DEPARTMENT OF DEFENCE AND DEFENCE FORCES

STRATEGY STATEMENT 2015 - 2017

An Roinn Cosanta
DEPARTMENT OF DEFENCE

Óglaigh na hÉireann
DEFENCE FORCES IRELAND

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DEPARTMENT OF DEFENCE AND DEFENCE FORCES STRATEGY STATEMENT 2015 – 2017

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MINISTERIAL FOREWORD

I welcome the publication of this Strategy Statement which provides a strategic framework for the Department of Defence and the Defence Forces for the period from 2015 to 2017. A key focus of the Strategy Statement is to ensure that the Defence Organisation retains the capacity to fulfil all roles assigned by Government. A new White Paper on Defence will be published later this year. This will set out the Defence Policy Framework for the next decade and will inform strategic priorities.

Since my appointment as Minister for Defence I have had the opportunity to witness the important ongoing work of our Defence Forces, both at home and overseas. Much of this work, such as explosive ordnance disposal, maritime patrols, armed prison guards, air support, capability development etc., is unseen by the general public but is an integral part of the State's security framework. The accomplishments of the Defence Forces on overseas missions over the course of more than half a century have made a tangible contribution to international peace and security. The engagement by civil and military personnel from the Department and the Defence Forces in international fora along with our active participation in international peace support operations reflects Ireland's continued commitment to fulfilling our international obligations.

This Strategy Statement addresses the challenges facing the Defence Organisation in maintaining the required Defence capabilities and operational outputs. It charts a way forward that builds on the significant modernisation that has been achieved by the entire Defence Organisation over an extended period of time.

The publication of this Strategy Statement comes at a pivotal time for the country. We are emerging from an unprecedented economic crisis. Economic recovery has begun, financial stability has been restored and there is a return to job creation and economic growth. Ireland can now look to the future with confidence. The Defence Organisation will continue to contribute to the maintenance of a secure environment, a key factor that underpins economic growth. In addition, the Defence Organisation will continue to support the Government's jobs initiative.

Finally, I look forward to working closely with the Secretary General, the Chief of Staff and their respective personnel, both civil and military, whose combined efforts will be required to achieve the Defence High Level Goal.

SIMON COVENEY, T.D.
MINISTER FOR DEFENCE
March 2015

FOREWORD

This Strategy Statement encompasses the Department of Defence and the Defence Forces, which have distinct but complementary roles. This is reflected in the fact that the collective Defence Organisation shares a common High Level Goal, which is:

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

In order to achieve this goal the Defence Organisation will pursue a range of actions under three broad strategic dimensions: *Defence policy, ensuring the capacity to deliver, and Defence Forces' operational outputs.*

A new White Paper on Defence, which is due to be published later this year, will set out an updated defence policy framework for the next decade. It will chart a course that situates this Strategy Statement within a longer strategic timeframe.

The immediate priority is to ensure that the Defence Organisation can continue to meet the requirements of Government across all roles assigned. The Defence Organisation has undertaken significant steps in recent years in order to maintain and develop capabilities within a reduced resource envelope. We now need to build on this solid foundation that has been established through the rationalisation and reorganisation process to ensure appropriate capabilities are maintained and developed. The development of shared services will also see further significant changes. Implementation of the Civil Service Renewal Plan will provide a further impetus to ensuring the highest standards of service delivery and the Public Service Reform Plan will continue to provide a framework for ongoing change that complements ongoing initiatives within the Defence Organisation.

The Defence Organisation is tasked with a broad and diverse range of duties. On a daily basis, personnel of the Department and the Defence Forces can deal with matters of local, national and international dimensions. The Defence Forces undertake a range of operations both at home and overseas as well as providing capabilities to support Government Departments and Agencies in emergency situations. Much of this work is unseen by the general public.

The successful achievement of the Defence Organisation's High Level Goal requires the inputs of a broad range of stakeholders, particularly the civil and military personnel of the Defence Organisation. We would like to acknowledge the

significant efforts of those personnel over recent years and look forward to working closely together over the coming years.

Maurice Quinn

Secretary General
March 2015

Lt. Gen. Conor O'Boyle

Chief of Staff
March 2015

SECTION 1: INTRODUCTION, OVERVIEW AND MANDATE

Introduction

This Strategy Statement sets out the overall High Level Goal of the Department of Defence and the Defence Forces, key strategies for implementation over the period 2015 to 2017 and maps out the strategic direction for the Defence Organisation[1]. It has been developed following consultation with a range of Government Departments and agencies and with staff throughout the Defence Organisation.

Policy Context

The High Level Goal of the Defence Organisation is:

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

The civil and military elements of the Defence Organisation work collaboratively to achieve this high level goal having regard to their distinct but complementary roles.

The White Paper on Defence (2000) sets out the defence policy framework and outlines the policy requirements for Defence. It states:

"Having regard to the defence and security environment, the Government's policy for defence will be aimed at ensuring that the following requirements are met:

- To maintain a military force structure that provides a basis for responding to any major change in Ireland's strategic circumstances in the medium to long term, as well as demonstrating an appropriate commitment to national defence.
- To maintain a military force structure capable of responding to requests to provide aid to the civil power and in that context, contributing to the prevention of security challenges from abroad including terrorism and arms smuggling.
- To fulfil Ireland's international and regional responsibilities arising from membership of the UN by providing a range of military capabilities that can effectively be employed to participate in a broad range of multinational peace support and humanitarian relief operations.
- To demonstrate Ireland's commitment to European security by having a suitable range of military capabilities that can be used to make appropriate contributions to regional security missions authorised by the UN."

In addition, the White Paper outlined the Government's decision to utilise Defence capabilities to deliver a broad range of other services, which maximises the value for money accrued from such capabilities. These include provision of a Fishery Protection Service, the provision of an Air

[1] In this Strategy Statement, the Defence Organisation refers to the Department of Defence and the Defence Forces.

Ambulance Service to the HSE and the provision of support to the civil authorities across a wide range of contingencies, including assistance to local authorities during severe weather crises such as flooding.

A new White Paper on Defence is currently being developed. When published, it will provide an updated Defence policy framework for the period ahead.

Mandate

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 2011 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 for which he is directly responsible to the Minister. Also 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, and the Air Corps. Flag Officer Commanding the Naval Service has been delegated similar responsibilities in respect of the Naval Service. In practice, matters relating to command are normally channelled through the Chief of Staff. In effect, this means that day-to-day operational control of the Defence Forces rests with the Chief of Staff for which he is directly responsible to the Minister.

The Defence Organisation

The Defence Organisation has civil and military elements, which work collaboratively to ensure that the Minister and Government's requirements for Defence are delivered. The elements of the Defence Organisation and their associated roles are outlined below.

Department of Defence

The Department of Defence comprises civil and military elements with distinct but complementary roles. The primary role of the civil element of the Department is to support the Minister as Head of the Department, in particular by providing policy advice and support on Defence matters. The civil element of the Department of Defence is central to the oversight and management of the Defence Votes, the drive for efficiency and the process of change, formulating Defence policy, representing Ireland at EU and international engagements in Defence, defending against litigation and providing a range of services critical to the outputs of the Defence Forces. The civil element also provides liaison between the Defence Forces and other Government Departments, public authorities, the EU and public representatives. The Secretary General is the Minister's principal policy adviser.

Defence Forces Headquarters (DFHQ) is the military element of the Department of Defence. It is headed by the Chief of Staff, who is the Minister's principal military adviser. It is focused on planning, managing, formulating military advice, development, and major strategic issues affecting the Defence Forces, including ongoing modernisation and transformation. DFHQ comprises a range of military staffs, which have responsibilities ranging from Defence Forces Strategic Planning to Operations, Logistics and Human Resource Management.

The Department also has responsibilities in relation to Emergency Planning and Civil Defence. The Office of Emergency Planning (OEP) is a joint civil/military office within the Department of Defence. The OEP supports the Minister in his role as Chairman of the Government's Task Force on Emergency Planning, which oversees the emergency planning preparations in Government Departments and the public authorities under their aegis. The OEP supports sustained public awareness and reassurance regarding a "whole of Government" approach to emergency planning and responses to national level emergencies/crises. The OEP is responsible for reviewing Ireland's National Risk Assessment and liaises both nationally and at an international level on risk and best practices in emergency planning. The OEP prepares an annual report, presented by the Minister for Defence to Government, on Emergency Planning. The OEP is also responsible for the operation of the National Emergency Coordination Centre (NECC).

Civil Defence is a statutory volunteer based organisation with Units located in each local authority area. The Civil Defence organisation is managed and developed at national level through the Civil Defence Branch of the Department. It provides second-line support to the principal response agencies and other State bodies for a broad range of operations and events. It also supports a large number of community based events. There are approximately 4,500 trained and active volunteers in Civil Defence.

Defence Forces
The White Paper on Defence (2000) 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 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 PDF is a standing force and provides the primary capabilities for military operations at home and military peace support operations abroad. The RDF provides a contingent conventional military capability to augment and assist the PDF in crisis situations where such additional capabilities are required.

In addition, civilian employees, engaged under the provisions of the Defence Act 1954, are based at military locations around the country. The majority of these employees are made up of the craft, general operative and related grades involved mainly in the maintenance of military installations and the Naval Service flotilla. Other employees carry out clerical or storekeeping duties including those engaged to provide professional and specialist support to the Defence Forces.

Permanent Defence Force
The Permanent Defence Force (PDF) consists of the Army, the Air Corps and the Naval Service. In Budget 2012, the Government decided to stabilise the strength ceiling of the Permanent Defence Force at 9,500 personnel.

Army

Following the implementation of the re-organisation of the Defence Forces, the Army is now structured into two all-arms brigades, with PDF and RDF components. Each brigade is designated a territorial area of responsibility with specific garrison locations. The Defence Forces' Training Centre (DFTC), based in the Curragh, Co. Kildare, supports the training, logistics and maintenance function for the Defence Forces. The Army also has a Special Forces unit known as the Army Ranger Wing (ARW).

The Army provides the land component of the State's defence capabilities. On a day-to-day basis the Army provides a broad range of operational outputs. These include activities such as prison security and those in support of An Garda Síochána, such as providing armed escorts and explosive ordnance disposal. The Army provides deployable land forces for overseas peace support, crisis management and humanitarian operations, augmented by personnel from the Air Corps and Naval Service. The Army also undertakes tasks in support of the civil authorities, such as the provision of assistance in severe weather crises and is an integral part of the State's response to many contingencies.

Air Corps

The Air Corps is based at Casement Aerodrome, Baldonnel, Dublin and consists of an operational headquarters, two operational wings, two support wings, the Air Corps Training College and a Communication and Information Services Squadron.

As the air component of the Defence Forces, the Air Corps provides air support capabilities to the other components in carrying out their roles. On a day-to-day basis the Air Corps undertakes Army Support, Fishery Protection Patrols, provides a Ministerial Air Transport Service and operates an Air Ambulance Service. The Air Corps also undertakes tasks such as providing air cover for armed escorts and pilots and technical support for the Garda Air Support Unit. In addition, the Air Corps undertakes approved operations in support of the civil authorities.

Naval Service

The Naval Service is based at Haulbowline, Co. Cork. The Naval Service has a flotilla of eight ships, an operational headquarters, an operations command, a logistical support command and a Naval Service College.

The Naval Service provides the maritime component of the State's defence capabilities. It is the State's principal sea-going agency and is tasked with a variety of defence and other roles. The Naval Service undertakes tasks related to security, safety and surveillance, port security, drug interdiction, pollution control, and search and rescue.

On a day-to-day basis, the primary activity of the Naval Service is providing fishery protection services based on outputs agreed with the Department of Agriculture, Food and the Marine and the Sea Fisheries Protection Authority. The Fisheries Monitoring Centre at the Naval Base is the designated national centre with responsibility for monitoring all fishing activity within the Irish Exclusive Fishery Limits and all Irish fishing vessels operating around the world.

The Diving Section within the Naval Service routinely undertakes a range of operations in support of An Garda Síochána and the civil authorities. The Naval Service is also a partner at the National Maritime College and the Irish Maritime and Energy Resource Cluster (IMERC) at Cork. In addition, Naval Service vessels have, on occasion, undertaken supply and reconnaissance missions in support of overseas peace support operations and participated in foreign visits in support of Irish trade and diplomacy.

Reserve Defence Force

The Reserve Defence Force (RDF) consists of the First Line Reserve, the Army Reserve and the Naval Service Reserve. These provide a capacity to augment the PDF in its contingent Defence role and in other crisis situations. The RDF is now organised alongside the PDF within the Single Force Structure. On a day-to-day basis, the Army Reserve and Naval Service Reserve undertake training in preparation to assist the PDF when required.

SECTION 2: ENVIRONMENTAL ANALYSIS

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 High Level Goal. Chief among these are the defence and security situations at home and abroad. A security environment assessment was set out in the Green Paper on Defence, which was published in July 2013. This is available to view on the Department of Defence website (www.defence.ie). Key elements of this assessment, updated as appropriate, are set out below. A new security assessment is currently being prepared and will be published in due course in the new White Paper on Defence.

Since Ireland's last White Paper on Defence was published in 2000, a broader range of issues have been recognised in the international sphere as posing security threats. Many of the new threats are transnational in nature and require a collective response with a broad range of policy instruments. Globalisation - that is, growing trade and other links between countries - has also led to increased interdependence among countries. Global trade is highly reliant on new technologies and transport links and this fact has led to new vulnerabilities. Ireland, as an island nation, is highly reliant on air and sea transport links and trade with other countries, particularly the UK. This interdependence means that events abroad can have significant reverberations in this State.

There is always the scope for the emergence of new threats that have not as yet been identified and for strategic shocks. Whilst recognising that uncertainties exist, the following sections set out key security challenges and other environmental issues.

Domestic Security Environment

The Good Friday Agreement has delivered a stable peace process that commands overwhelming cross-community support. Nonetheless, there is a real and persistent threat from groups who are prepared to use violence in order to oppose democracy and peace. There are ongoing reviews of the threat assessment arising from the activities of these groups, taking into account evidence of amalgamation and co-operation between the various groups. Whilst the threat from these groups to this State remains low, it is still classed as severe in Northern Ireland. Planning or logistical support activities in this State by such groups can, through the attacks that they facilitate, adversely affect the threat level in Northern Ireland. This State has a responsibility to counter any such activities.

The threat to Ireland as a target of international terrorism remains under constant review, taking into account developing security threats including identified common risks that arise for western democracies generally. In common with its European partners, Ireland is particularly concerned with the risk posed by persons travelling to certain conflict zones and the potential threat when they return. There is also concern regarding the process of radicalisation and there are a range of influences, including the internet, which can enable this process. This process can lead to a potential threat of self-radicalised individuals acting alone – often referred to as "solo terrorism" or "lone wolves". In addition, Ireland has a responsibility to seek to prevent transnational

terrorist groups from using the State as a refuge or as a base from which to direct their activities against targets in other countries.

The Defence Forces continue to provide armed support to An Garda Síochána, for example in prisoner escorts and in providing security at Portlaoise prison and for occasional cash escorts. The use of improvised explosive devices by criminals within the State requires a major ongoing response from Defence Forces Explosive Ordnance Disposal teams. Naval and Air support is also provided to An Garda Síochána in the areas of maritime drug interdiction and the Air Corps continues to support the Garda Air Support Unit (GASU).

There is an increasing awareness of the security threat that many States face from cyber attacks. Cyber attacks have the potential to interrupt and disable Critical National Infrastructure (CNI). These attacks also have implications for Governmental administration, for industry, for economic wellbeing and for the security and safety of citizens.

The Department of Communications, Energy and Natural Resources has the lead role in relation to the whole of Government response to the cyber threat. The Defence Forces and An Garda Síochána provide inputs in the security domain. The Government Task Force on Emergency Planning, chaired by the Minister for Defence, maintains cyber security as a standing agenda item. The Defence Forces also leverage information sharing within the European military community.

International Security Environment

The conflict that arose in the Crimean region of Ukraine in 2014, following on from the events in Georgia in 2008, has challenged perceptions about the stability of the broader European region. Notwithstanding these developments, the probability of a conventional military attack on Ireland's territory from another state is currently assessed as low. However, any potential conflicts affecting member states of the EU present serious security concerns for Ireland and the future outlook is likely to remain unpredictable in the coming years.

Tensions in Asia and the Middle East and regional conflicts in Africa and elsewhere will continue to challenge international peace and security. Piracy and criminality off the African coasts have disrupted aid distribution and the flow of international trade. Climate change and the proliferation of and use of Chemical, Biological, Radiological and Nuclear (CBRN) weapons are also major concerns to the international community.

The defence and security environment will continue to change rapidly and unpredictably. No one country acting alone can respond adequately to the collective threats in the defence and security environment. States must collaborate in defining the shared threats to security as well as in the collective response. Co-operative and collaborative security arrangements are deepening and Ireland must remain an active participant in the evolving collective security response to new threats in the defence and security environment.

Peace Support Operations

Ireland's commitment to collective security is pursued through global and regional institutions such as the United Nations (UN), European Union (EU) and NATO Partnership for Peace (NATO/PfP). Ireland has accorded central importance to the United Nations since it became a member in 1955 and, within the UN system, has supported effective international action in areas such as disarmament, peacekeeping, development and human rights. It has also been a strong defender of the primary role of the Security Council in the maintenance of international peace and security. In recent years the UN has increasingly relied on regional organisations such as the European Union, NATO and the African Union to lead UN-mandated peace support missions on its behalf.

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. The nature of UN-mandated missions has changed in recent years. There is now a requirement for more robust Chapter VII peace enforcement operations and Defence Forces capabilities have been enhanced to enable effective participation in such missions.

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 development of bilateral relations has been a key enabler for Ireland's participation in recent overseas operations where we have participated in multinational or combined units with other countries. Ireland's participation in the EU's Common Security and Defence Policy (CSDP) and EU operations, in EU Battlegroups and in NATO/PfP and the Partnership Goal process has supported the development of increased interoperability with other like-minded and EU member States. The MINURCAT mission in Chad and, more recently, the UNIFIL mission in Lebanon are examples of this development. Ireland has also participated in multi-national EU Battlegroups.

Crisis Management Co-operation

Co-operation between the EU and other international actors, particularly the UN, in the area of crisis management, has also developed substantially into a diverse network of co-operation and interaction, spanning virtually the entire range of EU external relations. Ireland continues to encourage and promote the ongoing development of EU-UN co-operation in the area of humanitarian action, crisis management, peacekeeping and conflict prevention, with a particular emphasis on EU action in support of UN operations.

Economic Environment

The economic downturn and its associated impact on the public finances have required firm and decisive action by Government in recent years. A flexible and adaptive approach from all public organisations is still required, including ongoing transformation in the delivery of public services. The new White Paper on Defence will set out an updated policy framework, including decisions relating to resourcing of Defence and associated priorities, for the next decade.

The Public Service Stability Agreement 2013 – 2016, Haddington Road Agreement (HRA), contains elements relevant to both the civil and military elements of the Defence Organisation. It acknowledges the major process of change, modernisation and transformation which has been underway in the Defence Organisation since the 1990s. The associated Defence Sector Collective Agreement is designed to ensure that the Defence Forces remain fit for purpose and will be able to continue to fulfil all of their functions. Action Plans under the Agreement are in place for both the civil and military elements of the organisation and the ambitious targets in these plans are being met.

The Department of Defence will continue to co-operate fully with central initiatives under the Public Service reform agenda in the area of shared services. The Department currently provides financial shared services to the Defence sector and has a long experience and an excellent track record in the provision of such services. The Department's office in Renmore, Galway has been selected as a site for both the Payroll Shared Services Centre (PSSC) and the Financial Management Shared Services Centre (FMSSC). Work on transferring payrolls to the PSSC is underway.

Organisational Analysis

A major process of change, modernisation and transformation has been ongoing within the Defence Organisation since the 1990s. The organisation has delivered a significant reduction in the numbers of civil servants, military personnel and civilian employees over this period. There has also been significant rationalisation of military installations.

Recently, there has been a major re-organisation of the Defence Forces, both Permanent and Reserve. The modernisation programme within Defence ensured that operational outputs could be maintained within the prevailing resource envelope.

The Defence Organisation has consistently displayed many strengths. These include:

- a proven aptitude for ongoing change and flexibility.

- a respected international reputation for the Defence Organisation and acceptance of the Defence Forces as a professional force capable of delivering an effective response across a broad range of peace support operations. The Defence Forces continue to be widely regarded as partners of choice in international peace support operations.

- a proven record in fully meeting Government's national and international security-related commitments.

- the provision of essential domestic supports at times when regular service providers were unavailable.

Key challenges facing the Defence Organisation include:

- *The defence and security environment will continue to evolve. The key challenge will be to ensure that the Defence Organisation retains and develops appropriate capabilities in order to meet Government requirements.*

- *Ensuring that our own people, civil and military, through whom all defence services are delivered, have the requisite skills to perform their duties efficiently and effectively.*

- *Maximising the usage of electronic systems and shared services to support business functionality.*

This Strategy Statement identifies the key strategies and actions to address these challenges.

SECTION 3: ACHIEVING OUR GOAL – STRATEGIES 2015 – 2017

The High Level Goal of the Defence Organisation is:

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

Achieving this High Level Goal requires outputs in distinct but complementary strategic dimensions. These are as follows:

- Defence Policy
- Ensuring the Capacity to Deliver
- Defence Forces Operational Outputs

Defence Policy

The White Paper on Defence (2000) has provided the policy framework for Defence for the past decade. The defence and security environment has changed appreciably over this period, particularly in the international domain, and this has required a flexible and responsive approach from the Defence Organisation. A key requirement of the policy function is to ensure that appropriate policy responses are formulated in response to changes in the defence and security environment. Defence policy, including policy responses to changes in the defence and security environment, is informed by a range of inputs, including military advice. As previously outlined, the preparation of a new White Paper on Defence is underway. When published, it will provide an updated Defence policy framework for the period ahead.

The defence policy framework encompasses the domestic sphere and includes, inter alia, the work of the Office of Emergency Planning and the development of Memoranda of Understanding and Service Level Agreements with other Government Departments and State Agencies across a diverse range of roles. There is ongoing collaboration with other Government Departments and Agencies in this regard.

The defence policy framework also includes, in collaboration with the Department of Foreign Affairs and Trade, Defence policy inputs to global and regional defence and security policy, including the ongoing development of the EU's Common Security and Defence Policy.

The Government's Jobs Initiative includes targeted measures to develop and grow the Irish economy. The Defence Organisation will continue to play a part in Ireland's economic recovery, particularly by contributing to the maintenance of a secure environment, one that supports investment and growth. We will also continue, in consultation with Enterprise Ireland, to support, within available resources, Irish industry and research institutions in product/service development and evaluation.

The key strategies to be pursued are:

- *A continuous review of the defence and security environment to ensure the provision of timely and relevant policy and military advice to the Minister and to Government, including advice in respect of security, peace support and defence developments generally.*

- *Publication and implementation of a new White Paper on Defence.*

- *Ensure that appropriate responses in the delivery of defence services are identified and pursued in response to changes in the defence and security environment.*

- *Continue to formalise the provision of defence services and conduct ongoing monitoring of service provision through the development of Memoranda of Understanding (MOU) and Service Level Agreements (SLAs).*

- *Work proactively to advance national interests and continue to contribute actively to the development of international peace and security policy in international fora, together with the Department of Foreign Affairs and Trade, notably in relation to the EU's Common Security and Defence Policy and NATO/PfP.*

- *Continue to provide the necessary supports to the Government Task Force on Emergency Planning.*

- *Continue to support the Government's Jobs Initiative.*

Ensuring the Capacity to Deliver

Successfully achieving the High Level Goal of the Defence Organisation requires the combined efforts of the civil and military elements of the organisation. This section, coupled with the next chapter, describe how this will be achieved over the lifetime of this Strategy Statement.

Defence policy determines and informs the development of military capabilities. There are five essential pillars to military capability: *operational viability, sustainability, readiness, interoperability and deployability.* This is further explained in Appendix 2.

There are a broad range of inputs to the Capability Development Process. The procurement of military equipment, the maintenance of infrastructure and ongoing development of regulatory and governance structures are tasks which entail both civil and military inputs. There are also capability development activities that fall exclusively in the military domain such as the development of doctrine, training and education of military personnel who are one of the key components of military capability. The capacity to sustain operations is a key element of military capability and equally applies to domestic security and contingencies.

This strategic dimension is a key factor in ensuring that Defence Organisation outputs are fit for purpose and that military capabilities are maintained at an appropriate state of "readiness" for operational requirements.

The key strategies to be pursued in this area are:

- *Publish and implement a new White Paper on Defence.*

- *Maintenance and development of conventional all arms military capabilities across the complete spectrum of military operations[2] at targeted readiness states to meet contingent and ongoing operational requirements, including United Nations Standby Arrangements System (UNSAS), European Union Headline Goal (EUHG) and EU Battlegroup commitments.*

- *Enhance and build on progress already made in the area of joint operations between the Army, Air Corps and Naval Service through inter-service training and exercises and improved co-ordination, integration and situational awareness at the command, operational and tactical levels.*

- *Develop Reserve Defence Force capabilities in line with the recommendations of the Value for Money Review of the RDF as part of the Single Force Structure.*

- *Continue to engage positively, in the framework of Common Security and Defence Policy (CSDP), in the ongoing development of military and civil crisis management capabilities, including the European Defence Agency (EDA) capability development initiatives.*

- *Continue our positive engagement with NATO/PfP, in the Partnership Goal process and with the Planning and Review Process (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.*

- *Continue to promote and develop Civil Defence as an effective volunteer-based organisation providing emergency response and community support services.*

- *Implement the transformational agenda across the Defence Organisation.*

- *Ensure that the Defence Organisation develops and implements best practice human resources, governance and management frameworks (this is considered in detail in the following section, Our Capacity to Deliver).*

- *Implement the Civil Service Renewal Plan.*

- *Complete implementation of the Defence Forces Medical Services Review as resources allow in line with the commitments in the Programme for Government.*

[2] The complete spectrum of military operations means military operations in the environments of Peace (i.e. ATCP), Conflict (i.e. International Peace Support Operations) and War (i.e. Defence of the State).

Defence Forces Operational Outputs

Military capabilities are used in operations across the diverse roles assigned to the Defence Forces. The operational outputs for these roles are delivered by the Defence Forces and are drawn from a fixed pool of resources. The sustainability of operations requires sufficient capacity and capabilities in order to rotate personnel and replace equipment e.g. for overseas operations.

In contrast to many other nations, the Defence Forces provide a comprehensive range of operational outputs, on a day-to-day basis. This maximises the utility of defence capabilities. While internal security is primarily a matter for An Garda Síochána, the Permanent Defence Force is called upon to provide ongoing assistance in the provision of armed security, explosive ordnance disposal and air and maritime support including drug interdiction. The Defence Forces also provide other support to the civil authorities which include fishery protection patrols, air ambulance flights, ministerial air transport services, maintenance of essential services and ceremonial services.

A key element of Ireland's contribution to international peace and security is the commitment of personnel to international peace support operations under UN authority. Participation by Ireland in such operations is subject to our national sovereign decision-making procedures - this means the "Triple Lock" of a UN Mandate and Government and Dáil approval, as appropriate, in accordance with the Defence Acts.

Ireland has offered, through UNSAS, to provide up to 850 military personnel to meet UN and other peace support and humanitarian commitments at any one time. It maintains the same mutual commitment in relation to both EU and NATO-led peace support operations.

The key strategies to be pursued are:

- *Deploy Defence Forces capabilities to approved Aid to the Civil Power operations.*

- *Deploy Defence Forces capabilities to approved Aid to the Civil Authority operations.*

- *Conduct operations in accordance with Memoranda of Understanding/Service Level Agreements targets.*

- *Deploy Defence Forces capabilities to overseas peace support missions in accordance with Government requirements.*

- *Provide personnel to support Security Sector Reform and capacity building initiatives in accordance with Government requirements.*

Other Organisations with which we work to achieve our Goals

There are important cross-departmental dimensions to the work of the Defence Organisation and success in achieving our policy goals is often critically dependent on the inputs and co-operation of other Departments and State Agencies. Equally, the success of other Departments and Agencies can be dependent on the inputs and co-operation of the Defence Organisation. Department officials and Defence Force personnel are represented on a number of Interdepartmental Groups and Committees which consider a range of cross-cutting issues that impact on Government.

The Defence Organisation has pioneered the use of MOUs and SLAs covering services delivered to a range of other Government Departments and Agencies. These are defined and may include objective output targets for the Defence Forces. We will continue to develop this framework where appropriate. These are outlined in Appendix 3.

The Department of Foreign Affairs and Trade is a key strategic partner. The Defence Organisation will continue to work closely with that Department regarding Ireland's contribution to international peace and security including our relationship with the UN, EU, NATO, Organisation for Security Co-operation in Europe (OSCE), etc.

As a member of the Interdepartmental Committee on Development, the Defence Organisation is committed to integrating an international development perspective into the work of the Defence Organisation and contributing to the Government's international development objective to reduce poverty, inequality and exclusion.

The Defence Organisation will continue to contribute to the Interdepartmental Groups focused on the development of a second National Action Plan for the implementation of UN Security Council Resolution 1325, and implement as appropriate the recommendations that are applicable to the defence and security arena.

The Department of Defence will also continue to work closely with the Departments of the Taoiseach, Finance, and Public Expenditure and Reform in relation to the transformation of public services and the implementation of the action plan under the Haddington Road Agreement on these matters and in relation to defence modernisation and the wider public service modernisation programme.

The Finance Branch of the Department will continue to participate in a number of cross-departmental groups which address common issues that arise from time to time.

The Department of Defence will continue to work with the Office of the Attorney General to ensure that our work is completed within a sound legal and constitutional framework. The Defence Organisation will further develop our positive relationship with the Office of the Ombudsman for the Defence Forces.

The Defence Organisation will continue to support the work of the Government Task Force on Emergency Planning and the Office of Emergency Planning and where appropriate provide

assistance during national emergencies/crises to the lead Government Departments and participate in inter-agency structured exercises. The Government Task Force will oversee the development of a National Framework for Emergency Management, having regard to national and international best practice, to support and improve the State's response to national level emergencies/crises.

Planning for the commemoration of the Centenary of the Easter Rising, in 2016, continues on a cross-departmental basis. The Defence Organisation has a key role to play and is committed to working with others to develop, implement and participate in a successful commemorative programme. A key element of the programme is the Military Service Pensions (1916-1923) Collection project which continues to be progressed and there have been two releases from the Collection to date with further releases planned before April 2016. The Defence Organisation will also continue to provide substantial input to annual State ceremonies such as the National Day of Commemoration and the National Famine Commemoration, and will continue to organise the annual Arbour Hill 1916 Commemoration which is hosted by the Minister for Defence.

SECTION 4: OUR CAPACITY TO DELIVER

As previously outlined, the achievement of our High Level Goal requires the development and maintenance of a broad range of capabilities within the Defence Organisation. This Chapter considers a broad range of actions that are required to underpin these capabilities.

Human Resources

The Defence Organisation will continue to work to create a supportive and positive culture that permits all members to contribute to the organisation to the best of their ability with all human resource policies being informed by and aligned with current best practice in the workplace.

The objective of the Defence Forces Human Resources Strategy will be to enhance the military capabilities of the Forces, on land, at sea and in the air through the timely provision of appropriately qualified and highly motivated individuals to all areas of the Forces. In that context, best practice Human Resource Strategies will be implemented across the Forces in the areas of recruitment, selection, continuous development, retention, exit and career management.

The Human Resources Strategy for civil service staff of the Department will be reviewed in line with ongoing developments in the public sector, including the implementation of the Public Service Stability Agreement 2013-2016 (HRA). The Strategy will support the Defence Organisation's High Level Goal. We will continue to implement robust and effective performance management through the Performance Management and Development System (PMDS) to ensure delivery of organisational objectives and to ensure that personnel are supported to carry out their roles.

There will be a continued focus on making effective use of the contribution of the civilian employee workforce to ensure that the Defence Forces derive maximum benefit from this valuable resource. In this regard, a programme of targeted recruitment of civilian personnel is being progressed so that essential vacancies are filled.

Review of Medical Services

In accordance with the commitment made in the Programme for Government 2011-2016 regarding the implementation of the Defence Forces Medical Services Review, the Central Medical Unit was formally established in 2012. Options for outsourcing Defence Forces medical services to a civilian medical provider have been reviewed and consideration is now being given to outsourcing options on a per service basis, e.g. physiotherapy services, laboratory services, pharmacy services. Arrangements for existing services which are already outsourced are also being regularised, e.g. GPs, dental services.

Partnership and Conciliation & Arbitration

Building on the progress made to date, the Defence Organisation will continue to invest time and resources in partnership. There are partnership structures in place involving the Department's civil service staff and 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.

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. This includes implementation of the White Paper on Defence 2000, elements of which are incorporated in the context of the Public Service Stability Agreement 2013-2016 (HRA), and the associated Defence Sector Collective Agreement. This will further enhance our ongoing modernisation agenda. We will continue to enhance internal communications processes and ensure transparency in the conciliation process, increasing access to current agreements and understandings for all stakeholders.

Training and Development

The Defence Organisation will continue to invest in its people. It will seek to develop initiatives to identify training and development opportunities that enable participation from both the civil and military elements of the Defence Organisation, leading to enhanced cooperation in this area. The Organisation will continue to review training and development policy and its implementation with a view to ensuring effective use of all resources available.

The Defence Forces will continue to prioritise the training and education of its personnel in order to maintain essential capabilities needed to face future challenges. Such training must be robust and challenging for both individuals and units. Success in this important area will permit the Defence Forces to develop the necessary capabilities required to ensure success in future robust Peace Support Operations. It will also ensure that the flexibility exists to complete contingent and domestic tasks as they arise.

Gender, Equality and Diversity

The Defence Organisation is committed to the implementation of the codes of practice on accessibility and the employment of people with disabilities in the public service.

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. It should be noted that 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 Office of the Ombudsman for the Defence Forces and the Army Pensions Board.

The Defence Organisation is 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 and embraces diversity. The Defence

Forces will continue to develop and promote positive work relations and a secure and supportive working environment for all members of the Defence Forces by the introduction of initiatives aimed at enhancing diversity, inclusion and individuality awareness by further building personnel support initiatives. The Independent Monitoring Group (IMG) continues to provide external validation in this regard.

In respect of the implementation of United Nations Security Council Resolution 1325, the Defence Organisation will implement, as appropriate, the recommendations that are applicable in the defence and security arena.

Infrastructure

The Defence Organisation will continue to provide the Minister with the best policy advice and support in relation to the management of the Defence property and infrastructure portfolio with particular regard to the provision of an appropriate level of property holdings to support the accommodation, training and operational requirements of the Defence Forces.

In line with Government policy and the National Heritage Plan and National Biodiversity Plan, the Department of Defence 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.

We will continue to support Government policy in implementing energy-efficient and environmentally-friendly initiatives throughout the Defence Organisation.

Equipment Planning

One of the major objectives of the White Paper on Defence (2000) was the re-equipping of the Defence Forces from what was objectively identified as an extremely low base. This allowed for the development of the Defence Forces capabilities required to fulfil all roles assigned by Government and meet changing demands. The High Level Planning and Procurement Group (HLPPG) will continue to prioritise equipment in order to maintain the operational capabilities required.

Public Service Reform

Better Regulation

Arising from the successful modernisation agenda that has been pursued in the Defence Organisation, a culture of change and continuous improvement is now firmly embedded. We will continue to place the Public Service Reform Plan 2014-2016 at the core of our work. A high-level Defence Organisation Integrated Reform Delivery Plan for 2014-2016 is being

implemented. This Plan will assist the Organisation to manage the delivery of Public Service Reform at the strategic level.

We will continue, in line with the provisions of the Public Service Stability Agreement 2013-2016 (HRA), to innovate and transform structures, systems and processes so as to maintain capabilities and services.

Civil Service Renewal Programme

The recently launched Civil Service Renewal Programme incorporates a vision and a three year action plan to renew the Irish Civil Service. The renewal plan delivers on a key Programme for Government commitment and represents a fundamental new vision and direction for the Civil Service. The civil element of the Department of Defence is committed to the process of renewal and will engage fully with implementation of the Plan which involves driving change through 25 specific actions.

Regulatory Reform

The Department's programme of work on the simplification and reform of both primary and secondary legislation will continue. As regards Regulatory Impact Analysis (RIA), 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.

Shared Services

The Programme for Government includes a commitment to rationalise core processes that are duplicated across the public service, by establishing shared back office operations for information technology, human resource management, payments and entitlement applications, business inspections and procurement. This builds on the OECD Review of the Public Service (2008) which suggested that the Irish Public Service is on a sound path to modernisation but identified a number of areas for further development including greater use of shared services. The Department of Defence will proactively engage in the implementation of shared services arrangements. The Department's office in Renmore, Galway has been selected as a site for both the Payroll Shared Services Centre (PSSC) and the Financial Management Shared Services Centre (FMSSC). Work on transferring payrolls to the PSSC is underway.

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. Indeed, services are typically provided to the community collectively rather than to citizens as individuals. In delivering these services the Department of Defence and the Defence Forces interact with Government Departments, State Agencies and International Organisations in defining service delivery targets. Memoranda of Understanding and Service Level Agreements are mechanisms that are used to define and

monitor service delivery at this level. In addition, the Defence Organisation also interacts with a smaller pool of organisations and individual customers.

The Defence Organisation is committed to the provision of a high standard of quality customer service to Government and to those individuals and organisations with whom we interact. The Department of Defence and the Defence Forces Customer Charter and Customer Service Action Plan for the period 2013-2015 sets out the service standards to be achieved in that period. The Defence Organisation will evaluate our performance against the commitments in our Customer Charter and use feedback received to improve on service delivery. A report on performance will be included in the Department of Defence and Defence Forces Annual Report. The results of the measurement of performance will form the basis for the preparation of a new Charter commencing in 2016.

Official Languages Act 2003

In accordance with the Act, separate schemes are published for both the civil and military elements of the Defence Organisation. Progress on the implementation of the schemes is monitored by Oifig an Choimisinéara Teanga. The Department's third scheme under the Act encompasses the period 2014-2017.

The Defence Forces Language Scheme for 2014-2017 came into effect in April 2014. The Defence Forces continue to make progress in the promotion of the Irish Language within the organisation by implementing the undertakings of the Language Scheme, monitoring compliance with the provisions of the Defence Forces Official Languages Policy, the ongoing education of personnel in the Irish language and the Irish language training of participants in the annual Campa Gaeilge. All matters pertaining to the Irish language are organised, supervised and monitored by An Chomhairle Gaeilge on behalf of the Chief of Staff. All necessary steps will be taken to maintain this progress during the lifetime of this Strategy Statement.

Financial Services

The Finance Branch of the Department, which is located in Galway, is the financial shared service centre for the Department, the Defence Forces, the Office of the Ombudsman for the Defence Forces and the Army Pensions Board. The Branch acts as a proactive business partner to management and business units and will continue to provide financial services and oversee policy on accounting and financial management and deliver timely and accurate management information.

The emphasis will continue to be on the provision of effective and efficient service 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 and the dependants of deceased personnel will continue, as will 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, preparing the Department's annual Appropriation Accounts and supporting the Management Information Framework (MIF) will remain a priority.

Management Information Framework (MIF)
The Management Information Framework project supports policy analysis and formulation through financial and asset management, reporting, management information and improved business processes and procedures.

The MIF project has progressed beyond the originally-defined project implementation into a developmental and enhancement phase. A comprehensive range of standard and customised reports has been delivered to date, in addition to business intelligence capabilities. Further developments are planned in the areas of costing and output analysis with a view to enhancing performance management and evidence-based decision making.

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 reviews the risk assessment process which is 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 Report of the Working Group on the Accountability of Secretaries General and Accounting Officers, 2002 (the Mullarkey Report).

Information and Communications Technologies (ICTs)

The joint civil/military IT Steering Committee oversees the development of hardware, software, and security, and telecommunications policy in support of the work of the Department of Defence and the Defence Forces. Within the resources available, we will seek to maximise the contribution of ICT to our work.

The Defence Organisation will focus also on the strategic use of technology and identifying opportunities to deploy technology that will maximise value for money from investment in terms of increased productivity, greater efficiency and effectiveness. The cyber security of our ICT systems and capabilities remains a key priority. The Defence Organisation will also facilitate the migration of certain shared strategic applications to central shared services platforms and continue to support specific in-house applications which would not form part of common systems.

Due to the nature of our business the Defence Organisation has limited direct contact with the general public; consequently, there is a limited scope for the provision of on-line services. However, the utilisation of e-recruitment for the Defence Forces and blended training opportunities in Civil Defence demonstrates how ICTs can be used to good effect in establishing linkages with the general public. The Defence Organisation is committed to the goals and approaches outlined in the eGovernment strategy 2010 and will participate in ICT initiatives arising from broader strategic plans as promoted by the Office of Government Chief Information Officer.

SECTION 5: REPORTING PROGRESS

The Defence Organisation will implement this Strategy Statement and continue to report on progress annually to the Minister as required under the Public Service Management Act 1997 and to publish those reports.

Implementation of Our Strategy

The Defence Organisation believes 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, 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.

The Annual Report

In accordance with the Public Service Management Act, 1997, an Annual Report will be submitted to the Minister, detailing progress in achieving the Defence High Level Goal. It will include a full review of the Programme and where appropriate, furnish detailed output data for both the Department of Defence and the Defence Forces.

Key Performance Indicators

Crucial to reporting progress is the identification and monitoring of Key Performance Indicators for the Defence Organisation. They provide a verifiable mechanism to analyse performance in the achievement of the High Level Goal identified in this Strategy Statement. The Key Performance Indicators, Outputs and associated Strategic Dimensions are listed below.

KEY PERFORMANCE INDICATORS (KPIs)

Strategic Dimension	Outputs	KPI
Policy	• Policy Advice on all aspects of defence and associated supports to Minister for Defence. • Military Advice to the Minister for Defence. • Implement reform in accordance with defence sector action plans and whole of Government initiatives. • Memoranda of Understanding (MOU) and Service Level Agreements (SLAs) with regard to the provision of Defence Services. • Support to Government Task Force on Emergency Planning. • Proactive contribution, together with colleagues from the Department of Foreign Affairs and Trade, to the development of international peace and security policy in the EU and in other international fora. • Policy advice and support to local authorities on Civil Defence.	• Timely and accurate policy advice. • Timely and accurate military advice. • Completion of policy papers including the White Paper on Defence. • Ongoing assessment of possible and actual Defence Forces deployments and demands on military capability. • Completion of MOUs and SLAs with Defence customers. • Ongoing advice on the implementation of the outcome of the Comprehensive Review of Expenditure. • Provision of required support to the Government Task Force on Emergency Planning. • Development of CSDP in accordance with Ireland's interests. • Engagement with UN and other international fora. • Timely and accurate financial services to the Defence Sector. • Provision of effective support and advice to local authorities on the development of Civil Defence.
Ensuring the Capacity to Deliver	• Flexible and adaptive conventional land, sea and air military capabilities, capable of operating jointly and interoperable with like-minded states. • Ongoing reform and modernisation of the Defence Organisation. • Ongoing Financial Management of Defence Votes.	• Achievement of Capability Development Targets. • Attain planned Force Readiness states. • Defence Regulations updated. • Risk mitigation strategies implemented. • HR, Customer Service and MIF development plans implemented. • Programmed Internal Audit reviews completed. • Management of Estimates Process and production of required financial reports.

Defence Forces Operational Outputs	• Defence Forces operations in support of An Garda Síochána and other State Agencies. • Defence Forces Overseas Peace Support, Crisis Management and Humanitarian Operations.	• Meet all ATCP/ATCA approved requests. • Meet all SLA & MOU commitments. • Meet requests arising from emergencies and crises within means and resources. • Meet all Government requirements for overseas peace support. • Meet Mission Sponsors' standards and requirements.

APPENDIX 1

DEFENCE COMMITMENTS IN THE PROGRAMME FOR GOVERNMENT – (GOVERNMENT FOR NATIONAL RECOVERY 2011- 2016)

The Programme for Government contains the following commitments where the Defence Organisation has lead responsibility:

- We will implement the Defence Forces Medical Services Review as resources allow.

- We will initiate a detailed legal review of the basis, structures and governance of the Red Cross in Ireland to improve its functioning in the light of changing circumstances.

The Defence Organisation will also fully contribute to a broad range of cross-cutting commitments provided for in the Programme for Government.

In accordance with the Statement of Government Priorities 2014-2016

- We will systematically publish details of all appointments to State Boards.

Progress Made during the lifetime of Strategy Statement 2011 – 2014

Commitment	Status
The implementation of the Defence Forces Medical Services Review as resources allow.	In line with the recommendations of the Defence Forces Medical Services Review, the Central Medical Unit was formally established in 2012. Options for outsourcing Defence Medical services to a civilian medical services provider have been reviewed and consideration is now being given to outsourcing options on a per service basis e.g. physiotherapy services, laboratory services, pharmacy services. Arrangements for existing services which are already outsourced are also being regularised e.g. GPs, dental services.
Commitment	**Status**
The initiation of a detailed legal review of the basis, structures and governance of the Irish Red Cross to improve its functioning in the light of changing circumstances.	The Department is continuing work on the review in consultation with the Irish Red Cross Society. The review mainly relates to the codification and updating of the various legal instruments on the Red Cross which date from 1938. It is anticipated, subject to Government approval, that a Red Cross (Amendment) Bill will be published during the lifetime of the Government.

APPENDIX 2

DEFENCE CAPABILITY FRAMEWORK

A broad range of actions within the Defence Organisation are required in the development of appropriate military capabilities. These actions include investment in new equipment and infrastructure, military doctrine, HR policies and regulatory reform. Where appropriate, opportunities under the EU's Pooling and Sharing Initiative will be considered. These efforts are coordinated by enhanced senior management structures such as the Strategic Management Committee, High Level Planning and Procurement Group, etc.

The Defence Capability Framework outlines plans and associated activities relating to capability development. These plans are established for the various functions and force packages and include training activity targets for the Defence Forces. The five essential components of military capabilities are met through implementation of these plans. It is important to note that this framework is a work in progress and is continuously evolving in terms of the changing security environment and requirements of the Defence Forces. Likewise, the outcomes of the process of meeting the quantitative and qualitative targets will feed back into strategic considerations on an ongoing basis.

Military Capability

There are five essential pillars to military capability: operational viability, sustainability, readiness, interoperability and deployability.

a. *Operational Viability* is concerned with ensuring that a given force package can prevail in an operational situation. It is achieved through the synthesis of personnel, equipment, military doctrine, organisation, training and command, control and communications.

b. *Sustainability* is concerned with ensuring that the capability continues to be operationally viable. It entails ensuring that a given force package can maintain a mission tasking, at the required operational tempo, for the duration required. Consequently this pillar pertains to the continued provision of trained personnel and logistical and maintenance support.

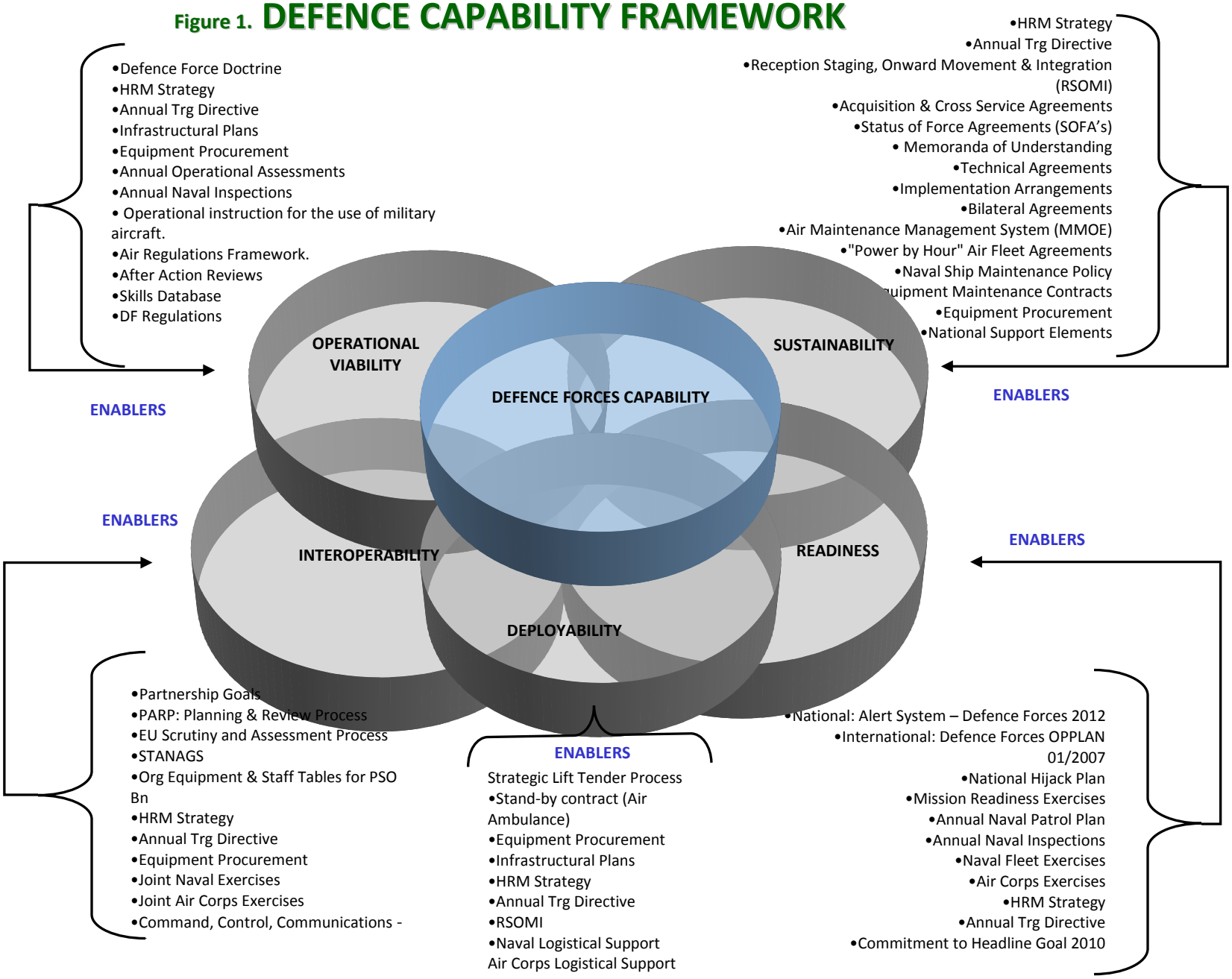
c. *Readiness* is the immediate ability of a given force package to execute a designated mission while balancing the constraints of time and capability. It is a combination of current levels of personnel, training, equipment, command, control, communications and intelligence. Readiness must be underpinned by appropriate doctrine and should be continually shaped by lessons learned. In addition, readiness levels are based on risk assessments of the Defence and Security environment and when necessary, selective elements or the entire Force can be brought to a higher readiness level.

d. *Interoperability* is concerned with ensuring that the force elements that constitute force packages can operate "jointly" and successfully with other force elements or "combined" with other military organisations or civilian authorities. It entails familiarity with others' operational procedures. Consequently, this requires suitable equipment, personnel, systems and infrastructure programmes, policies and procedures.

e. *Deployability* is concerned with ensuring that a given force package can deploy to a mission area in a given time frame. Essentially, it entails raising force elements to deploy nationally and/or internationally with the required training, preparation and equipment in place.

Figure 1 overleaf illustrates the Defence Capability Framework and indicates the various enablers currently in place that facilitate the delivery of Defence Forces Capability.

Figure 1. DEFENCE CAPABILITY FRAMEWORK



APPENDIX 3

LIST OF CURRENT MEMORANDA OF UNDERSTANDING and SERVICE LEVEL AGREEMENTS

Nature of MOU/SLA	Dept/ Agency involved:
Provision of services between the Naval Service and the Marine Institute	Marine Institute
Provision of services between the Naval Service and MEDICO – Cork	HSE / MEDICO – Cork
Provision of services by the Defence Forces to the AAIU	Air Accident Investigation Unit (Dept of Transport, Tourism and Sport)
Provison of services by the Defence Forces to IRCG	Irish Coast Guard
Provison of meteorological observations between the Naval Service and Met Eireann	Met Eireann
Provision of an Air Ambulance Service by the Air Corps	Dept of Health
Provision of assistance in routine or emergency situations to the Marine Surveyors Office	Marine Surveyors Office (Dept of Transport, Tourism and Sport)
Provision of Air Transport Service by the Air Corps to the Office of the Garda Síochána Ombudsman Commission	Garda Síochána Ombudsman Commission
Co-ordination procedures to ensure the efficient and flexible use of Irish airspace	Irish Aviation Authority
Provision of Aviation Services by the Air Corps for Garda Air Support Unit	An Garda Síochána and the Department of Justice & Equality
Provision of services by the Air Corps to OPW	Office of Public Works
Provision of a range of support services by the Defence Forces regarding the Rapid Response Initiative.	Dept of Foreign Affairs & Trade (Irish Aid)
Provision of support services by the Air Corps to Dublin Airport Authority at Dublin Airport	Department of Transport, Tourism & Sport
Provision of services to assist SFPA in securing an efficient & effective enforcement of SFPA legislation	Sea Fisheries Protection Authority
Provision of assistance in routine or emergency situations to the Dept of Agriculture, Food & the Marine	Dept of Agriculture, Food and the Marine
Provision of assistance in routine or emergency situations to the Dept of Transport	Dept of Transport, Tourism & Sport
Provision of assistance in routine or emergency situations to the Dept of Health and the HSE	Dept of Health

Provision of assistance by the Department and the Defence Forces to the Dept of Foreign Affairs in routine or emergency situations	Dept of Foreign Affairs & Trade
Provision of assistance in routine or emergency situations to the Dept of Environment, Community & Local Government	Dept of Environment, Community & Local Government
Provision of a pilot Emergency Aeromedical Support service (EAS)	Dept of Health
Terms of Service between Civil Defence and the Irish Coast Guard in relation to emergency incidents on the waters of Ireland	Irish Coast Guard
Terms of Service between Civil Defence and An Garda Síochána in relation to emergency incidents	An Garda Síochána