and support to ensure the operation of vital services and the maintenance of public life and to provide all other supports as directed by Government (the Civil Defence Objective);*
>
> *To continue the modernisation of the Defence Forces by implementing the White Paper on Defence and related modernisation initiatives (the White Paper Objective);*
>
> *To provide the Minister for Defence with the best policy advice and support in relation to the management of Defence (the Policy Advice and Support Objective).*

Each of these objectives is described in detail. For each objective, a detailed list is set out of the specific actions or tasks (referred to as *strategies*) which are necessary to ensure that the objective is achieved. *Performance indicators*, which help to measure whether or not the actions or tasks have been completed successfully, are given in each case. In many cases, the indicator is a target date for the completion of a particular task or action.

Section 5: Cross-organisational issues and implementing the Strategy Statement

This is the final Section of the Strategy Statement. It outlines the importance of the inputs of other organisations, including international bodies, to the success of the work of the Department and the importance of maintaining and developing good relations with these organisations. The Section also outlines the Department's determination to implement the Strategy Statement and to report progress annually.

Section 1: Mandate, mission and high level goals

Mandate

The Department has civil and military elements and was established by the Ministers and Secretaries Act, 1924, which assigns to it "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 and the Secretary General is the "principal officer" of the Department. As such, the Secretary General is the Minister's principal policy adviser. The Secretary General is also the statutory Accounting Officer for all defence expenditure.

Following the events of September 11, 2001 the Government decided on the establishment of an Office of Emergency Planning in the Department which would:

- take the lead role in emergency planning to meet the new threat from international terrorism and from any escalation in international tensions, including coordination of the responses by the various agencies involved;
- exercise an oversight role in relation to peacetime planning in order to ensure the best possible use of resources and compatibility between the different planning requirements.

It was also decided that the lead responsibilities for specific emergency planning functions would remain with the relevant Government Departments and that all Government Departments and agencies would give their full cooperation to the new Office.

The Minister established the new Office and assigned to it senior civil and military staff. The Office became the first joint civil-military area of the Department.

Mission Statement and high level goals

The mission statement has been expanded to reflect the additional emergency planning responsibilities given to the Department:

> *to provide value for money military services which meet the needs of Government and the public and encompass an effective civil defence capability and to coordinate and oversee the emergency planning process.*

Each element of the mission statement is important. Firstly, the basic business is to provide military and emergency planning services and to ensure an effective civil defence capability. Providing these services and ensuring that capability is quite a complex undertaking involving a broad range of activity and outputs. Secondly, the basic business is carried out for a purpose; to meet the needs identified by Government acting on behalf of the community.

The mission statement also commits us to providing the taxpayer with value for money.

In line with the mission, the Department's high level goals are:

(i) the creation of a modern civil and military organisation capable of achieving its mission and fully discharging its mandate and roles;

(ii) the creation of a high performance organisation in which people are expected and enabled to achieve their full potential and where merit and effort are acknowledged;

(iii) achieving value for money through the best use of the financial, material and human resources entrusted to us.

Section 2: Organisation structures, roles and resources

As a result of an ongoing modernisation process, accelerated by the White Paper on Defence published in 2000 and detailed in successive Strategy Statements and Annual Reports, Defence organisation structures and roles, both civil and military, are now better aligned with the mandate, mission and high level goals.

The individual contributions made by the Department's civil and military elements are outlined below. Each element has different roles but it is important to note that it is the combined effort of both that ensures mission success.

The role of the civil element

The primary role of the civil element of the Department, with a total staff of 466, is to support the Minister as head of the Department and in particular to provide policy advice and support on Defence matters, including assistance with policy formulation and the implementation of policy as directed by the Minister.

The civil element also has a number of other specific roles. In addition to the management of legal, regulatory and litigation policy and related matters on behalf of the Minister and the management of a range of human resources and industrial relations matters, the civil element coordinates the delivery of security, emergency and community services by the Defence Forces and provides liaison between the Defence Forces and other Government Departments, public authorities, the EU and public representatives. Policy in respect of overseas operations, in furtherance of Ireland's commitments in the area of international security and peacekeeping, are also coordinated by the civil element. The civil element, jointly with the military, also has important new responsibilities in relation to emergency planning in the aftermath of September 11, 2001.

The civil element also discharges financial management and audit functions in connection with the Secretary General's role as Accounting Officer and provides administrative support services to the Defence Forces, including payroll and major procurement and infrastructural programmes. It might be noted, however, that there has been a significant degree of delegation of financial authority to the Defence Forces in recent years, particularly in the area of the procurement of goods and services.

Finally, the civil element is responsible for the administration of military pensions and has a range of responsibilities in relation to Civil Defence (in particular to the 6,000 volunteers country-wide), the Irish Red Cross Society and Coiste an Asgard.

Military element and command arrangements

The Department's military element consists of Defence Forces Headquarters which is headed by the Chief of Staff who is directly responsible to the Minister for the overall management of the Defence Forces, including responsibility for the effectiveness, efficiency and military organisation and economy of the Defence Forces. Legislative provision has been made to enable the Chief of Staff to delegate duties to

the Deputy Chief of Staff (Operations) and Deputy Chief of Staff (Support). The Chief of Staff is the Minister's principal military adviser.

Military command is delegated by the Minister directly to the General Officers Commanding (GOCs) each of the three territorial brigades (Eastern, Southern and Western), to the GOCs of the Defence Forces Training Centre and the Air Corps and to the Flag Officer Commanding the Naval Service. Each of these officers is responsible to the Minister for the exercise of the command delegated to him. In practice, matters in relation 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.

Defence Forces' roles and strength

The Defence Forces' roles are:

- 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.

When not engaged in operations at home or overseas, most defence organisations concentrate on training and preparation and not on the provision of identifiable services to individual citizens. However, the roles require that the Defence Forces will continue to provide services to other Government Departments and organisations and to the public.

The Defence Forces consist of the Permanent Defence Force (PDF) and the Reserve Defence Force (RDF). The PDF, which consists of Army, Air Corps and Naval Service components, had a strength of 10,559 at end - December, 2002.

The White Paper provides for an authorised strength of 10,500 plus the option of having 250 recruits in training at any one time.

The RDF, comprising the First Line Reserve, the FCÁ (the second-line Army reserve) and An Slua Muirí (the second-line Naval reserve), had a strength of 13,743 at end - December, 2002.

The table gives a breakdown of these numbers.

PDF	
Army	8,620
Naval Service	1,034
Air Corps	905
Total	10,559

RDF	
First Line Reserve	453
FCÁ	12,963
Slua Muirí	327
Total	13,743

In addition to PDF and RDF personnel, the organisation also employs some 1,075 civilian employees who are attached mainly to military installations throughout the country. The civilian employees provide a range of general operative, trades and other services.

Strategic Management Committee

The Strategic Management Committee (SMC) provides an important forum for the discussion of major policy and management issues. The SMC members are the Secretary General (Chairman), the Chief of Staff, the two Deputy Chiefs of Staff and the two Assistant Secretaries of the Department. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. The Minister chairs quarterly meetings of the Committee.

Defence resources

People

When account is taken of the PDF, the RDF, civilian employees, civil servants and civil defence volunteers, the Defence organisation has a total of over 30,000 people. The organisation also commands considerable financial, lands and buildings and equipment resources.

Financial resources

For 2003, gross expenditure under the Defence Estimates is projected at €731m. with projected gross expenditure under the Army Pensions Vote of €153m. Details of projected Defence Vote expenditure by category are set out in Appendix 1.

Lands and buildings

Defence manages a large property and land portfolio of 8,500 hectares (made up mainly of lands at the Curragh and the Glen of Imaal) with 28 permanently occupied military installations. Amongst these military installations are the aerodrome at Baldonnel and the Naval Service base at Haulbowline in Cork Harbour.

Including leased or rented premises used by the Reserve Defence Force, Defence personnel are based in some 300 locations countrywide.

Military equipment and stocks

The Defence Forces have military equipment and stock assets valued at about €381m.

Section 3: Environmental factors and customer focus

Environmental factors

Environmental factors, particularly the defence and security situation at home and abroad, the Programme for Government commitments in respect of the White Paper on Defence, the ongoing modernisation of the public service, socio-economic factors and the public finances, exert an influence on, and can be influenced by the conduct of Defence business.

Defence policy and the implementation and resourcing of that policy must be grounded on a realistic assessment of the defence and security environment. In this regard, our assessment is that:

- Ireland faces a generally benign security environment;
- However, in the aftermath of September 11 and more recent events, account has been taken of the new threats posed by international terrorism and the possible escalation in international tensions. In the period ahead, the risks to international stability seem more likely to come from terrorism and the possible use of weapons of mass destruction than from conventional military threats;
- The direct threat to Ireland from international terrorist attack is currently assessed, in early 2003, as low. However, the Defence organisation and the wider emergency planning community will need to continue to develop comprehensive plans to deal with all possible contingencies.
- European security is in a process of transition. Increasingly, proactive and preventive approaches, which entail a range of co-ordinated techniques (political, diplomatic, humanitarian, policing and military), in the form of regional peacekeeping and crisis management, are seen as necessary to ensure stability and to defend against threats to security in the European sphere. The reality is that no one state or institution can deal by itself with the multifaceted challenges to international security;
- Broader security challenges have emerged both in the global and European contexts. The European Union (EU), while acknowledging the primary role of the United Nations in the maintenance of international peace and security, is developing the range of instruments available to it to respond to international crises. This conflict prevention and crisis management capability is being developed under the European Security and Defence Policy (ESDP) in support of the Common Foreign and Security Policy. Ireland is actively involved in the development of both;
- The on-island security environment has been transformed. While some threats to peace remain, the Good Friday Agreement provides the basis for a lasting peace.

The defence and security environment and the other environmental factors mentioned above have been taken into account in framing the objectives and strategies set out in Section 4.

The natural environment and heritage resources

In line with Government policy and the National Heritage Plan and National Diversity Plan, the Department and the Defence Forces are committed to employing best practice in the protection of Ireland's natural environment and heritage resources. Our main focus is concentrated on the conservation of defence lands, pollution prevention, energy conservation, recycling and waste disposal, and environmental enhancement generally. The preservation, protection and restoration of natural resources while fulfilling Defence training and operational requirements are key issues.

We are conscious too that the office environment is demanding on many resources, including energy, water, paper, equipment and other consumables. In this regard, as part of the Department's green housekeeping policy, we place particular emphasis on conservation and demand management. Our purchasing policies give priority, where possible, to environmentally-friendly goods and services.

We have approached this on a partnership basis with the Department's Partnership Environment sub-Committee playing a key role in the formulation of environmental management plans incorporating waste minimisation, green purchasing and recycling policies.

We believe that environmental efficiencies are cost effective and will lead to economic gains.

Customer focus

Our mission statement reflects our belief that we exist to serve the Government and the public and that they are entitled to expect the very best from us in terms of what we do, how we do it, and how well we manage the resources entrusted to us. This is what we mean by customer focus.

Those values have shaped successive Strategy Statements, our business planning process, the White Paper on Defence, our Customer Service Action Plan 2001 to 2004 and this Statement. Ultimately, we believe that the quality of our customer service is dependent on how well we implement all of these.

As regards our Customer Service Action Plan, our focus is on applying the revised principles of quality customer service as approved by Government in our day to day dealings with all of our customers, internal and external. As provided in the plan, we have mainstreamed quality customer service into our ongoing business planning process and we will continue to report on progress annually.

Section 4: Objectives, strategies and performance indicators

Objectives

The Defence objectives encompass the outputs we must deliver, the actions we must take and the capacities we must create and manage if we are to carry out our mandate, meet our high level goals and achieve our mission. These objectives are:

To contribute to the security of the State principally against the threat of armed aggression and thus contribute to political and economic well being (the Security Objective);

To promote the co-ordination of emergency planning functions across all Government Departments and agencies and to oversee the emergency planning process in general (the Emergency Planning objective);

To facilitate through the Local Authorities Civil Defence responses for emergency relief and support to ensure the operation of vital services and the maintenance of public life and to provide all other supports as directed by Government (the Civil Defence Objective);

To continue the modernisation of the Defence Forces by implementing the White Paper on Defence and related modernisation initiatives (the White Paper Objective);

To provide the Minister for Defence with the best policy advice and support in relation to the management of Defence (the Policy Advice and Support Objective).

Strategies and performance Indicators

For each of the objectives we set out strategies and performance indicators. These are results-focused and specific so that implementation can be more easily measured and corrective action taken, if necessary. These objectives, strategies and indicators will be mainstreamed into our ongoing civil and military annual planning processes, key aspects of which include the preparation of annual plans for 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 Security Objective:

To contribute to the security of the State principally against the threat of armed aggression and thus contribute to political and economic well being.

The security of the State is fundamental and has national (or internal) and international aspects, including concerns arising from international terrorism or from escalating international tensions.

Internal security

On a day to day basis, internal security is primarily the responsibility of the Minister for Justice, Equality and Law Reform and the Garda Síochána. Defence, however, plays a key role in providing, on request, aid to the civil power. It is essential that the Defence Forces are in a position to respond to such requests. It is

essential also that the cross-cutting dimensions of security are recognised and that the structures and arrangements currently in place at Government level, at inter-Departmental level and at operational level between the Gardaí and the military authorities are maintained to ensure integrated service planning and delivery.

In this regard, there has been a reduction in the internal threat to national security emanating from republican and loyalist paramilitary groupings. However, as this threat reduced, the potential threat from international terrorism increased (although that threat is currently assessed as low) and this has implications for the internal security situation. Against this background, a detailed review of the various Defence Forces aid to the civil power (ATCP) activities was completed in 2002 and adjustments were made and some resources reallocated. An ongoing review of ATCP roles in the context of the continuing assessment of the changing security environment will continue and changes will be made as appropriate.

International security

The Minister for Foreign Affairs has overall responsibility for international security policy. The Minister for Defence and the Defence organisation supports this policy and has an increasing role through the ongoing development of the European Security and Defence Policy (ESDP). The international defence and security context continues to be defined by our policy of military neutrality, our active political and operational role in support of the UN and our involvement in the ESDP.

The international environment continues to be marked by regional conflicts, human rights abuses and other issues. Participation in crisis management is a priority of Irish foreign policy as a concrete expression of our commitment to international peace and security.

The elaboration of the EU's Common Foreign and Security Policy strengthens the EU's capability to undertake conflict prevention, humanitarian and crisis management tasks under the ESDP. Our voluntary offer to the Helsinki Headline Goal (HHG) under the ESDP is for up to 850 members of the Defence Forces to assist in possible 'Petersberg Tasks' missions. Ireland's participation in any such armed mission will be subject to a 'triple lock' mechanism whereby participation will be for decision by the Government and the Dáil on a case by case basis and is subject, in all cases, to prior UN authorisation. Our involvement in ESDP is consistent with and mutually reinforcing of our existing commitment to the United Nations Standby Arrangements System (UNSAS). Ireland is also a member of the Partnership for Peace (PfP) and participates in the PfP Planning and Review Process (PARP). This voluntary framework gives Ireland an opportunity to enhance our capacity to contribute to crisis management missions. It is a function of defence policy to facilitate the provision and maintenance of military forces to meet these commitments.

To this end, we intend to continue our positive participation in the ESDP and to ensure that the development of ESDP reflects Ireland's interests and priorities. We also intend to continue to enhance the capacity of the Defence Forces for crisis management through PfP.

Ireland has a long and historic commitment to UN peacekeeping. In the context of the ongoing changes at UN level in the organisation and structures of international peacekeeping operations, in particular the move towards more regional structures and taking into account Ireland's commitments to the United Nations Standby Arrangements (UNSAS) and the Helsinki Headline Goal, there is a need to develop Defence Forces capabilities so that they can rapidly respond to emerging demands in the areas of crisis management and humanitarian tasks.

The provision of these capabilities has been a key focus of the ongoing Defence modernisation programme.

The Interdepartmental Committee on Peacekeeping, chaired by the Department of Foreign Affairs, is currently reviewing ongoing developments in relation to international peacekeeping. The outcome of this review will inform future decisions in relation to Defence Force participation in overseas missions.

In the meantime, preparations are underway for the changing of the composition of our forces in the UN Mandated missions in KFOR (International Security Presence in Kosovo) and SFOR (Stabilisation Force in Bosnia and Herzegovina) from a Transport Company and MP Company respectively to a light infantry company in KFOR of up to 250 personnel, which represents an overall increase in our commitment. It is also intended to complete our commitment to UNMEE (United Nations Mission in Ethiopia and Eritrea) by mid - 2003.

Threat assessment

Within this general national and international context, and in the light of the events of September 11 and more recent events, the high level National Security Committee continues to analyse the threat at the national and international levels. The Defence organisation is committed to providing, within a sustainable level of overall resources, defence capabilities appropriate to the threat situation, recognising that other policy responses, political, diplomatic, civil, or economic, will also be appropriate. This too was a key focus of the White Paper on Defence and is a key element in ensuring that the security objective can be achieved.

The approach taken will ensure that the Minister for Defence has the best possible information available to him on current and emerging developments in the defence and security environment, so that appropriate decisions about defence provision can be made.

Strategies and performance indicators

The strategies and performance indicators associated with the Security Objective are set out in the table.

The Security Objective

Strategies	Performance indicators
Review Defence Force commitments and capabilities in relation to emergency plans and maintenance of essential services and develop requisite procedures and protocols in respect thereof.	Completion of initial review by mid - 2003. Agreement on procedures and protocols by mid - 2004.
Define protocols in relation to the Defence Forces providing support to the civil authority, particularly in the area of marine environment protection and pollution control.	Agreement on procedures and protocols by mid - 2004.
Agree Service Level Agreements (SLAs) with principal Naval Service and Air Corps customers as follows:	
Department of Communications, Marine and Natural Resources on fishery protection;	Definitive SLA in place by end - 2003 (Interim SLA currently in place).
Department of Justice, Equality and Law Reform on Air Corps support for the Garda Air Support Unit;	Interim SLA in place by May, 2003. Definitive SLA in place by May, 2004.
Department of Communications, Marine and Natural Resources on Air Corps support for Search and Rescue;	Interim SLA in place by end - 2003. Definitive SLA in place by end - 2004.
Department of Health and Children and Health Boards on provision of Air Ambulance service by the Air Corps.	Interim SLA in place by end - September, 2003. Definitive SLA in place by end - June, 2004.
ESDP:	
Defence Forces contribution to Headline Goal;	Available from end - 2003.
ESDP policy formulation and development of ESDP.	Continued active involvement.
Planning for Ireland's Presidency of the EU in the first six months of 2004.	Defence contribution to the success of the Presidency.
PfP:	
2002 - 2003 Individual Partnership Programme (IPP);	Completed by end - 2003.
Further programmes;	Completed as required.
Preparations for participation in multi-national peace support operations.	Increased efficiency and effectiveness of participation and improvements in interoperability.
UN peacekeeping:	
Inter-Departmental Committee on Peacekeeping;	Effective participation.
Reorganisation of Ireland's military contribution to SFOR and KFOR;	Completed by September, 2003.
Withdrawal from UNMEE.	Completed by mid - 2003.
Provision of defence capabilities appropriate to defence and security and other environmental factors.	Implementation of the White Paper (See under the White Paper Objective).
Ongoing review of the defence and security environment.	Provision of timely, relevant and quality advice to the Minister for Defence and the Government.

The Emergency Planning Objective:
To promote the co-ordination of emergency planning functions across all Government Departments and agencies and to oversee the emergency planning process in general.

This Objective and the Security Objective are closely linked.

The Department's new mandate in respect of emergency and peacetime planning was described in Section 1.

As part of the response to the events of September 11, 2001 the Government established a Task Force on Emergency Planning, chaired by the Minister for Defence and assisted by the Department's new Office of Emergency Planning (OEP) and an Interdepartmental Working Group on Emergency Planning.

The Task Force meets regularly to review the various emergency planning and response issues, to report to Government and to ensure a coordinated and effective response to large scale emergencies. The Minister as chairman of the Task Force reports regularly to Government.

The existing lead roles of Departments in respect of specific emergency planning arrangements continue and existing emergency plans have been reviewed in the light of current developments under Task Force and Working Group auspices. The process has been notable for the very high level of cooperation between all Government Departments and agencies, the Department of Defence and the Defence Forces.

In addition to providing support to the Task Force, the OEP coordinates the work of the Interdepartmental Working Group and is developing its oversight role by working with the relevant Government Departments and agencies to quality assure the various Government emergency planning functions. In this regard, the European Union has developed a quality assurance technique called the Common Assessment Framework, which is being employed to support the oversight role. The preparatory work has been substantially completed and engagement with individual Departments and agencies is, and will be, a major focus of work of the OEP.

Another key focus is to ensure that the information being presented to both the media and the public is aimed at developing an understanding of the issues and the likely responses that any emergency may require.

Strategies and performance indicators

The strategies and performance indicators associated with the Emergency Planning Objective are set out in the table.

The Emergency Planning Objective

Strategies	Performance indicators
To foster a more proactive approach to the conduct of emergency planning by interacting with key players in other Government Departments and agencies.	Promotion of a facilitative climate and development of greater confidence in the emergency planning process. Establishment and maintenance of an emergency planning contact programme through regular meetings of the Government Task Force on Emergency Planning and the Interdepartmental Working Group on Emergency Planning.
To provide the necessary supports to the Government Task Force on Emergency Planning, chaired by the Minister for Defence, and the Interdepartmental Working Group on Emergency Planning.	Regular meetings and active pursuit of the issues arising. Provision of regular reports to Government.
To oversee the emergency planning arrangements in Government Departments, agencies and other bodies. Introduction and implementation of an assurance model (Common Assessment Framework) for the assessment of the emergency planning functions within Government Departments and agencies.	Regular reviews and validation of Government emergency planning and response arrangements. First cycle to be completed by end - 2003.

The Civil Defence Objective:

To facilitate through the Local Authorities Civil Defence responses for emergency relief and support to ensure the operation of vital services and the maintenance of public life and to provide all other supports as directed by Government.

The Department is responsible for policy development and the general direction of the Civil Defence volunteer organisation through the Local Authorities. It is responsible also for the administration, training (mainly through the Civil Defence School – the national Civil Defence Training Centre), financing and equipping of the Civil Defence organisation.

Expenditure incurred by Local Authorities on Civil Defence is grant-aided to the extent of 70% by the Department while the Department also fully funds capital equipment such as transport vehicles and ambulances which are purchased and then loaned to the Local Authorities.

The Civil Defence organisation has approximately 6,000 volunteer members who are very dedicated and highly committed to the idea of community service and to working in a structured and disciplined way under the direction of the Local Authority Civil Defence Officers. The volunteers are trained in various skills, such as first aid, rescue, fire fighting, emergency feeding, evacuee care, land and water search and radiation monitoring.

Since 1992 and the launch of the development programme "Towards 2000", the aim has been to develop Civil Defence as a top class second-line emergency service. The organisation operates in close support of the front-line emergency services. This has allowed the Civil Defence organisation to focus on serving the needs of local communities. The White Paper on Defence provides that this trend will be continued and developed.

The Civil Defence volunteer force is very cost-effective and it has retained its voluntary ethos even while working side by side with full and part-time professional emergency services personnel. In addition to the staffing costs of the Department's Civil Defence Branch, total expenditure by the Department in 2003 is estimated at €4.3m. It is proposed to maintain this level of expenditure over the period to 2005.

Following the enactment of the Civil Defence Act 2002, responsibility for the management of Civil Defence at national level was passed in 2003 from the Department to a management Board appointed by the Minister for Defence under the Act. The Board is representative of all of the principal stakeholders and also has external expertise. Under the Act, the Board is obliged to prepare and submit to the Minister a strategic development plan for the future of Civil Defence not later than nine months after its formal establishment. Civil Defence policy will, however, remain the responsibility of the Minister for Defence.

In accordance with the decision of the Government, the Civil Defence function is in the course of being decentralised to Roscrea and this is expected to be completed by end - 2003.

Strategies and performance indicators

The strategies and performance indicators associated with the Civil Defence Objective are set out in the table.

The Civil Defence Objective

Strategies	Performance indicators
Civil Defence Board-to effect as seamless as possible a transition to the new structures.	New organisation in place by end - 2003.
Decentralise the Civil Defence function to Roscrea.	Function decentralised and full range of services provided by end - 2003.
Design a training and exercise programme to develop organisation on policy lines.	Annual training and exercise activities conducted.
Board to prepare Strategic Plan for Civil Defence Development.	Plan submitted to Minister for Defence within nine months of signing of Establishment Order for Civil Defence Board.
Streamline procedures.	Board to review delegation of financial authority to Local Authorities.

The White Paper Objective:
To continue the modernisation of the Defence Forces by implementing the White Paper on Defence and related modernisation initiatives (the White Paper Objective).

The White Paper, which deals with all aspects of defence provision and organisation was published in February 2000, and sets out the policy on Defence for the period to 2010 with a view to ensuring an appropriate level of defence capability having regard to the changing defence and security environment both at home and abroad.

The White Paper emphasises the need to ensure that Ireland has conventionally organised Defence Forces which are affordable and sustainable and which are capable of carrying out the revised roles set by Government.

To meet the new situation, a restructuring process was mapped out for the Defence Forces with the following key goals:

- To provide a light infantry based force with an appropriate level of all-arms capability;
- To provide sufficient forces and capabilities to meet needs at home and to make a significant contribution abroad;
- To put in place a more cohesive and better equipped force than existed in 2000;
- To provide significant additional resources for equipment and infrastructure broadly within the 2000 level of financial allocation.

These goals require the creation of a balanced and flexible military organisation which has sufficient depth in terms of personnel, doctrine, training, organisation and equipment to meet expected future needs. The then organisation was seen as a strong starting point but a process of continuous change is necessary to ensure that the State has effective and efficient defence capabilities relevant to its needs.

The White Paper sets out major new plans for the development of the Defence Forces. This involves the provision of a Permanent Defence Force of 10,500 personnel (plus the option of having 250 recruits in training at any one time) and the investment of the pay savings arising from the reduced strength level in new equipment and infrastructure. The current strength figures lie within that range.

The payroll savings achieved, plus resources generated from the sale of properties which are surplus to military requirements, have funded an unprecedented investment programme in new equipment, buildings and related infrastructure. Details of this investment programme are set out in Appendix 2.

The changed economic situation has resulted in the postponement of the major medium lift helicopter project and the slowing down of a number of other projects. However, a number of major projects are proceeding, including certain barracks refurbishment works, additional Armoured Personnel Carriers and the acquisition of trainer aircraft.

The completion of these projects, together with the investment which has already taken place and the anticipated scope for investment

in the period ahead should ensure that the Defence Forces have the necessary equipment and infrastructure to carry out their roles.

The White Paper envisages new organisation plans for the Permanent Defence Force based on the new overall numbers.

Arising from the special study of the Air Corps and the Naval Service undertaken by Price Waterhouse, and reflecting the policy parameters laid down in the White Paper, implementation plans were drawn up for the Air Corps and the Naval Service, including new organisation structures. These plans have largely been implemented. The Chief of Staff's proposals for a new Army organisation are also being implemented. A review will be carried out in 2004.

The White Paper recognises the importance of offering rewarding and challenging careers to Defence Forces personnel. In this regard, it provides for the preparation of an updated and very comprehensive integrated personnel management plan for an Integrated Personnel Management System (IPMS) to address this and related issues.

The Chief of Staff has submitted a proposed IPMS and this is being considered by the civil-military Strategic Management Committee (SMC). It is hoped to finalise the IPMS in 2003. A key feature will be a continuation of the policy of regular recruitment which is now in place in order to achieve an improved age profile in the Permanent Defence Force.

The White Paper provides also that the overall strategy for the development of the Reserve Defence Force will be based on the report of the special Steering Group which reported in 1999. The recommendations of the report have been broadly accepted as providing a general foundation on which the future development of the Reserve can be built. A draft Implementation Plan has been prepared by the Chief of Staff and approved in principle by the Minister. It is expected that implementation will require about six years to bring to completion.

Strategies and performance indicators

The strategies and performance indicators associated with the White Paper Objective are set out in the table.

The White Paper Objective

Strategies	Performance indicators
Review of Army organisation.	Review completed in 2004. Implementation on basis of timetable approved by Minister.
Complete and implement the IPMS.	IPMS finalised in 2003. Implementation on basis of timetable approved by Minister.
Reorganisation of the Reserve.	Plan implemented by end - 2008.
Defence Forces Investment Programme:	
2003 Equipment and Infrastructure Programme	Implemented by end - 2003.
2004 Programme	Approved by mid - 2003. Implemented by end - 2004.
2005 Programme	Approved by mid - 2004. Implemented by end - 2005.

The Policy Advice and Support Objective: *To provide the Minister for Defence with the best policy advice and support in relation to the management of Defence.*

The Department and the Defence Forces provide advice and support to the Minister to assist him with the discharge of his responsibilities. This includes, within a constitutional and statutory framework and through an active business planning process, the management of the Department and the Defence Forces, the provision of policy advice, assistance with policy formulation and development, the implementation of policy and the command of the Defence Forces.

The key focus is to assure the Minister and the Government that, within the broad policy, legislative and resource framework in which we operate, Defence is well managed, resources are properly utilised and that the capacities required to properly discharge the functions and roles are maintained. On the policy side, the key focus is on providing timely, relevant and quality advice on all matters pertaining to the Minister's responsibilities.

There is necessarily a degree of overlap between this strategic objective and the other strategic objectives set out above. This is particularly true in relation to the national and international security arena, emergency

planning and White Paper implementation where many of the outputs take the form of policy advice and support.

White Paper issues

The White Paper identified the key issues facing the civil side of the Department as follows:

- The development of a policy-led Department which is capable of advising the Minister on all defence matters, executing the specific tasks allocated to the civil service branches, and generally managing its business on a value for money basis.
- Managing at the policy level the ongoing reform and development of the Defence Forces to ensure that there are sustainable and affordable Defence Forces in place to fulfil the roles laid down by Government.

Department and Defence Forces management structures and arrangements

The White Paper stated that addressing these key issues required a review of branches, the creation of a three division structure for the civil element of the Department, including the creation of a new Corporate Services Division and a review of staffing levels with a view to a 10% reduction in current civil service staff numbers.

As reported in the previous Strategy Statement, a three division structure has been put in place. As implementation of this Strategy Statement proceeds, we will keep the new structure under review to ensure its continued relevance to achieving our mission. The required reduction in staff numbers is expected to be achieved by end - 2004 but this is dependent on a reduced requirement for staff in the Claims Branch and the extent of staffing requirements arising in the context of the Irish Presidency of the EU.

The present top management structure of the Defence Forces is based on legislation enacted in 1998 arising from the implementation of the Defence Forces Review Implementation Plan. The new structure is working well.

The Strategic Management Committee (SMC) is described in Section 2 above. As provided for in the White Paper, the role of the SMC has been enhanced through a greater emphasis on strategic planning and on policy formulation and review with quarterly meetings chaired by the Minister. The SMC will have an active role in ensuring that the Strategy Statement is implemented in full.

Partnership and conciliation and arbitration

In developing our strategic approach in recent years, we have invested time and resources in consulting civil and military staff and in the development of partnership structures.

There are active Partnership structures in place involving civil service staff, the Department's civilian employees and, more recently, 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 managers and staff can resolve issues of concern in a bilateral and non-confrontational way at the lowest possible level. In summary there have been benefits for managers and staff and for the people we serve.

The aim is to continue to build on the progress made, principally on internal and external communications and customer service, since the commencement of the process in 1998 and to achieve similar progress through the new Partnership structures recently agreed in the Defence Forces.

The Defences 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, particularly the implementation of the White Paper. The modernisation agenda encompassed in the White Paper is relevant in the context of *Sustaining Progress* which encompasses the implementation of the Report of the Public Service Benchmarking Body and the implementation of a new pension scheme for new entrants to the Defence Forces arising from the report of the Commission on Public Service Pensions.

Human Resources Development (HRD) strategy

As previous Strategy Statements and the White Paper have pointed out, the management and development of staff are critical to creating organisational capacity. The Department and the Defence Forces have given special attention to this issue in recent years.

For the civil side, the principal elements of a new human resources strategy emerged from a detailed consultative process involving all staff. Many of these elements are already in place. Selection for promotion among civil service staff is now done through a competitive process including interview. The Performance Management and Development System (PMDS) is now in its third year of operation in Defence and there has been a major investment in training and development to ensure that staff are given the opportunity to reach their full potential.

The Department of Defence was the first Government Department to receive the *Excellence Through People* Award in 2001 and has retained it for 2003. FÁS developed this Irish Standard to encourage organisations to develop the full potential of their employees and so maximise their contribution to the organisation. The award gives recognition to organisations that have achieved this aim. We are committed to retaining the award for future years.

The consolidation of these important developments, together with an increased emphasis on senior management training and development and an increase in the training and development budget, are priorities for the

Department and are at the centre of preparations for the updating of the Department's human resources development strategy.

The planned extension to civilian employees of the PMDS will provide benefits for the staff concerned and for the organisation.

The ongoing development of the Integrated Personnel Management System (IPMS) for the Defence Forces was outlined above (see under the heading *The White Paper Objective*) and is of critical importance.

Equality

It is our policy that all personnel are accorded equality of opportunity and treatment and we will continue to promote equality and to support the initiatives undertaken to achieve equality of opportunity in the public service. The IPMS mentioned above and the Department's updated human resources development strategy will reflect this policy position. That strategy, which is being prepared in consultation with staff interests, will include also a programme of affirmative action (overcoming obstacles to career progression) to address such issues as the implementation of the Government target whereby one-third of posts in the grade of Assistant Principal should be filled by women within 5 years.

We believe that our broad approach not only recognises and guarantees the equal rights of all of our staff but also ensures that we give them the opportunity to achieve their full potential and make the optimum contribution to the success of the organisation.

A key commitment in our Customer Service Action Plan is to take all reasonable steps to provide equality of access to all our customers.

Harassment and bullying in the Defence Forces – the Doyle Report

Following the publication in March 2002 of the Doyle report into the incidence of sexual harassment, harassment and bullying in the Defence Forces, the full implementation of the report's recommendations is a priority. An independent Monitoring Group chaired by Dr. Eileen Doyle and which comprises the Deputy Chief of Staff (Support), an Assistant Secretary of the Department and the General Secretaries of the Representative Associations is tasked with the co-ordination and management of the implementation process, including the drafting of a full implementation plan to give effect to the fundamental reforms which the report has recommended.

Significant progress has been made to date. An Equality Steering Group has been charged with examining the legislation, statutory instruments, practices, procedures and administrative instructions in the Defence Forces taking account of relevant equality legislation and best practice, the particular requirements of the military environment, and the Doyle report.

An independent Confidential Helpline and Counselling Service for serving Defence Forces personnel as recommended in the report was launched early in 2003, while an independent body has been engaged to design, administer, distribute and analyse an Exit Interview Questionnaire for personnel retiring or

resigning from the Defence Forces to establish their views on their experiences of military life.

A further External Survey will be conducted in Spring 2004, the results of which will be published, and this will involve a thorough revisiting of all the aspects covered in the report.

Finance services and financial management

Finance services

Finance services are provided through the Department's Finance area where the customer service ethos is well established. The emphasis 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, the granting and payment of pensions and gratuities to retired members of the Defence Forces, Veterans of the War of Independence and the dependants of deceased personnel, the formulation and development of pensions policy, the payment of all accounts for goods and services provided to the Defence Forces and the Department, maintaining financial records and preparing the Department's annual Appropriation Accounts, and helping to meet the information needs of the Department.

There will be greater emphasis on this latter aspect during the currency of this Strategy Statement and particularly in the context of the ongoing Management Information Framework project.

Total Defence expenditure (including military pensions) will amount to about €884m in 2003.

Management Information Framework

Work on the installation of new financial management and accounting systems has been ongoing throughout the civil service in the context of the Management Information Framework (MIF).

In line with this, the development of MIF in the Department of Defence and the Defence Forces is under way, with project management structures and professional staff now in place across the organisation. Planning for the next phase, specifying and selecting the appropriate systems for delivery of the project, is at an advanced stage. The rollout of the MIF will deliver substantial benefits in terms of improved accounting and management information systems. The systems will also enable performance measurement by reference to realistic agreed indicators and will provide a solid platform on which to base value for money expenditure reviews.

The MIF programme will require a significant commitment of financial, human and ICT resources, right across the Defence organisation, both civil and military. The organisation intends to make that commitment.

Internal Audit

The Department's Internal Audit Section is an independent unit which reports directly to the Secretary General. As a service provider, the Section follows closely the Professional

Practice Standards set down by the Institute of Internal Auditors by providing to management, both civil and military, an independent and objective assurance and consulting activity which is designed to add value and improve the Department's operations through the evaluation and improvement of the effectiveness of the risk management, control and governance process in the Department.

The Section works to an annual programme of audits which is approved and reviewed by the Department's Audit Committee, which comprises the Secretary General, the two Assistant Secretaries, the Head of Corporate Services, the Professional Accountant and the Deputy Chief of Staff (Support).

Information and Communications Technologies (ICTs) and the Information Society

ICT programme in Defence

One of the priorities identified for the organisation by the White Paper is to make maximum use of ICTs. We have invested substantial resources in the modernisation of our ICT infrastructure and are continuing to build on this sound technological base. Major applications in the financial and administrative areas, such as payroll and accounting systems, compensation claims, inventory management and human resources support systems have been developed and now underpin many of the business processes. The support for and development of these and other mission-critical applications will continue to command significant financial and human resources.

The EU Presidency in 2004 will increase the demands on IT resources. We are already planning for this extra requirement and will take steps to ensure that adequate resources are in place.

IT security has always been a priority for Defence. We have already implemented security arrangements on our networks and on our systems generally and will continue to enhance these over the next three years. This must also be balanced with the need for accessibility of information in accordance with the e-Government agenda, and for web-enabled business applications and future workflow design.

In line with the recommendations of the Working Group on the Management of Information Technology, the Department's civil-military IT Steering Committee is focused on the alignment of ICT strategy with both strategic and day to day business. This greatly enhances organisational effectiveness and promotes IT awareness.

The Information Society and e-Government

In March 2002, the Government published its new Action Plan for the Information Society, *New Connections*. This addresses the priorities and strategies to take us forward in terms of infrastructures, applications and supporting frameworks. Under the modernisation remit of that document, the Department's *e-Government Action Plan* was published in May 2002. It identifies particular e-Government activities such as e-Cabinet, e-Procurement, e-Recruitment, and electronic payment projects, to be delivered in line with the timescale of central government initiatives.

In support of this, the Government Virtual Private Network (VPN) has now been put in place and the Department has commenced a significant technical process to change and enhance telecommunications links. Over the coming years, this will facilitate our participation in e-Government developments at the most economical rates available.

Further developments, such as the goal of overall e-enablement of the public service, through the development of shared services and common automated processes, will be part of an ongoing process, delivered in modules over the coming years. We are already represented on Interdepartmental groups in these areas and will, through this mechanism, continue to make our contribution to the success of this initiative.

The Department's own Intranet (DNet) has been redesigned to enable its use as an interactive workspace and to support web-enabled business processes for future rollout, e.g., online helpdesk support. This development will continue. The Department's website *www.defence.ie* has been launched, built on best practice in relation to design, search facilities and accessibility guidelines. It will be a truly interactive medium, e.g. for Freedom of Information queries, providing information services and query facilities. The updating and maintenance of accurate website content is an ongoing process and further planned developments will enable business transactions on the website, in accordance with Government initiatives.

Property management

Successfully managing the Department's property portfolio is, and will continue to be, a major challenge and is of critical importance to the achievement of the Policy Advice and Support Objective, the White Paper Objective and the Security Objective.

In this regard, there is a focus on providing the Minister with the best policy advice and support in relation to the management of Defence property and on ensuring the provision of an appropriate level of property holdings to support the accommodation, training and operational requirements of the Defence Forces.

In the previous Strategy Statement reference was made to the fact that the Government had decided that there should be a rigorous examination of the necessity for properties outside of the permanently occupied military barracks and posts and that only those required for essential defence purposes would be retained. In this regard, a policy of phasing-out most married quarters is being implemented with quarters located outside barracks being sold-off. Where married quarters are being retained, an ongoing review of rents will ensure a system which more accurately reflects the market value of such property and help to maximise revenue for reinvestment purposes.

Other properties will be identified for disposal by sale or otherwise and the proceeds, along with the revenue from the existing programme of barrack disposals, will form a key part of the Defence Forces equipment and infrastructure investment programmes. This policy has been pursued successfully and will continue in the period to 2005.

Progress will also be made in the streamlining of property management systems generally, having regard to the need to monitor maintenance and overall stewardship of the portfolio, including disposals and to improve management information systems.

In line with Government policy and the National Heritage Plan and National Diversity Plan, the Department and the Defence Forces are committed to employing best practice to ensure the protection of Ireland's natural environment and heritage resources. Our main focus on environmental issues is concentrated on the conservation of defence lands, pollution prevention, energy conservation, recycling and waste disposal, and environmental enhancement generally. The preservation, protection and restoration of natural resources while fulfilling Defence training and operational requirements are key issues.

The implementation of the report of the Curragh Task Force on the future management and development of the Curragh having regard to the immense archaeological, cultural, environmental and historical significance of the area will be a key focus in the period ahead. The Curragh is now classified as a Recorded Monument and is in the process of being designated as a Natural Heritage Area.

One of the main recommendations of the Task Force was the transfer of the management of the Curragh of Kildare, with the exception of the Curragh Military Camp, to a new statutory authority to be established under the aegis of the Department of Defence. The Government have approved this proposal and the necessary arrangements are being made to develop and submit detailed proposals to Government.

The implementation of the Task Force's recommendations is being considered also in the context of a report commissioned by Kildare County Council on the Sustainable Recreational Use of National Assets.

Hearing loss compensation and related matters

In our previous Strategy Statements we referred to the major challenge posed by the hearing loss issue. Originally, the potential cost to the Exchequer was being estimated at over €1bn. Current estimates indicate that the overall cost to the Exchequer will now be in the region of €350m. This indicates the success of our ongoing strategy of reducing the cost to the taxpayer while ensuring equity for the genuine claimant.

As at 31st December 2002, we had received 16,522 hearing loss claims and had disposed of 13,888 of these at an overall total cost of €258m. Some 35% of these claims were dealt with under the Early Settlement Scheme which has been terminated for claims received after 26 July, 2002. Our priority is to deal with the balance of some 2,634 claims in an equitable and cost effective manner.

With regard to non hearing loss claims we referred in our previous Strategy Statement to the delegation of these claims to the State Claims Agency (SCA) by Government Order. The SCA formally took charge of its new responsibilities in December 2001.

The Order included a list of certain categories of claim which have been exempted from delegation to the Agency for reasons of public

and legal policy. Categories of claims which were not delegated by the Minister for Defence to the SCA are as follows:

- hearing loss claims;
- claims arising from personal injury suffered by member of the Defence Forces in the course of duty outside of the State; and
- claims made by State employees arising from alleged breaches of the Employment Equality Act, 1998.

Provision was also made for the transfer of existing claims. By December 2002, 266 cases had been referred to the Agency. The Department will continue to monitor the process and support the SCA as necessary.

In relation to claims which have not been delegated to the SCA, we will seek to continue to dispose of such claims as expeditiously as possible and at least cost.

Legislative programme and simplification and reform

Programme

In January, 2002 the Ombudsman (Defence Forces) Bill, 2002 was published. This provides for the establishment of a Defence Forces Ombudsman who will be an entirely independent statutory entity with statutory powers of inquiry and investigation, modelled on those of the public service Ombudsman, but reflecting the circumstances and demands of the military environment. It is hoped to have the Bill enacted in 2003 and to have the Office of the Defence Forces Ombudsman established as soon as practicable thereafter.

We intend also to restate for easy reference and access the Defence Acts and, as mentioned elsewhere, to update legislation in relation to the Curragh of Kildare.

Simplification and reform

Traditionally, the Defence sector was highly regulated with most military matters governed by Defence Forces Regulations made by the Minister for Defence under the Defence Acts. While this has had little or no adverse impact on business or the community, it was recognised in the Department that simplification and reform was necessary to keep pace with the ongoing modernisation of the sector. Much of that simplification has been carried out but the process will continue in the period ahead with the objective of rewriting and modernising regulations and streamlining administrative procedures.

Strategies and performance indicators

The strategies and performance indicators associated with the Policy Advice and Support Objective are set out in the table.

The Policy Advice and Support Objective

Strategies	Performance indicators
Business Planning.	Annual plans for 2003 in place as soon as possible after Strategy Statement is approved. Plans for 2004 in place by end - 2003. Plans for 2005 in place by end - 2004.
Reduction in Civil Service numbers by 10%.	Reduction achieved by end - 2004.
Customer Service.	Develop Customer Charter to agreed timetable. Update Customer Service Action Plan 2001 - 2004 to agreed timetable.
Civil Service Human Resources Development Strategy (incorporating an Equality Policy document):	Completion by end - 2003
PMDS.	Completion of third annual cycle by January, 2004. Commencement of fourth and subsequent cycles from January, 2004 and annually thereafter. Deliver first part of PMDS to Civilian Employees by end - 2003.
Annual Training Programme.	Programme designed and implemented annually. Equality Awareness training to be offered to all staff by end - 2003.
Increase investment in Training and Development.	Increase to 4% of payroll by end - 2003.
Excellence Through People Accreditation.	Retain the Excellence Through People accreditation for 2004 and 2005.
Civilian Employees' Partnership.	Foster and strengthen process and hold one national seminar in each year.
Defence Forces Partnership:	
National Partnership Forum.	Operational by mid - 2003.
Establish joint management/Representative Associations Partnership Committees at Brigade, DFTC, Air Corps, Naval Service and DFHQ levels.	Established by end - 2004.

Implement recommendations of Doyle Report into harassment, sexual harassment and bullying in the Defence Forces:	Full implementation of all recommendations.
Internal Audit: Annual Programme 2003; Annual Programme 2004; Annual Programme 2005.	Annual Programmes completed to satisfaction of Audit Committee.
Management Information Framework:	
Completion of System specifications;	By June 2003.
Selection of new system;	By end - 2003.
Installation of new system.	By end - 2004.
ICT and e-Government: Further website development by end - 2003;	Interactive FOI and other queries in place. Dynamic Information updating.
e-Procurement system in place by end - 2003;	Streamlined purchasing process and achievement of economies of scale.
e-Cabinet pilot project end - 2003;	Successful participation.
Telecommunications;	VPN integration by mid - 2003.
Electronic payments;	Complete current programme by end - 2005.
Business application development.	Extent to which business managers' requirements are met. Increasing awareness and effectiveness of staff.
Property Management:	
Sales of Barracks already closed and other surplus property;	Barracks sales completed. Other surplus property sales ongoing.
Sales of Married Quarters outside Barracks;	Most sales completed by end - 2003.
Review of property holdings;	Property needs/ surpluses identified.
Curragh legislation;	Heads of Bill submitted to Government by end - July, 2003.
Streamlining of management systems (ongoing) and development of Geographical Information System (GIS).	Extent to which new systems achieve the objectives set.

Hearing loss and other claims:	
Hearing loss: To dispose of claims efficiently, fairly and at minimum cost to the Exchequer.	Number of claims finalised per year. % of cases successfully defended. Quantum and costs per case. Total expenditure on hearing loss.
General claims: To dispose of non delegated claims efficiently, fairly and at minimum cost to Exchequer.	Number of claims finalised per year. % of cases successfully defended. Quantum and costs per case. Total expenditure.
Legislative programme, simplification and reform:	
Ombudsman Bill;	Enacted in 2003.
Restatement of Defence Acts;	Publication in 2003.
Simplify and reform Defence Forces regulations.	Number of regulations simplified.

Section 5: Cross-organisational issues and implementing the Strategy Statement

Introduction

There are important cross-organisational dimensions to the work of the Department and mission success is often critically dependent, for example, on the inputs and cooperation 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 cooperation of Defence and the Defence Forces.

Defence modernisation and ongoing management of the Department

Much of the success of the Defence modernisation process can be attributed to the very good working relationships which have been developed with the Department of the Taoiseach and the Department of Finance. The support of both Departments in relation to the rebalancing of Defence resource allocation and the development of the equipment and infrastructure programmes was particularly important. We intend to continue to work closely with both Departments in relation to the Defence modernisation and the wider public service modernisation programmes. In this regard, there are important pay issues to be resolved in the Defence sector and we look forward to working with both Departments within the context of pay policy and existing conciliation and arbitration mechanisms.

National and international security

In describing national and international security issues above, we outlined the relevant responsibilities of the Minister for Defence, the Minister for Foreign Affairs, the Minister for Justice, Equality and Law Reform and the Garda Síochána and referred to the criticality of the structures and arrangements now in place at Government level, at Interdepartmental level and at operational level between the Gardaí and military authorities for integrated service planning and delivery. These arrangements have worked very well over a considerable period and will be maintained.

We also have very effective liaison structures in place with the Department of Communications, Marine and Natural Resources which has policy responsibility for, amongst other things, fishery protection and marine Search and Rescue. The Naval Service and the Air Corps play a very significant role in each of these areas and the liaison structures have been successful in the planning and integration of service delivery. We have similar arrangements in place with the Department of Justice, Equality and Law Reform and with the Department of Health and Children and the Health Boards in relation to, respectively, the broad internal security area and air ambulance services.

As mentioned in Section 4, we will work with each of these Departments and agencies to develop Service Level Agreements which will specify in certain areas the level and quality of service or assistance to be provided.

Close contact is maintained with the Department of Foreign Affairs in relation to EU matters and in particular to the Common Foreign and Security Policy and European Security and Defence Policy. In Brussels, the Delegation of Ireland to the Political and Security Committee is comprised of staff from

the Department of Foreign Affairs and from Defence, including military staff. A similar approach is in place in relation to PfP. Developing bilateral arrangements with Defence counterparts within these structures will be an important element in the promotion of Ireland's interests.

Emergency planning

The Government Task Force on Emergency Planning, which is chaired by the Minister for Defence, and the Interdepartmental Working Group on Emergency Planning continue to promote co-ordination across all departments and agencies involved in the emergency planning process. The existing lead roles of Departments in respect of specific emergency planning arrangements remain unchanged.

Civil Defence

Given the nature and extent of Civil Defence activity and the community and other support roles played by the organisation, we have a range of formal and informal linkages with many Government Departments and State agencies. These arrangements work very well and we expect that the new management Board will seek to maintain and develop these in the period ahead.

Implementing the Strategy Statement

We are determined to implement this Strategy Statement and to 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. These objectives, strategies and indicators will be mainstreamed into our ongoing business planning processes, key aspects of which include the preparation of annual business plans in consultation with staff interests, approval at Secretary General or Chief of Staff level, the ongoing monitoring and review of progress, and regular reporting to the Minister. Where necessary, difficulties with plan implementation can be dealt with at Management Advisory Committee or Strategic Management Committee level as appropriate.

The drafting of annual plans will proceed against the background of the ongoing assessment of the environmental factors mentioned above and in the light of any relevant or expected developments in these factors.

Appendix 1: Details of projected Defence Vote expenditure for 2003 by category

Expenditure Category	2003	
	€m	%
PDF pay and allowances	**424**	58%
Pay and allowances of civilian employees and RDF	**41**	6%
Defensive equipment	**30**	4%
Air Corps: equipment, fuel, maintenance, etc.	**34**	5%
Naval Service: equipment, fuel, maintenance etc.	**11**	2%
Barracks expenses, repairs and maintenance of lands	**26**	4%
Buildings – capital	**24**	3%
Military Transport: new vehicles, fuel, repairs and maintenance	**15**	2%
Compensation	**51**	7%
Other non-pay military expenditure	**49**	7%
Administrative budget	**21**	3%
Civil Defence, Irish Red Cross Society and Coiste and Asgard	**6**	1%
Total (Gross)	**731**	**100**

Note: Any discrepancies are due to rounding.

Appendix 2: Major investment projects commenced or completed in the period 1997 - 2002

Project Description	Cost
Equipment:	
8 Fixed Wing Training Aircraft for the Air Corps (for delivery in 2004)	€60m
40 Armoured Personnel Carriers for the Army (all delivered and in service)	€50m
25 Armoured Personnel Carriers for the Army (for delivery in 2004)	€33m
Naval Service ship: LE Roisín commissioned in December 1999	€25m
Naval Service ship: LE Niamh commissioned September 2001	€25m
Equipment Subtotal	*€193m*
Infrastructure:	
Curragh:	
Vehicle workshop & garaging	€14m
New stores & workshops	€11m
New Ordnance/Transport School & Combat Support College	€10m
New pool and gym upgrade	€8m
NCOs Messes	€7m
Ammunition depot	€6m
Conversion project for student accommodation	€3m
Cathal Brugha Barracks, Dublin 6:	
New Communications/Engineering Building	€3m
Collins Barracks, Cork:	
New storage facilities	€3m
Gymnasium	€3m
Dún Uí Mhaoilíosa, Renmore, Galway:	
Cookhouse & dining hall	€4m
Naval Base, Haulbowline:	
New galley/dining complex	€4m
Casement Aerodrome, Baldonnel:	
New hangar	€6m
Runway resurfacing	€6m
Headquarters No. 3 Support Wing	€3m
Infrastructure Subtotal	*€91m*
Overall Total	**€284m**

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