



Department of Defence
An Roinn Cosanta

Annual Report
2002

Foreword



I am very pleased to accept the Annual Report of the Department of Defence for 2002 and to acknowledge the continuing progress being made with the implementation of the Defence strategic agenda across the broad range of Defence activity.

I note in particular the progress made in dealing with the hearing loss issue, White Paper implementation and the ongoing modernisation of the Defence Forces, the establishment of the new Civil Defence structures and in promoting the development of emergency planning.

The Defence organisation can be proud of the progress made which is built on the solid foundations laid down in recent years.

Despite the progress made, I know that the organisation is not complacent. A lot has been achieved but there is still a lot left to achieve. We face continuing major challenges in completing the modernisation agenda and in securing better value for money for the taxpayers' money entrusted to us. That challenge assumes an even greater significance given the constraints in the public finances and the very many competing demands which the Government must reconcile.

Finally, I must pay tribute to two members of the Defence Forces who died in tragic circumstances in 2002, John Lucey and Peadar Ó Flaithearta. John made a major contribution to the development of representation in the Defence Forces and he will be deeply missed by all who knew him in the Department of Defence and the Defence Forces. Peadar came from a family with a proud tradition in the Defence Forces and served in Lebanon as well as in East Timor. Ar dheis Dé go raib a n-anamacha.

A handwritten signature in blue ink, which appears to read "Michael Smith". The signature is fluid and cursive, written in a professional style.

Michael Smith T.D.
Minister for Defence

August, 2003



Introduction



I am pleased to present this Annual Report which deals mainly with the progress made in 2002 with the implementation of our Strategy Statement and related developments.

The main highlights of the year include the Defence Forces' ongoing peace support activities and the good progress being made in areas such as; claims management, White Paper implementation, the establishment of the new Civil Defence structures and in promoting the development of emergency planning.

Other significant events in 2002 included the successful changeover to the euro and the retention by the Department of FÁS *Excellence through People* accreditation in continued recognition of our commitment to staff training and development.

Finally, it must be said that the progress made in 2002 and reported on here was made possible by the contribution of many people, civil and military, and by the contribution of colleagues in other Departments and agencies.

A handwritten signature in blue ink that reads "David J. O'Callaghan". The signature is written in a cursive, flowing style.

David J O'Callaghan
Secretary General

August, 2003

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Section 1: Mission Statement and Strategic Objectives

Mission

The Strategy Statement for the Department for 2001 to 2004 set out our mission:

“to provide value for money military services which meet the needs of Government and the public and encompass an effective civil defence capability”

Strategic objectives

The Strategy Statement also set out our strategic objectives for 2001 to 2004, which are:

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 WHITE PAPER OBJECTIVE: To continue the modernisation of the Army, Air Corps and Naval Service by implementing the White Paper on Defence and the related Implementation Plans for the Air Corps and the Naval Service;

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 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.

Following the events of 11 September 2001 the Government decided on the establishment of an Office of Emergency Planning in the Department with the following strategic objective:

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.

The mission statement was also updated to include co-ordination and oversight of the emergency planning process. The Minister established the new Office and assigned to it civil and military staff. The Office became the first joint civil-military section of the Department and details of the Office's first full year of operation are included in this Report.

A report of progress with the implementation of the strategic objectives is set out in Section 3: “Achieving Defence strategic objectives in 2002” and in Appendix 1. In the next section, we detail our mandate and the resources available to us in 2002 to meet the challenges of our mission statement and strategic objectives.

Section 2: Mandate and Resources

Legal basis

The Department of Defence 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, and is also the statutory Accounting Officer for all defence expenditure.

Role of civil element of the Department

The primary role of the civil element of the Department 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, is also coordinated by the civil element which, jointly with the military, also has important new responsibilities in relation to emergency planning in the aftermath of 11 September, 2001.

Civil servants discharge financial management and audit functions in connection with the Secretary General’s role as Accounting Officer and provide administrative support services to the Defence Forces, including payroll and the management of major procurement and infrastructural programmes. 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, 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 of the Defence Forces. The Chief of Staff 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. 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.

Strategic Management Committee

The Strategic Management Committee (SMC) provides an important forum for the discussion of major policy 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

The Defence organisation manages considerable resources – human, financial, lands, equipment and buildings. At the end of 2002, Defence employed a total of 12,039 personnel made up of the Permanent Defence Force (Army, Naval Service and Air Corps), civilian employees and civil servants. This figure breaks down as follows:

Permanent Defence Force (PDF)	10,559
Civilian Employees	1,025
Civil Servants (full-time and worksharing)	455
Total:	12,039

In addition, there were 13,743 people in the Reserve Defence Force (RDF), which consists of the First Line Reserve, the FCA (the second-line Army reserve) and An Slua Muiri (the second-line Naval reserve). There were also about 6,000 Civil Defence volunteers.

In 2002, gross expenditure under the Defence Vote was €725m. while gross expenditure under the Army Pensions Vote was €137m. Details of the Defence Vote expenditure by category are set out in the table below.

The Defence Forces had military equipment and stock assets valued at about €425m.

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 27 permanently occupied military installations including 7 barracks in the Curragh, the aerodrome at Baldonnell and the Naval Service base at Haulbowline in Cork Harbour. Premises leased for the Reserve bring the number of Defence locations around the country to about 300.

Expenditure Category	2002	
	€m	%
PDF Pay and Allowances	395	55%
Pay and Allowances of Civilian Employees and RDF	37	5%
Defensive Equipment	41	6%
Air Corps: Equipment, fuel, maintenance etc.	38	5%
Naval Service: Equipment, fuel, maintenance etc.	11	2%
Barracks expenses, repairs and maintenance of lands	28	4%
Buildings – Capital	41	6%
Military Transport: New vehicles, fuel, repairs and maintenance	15	2%
Compensation	43	6%
Other non-pay military expenditure	50	7%
Administrative Budget	19	3%
Civil Defence, Irish Red Cross Society and Coiste an Asgard	6	1%
Total (Gross)	725	100

Note: There may be minor discrepancies due to rounding.



Section 3: Achieving Defence Strategic Objectives in 2002

In this section we report by reference to each of our strategic objectives, referring to the relevant strategies and performance indicators.

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 has national (or internal) and international aspects.

National Security

As the Strategy Statement makes clear, internal security is primarily the responsibility of the Garda Síochána with the Defence Forces playing a key role in providing, on request, aid to the civil power (ATCP) and other assistance and support.

A principal focus of the Department and the Defence Forces in recent years has been on ensuring that the organisation has the capability to respond to such requests. The development of the White Paper on Defence and its continuing implementation (see under the White Paper objective on page 10 below) are particularly important in this regard.

The Defence Forces Annual Report for 2002 gives details of ATCP and other Government support activities in 2002. These included; Fishery Protection, Cash Escorts, Search and Rescue, the Garda Air Support Unit, the Air Ambulance service and flood relief.

The issue of the level of demand on the Defence Forces was kept under review in 2002 in consultation with the relevant Government Departments and the Garda authorities.

International Security

The Minister for Foreign Affairs has overall responsibility for international security policy and the role of the Minister for Defence and the Defence organisation is essentially a supportive one, although increasingly important.

The international security and defence context is defined by Ireland’s policy of military neutrality, our active political and operational role in support of the UN, our commitments to the United Nations Standby Arrangements System (UNSAS) and Partnership for Peace (PFP) and our participation in the evolving European Security and Defence Policy (ESDP).

UN peace support activity

The Defence Forces continued to make a major contribution to international peacekeeping throughout 2002 through their participation in UN missions. The key areas of operations were on UN Missions in East Timor and Eritrea, and in Bosnia Herzegovina and Kosovo as part of the NATO led, UN authorised, missions. During 2002, a small number of Defence Forces personnel were deployed in Afghanistan as part of the International Security Assistance Force, also UN authorised.

Plans to reconfigure Ireland’s participation in a number of missions commenced in 2002. In June 2002, the Government approved the phased withdrawal of a Military Police contingent from Bosnia and of the Transport Company from Kosovo. The Defence Forces will continue to staff a number of posts in Bosnia while the Transport Company will be replaced in 2003 by an APC mounted Infantry Company Group of some 260 personnel. The last Irish contingent to serve with the UN in East Timor completed its tour of duty in October 2002.

Two Irish personnel continue to serve in appointments at the mission's Headquarters and a further two serve as Military Observers with this mission.

Overall, Ireland's average commitment to overseas missions in 2002 was in excess of 450 personnel. This is a reduction on the average of 800 personnel overseas in 2001, and reflects the withdrawal of the Irish battalion from Lebanon in November of that year.

European Security and Defence Policy (ESDP)

Based on the provisions of the Treaty on European Union, we participate in the ongoing development of the European Security and Defence Policy (ESDP). During 2002, training of Defence Forces personnel continued in order to meet Ireland's commitments to the Helsinki Headline Goal, commonly referred to as the EU Rapid Reaction Force, by the end of 2003. At that stage Ireland will have the capability to provide up to 850 personnel as part of the development of an EU capability to carry out the "Petersberg Tasks" of crisis management, peacekeeping and humanitarian assistance from within our existing commitment to UNSAS and Pfp. The development of ESDP is essentially focussed on these "Petersberg Tasks" and participation in ESDP takes place within the framework of Ireland's commitment to the United Nations, which plays the primary role in the maintenance of international peace and security and which is looking increasingly to regional organisations to undertake peace support operations on its behalf.

As confirmed in the national declaration made by Ireland at the Seville European Council in June 2002, a decision by Ireland to participate in a European Union-led military crisis

management operation will be for sovereign decision on a case-by-case basis and in line with Irish constitutional and legislative arrangements. In accordance with the Defence Acts, Ireland's Defence Forces will participate only in United Nations authorised peace support operations.

Partnership for Peace (Pfp)

In 2002 a second Individual Partnership Programme (IPP) was undertaken for the period up to 31 December, 2002, containing 125 activities over 17 areas of cooperation, which consisted mainly of training courses, table top exercises, seminars and conferences.

A third IPP to cover the period 2003-2004 was developed in 2002 based on the experience gained from the previous IPPs. A total of 111 activities have been chosen representing participation by the Department of Defence, the Defence Forces, the Department of Environment, Heritage and Local Government, the Department of Communications, Marine and Natural Resources, and the Department of Health and Children. This third IPP continues to give practical content to the overall priorities identified in the Presentation Document and also the Interoperability Partnership Goals chosen by Ireland for participation in the Planning and Review Process (PARP).

Ireland is part of the Planning and Review Process (PARP), the aim of which is to create the conditions in which different national contingents can work together efficiently and effectively in multinational peace support operations. Ireland has chosen a package of 34 Interoperability Partnership Goals as part of the PARP process.



Ireland's policy approach in this area will continue to be developed in the light of ongoing experience.

The White Paper Objective:

“To continue the modernisation of the Army, Air Corps and Naval Service by implementing the White Paper on Defence and the related Implementation Plans for the Air Corps and the Naval Service”.

In February 2000 the Government published the White Paper on Defence, which deals with all aspects of defence provision and organisation 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. It set out major new plans for the development of the Defence Forces. These involved 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 plus the proceeds from the sales of properties surplus to requirements in new equipment and infrastructure. The current strength figures lie within that range.

The White Paper also provided for new Air Corps and Naval Service organisations (now in place), a new Army organisation plan, new Reserve Defence Force structures and arrangements and the development of an Integrated Personnel Management System (IPMS) for the Defence Forces.

Proposals by the Chief of Staff for a new Army organisation have been approved by the Minister and are being implemented. A review will be carried out in 2004.

Proposals for the IPMS were also submitted and are being considered by the 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.

As regards the Reserve Defence Force, a draft Implementation Plan has been prepared by the Chief of Staff and approved in principle by the Minister. No final decisions have yet been made pending the consideration of detailed proposals. It is expected that the implementation process will require about six years to bring to completion.

The changed economic situation in 2002 resulted in the deferral of the major medium lift helicopter project and the slowing down of a number of other projects. However, a contract worth €33m was placed for an additional 25 Armoured Personnel Carriers (APCs) for delivery in 2004. In addition, a contract was placed for 8 fixed-wing Training Aircraft for the Air Corps at a cost of €60m. These are due for delivery in 2004.

In addition to the investments on the equipment side, there was considerable progress on infrastructure. Major projects completed in 2002 are as follows:

Curragh:	Cost
New Combat Support College	€6.9m
New Vehicle Garaging	€4.6m
NCOs Mess	€4.35m
Casement Aerodrome:	
Upgrade of Runways	€6.3m
New 3 Support Helicopter Wing H.Q.	€3m
Collins Barracks, Cork:	
New Gym	€2.7m

The development of Service Level Agreements (SLAs) with principal customers is a key element of White Paper implementation and details of progress in this area are set out in the relevant table in Appendix 1.

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”.

A primary responsibility of the Department and the Defence Forces is to provide support and assistance to the Minister in the discharge of his responsibilities, as detailed in Section 2.

In line with the mission statement, our focus as a Department is on ensuring that Defence is well managed, that resources are properly utilised and that we maintain the capacities required to properly discharge the functions and roles assigned to the organisation. 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 the Policy Advice and Support Objective and the other Defence strategic objectives and the achievement of those other objectives is critical to the success of this objective and overall mission success.

Business Planning

The Business Planning process for 2002 commenced with a consultation process within each of the Department’s Branches, in which staff at all levels had the opportunity to contribute to the way in which their Branch would translate the goals and objectives of the Strategy Statement into an action plan for the year. The draft plans were then presented to the Management Advisory Committee (MAC) for approval. Throughout the year, Branch Business Plans were reviewed to ensure that targets were met, and plans were updated to ensure that they remained relevant. Again, staff at all levels were involved in this review process.

Strategy Statement 2003-2005

Under the Public Service Management Act, 1997, the Department was required to prepare by December 2002, a new Strategy Statement for the Minister for the period 2003 – 2005. In preparing the Strategy Statement, we were greatly assisted by the work of a specially convened Focus Group, which was representative of management 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 were reflected in the Strategy Statement and have been carried through to the implementation of the document.

Customer Service

In the Department's Customer Service Action Plan for 2001 to 2004, we state our belief that the quality of our customer service is dependent on how well we implement our Strategy Statement, encompassing our commitment to the delivery of value for money military services, the White Paper on Defence, our business plans and the customer service action plan itself. There was a high level of success in meeting the customer service commitments for 2002, with many customer service objectives being mainstreamed into the business planning process.

Defence Forces representation and partnership

The most important development in this area in 2002 was the mid-year publication of the Report of the Public Service Benchmarking Body. Discussions on the application of the Body's recommendations to the Defence Forces in the context of the introduction of a successor to the Programme for Prosperity and Fairness occupied much of the later part of the year.

The year 2002 also saw the first ever Arbitration Hearings under the Defence Forces Conciliation and Arbitration Scheme.

The introduction of a new Pensions scheme for military personnel arising from the Final Report of the Commission on Public Service Pensions was addressed during 2002 in a Working Group representative of departmental and military management and the representative associations.

Discussions with the Representative Associations on the introduction of partnership structures within the Defence Forces concluded successfully at the end of 2002. While the creation of partnership in the military context presents a particular challenge because of the nature of the organisation, the partnership approach ensures that through consultation, participation and cooperation between management, representative associations and individual members of the Defence Forces there is common ownership in the development of programmes for the Defence modernisation and change management process.

Human Resources Development

As successive Strategy Statements and the White Paper have pointed out, we see the management and development of staff as critical to mission success. Significant changes have been made in the HR area in recent years, including selection for promotion through competitive interview and a major investment in training and development to ensure that staff are given the opportunity to reach their full potential.

A Human Resources Strategy has been agreed and published and implementation has begun.

Training and Development

Our commitment to staff training and development was acknowledged in 2001 with the award of the FÁS *Excellence through People* accreditation for the period 2001 to 2002 making Defence the first Government Department to win this award. We are pleased that, following a review by FÁS in 2002, our accreditation has been renewed for 2003.

In 2002, a total of 200 training courses was provided at a cost of €173,658. 1461 staff attended courses, with many staff members participating in more than one course. This represents an increase of 35% in the number of courses run and an increase of 7.4% in the number of participants over 2001 figures. Of the 200 courses, 21% were IT-related, with the remainder of courses being of a more general nature. Two of the most popular courses for 2002 were *Effective Writing and Interviewee Skills*. Almost 30% of courses were delivered in-house by staff of the Department's Training and Development Unit. These training facilities were used to deliver a further 27% of courses with the assistance of external trainers.

The implementation of annual training and development plans based on needs identified through the Performance Management and Development System (PMDS) was again achieved in 2002. All staff members in the Department have received PMDS training, and PMDS is included as a module on induction training courses for new staff.

Equality

It is our policy that all personnel are accorded equality of opportunity and treatment and we have continued to promote equality and to support the initiatives undertaken to achieve equality of opportunity in the public service. The Department's updated Human Resources Strategy reflects this policy position and includes 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.

We have continued to exceed the Government's target on the employment of people with disabilities. It is a key commitment of our Customer Service Action Plan to take all reasonable steps to provide proper access to all our buildings for people with disabilities.

Partnership

Civil Service

In a new development, the Department's Partnership Committee decided at its April 2002 meeting to establish two subcommittees as a means of dealing with local issues in a more relevant way. The subcommittees, which comprise representatives of the management and staff in the Department's two main locations in Dublin and Galway, met on a regular basis throughout the year. A number of other sub-committees established by the main Partnership Committee continue to operate; the Energy Awareness Committee, the Health and Safety Committee and the PMDS Project Team. In 2002, the Energy Awareness Sub-Committee played a key role in the formulation of environmental management plans incorporating waste minimisation, green purchasing and recycling policies.

Civilian Employee

Involvement by the Department, the military authorities and the local civilian employee partnership committees in the partnership



process continues to be strong, with regular meetings at all levels. Issues discussed and resolved include health and safety, protective clothing, first aid and staff training.

Financial Management

As mentioned in Section 2, gross Departmental expenditure on the Defence and Army Pensions Votes amounted to €862m in 2002. Financial management and accounting systems are in place to ensure that all of this money is properly spent and accounted for. These systems are kept under ongoing review and modified and updated as necessary to take account of relevant developments.

Electronic payment is encouraged as the preferred salary payment method and we are working towards the introduction of electronic payment of staff expenses. The enhancement of financial systems to enable the Department's suppliers to be paid by electronic funds transfer was introduced in 2002.

Euro changeover

January 2002 saw the smooth changeover to the euro, and the successful transition is a tribute to the dedication and skills of all staff concerned.

Management Information Framework

Having completed the first phase of the civil service-wide Management Information Framework (MIF) in 2001 with the publication of a *Review of Requirements* by external consultants, the Department undertook key tasks on foot of this Report in 2002. Preparatory work in relation to new models for financial systems was undertaken and formal structures and targets for the next Phase were put in

place. The structure and composition of the various project teams was agreed and appropriate personnel were assigned to the key areas of Finance, Information Technology and Inventory Management. Project teams began preliminary work and during the later months of the year, the external recruitment process for key professional grades was completed with the appointment of a Project Manager and other professional project staff.

Audit

The Department's Internal Audit Section is an independent unit reporting directly to the Secretary General. The section carries out audits on various areas of the Department in order to provide objective assurance to management, both civil and military, as to the adequacy and effectiveness of the risk management, control and governance processes in the Department. The audit plan for 2002, comprising some 150 audits and covering a range of systems, compliance and stores audits, was considered and approved by the Department's Audit Committee and was completed to the Committee's satisfaction.

Information and Communications Technologies (ICTs) and e-Government strategy

Financial and administrative systems support

The changeover to the euro was successfully implemented across all ICT systems on 1 January 2002. Ongoing support and maintenance of all financial and administrative systems continued to be our highest priorities in the allocation of funding and personnel. Development work during the year focussed on the expansion of existing systems (for example, file management and tracking systems), a major changeover in desktop applications and an upgrade of the payroll and accounts databases. In 2002, just over €1.45m was spent on information technology, office equipment and related consumables. The focus is on providing value for money while meeting the demands of customers, internal and external, according to the commitments in the Customer Service Action Plan.

E-Government and the Information Society

The Department continued its participation in a number of e-Government activities such as e-Procurement (which includes use of the new Government e-Tender website), e-Payments, e-Cabinet and e-Recruitment, in line with central Government initiatives.

Telecommunications and networks

The telecommunications infrastructure continued to develop during 2002 as the Department joined the Government Virtual Private Network (VPN). Use of the VPN and continued negotiations with telecommunications service providers ensure that

the Department gets the maximum value for money, in relation to tariffs and routing priorities across a wide range of telecom services, including voice and data.

During 2002, an enhanced IT Security Policy was put in place to ensure best practice in computer and network security for internet, e-mail and business transactions.

Property Management

The efficient and effective management of the Department's property portfolio is a major challenge. In addition to the letting and leasing of lands and properties, the Department disposes of property which is surplus to military requirements. This activity has become increasingly important since 1998 with the Government decision to close and dispose of certain barracks which were surplus to requirements. The proceeds from the sales of barracks and other surplus property, including married quarters, are used to provide funds for investment in Defence Forces equipment and infrastructure. Progress on property sales is detailed in Appendix 2.

We continued throughout the year to cooperate with other Departments and State agencies in making Defence facilities available for a variety of purposes including accommodation for asylum seekers, the provision of firing ranges to the Gardaí, and facilities for film making.

We are very conscious of the importance of maintaining our property in an environmentally friendly manner. Accordingly, we endeavour at all times to maintain a sustainable environment approach and to



preserve the natural landscape in line with Government policy as set out in the National Heritage and Biodiversity Plans.

During 2002 work continued on the development of proposals, including draft legislation, for the management of the Curragh in line with the recommendations of the Curragh Task Force and that work continues.

Hearing loss and general accident claims

Hearing loss

The Strategy Statement prioritises the need to minimise the cost to the Exchequer of hearing loss claims.

By 31 December 2002, a total of 16,515 claims had been lodged by current and former members of the Defence Forces for loss of hearing allegedly caused during military service. A total of 13,914 claims had been disposed of, mainly through settlement, leaving 2,601 outstanding at the end of the year. Overall €174.6m had been paid in damages, while plaintiffs' legal costs amounted to an additional €85.4m. Total expenditure on hearing loss stood at €260m on 31 December 2002. At year-end, the Department was still receiving new claims at an average rate of 11 per week.

The level of quantum in hearing loss cases was maintained at an average level of about €10,000. Total expenditure on hearing loss claims for the year amounted to just over €29m, including €9.2m in legal costs. The Early Settlement Scheme was closed for claims received after 26 July 2002.

General claims

The State Claims Agency (SCA), established under the National Treasury Management Agency (Amendment) Act, 2000, formally took charge of its responsibilities in December 2001. During 2002, 266 claims were referred by the Department to the Agency, 22 of which were finalised by the end of the year. Total expenditure in 2002 on claims finalised by the Agency amounted to €311,639, including legal costs. All claims suitable for delegation have now passed to the Agency, in advance of the 2004 target.

In relation to claims categories not delegated to the SCA, 148 claims were finalised in 2002 leaving 594 claims outstanding at year-end. Total expenditure in 2002 on these claims amounted to about €8m, including legal costs.

Legislative 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. In that regard the key focus in 2002 was to identify, in consultation with the military authorities, the Regulations in most urgent need of reform.

An important piece of legislation, the Ombudsman (Defence Forces) Bill, which provides for the appointment of an Ombudsman for the Defence Forces was published in January 2002 and is before the Oireachtas.

The draft text of the restatement of the Defence Acts has been completed and is with the Office of the Attorney General who is the certifying authority of the final restatement. The restatement involves no substantive change in the legislation but is designed to facilitate ease of reference.

Work continues on the development of draft legislation in relation to the management of the Curragh.

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”.

The Department facilitates 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. The Department is responsible for policy development and the general direction of the 6,000 strong volunteer organisation through the Local Authorities and for Civil Defence inputs into national emergency plans.

The Department 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. Operational expenditure is shared on a 70/30 basis between the Department and local authorities. Civil Defence volunteers work under the direction of the relevant local authority Civil Defence Officer and are trained in various skills such as first aid, rescue, fire fighting, emergency feeding, evacuee care, land and water search and radiation monitoring.

The main activity in 2002 centred on:

- the enactment of the Civil Defence Bill to provide an updated legislative basis for Civil Defence under a management Board;
- continued implementation of measures to provide the appropriate support structures for the new Board;
- continuation of the preparations for the decentralisation of the Civil Defence function to Roscrea;
- improving local organisation performance through various programmes such as completing the upgrade of the Civil Defence national UHF radio network and replacement of part of the Civil Defence vehicle fleet (on loan to local authorities) with new vehicles;
- promoting recruitment (the number of volunteers was maintained at 6,000 in 2002);
- conducting the annual training programme – courses run in 2002 included Casualty Instructor courses, Radio Operators’ and Instructors’ workshops, Radiological Training, Disaster Relief Nursing and Rescue courses;
- conducting the national exercise programme in Donegal, Westmeath, Limerick City, and Waterford County in April 2002;
- educational and training development including, in particular, the provision of special grants and assistance to all local authorities to upgrade their multi-media capability for local delivery of training.



An Order made under the Civil Defence Act, 2002, was signed by the Minister in 2002 to enable him to appoint the 14 members of the inaugural Civil Defence Board. Under the Act, responsibility for the management and development of Civil Defence at national level will pass from the Department to the new Board. The Board, which is representative of all of the principal stakeholders and which also has external expertise, has since been established.

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.

As a result of a Government decision in October 2001, the Office of Emergency Planning (OEP) was established in Defence. The OEP is located in the Department's head office in Dublin and is staffed by a civil-military team.

Throughout 2002 the OEP has taken the lead role in the development of emergency planning to meet the new threat from international terrorism and from any escalation in international tensions. The Office promoted the coordination of emergency planning functions across all Government Departments and agencies and carried out the role of overseeing the emergency planning process in general. Responsibility for specific emergency planning functions remains with the relevant Government Departments and agencies.

As part of the response to the events of 11 September 2001, the Government also established a Task Force on Emergency Planning, chaired by the Minister for Defence, with the support of the OEP.

The Task Force reviews the various emergency planning and response issues in order that the Minister, as chairman, can report to Government and ensure a coordinated and effective response to large-scale emergencies. The Task Force met on seven occasions throughout 2002. The Minister for Defence has submitted regular confidential reports to Government on Emergency Planning.

An Interdepartmental Working Group (IDWG) on Emergency Planning, which is chaired by the OEP, supports the work of the Government Task Force. The Working Group met on seven occasions during 2002 and reported to the Minister at the Government Task Force. The IDWG has worked to implement the initiatives of the Task Force and ensure that this work is cascaded through the various emergency planning processes. This work continues to address the practical matters, which could reduce the potential impacts of large-scale emergencies in the State.

Throughout 2002, the Government Task Force, the Interdepartmental Working Group and the OEP have succeeded in fostering a more proactive approach to the conduct of emergency planning, with a high level of cooperation evident. The interaction between key players in Government Departments and agencies has promoted a facilitative climate and resulted in a greater confidence in the emergency planning process. Reviews and validation of Government emergency planning and response arrangements are ongoing as a means of overseeing the emergency planning functions within Government Departments and agencies.

Contacts have been strengthened and established with colleagues in other member States of the European Union and through the mechanisms provided by the United Nations and the World Health Organisation. This has allowed Ireland to tap into reservoirs of knowledge and operational skills which have been made available in turn to expert staffs in the various Departments and agencies. High-level strategies and performance indicators in relation to future goals in the area of emergency planning have since been set out in the Strategy Statement 2003 – 2005.



Section 4: Other Developments in 2002

Bullying and Harassment

In August 2001, the Minister invited Dr. Eileen Doyle, who chaired the Government's Task Force on the Prevention of Workplace Bullying, to chair an External Advisory Committee to determine the nature and extent of sexual harassment, harassment, bullying and discrimination in the Defence Forces, to review existing policies and procedures and to make recommendations on strategies and programmes relating to awareness and education in this whole area.

The Committee submitted its report "The Challenge of the Workplace" to the Minister in March 2002 and its wide-ranging recommendations have been accepted in full. An independent monitoring group was established to oversee implementation of the recommendations. The monitoring group is chaired by Dr. Doyle and the membership comprises the Deputy Chief of Staff (Support), an Assistant Secretary from the Department and the General Secretaries of PDFORRA and RACO.

Since March 2002, a number of measures have been taken to follow up on the Doyle Report recommendations:

- An Independent Monitoring Group and an Equality Steering Group have been established to implement the report recommendations;
- In 2002, steps were taken to source an Independent Confidential Helpline and Counselling Service for members of the Permanent Defence Force. This has since been established as a 24 hour, 365 days a year Freephone Careline provided by Staff Care Services;

- Focus Groups were set up on ways of enriching training at all levels in the Defence Forces;
- Ongoing equality audit of the regulations, administrative instructions, practices and procedures under which the Defence Forces operate in light of current legislative requirements, best practice in employment in Ireland and the particular requirements of the military environment and the "Challenge of the Workplace" Report;
- Preparations were made in 2002 to set up a process to acquire information from personnel leaving the Defence Forces to examine personnel turnover issues;
- Initial training on a pilot basis for Commanders and Senior NCOs in the prevention and resolution of interpersonal conflict, which is essential for organisational change and development, has been completed by the military;
- Preliminary work to establish a network of 'contact persons' within units, with appropriate support skills, to assist in an informal approach to solving issues relating to bullying and harassment.

The Defence Forces Ombudsman will give personnel access to an independent and impartial external statutory authority, distinct from both the military chain of command and from the Department of Defence. It is intended that the new Ombudsman will complement and greatly strengthen the existing redress of wrongs and grievance procedures.



Freedom of Information

Statistics for the year are set out in the table.

Requests Received	Granted	Part-Granted	Refused	Transferred	Withdrawn or handled outside FOI	Finalised
131	53	26	27	14	12	132

Note: Some of the requests finalised in 2002 were carried over from 2001.

Prompt Payment of Accounts

It is the Department's policy to settle all invoices promptly with due regard to contractual terms, where applicable, good financial and cash management practices and the provisions of the Prompt Payment of Accounts Act, 1997 and the European Communities (Late Payment in Commercial Transactions) Regulations, 2002.

Statistics for 2002 are given in the table:

Total number of invoices processed	51,984
Total value of all payments	€213m
Total number of late payments	607
Total value of late payments	€0.8m
Value of late payments as a % of total payments	0.37%
Amount of interest paid	€5,335
Amount of interest as a % of total payments	0.002%

Note: Cash amounts are rounded.

A comparison of the key statistics for 2002 over 2001 shows a considerable improvement in 2002. The number of late payments in 2002 was less than two thirds of the 2001 total of 996. The amount of interest paid as a percentage of total payments remained the same as in 2001.

Coiste an Asgard: Sailing Club of the Year award for 2002

Coiste an Asgard, a company limited by guarantee and chaired by the Minister for Defence, operates the sail training vessel Asgard II and provides a training scheme for young people which gives them an opportunity to sail in a traditionally rigged sailing vessel and to learn the rudiments of sailing with self-awareness and team-building elements. It receives an annual grant-in-aid from the Defence Vote. An Coiste was awarded the prestigious Sailing Club of the Year award for 2002 which is a tribute to the company, staff and the trainees.

Appendix 1: Tables: Strategic objectives, performance indicators, and current status

The Security Objective:

Strategies	Performance Indicators	Current Status
Provision of defence capabilities appropriate to the defence and security environment.	Implementation of the White Paper and Implementation Plans for the Air Corps and Naval Service. <i>(See under the White Paper Objective).</i>	Implementation continuing.
Ongoing review of the defence and security environment.	Regular meetings of standing inter-departmental committee. Provision of timely, relevant and quality advice to the Minister for Defence.	Now chaired by the Office of Emergency Planning. Ongoing.

The White Paper Objective:

Strategies	Performance Indicators	Current Status
Develop and implement a Defence Forces Organisation Plan to reflect the Government decision on overall numbers.	Chief of Staff proposals by end-July, 2001. Plan implemented by end-2001.	Proposals being implemented.
Develop and implement the integrated Defence Forces Personnel Management Plan.	Plan developed and proposals submitted by mid-July, 2001. Implementation on basis of timetable approved by Minister.	Proposals being considered by the civil-military Strategic Management Committee.
Air Corps and Naval Service Implementation Plans.	Implementation process completed by end-2004.	Plans implemented.
Agree Service Level Agreements with principal customers as follows:		
Department of Communications, Marine and Natural Resources on fishery protection;	Interim SLA in place for 2002 by end-2001, definitive SLA in place for 2003 and 2004, SLA subject to annual review.	Interim SLA in place, for review end-2003. 3-year SLA then to be put in place.

The White Paper Objective (cont'd):

Strategies	Performance Indicators	Current Status
Department of Justice, Equality and Law Reform on Air Corps support for the Garda Air Support Unit;	Interim SLA in place by end-2001, definitive SLA in place from 2002, SLA subject to annual review.	Revised date for definitive SLA Q3, 2003.
Department of Communications, Marine and Natural Resources on Air Corps support for Search and Rescue;	Interim SLA in place by mid-2002, definitive SLA in place from 2003, SLA subject to annual review.	SLA in place.
Department of Health and Children and Health Boards on provision of Air Ambulance service by the Air Corps.	Interim SLA in place by mid-2002, definitive SLA in place from 2003, SLA subject to annual review.	Revised date for interim SLA Q3, 2003. Revised date for definitive SLA Q2, 2004.
Reorganisation of the Reserve.	Chief of Staff proposals submitted in form of an Implementation Plan by end-2001. Plan implemented by end-2007.	Implementation Plan approved in principle. Detailed implementation proposals being prepared.
Defence Forces Investment Programme:		
2002 Equipment and Infrastructure Programme;	Approved by end-2001. Implemented by end-2002.	Completed.
2003 Equipment and Infrastructure Programme;	Approved by end-2002. Implemented by end-2003.	Approved.
2004 Equipment and Infrastructure Programme.	Approved by end-2003. Implemented by end-2004.	



The Policy Advice and Support Objective:

Strategies	Performance Indicators	Current Status
White Paper implementation and Implementation Plans for the Air Corps and the Naval Service.	Extent to which the White Paper and the Plans are implemented within approved timeframes.	See White Paper Objective table above.
Implementation of Customer Service Action Plan 2001 to 2004.	Extent to which Plan targets are achieved.	Targets consistently being met.
Business Planning.	Annual plans in place by December of previous year. Extent to which targets in plans are achieved.	Plans in place in January 2002. Targets broadly achieved.
Review of assignments under the Public Service Management Act, 1997	Assignments reviewed annually and updated as necessary.	Assignments under review.
Reduction of Civil Service numbers by 10%.	Reduction achieved by end-2004.	On target for end-2004.
Extension of Partnership structures to the Defence Forces.	Proposals developed by end-2001 and implemented as agreed with management and representative associations.	Structures and arrangements agreed and being implemented.
Civil Service Human Resources Development Strategy.	Draft to Staff Side and Partnership Committee by September, 2001. Strategy finalised as soon as possible.	Strategy finalised and being implemented.
(i) PMDS.	(i) Completion of first cycle by January 2002. Commencement of second and subsequent cycles from January 2002 and annually thereafter.	(i) These deadlines have been, and continue to be, met.
(ii) Annual Training Programme.	(ii) Programme designed by end-year for subsequent year. Programme implemented annually.	(ii) Programme implemented.
(iii) Increase investment in Training and Development.	(iii) Target level of investment of 4% of payroll by end-2003.	(iii) Investment was 3.2% in 2002. On schedule to meet the target.

The Policy Advice and Support Objective (cont'd):

Strategies	Performance Indicators	Current Status
Management Information Framework:		
Identification of information requirements.	Completed end-March, 2002.	Completed.
Outline of new system.	Agreed by end-September, 2002.	Agreed.
Design of new system.	Completed by mid-2003.	Request for tenders issued in August 2003.
Full implementation.	Completed by end-2005.	System installation end-2004.
Internal Audit.	Annual Audit programmes completed to satisfaction of the Audit Committee.	Completed.
e-Government Strategy 2001 to 2004.	Extent to which the strategy is implemented by end-2004.	On target.
Property Management:		
Sales of closed Barracks and other surplus property.	Completed by end-2002.	Property sales continuing.
Sales of Married Quarters outside Barracks.	Completed by end-2002	Property sales continuing.
Proposals for management of Curragh.	Draft Memorandum for Government prepared by end-2001.	Proposals and legislation being drafted.
Streamlining of management systems.	Completed by end-2003.	Ongoing.
Litigation:		
Hearing loss: minimise costs to Exchequer.	Number of cases settled, trend in expenditure per case and total expenditure.	13,914 claims disposed of; Average quantum maintained; total expenditure €260m.
Non-hearing loss: delegation to the State Claims Agency.	Delegation completed by end-2004.	Delegation of suitable claims completed ahead of target.



The Policy Advice and Support Objective (cont'd):

Strategies	Performance Indicators	Current Status
Regulatory reform:		
Advance comprehensive review of regulations and rewrite and modernise as required.	Review process completed and drafting programme scheduled by mid-2002.	Identified key areas requiring reform.
Defence Acts.	Draft of restatement of Defence Acts to Attorney General by end-June, 2001.	Text agreed in principle with Office of the Attorney General.

The Civil Defence Objective:

Strategies	Performance Indicators	Current Status
Update legislation.	Civil Defence Bill published and enacted by end-2001.	Completed.
Decentralise the Civil Defence function to Roscrea.	Function decentralised and full range of services provided.	Decentralisation planning underway.
Improve local organisation performance.	Monitor and act on reports.	Ongoing.
Promote recruitment.	Maintain/Increase volunteer strength.	Volunteer strength maintained.
Design exercise programme to develop organisation on policy lines.	Annual exercise activities conducted.	Completed.
Streamline procedures.	Delegation of functions to Local Authorities.	Being considered by the new Board.

The Emergency Planning Objective:

Strategies	Performance Indicators	Current Status
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.	Ongoing.
	Regular meetings of the Government Task Force on Emergency Planning and the Interdepartmental Working Group on Emergency Planning.	Seven meetings of each group in 2002.
To provide the necessary supports to the Government Task Force on Emergency Planning and the Interdepartmental Working Group on Emergency Planning.	Regular meetings and active pursuit of the issues arising.	Regular reports were made to Government during 2002.
	Provision of regular reports to Government.	The first confidential Annual Report on emergency planning presented to Government in October 2002.
To oversee the emergency planning arrangements in Government Departments, agencies and other bodies.	Regular reviews and validation of Government emergency planning and response arrangements.	The introduction of a model for the assessment of emergency planning functions commenced in the second half of 2002.



Appendix 2: Property Sales

Site at Assumption Road, Cork

Legal formalities for the sale of “Susan’s Field”, comprising 6.8 acres approximately to Cork Corporation for €1,523,686, were completed during 2002.

Murphy Barracks, Ballincollig, Co. Cork

A tender competition for the sale of the bulk of lands at the former Murphy Barracks, Ballincollig, Co. Cork was held during 2002. The property was offered in two lots - Lot 1 c. 91 acres and Lot 2 reversionary interest in c. 6.2 acres under lease until 2047. Agreement was reached for the sale of both Lots and legal arrangements to finalise those sales are in progress.

Site at Married Quarters, Sarsfield Barracks, Limerick

The sale of c. 3.4 acres for €1,161,810 to Limerick City Council was completed during the year.

Site at Waterford Barracks, Waterford

The sale of an area comprising 1.559 acres at the Barracks to Waterford City Council for €661,534 is being progressed.

Spike Island

The transfer of Spike Island from the Department of Defence to the Department of Justice, Equality and Law Reform was completed during 2002.

Lands at Ringaskiddy

Ten acres at Ringaskiddy, Co. Cork were transferred to the Department of Education and Science to facilitate the establishment of a National Maritime College on the site.

Arbour Hill, Dublin 7

A site of 1.07 acres is being transferred to the Department of Justice, Equality and Law Reform for a consideration of €3.17m

Mellowes Barracks, Renmore, Galway

Approximately 10 acres is being sold to Galway City Council for €250,000. The Contract for Sale is being drawn up.

Ballyconnell Town Hall, Co. Cavan

The sale of the property to Cavan County Council for €127,000 has been agreed.

Married Quarters, Curragh, Co. Kildare

100 married quarters at Orchard Park were offered for sale. 69 houses have been sold for a sum in excess of €2m.

Clancy Barracks, Dublin

Agreement was reached for the sale of Clancy Barracks comprising in excess of 13 acres. The legal formalities are being progressed.



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