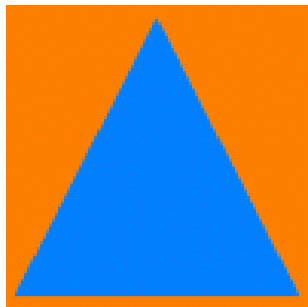


CIVIL DEFENCE BOARD



Civil Defence Strategic Plan 2010 to 2013

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Chapter 1

Forewords

Foreword by Chairman



As Chairman of the Civil Defence Board it is my great privilege to introduce the Board's third Strategic Plan, which sets out the strategy for the Civil Defence Organisation for the period 2010 to 2013. Back in 2003, the Board was established by Order of the Minister for Defence. The Order delegated responsibility for the management and development of the Civil Defence Organisation at National Level to the Board and it has been a great pleasure to oversee the many positive developments that have occurred since my appointment in 2005.

Introducing this Strategic Plan affords me an opportunity to extend the Board's sincere gratitude to the Minister, Secretary General and the staff of the Department of Defence for their co-operation, which has been crucial in the recent development of the Civil Defence organisation.

I would also like to thank my colleagues on the Civil Defence Board and its Committees, the Local Authorities, staff of the Board, Civil Defence Officers and all the volunteer members of Civil Defence.

As Chairman, I look forward to working with all of you to ensure the successful implementation of this Plan up to 2013. Working together we can bring about real and fundamental change which will fulfil our vision for Civil Defence as a respected organisation with professionally trained and effective members providing valued and appreciated support to our Communities and the Emergency Services.

Mr. Joe Meagher
Chairman

Foreword by the Director General



I am pleased to present the Statement of Strategy 2010 – 2013 for the Civil Defence Board. This Plan sets out the Board's objectives that will pave the way for the development of the organisation over the next three years. Outlining the Civil Defence organisations mission statement, operational environment, resources and key objectives, the Plan ensures that Civil Defence will continue to act as an effective professional voluntary service in support of the frontline services, while also providing community support during times of crisis.

In late 2009 and early 2010, Civil Defence Volunteers provided exemplary assistance to Communities and to the frontline services in many areas of the country during a particularly prolonged period of severe weather conditions. The scale of those operations provided the wider public with an opportunity to appreciate how a well trained, disciplined and equipped Civil Defence organisation can respond in a major emergency. Of course Civil Defence provides similar supports, on a smaller scale, to the frontline services in assisting communities to deal with emergencies at local level all year round. I would like to convey the Board's appreciation to each and every member for their dedication and service to Civil Defence.

In framing this Plan the Board was very much aware of the competing demands for funding for all public services in the current economic climate. The Board was also aware of the value for money that the efforts of Civil Defence Volunteers continues to provide to communities and to the State, as ably demonstrated during major emergencies.

In that regard I would like to acknowledge the continuing support given to the resource requirements of the Civil Defence Board by the Department of Defence. It is a priority for the Board to maintain the good working relationship that has already being developed with the Department.

This Plan has been developed following a consultative process involving the various strands of the Civil Defence organisation, including Staff, Volunteer Members, Civil Defence Officers and Local Authorities and I would like to thank all concerned for their contributions. The successful implementation of the Plan is dependent on the help and co-operation of all Civil Defence stakeholders.

I look forward to a period of considerable development and progress during the lifetime of this Plan.

Bill Smith
Director General

Chapter 2
Introduction

Strategic Planning

A Strategy Statement is a forward looking document that serves as a framework for action by the organisation. The Civil Defence Board is obliged under the Civil Defence Act, 2002 to submit a Strategic Plan for Civil Defence every 3 years from the anniversary of the establishment of the Board (May 7th, 2003) to the Minister for Defence for approval.

The Board recognises the importance of Strategic Planning as essential for the future development and growth of the Civil Defence organisation. This Plan will act as a roadmap for our members and stakeholders as to where the Civil Defence organisation sees itself in 2013.

Mission Statement

“To promote, develop and maintain Civil Defence as an effective and professional volunteer based organisation providing emergency response and community support services”.

Chapter 3
Organisational Structure, Board and Staff

The Board is responsible for management of Civil Defence at national level. However Civil Defence policy remains with the Minister for Defence, while the Secretary General remains the Accounting Officer in respect of the Grant-in-Aid to the Board.

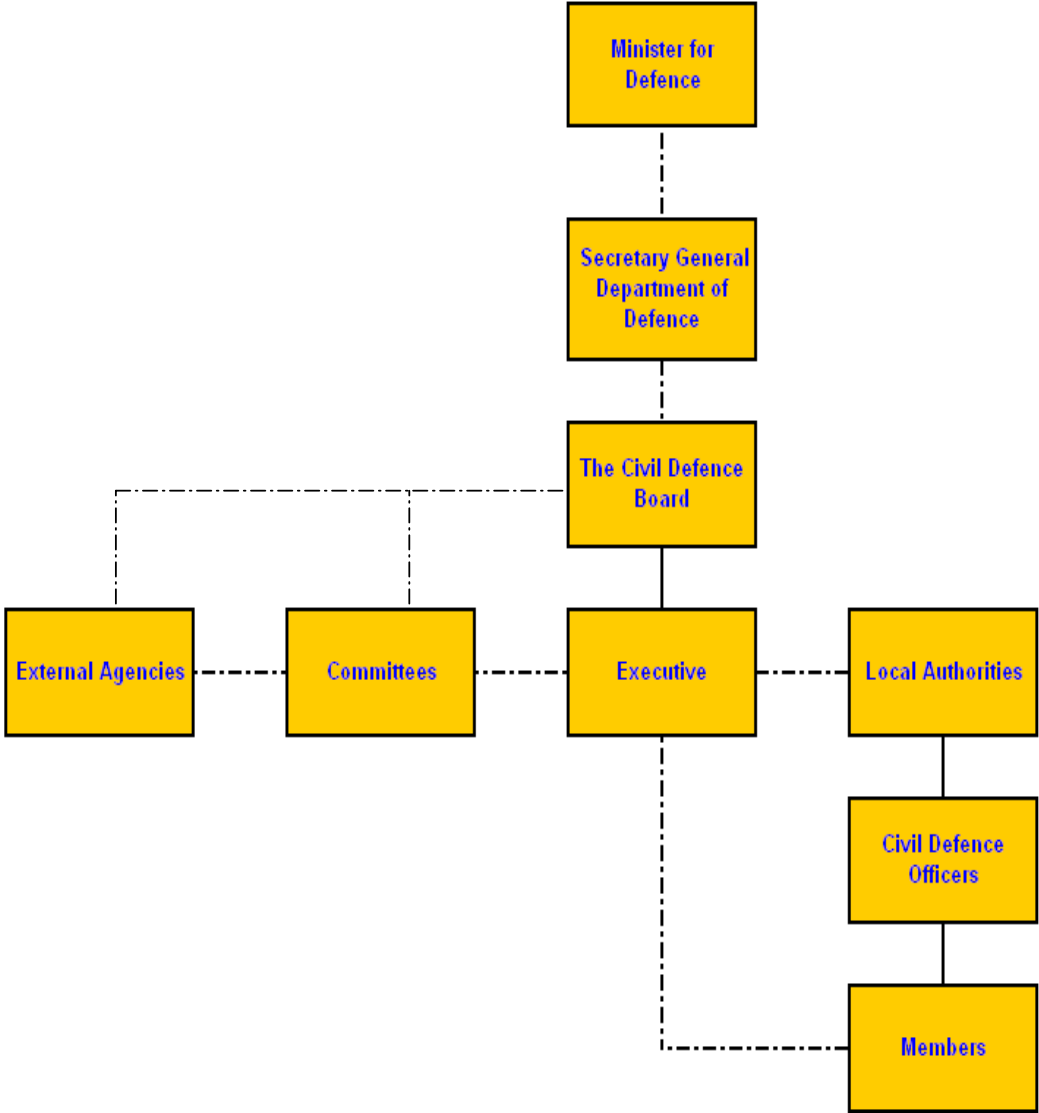


Fig 1. The Civil Defence organisational structure

The Civil Defence Board



Back Row L-R: Jim Foley, Liam King, Oliver O'Loughlin, *Jim Guinane, Michael Sheehan, Bill Smith, Noeleen Ryan, Ned Gleeson, John Fitzpatrick (secretary)
Front Row L-R: Celina Barrett, Kay Caball, Barbara Rafferty, Joe Meagher (Chair), Gabrielle Willis, Valerie Doyle
Inserted: Jim Hickey

* Jim Guinane was replaced on the Board by Jim Hickey in October 2009.

The third Civil Defence Board was appointed by the Minister for Defence in the summer of 2008. The Board is made up of fourteen members (including the Chairman) and is representative of the major stakeholders in the wider civil protection community. The current Board's term of office expires in July 2011. The Members of the Board are appointed as follows:

- Four persons who, in the opinion of the Minister for Defence, have experience in business, industry, finance or administration relevant to the Board's functions.
- A Director General at Principal Officer level in the Civil Service.
- A person nominated by the County & City Managers Association.
- A person nominated by the Minister for the Environment, Heritage and Local Government who, in the opinion of that Minister, has relevant experience or expertise relating to emergency planning.
- A person nominated by the Radiological Protection Institute of Ireland.
- A person nominated by the Environmental Protection Agency.
- A member of the Civil Defence Officers Association nominated by it.
- An Officer of the Defence Forces nominated by the Chief of Staff of the Defence Forces.
- A member of the Garda Síochána nominated by the Commissioner of the Garda Síochána.
- A volunteer member of Civil Defence.
- A member of the staff of the Board.

Committees of the Board

Section 28 of the Act obliges the Board to establish a number of Committees to assist and advise the Board in relation to the performance of any of its functions. The three statutory Committees are

- The Planning, Development and Recruitment Committee
- The Education and Training Committee
- The Health, Safety and Procurement Committee.

In addition to this the Board has established, in accordance with the Code of Practice for the Governance of State Bodies, an Audit Committee.

The Committees continue to provide the Board with a wide range of expertise in the development of Civil Defence and their deliberations and actions will have a major impact on the future of the organisation. The Committees are tasked by the Board to make recommendations to the Board. See Appendix 2 of this Plan for Board and Committee members.



Civil Defence members practicing First Aid Skills at the National Exercises in Drogheda, 2009.

Executive Staff of the Board

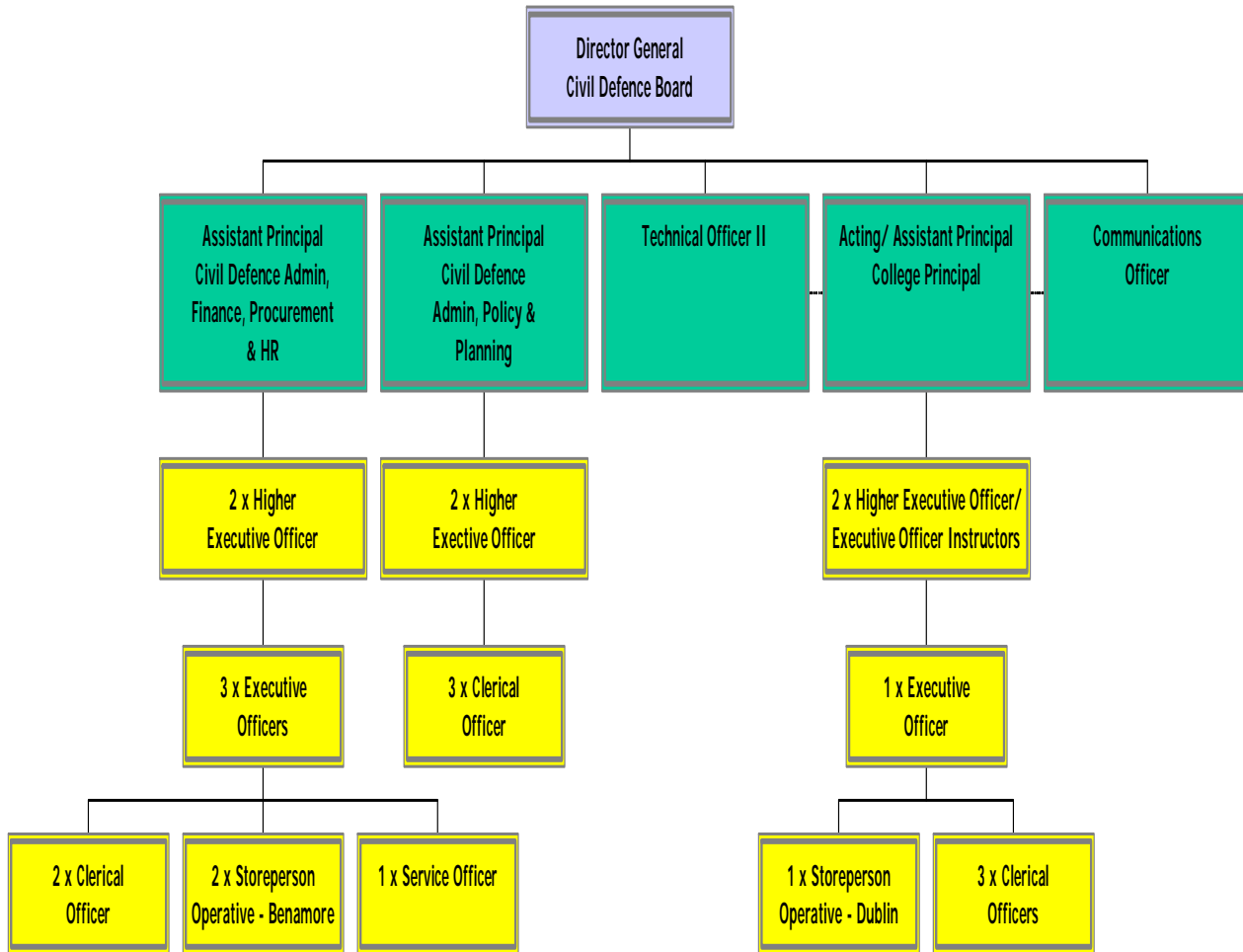


Fig 2. Organisation Chart for the Board's Executive

Staff

Grade	No.
Director General	1
Assistant Principal	2
Acting Assistant Principal	1
Technical Officer	1
Communications Officer	1
Higher Executive Officer / Executive Officer Instructor	2
Higher Executive Officer	4
Executive Officer	4
Clerical Officer	8
Service Officer	1
Storeperson/Operative	3
Total	28

Chapter 4

Vision, Values and Strategic Goals

Our Vision

Creating:

- A respected organisation with highly trained and effective members providing valued and appreciated support to the emergency services and the community.
- An organisation that is fully integrated into emergency planning arrangements at local, regional and national level.
- An organisation of international standing whose members are proud to serve the public on a voluntary basis.

Our Values

- Operating to the highest standards and focusing on results and value for money in delivery of Civil Defence services.
- Behaving with integrity and adhering to the highest ethical and professional standards in accordance with the organisations National Code of Conduct.
- Developing a partnership approach in our dealings with members, staff and clients in promoting Civil Defence.
- Ensuring the highest standards of training and expertise within a formally recognised framework.
- Recognising that Civil Defence is continuously evolving as an organisation to meet present and future demands.
- Preserving the voluntary ethos of the organisation.



**Launch of Limerick
City Civil Defence Bike
Unit May 2009**

Our Strategic Goals

The functions of the Board can, in so far as is possible, be broadly encompassed in the following Strategic Goals:

	Strategic Goals	Objectives
1	To promote and support the development at national level of Civil Defence planning and management and, in co-operation with Local Authorities, to facilitate the implementation of Civil Defence measures for the purposes of emergency relief and support.	Refer to Objective 5 in Chapter 5.
2	To promote the role and profile of Civil Defence as an effective voluntary service in providing services, in support of the emergency services, to the local community and to develop programmes designed to enhance those services.	Refer to Objective 1 in Chapter 5
3	To use all of the resources available to the Board to promote the recruitment and retention of Civil Defence members and to maximise their potential for development within the organisation.	Refer to Objectives 1, 4 and 6 in Chapter 5.
4	To advise the Minister for Defence on policy issues relating to Civil Defence matters and to propose initiatives in that regard.	Refer to all Objective in Chapter 5.
5	To optimise Civil Defence inputs into Major Emergency Management at National, Regional and Local Authority level and to maximise Civil Defence involvement in national emergency planning and delivery in co-operation with all of the relevant Departments, bodies and agencies.	Refer to Objective 5 in Chapter 5.
6	To ensure best practice in the development and implementation of Civil Defence training programmes and to provide the necessary infrastructure for that purpose.	Refer to Objectives 1, 2 and 3 in Chapter 5.

The Board's overall focus for the period 2010 to 2013 will be to meet the requirements of Civil Defence and those of our stakeholders in positioning the organisation for the future to allow it realise it's maximum development potential.

Our Strategic Objectives

The Board's Objectives are listed below and are explained in greater detail in Chapter 5.

	Strategic Objectives
1	Training and Development
2	Civil Defence within the Local Authority
3	Infrastructure
4	Recruitment
5	Role of Civil Defence in Emergency Preparedness and Management
6	Finance and Human Resources

Implementing the Plan and Monitoring Progress

The four Committees of the Board will assist and advise the Board in relation to the implementation of the Plan. The Civil Defence Board tasked the Planning, Development and Recruitment Committee with preparing the Strategic Plan. It is envisaged that this Committee will continue to ensure that the Strategic Plan is fully implemented and advise the Board of its future Strategic direction.

The Board monitors the implementation of its Strategic Plan on a quarterly basis and formally reports on progress in Annual Reports.



National Exercises 2009 – Louth (Drogheda)

Chapter 5

Strategic Objectives for the Period 2010 - 2013

1. Training and Development

Objective	Actions	Performance Indicators
<p>To provide appropriate training and ensure that adequate trained instructors are available.</p>	<ul style="list-style-type: none"> • The College staff in conjunction with the Training & Education Committee will undertake and review on an annual basis a Training Needs Analysis. • Utilise the existing expertise within the organisation. • Analyze of Training needs on a regional basis based on Risk Assessments. 	<ul style="list-style-type: none"> • Training Needs Analysis is produced to reflect regional Risk Assessment. • Annual College Training Programme be produced in accordance with the Training Needs Analysis. • Instructor led support groups set up for all services. • Training conducted in accordance with College Training Programme.
<p>To identify new courses to meet the changing needs of the organisation.</p>	<ul style="list-style-type: none"> • College Staff in conjunction with the Training and Education Committee, will identify, develop, provide and validate training courses for instructors and others in the organisation. • The College staff will engage with the Civil Defence Instructors to develop new courses in accordance with Training Needs Analysis. 	<ul style="list-style-type: none"> • College Programme delivered in conjunction with local training requirements. • College to conduct ongoing training needs analysis.
<p>To ensure all training is in line with best practice.</p>	<ul style="list-style-type: none"> • Conduct training audits on an annual basis. 	<ul style="list-style-type: none"> • Result of training audits illustrates that best practice is achieved. • All courses identified in Training Needs Analysis will be accredited. • All courses will comply with Health & Safety Standards.

2. Civil Defence within the Local Authority

Objective	Actions	Performance Indicators
<p>The Civil Defence Board to support the Local Authorities in the delivery of their development plans as they relate to Civil Defence in view of the changing climatic and financial environment.</p> <p>To assist Local Authorities in the promotion of Civil Defence as a community resilience service.</p>	<ul style="list-style-type: none"> • Review of local Authority Civil Defence Plans in accordance with section 31 of Civil Defence Act 2002. • Ongoing consultation with Local Authority officials. • Monitor Local Authority Civil Defence activities and Exercises in view of changing environmental conditions. • Promote greater awareness of Civil Defence within the Local Authority. 	<ul style="list-style-type: none"> • Adequate resources provided in terms of training and equipment. • Improved integration of Civil Defence in Local Authority response and deployment. • Inter-Agency Exercises conducted. • Promotional material provided to Local Authorities for this purpose.



Civil Defence Operations on the Sally Gap during “Big Freeze” of Jan/Feb 2010

3. Infrastructure

Objective	Actions	Performance Indicators
<p>To improve facilities to a defined standard across the organisation.</p> <p>To continue development of Civil Defence Communications systems and facilities.</p> <p>To enhance training infrastructure at National level.</p> <p>To complete development of Phoenix Centre.</p>	<ul style="list-style-type: none"> • Engage with stakeholders at National and Local Authority level in relation to the necessary upgrade of facilities and equipment. • Improve national communications infrastructure as necessary. • Upgrade equipment to meet the evolving needs of the organisation. • Progress the development of new Training Range at Civil Defence Headquarters, Roscrea. • Secure upper floor of National Headquarters, Roscrea, for use as an additional indoor Training area. • New access route acquired. 	<ul style="list-style-type: none"> • Improvement of accommodation facilities at Local Authority level. • Civil Defence National Emergency Comms Centre by Q3 2010. • Annual Communications equipment replacement programme implemented. • Range completed and operational by 2013. • Upper floor operational as a Training centre by Q4 2012. • New access route in operation.



Civil Defence Exercise - Clare

4. Recruitment

Objective	Actions	Performance Indicators
<p>To consolidate and increase membership of the organisation</p> <p>To maintain a register of Civil Defence members</p>	<ul style="list-style-type: none"> Promote Civil Defence as the primary voluntary support agency to front-line Emergency Services. Support Local Authority recruitment strategies. Ascertain the skill sets to match the current needs analysis. Retrain volunteers to assist in retaining them in the organisation. Engage with media to raise profile of the organisation. Assist Local Authorities in developing and maintaining a Civil Defence members register. 	<ul style="list-style-type: none"> Civil Defence incorporated into Local Authority Emergency Planning. Increase in active membership. Retain 80% of members as per Volunteer register. Increase in level of media coverage. All Local Authorities utilising Register of Civil Defence Members by Q4 2010.



National Exercises 2009 – Louth (Drogheda)

5. Role of Civil Defence in Emergency Preparedness and Management

Objective	Actions	Performance Indicators
<p>The Civil Defence Board to support the ongoing implementation of the Major Emergency Management.</p> <p>The Civil Defence Board to support and progress regional major emergency management through the Local Authorities in co-operation with the eight Regional Steering Groups.</p> <p>To ensure Civil Defence services are included in Local Authority Major Emergency Plan.</p> <p>To promote development of close working relationships with statutory bodies and other voluntary organisations.</p>	<ul style="list-style-type: none"> • Develop and agree, via the National Working and National Steering groups, links with the Principal Response Agencies in the support roles and functions that Civil Defence will be called to provide in a major emergency situation, via multi agency protocols. • Developing co-ordination mechanisms as necessary to ensure that support roles are delivered. • Establish links with the Regional Steering Groups in conjunction with Local Authority representation. • Participate in Regional level interagency Training and Exercises. • Support Civil Defence through liaison with Local Authority Emergency Planning process. • Liaison with City and County Managers Association in relation to the inclusion of Civil Defence in Local Authority Emergency Plans. • Strengthen contact with key stakeholders in statutory bodies and other voluntary organisations. 	<ul style="list-style-type: none"> • Civil Defence roles identified and agreed in final protocols. • Links agreed between Local Authorities and Regional Steering Groups to include Civil Defence. • Active and regular participation in Inter-Agency Training and Exercises. • Civil Defence inclusion in Local Authority Emergency Plans. • Civil Defence involvement in Major Emergency Management Exercises and Operations. • Inter-Agency Exercises conducted on a regular basis.



Visit of President McAleese to Leitrim & Roscommon Civil Defence Volunteers in recognition of Civil Defence Operations During Adverse Weather Crises of 2009 & 2010

6. Finance and Human Resources

6(a). Finance and Procurement

Objective	Actions	Performance Indicators
<p>Sufficient financial resources are made available.</p> <p>Ensure the effective use of financial resources through the delivery of value-for-money, efficiency and effectiveness in all expenditure.</p> <p>Support the Secretary-General in his role as Accounting Officer by ensuring that a robust system of internal financial controls is in place.</p>	<ul style="list-style-type: none"> • Reach agreement with Department of Defence to secure sufficient funding. • Further integration with the Department of Defence Electronic Business Suite (EBS) to improve the quality and availability of information available to management/stakeholders. • Reassess the proposed system of issuing grant payments to Local Authorities. • Agree strategy with the Department of Defence (DoD) for the transfer of certain administrative responsibilities and budgets from the Department. • Appropriate training provided for procurement staff in public procurement systems. • In conjunction with the Audit Committee of the Board, comply with the requirements of the Comptroller and Auditor General and the Revised Code of Practice for the Governance of State Bodies. • Comply with the National and EU Procurement Guidelines and prompt payment legislation. 	<ul style="list-style-type: none"> • Sufficient funding secured. • Ongoing monthly and on-demand expenditure and commitment reporting by area. • Monthly reviews undertaken. • Review the proposed mechanism for calculating Local Authority grants in light of the rollout of the Volunteer Register with a view to implementation in 2012. • Agreement reached on transfer of responsibilities and budgets for certain administrative costs. • Implementation of the Comptroller and Auditor General's and the Revised Code of Practice for the Governance of State Bodies recommendations and best practice. (Ongoing) • All procurements in accordance with guidelines. (Ongoing). All payments authorised in line with target timeframes. (Ongoing)

To standardise the wearing of Civil Defence Uniforms across the organisation.

- Developing a more strategic approach to procurement by reviewing annual expenditure priorities and programmes with stakeholders and preparing a multi-year procurement strategy where appropriate, taking account of these priorities and available resources.
- Update and develop the current Civil Defence Dress Code.
- Develop a procurement strategy to support the revised dress code.

- Procurement Plan (including multi annual, where appropriate) in place by Q1 2011.
- Compliance with the revised dress code across the organisation by 2013.



National Exercise 2008 Leitrim/Longford (Carrick - on - Shannon)

6 (b) Human Resources and Office Management

Objective	Actions	Performance Indicators
<p>Implement Human Resource Management in accordance with Public Service best practice.</p> <p>Ensure efficient development, operation and maintenance of Civil Defence Headquarters.</p> <p>To provide a very high level of quality customer service which takes account of changing needs and expectations.</p> <p>To promote the Health and Safety of staff and volunteers.</p>	<ul style="list-style-type: none"> • Ensure compliance with all legislative requirements in relation to office management including Health & Safety risk management. • Continue to implement PMDS. • Prioritise training and development needs as identified through PMDS. • Implementation of family friendly policies in line with Government policy. • Assess the evolving resource requirements of the organisation in consultation with the Department. • Develop and Implement a Customer Charter and a Customer Service Action Plan. • Utilise the internet and other Information Communications Technologies (ICT) to improve delivery of services. • Ensure co-operation and communications with Local Authorities. • Ensure compliance with the requirements of the Health and Safety legislation. • Provide guidance to local authorities to support the production of Civil Defence sub plan which dovetails with the overall Local Authority corporate Health and Safety Statement. 	<ul style="list-style-type: none"> • Completion of risk assessment for all areas of Civil Defence HQ and implementation of a Safety Management System. • Effective ongoing application of the PMDS. • Staff trained in line with priorities identified on PMDS individual training and development plans. (Ongoing) • Staff availing of flexible working arrangements. (Ongoing) • Office operating efficiently and effectively. • Use of IT optimised. • Procedures documented. • Business processes reviewed for efficiency and effectiveness. • Customer Charter and Customer Service Action Plan in place. • Improved Communications with stakeholders. • Further development of registered sections of the website for communication purposes. • Fit for purpose Health and Safety Statement and relevant procedures for Civil Defence HQ and Phoenix Park. • Guidance and training provided to Civil Defence Officers.

Chapter 6

Operational Environment

Environmental Analysis

Department of Defence

Responsibility to the Oireachtas in relation to Civil Defence remains with the Minister for Defence including the allocation of financial resources, by way of a grant-in-aid from the Minister to the Board out of monies provided by the Oireachtas. Accountability to Dáil Éireann for expenditure on Civil Defence rests with the Secretary General of the Department of Defence, as Accounting Officer under the Civil Defence Act 2002.

The Board has developed a strong, positive, working relationship with the Department and the Minister for Defence and looks forward to continuing and strengthening this partnership in the future. Such a relationship allows for the maximum benefit to accrue to the Board in terms of inputs into Civil Defence policy and resource allocation in the implementation of the Board's development plans for Civil Defence.

Governance and Accountability

The Board ensures compliance with the highest standards of openness and accountability. Furthermore the Board recognises that it must ensure that the best possible use is made of the Grant-in Aid from the Department of Defence.

The Board is obliged to present an Annual Report to the Minister for Defence on its activities during the preceding year.

Copies of the accounts of the Board, in compliance with section 23 of the Civil Defence Act, are required to be submitted to the Comptroller and Auditor General (C & AG) for audit. Once approved the accounts are laid before each House of the Oireachtas. The Secretary General of the Department of Defence, in the role of Accounting Officer of the Civil Defence Board, may be asked to appear before the Public Accounts Committee to deal with any issues raised by the C & AG.

In conducting its business, the Board is committed to observing and implementing, where applicable, the 'Revised Code of Practice for the Governance of State Bodies' issued by the Minister for Finance in June 2009. The Board is aware of its responsibility to ensure that all its activities are governed by the Code and will strive to employ best practice in corporate governance.

The Board is cognisant of its obligations under current Equality legislation.

The Civil Defence Board is a public body for the purposes of the Ethics in Public Office Acts 1995 and 2001.

Local Authorities

As mentioned earlier Civil Defence operates under legislation that includes not only the Civil Defence Acts 1939-2002 but also the Local Government Acts 1941 – 2001. All Civil Defence services are delivered at local level through the Civil Defence Officer (CDO) of the relevant local authority for that area. The CDO is a full time employee of the local authority and is responsible for the day-to-day management of Civil Defence matters under the overall direction of the relevant local authority structure.

Local Authorities also take a leading role in the development and implementation of major emergency management within their functional areas as well as at national and regional level.

Day to day funding of Civil Defence operations and training costs are discharged by a grant-in-aid from the Board to each local authority for 70% of approved expenditure with the local authority funding the balance.

The Civil Defence Board will continue to utilise all external and internal resources to develop effective working relationships with Local Authorities.

Under Section 31 of the Civil Defence Act 2002 local authorities are required to submit to the Board a Civil Defence plan for their own functional areas, having regard to such factors as recruitment, education, training, the efficient use of resources and related issues.

Major Emergency Management Framework (MEMF)

Following International trends, the Government engaged in a review and development of major emergency and civil protection arrangements. From this review the Government decided to implement a new “Framework for Major Emergency Management” in 2006 via a Major Emergency Development Programme 2006 - 2008.

The MEM recognises Civil Defence as a major national organisation that can provide a very important resource in support of the principal response agencies. It is stated in the framework that Local Authority Major Emergency Plans should include details of Civil Defence resources and that Civil Defence should be included as part of the Local Authority Major Emergency Mobilisation Procedures. In addition to this the MEM places an onus on principal response agencies to include Civil Defence services in their individual Major Emergency response plans.

Roles for Civil Defence have been redefined in accordance with the MEMF. Co-ordination mechanisms developed as necessary to ensure that support roles under the MEMF are delivered – Liaison agreements have been signed with An Garda Síochána and Irish Coastguard. A Policy for the Community Volunteer under the MEM has been approved by the Civil Defence Board.

See Strategy (5) for detailed implementation.

Other Statutory Agencies/Government Departments

Civil Defence has a defined role under the National Emergency Plan for Nuclear Accidents co-ordinated by the Department of the Environment, Heritage and Local Government in consultation with other relevant Departments and agencies. It is our intention as a Board to undertake a review of the role and functions of Civil Defence in relation to its nuclear radiation monitoring responsibility and the organisation and training of the Warden Service to meet this responsibility.

The organisation also has roles working in support of other statutory agencies, and in addition all of the lead Departments involved in emergency planning includes a role for Civil Defence in formulating their emergency plans. The context envisaged, however, would normally relate to the traditional roles for Civil Defence in supporting responses to conventional, chemical, biological, radiological and nuclear incidents. Civil Defence was extensively involved in supporting the Department of Agriculture and Food in a variety of roles to combat the spread of Foot & Mouth disease throughout the country. More recently, Civil Defence has agreed protocols with the Department of Agriculture and Food in countering a possible Avian Influenza outbreak. Protocols will be developed with the Health Services Executive with regard to possible pandemics of influenza or other similar diseases.

It is the intention of the Board to continue, especially in the context of the Major Emergency Management, to formalise the relationships of Civil Defence with Departments and agencies working in the area of emergency planning, so as to improve the clarity surrounding the role of Civil Defence and to aid more effective planning. Liaison Agreements have been signed with An Garda Síochána and the Irish Coastguard.

Local Voluntary Agencies/Rescue Services

The Board will continue to support and encourage Civil Defence Units in forming positive working relationships with local voluntary agencies and rescue services. The Board will strengthen contacts with key stakeholders in other voluntary organisations particularly within the context of the Major Emergency Framework.

General Public

Civil Defence has traditionally been viewed by the public as an organisation to be called out to assist in times of emergency, in supporting efforts to deal with the effects of nuclear/chemical attacks and with major emergencies.

The community focus in recent years has given the public a much broader view of the purpose and merits of Civil Defence and this has greatly enhanced the general profile of the organisation. In recent years Civil Defence has been involved in a number of activities, both at national and local levels such as:

- Supporting efforts to combat the effects of flooding, freezing temperatures and snowfall.
- Involvement in major coastal and inland searches.
- Supporting Gardaí and others in search and recovery missions.
- Engaging in joint exercises with other emergency services such as the Irish Coastguard, the RNLI, the Aer Corps and the Gardaí.
- A high level of involvement at both national and local levels in supporting major sporting events.
- Supporting efforts nationwide to combat the spread of infectious animal diseases in support of the Department of Agriculture and Food.
- Caring for displaced persons.
- Supporting the efforts of local authorities in dealing with all types of emergencies within their areas;
- Supporting the front line ambulance service during environmental and other emergencies.

- Providing stewarding/first-aid cover and other supports at major public and community events.
- Creating greater Public awareness of Civil Defence through Public Relations, Media and Recruitment plans.

Involvement in the above activities has raised the profile of the Civil Defence organisation and its services in the minds of the General Public.



Dublin City Volunteers with All Terrain Haggelund Vehicle Jan 2010



2008 National Exercises Leitrim/Longford (Carrick - on - Shannon)

Organisational Analysis

Strengths	Challenges
<ul style="list-style-type: none"> • Multi Skilled Professional Volunteer based organisation. • Long established organisation within each Local Authority area. • Wide range of services provided to the Community. • People orientated community based organisation. • State of the Art Training facilities established at the Civil Defence Headquarters, Roscrea, Co. Tipperary and at Phoenix Training Centre, Phoenix Park. • Positive public perception of the Civil Defence organisation throughout the country. Significant levels of positive National media coverage received in recent times. • Civil Defence managed at National level by a Board comprising of major stakeholders in the Civil Protection community. • Organisation possesses a wide range of modern vehicles and equipment for delivery of various services to the Community. • Modern Radio Communications infrastructure established. • Diverse range of training available to volunteers which can help in the development of career opportunities. • Organisation has developed excellent working relationships with other agencies such as An Garda Siochana, Ambulance service, Coast Guard and Local Authorities. • Civil Defence is a Statutory Organisation whose membership is comprised of considerable numbers of highly trained volunteers. • Approved Training Institution by the Pre Hospital Emergency Care Council, the Irish Heart Foundation and the Occupational First Aid Assessment Agent. • Regional and National Response Capability. 	<ul style="list-style-type: none"> • Raising the profile of Civil Defence in the local and national media. • Introduction of a new Procurement Strategy for the upgrading of vehicles and equipment. • Availability of critical resources i.e. necessary funding and staff provided. • National Economic Climate. • Provision of suitably qualified Trainers/Instructors nationally. • Compliance with PHECC Training & Education standards. • Adoption of new Standard Operating Procedures and Guidelines. • Complying with Health and Safety legislation. • Sufficient core of Instructor volunteers to meet the requirements of the Training needs analysis. • Upgrade of Local Authority Civil Defence Accommodation.

Future Environment

The future environment in which Civil Defence will operate also encompasses factors such as:

- The implementation of the Major Emergency Management Framework.
- Greater emphasis on responding to severe weather conditions.
- A more diverse and multi cultural population in Ireland.
- New challenges for assisting with the protection of the civilian population from threats such as environmental disasters and global terrorism.
- Challenges facing all voluntary organisations in recruiting and retaining members.
- The ongoing challenge in keeping up with developments in Health and Safety legislation and associated protection measures.
- Challenges from possible outbreaks of contagious diseases such as Swine/Avian Influenza.
- Delivering the highest level of service to our customers, both internal and external, in accordance with the Boards Customer Service Action Plan.



Wicklow Civil Defence operations during severe weather conditions in January 2010

Stakeholders identified in the Civil Defence Act and at Central and Local Government level.

- | | |
|--|---|
| <ul style="list-style-type: none"> • The Minister for Defence • Department of Defence <ul style="list-style-type: none"> ○ Secretary General ○ Link to Emergency Response Co-ordinating Committee ○ Office of Emergency Planning ○ Military Authorities ○ Partnership for Peace • Civil Defence Board • Committees of the Board • Staff of the Board • Local Authorities <ul style="list-style-type: none"> ○ Management and Elected Members ○ Civil Defence Officers • Civil Defence members • Department of the Environment, Heritage and Local Government <ul style="list-style-type: none"> ○ Environmental Protection Agency (EPA) ○ Radiological Protection Institute of Ireland (RPII) ○ National Directorate for Fire and Emergency Management. | <ul style="list-style-type: none"> • Department of Health and Children • Health Services Executive <ul style="list-style-type: none"> ○ Pre-Hospital Emergency Care Council (PHECC) • Department of Communications, Energy and Natural Resources • Department of Education & Skills <ul style="list-style-type: none"> ○ National/International Education/Training Bodies • Department of Agriculture, Fisheries & Food <ul style="list-style-type: none"> ○ Emergency Plans • Department of Justice, and Law Reform <ul style="list-style-type: none"> ○ Garda Headquarters • Health and Safety Authority • Department of Foreign Affairs <ul style="list-style-type: none"> ○ International Relief Efforts • Department of Transport <ul style="list-style-type: none"> ○ Irish Coastguard • Other Government Departments • European Union's Community Civil Protection Mechanism (CCPM) |
|--|---|

Other Stakeholders

Local Stakeholders:

- Volunteers Family and Friends
- Local Community
- Employers
- Event Organisers
- Garda Divisions
- Local Media
- Sports Bodies

Voluntary emergency care organisations:

- The Irish Red Cross
- The Order of Malta
- Irish Sailing Association
- St. John's Ambulance
- Irish Mountain and Cave Rescue Association
- Royal National Lifeboat Institution

Qualification Stakeholders

- Higher Education and Training Awards Council (HETAC)
- Further Education and Training Awards Council (FETAC)
 - Pre Hospital Emergency Care Council (PHECC)
 - Irish Heart Foundation (IHF)

Chapter 7

Resources

Volunteers

The strength of the Civil Defence organisation lies with all of those volunteer members past and present who have willingly and freely given of their time and expertise in supporting the organisation. A Volunteer member is elected to the Civil Defence Board in accordance with the Civil Defence Act, 2002.

Civil Defence Volunteers train in a professional multi-functional way for a situation which may call for the application of a range of skills such as those that might be required in a major emergency situation.

As required by the Civil Defence Act 2002, a register of Volunteer members was developed and introduced in 2010.

Executive Staff

The Board has a current complement of 28 Executive staff providing expertise to the Board in developing and implementing development plans, ongoing administration and scheduling and delivering training.

Local Authorities

Each Local Authority is responsible for delivering Civil Defence services at a local level through the Civil Defence Officer, a full time employee of the authority. This process is facilitated by each Local Authority, within its resources, through the provision of the necessary infrastructure such as office premises, meeting/training centres and facilities for storing vehicles and equipment. The Board grant aids up to 70% of approved non-capital expenditure incurred, subject to a grant limit, while the Local Authority funds the remainder. Items of equipment such as vehicles and boats are purchased centrally and are normally funded at 100% by the Board and loaned to Local Authorities for Civil Defence purposes.

The Civil Defence Officer is involved in planning, organising and recruiting for Civil Defence and provides the essential link between the volunteer, community, local authority, the Executive and the Board.

Finance

The Board receives funding by means of a Grant-in-Aid from the Department of Defence. Over 50% of the Boards expenditure is directly allocated for grant aid expenditure to local authorities for local Civil Defence operations and services. The remaining budget is spent on central training, procurement of essential vehicles, protective equipment, insurance and administration costs.

The Department of Defence covers certain administrative costs and provides services including IT systems, facilities for payment of salaries and creditors and general financial accounts supports.

Infrastructure

The existing national infrastructure available to the Board is based at a state of the art Civil Defence Headquarters and Training facility at Benamore, Roscrea, Co. Tipperary and broadly comprises:

- Purpose built office premises
- Lecture theatre, syndicate rooms and associated training aids and equipment.
- Communications facilities.
- Central stores building and associated facilities.

The Civil Defence Phoenix Training Centre, which incorporates a new training and accommodation building and newly refurbished training range, is available to Civil Defence units for residential training.

The facility comprises:

- Sleeping accommodation
- Fully equipped kitchen, dining and recreational lounge areas
- Toilet and shower facilities
- Two lecture rooms with A/V capability

Some of the buildings on the training range have also been refurbished to provide improved outdoor training facilities.



Section of redeveloped Training Range at Phoenix Training Centre – Phoenix Park

Chapter 8

Review of the Civil Defence Board's Strategic Plan 2007-2010

Over the last three years a wide and varied list of projects have been initiated by the Civil Defence Board in order to progress Civil Defence as the professional organisation it is today.

Achievements presented in this chapter are a tribute to the dedication, determination and efficiency of Civil Defence members in assisting to bring these outcomes to fruition. Underneath is listed the key achievements of the Civil Defence Board during the lifetime of the second plan and progress made in relation to the Board's objectives.

Key Achievements

- Refurbishment of Civil Defence Training Centre (re-named Phoenix Training Centre) and construction of new Accommodation Centre, Phoenix Park, Dublin.
- The College has been accepted as a training institution by PHECC. Casualty Service Instructors are now recognised by both PHECC and the OFAAA and are entitled to conduct courses at EFR and OFA level.
- FETAC approved the quality assurance procedures submitted by the Civil Defence College. The College is now eligible to register with FETAC as a training provider, offering programmes leading to FETAC awards.
- A customer survey was carried out to assess the needs of the users and potential users of the Civil Defence website. A revamped website in terms of content and layout was launched in October 2008.
- Promotional material was distributed to each local Authority to create a greater awareness of the Civil Defence organisation and to assist in the recruitment of new members.
- Media Training provided to Board members, senior members of the Executive, Civil Defence Officers and selected senior Volunteers.
- Profile of the organisation was raised as a result of positive national and local print and visual media coverage of Civil Defence support to local communities as part of relief efforts during adverse weather conditions and assistance in the search and rescue/recovery of missing persons.
- The third Civil Defence Board was appointed for the period July 2008 to July 2011.
- Volunteer Register and Training and Operations Database was developed. The database went live in February 2010.
- Civil Defence Garda Vetting and Child Protection Policies were introduced.
- Liaison Agreements were signed with An Garda Síochána and Irish Coastguard.
- Provided financial and administrative support for the 2007 - 2009 Civil Defence National Exercises which took place in Wicklow (2007), Cork City and Leitrim (2008) and Cork North and Louth (2009).
- Health & Safety Review of the organisation was carried out. Standard Operating Guidelines and Safety Management System were tailored to Civil Defence activities.

- Working relationship developed with Irish Red Cross to progress co-operation on the approach to meeting revised statutory requirements for the Casualty Service.
- Prepared a media policy in order that Civil Defence can engage with various media organisations in a professional and informative manner.
- Civil Defence College recognised as a Heartsafe Workplace - Presentation made to College by Irish Heart Foundation in December 2008.
- Continued training of Volunteer Instructors nominated by Local Authorities. Once qualified these instructors conduct training classes primarily within their own Local Authority. The Civil Defence College is affiliated to the Irish Heart Foundation - over 100 Casualty Instructors have successfully qualified as IHF/BLS Instructors. As part of a review of the Rescue Service 45 Volunteers have been trained to Rope Rescue Instructor level.



Garda Commissioner Fachtna Murphy, Director General Bill Smith, Chairman Joe Meagher & Det. Supt. Liam King at the signing of Liaison Agreement between Civil Defence and An Garda Síochána May 2009

Review of the Board's Strategic Plan to 2007 - 2010

Under Section 30 of the Civil Defence Act 2002, the Board is obliged to carry out a review of the efficiency and effectiveness of the Strategic Plan to 2007 - 2010.

Objectives	Results
<p>1. (a) Participation in Major Emergency Development Programme (2006 –2008) at National Level</p> <p>Develop and agree, via the National Working and National Steering groups, links with the principal response agencies in the support roles and functions that Civil Defence will be called to provide in a major emergency situation, via multi agency protocols.</p> <p>Develop co-ordination mechanisms as necessary to ensure that support roles are delivered.</p>	<p>Civil Defence Roles as outlined in MEMF.</p> <p>Irish Coast Guard Liaison Agreement was signed on 12/12/08. An Garda Síochána Liaison Agreement was signed on 26/05/09. MOU's being developed with the RPII and HSE. Bi-lateral liaison with Office of Emergency Planning took place in September 2009.</p>
<p>1. (b) Participation in Regional Response Preparedness</p> <p>Establish links with the Regional Steering Groups in conjunction with Local Authority representation.</p> <p>Prioritise procurement of equipment to achieve economies of scales in response to regional needs.</p> <p>Participate in Regional level interagency Training and Exercises.</p>	<p>Ongoing involvement with Voluntary Ambulance Services Forum in both Strategic and Operational levels.</p> <p>Equipment procurement and distribution tailored to regional needs.</p> <p>Interaction with Regional Exercise Programmes as developed under MEMF.</p>
<p>1. (c) Local Civil Defence Response as part of the Local Authority Major Emergency Plan</p> <p>Continue to review the effectiveness of Casualty, Welfare, Warden, Rescue, Communications and AFS services.</p> <p>Develop / Review Standard Operating Procedures (SOP's) for Civil Defence services.</p> <p>Examine ways in which Casual Volunteers may be utilised as part of a response to major emergencies.</p>	<p>Civil Defence Training Courses developed taking into account MEF requirements.</p> <p>Completed.</p> <p>Protocols drawn up and approved by the Civil Defence Board as a work in progress document.</p>

Objectives	Results
<p>2. Organisation Infrastructure</p> <p>Negotiate with stakeholders in relation to the necessary upgrade of facilities and equipment.</p> <p>Improve national, Radio communications infrastructure as necessary.</p> <p>Provide necessary communications infrastructure to enable headquarters in Roscrea, Co. Tipperary to operate as the Civil Defence National Emergency Control Centre.</p> <p>Upgrade equipment to meet the evolving needs of the organisation.</p> <p>Prepare outline of client brief for development of new Training range on site at Benamore, Roscrea, for submission to Department of Defence/ Office of Public Works.</p> <p>Refurbishment of the Civil Defence Training Range at Ratra House, Dublin.</p> <p>Secure upper floor of National Headquarters, Benamore for use as additional indoor training area.</p> <p>Standardisation of Accommodation at Local Authority level.</p>	<p>Capital Grant submission made to the Department of Defence in late 2007. Proposal awaiting more favourable economic conditions.</p> <p>New tower and facilities completed for Phoenix Training centre, Civil Defence registered Authorised User NMDS – TETRA Radio system for Emergencies Services.</p> <p>Communication tower completed. System testing ongoing.</p> <p>Identification of procurement priorities completed annually.</p> <p>Outline specification agreed by Board at February 2009 Board meeting and forwarded to Department of Defence (DOD). Outcome of consultations between DOD and OPW awaited in a more favourable economic climate.</p> <p>Civil Defence Phoenix Training Centre building completed and handed over. Refurbishment of range buildings ongoing.</p> <p>Submission made to Department of Defence in 2007. Being pursued by the Board with OPW through DOD for when suitable funding can be made available.</p> <p>Capital Grant submission with Department of Defence since late 2007. Proposal awaiting more favourable economic conditions.</p>
<p>3. Training</p> <p>Devise, provide and validate training courses for instructors and other relevant people in the organisation.</p> <p>Ensure continuity of training providers from within the public service.</p> <p>Utilise the existing expertise within the volunteer group to assist with the delivery and development of training.</p> <p>Continue to strive for accreditation for course and training with relevant bodies, Further Education Training Awards Council (FETAC).</p>	<p>Training being delivered as per published College Program.</p> <p>Civil Defence Volunteer Instructors assisting College staff in delivery of training courses.</p> <p>Panel of active Civil Defence Volunteer Instructors with appropriate experience assisting with training at the Civil Defence College, specifically in the Casualty area. This was expanded to Communications: Instructor Courses held in 2009.</p> <p>OFA Instructors Course to be submitted to FETAC – 1st Q 2010 “Train the Trainer” Course 3rd Q 2010.</p>

Objectives	Results
<p>Pre-Hospital Emergency Care Council (PHECC) recognition of EMT courses.</p> <p>Benchmark all training delivered against best international practice.</p> <p>Revised and consolidated Standard Operating Guidelines for Boating practices.</p>	<p>Course submitted to PHECC – awaiting confirmation.</p> <p>Courses delivered – involved National and International standards.</p> <p>Boating Standard Operating Guidelines issued in September 2008.</p>
<p>4. Recruitment</p> <p>Develop a Recruitment Strategy.</p> <p>Market Civil Defence capability so as to maximise public awareness of Civil Defence as a multi-disciplined national emergency response agency.</p> <p>Encourage Local Authorities in being more proactive in developing Civil Defence in each Local Authority area.</p> <p>Enhance the profile of the Civil Defence organisation through improved media relations.</p> <p>Assist Local Authorities in developing and maintaining a Civil Defence members register.</p>	<p>PR packs including new PR Posters issued to Local Authorities. A Recruitment Needs Analysis completed in 2009. Recruitment drives to be tailored to each LA requirements.</p> <p>Civil Defence website upgraded and is regularly updated.</p> <p>Issued promotional posters and leaflets to all Local Authorities.</p> <p>Media Training delivered to CDOs and Headquarter staff and senior volunteers in 2008. Website reviewed and upgraded.</p> <p>Volunteer Register Database was rolled out in February 2010.</p>
<p>5(a) Finance, Procurement, Office Management and Human Resources</p> <p>Deliver better value-for-money by:</p> <ul style="list-style-type: none"> • Leveraging the Management Information Framework (M.I.F.) to improve the quality and availability of information available to management/stakeholders. • Developing a more strategic approach to procurement by reviewing expenditure priorities and programmes with stakeholders and preparing a multi-year procurement strategy, taking account of these priorities and available Resources. • Undertaking reviews to identify the extent to which objectives are being met and desired outcomes achieved. 	<p>Improved monthly expenditure and commitment reporting developed Q4 2007 and issued monthly to the relevant Assistant Principals.</p> <p>Following review, the available resources were allocated to the identified priorities.</p> <p>Ongoing monthly.</p>

Objectives	Results
<p>Develop a more streamlined system of issuing grant payments to Local Authorities.</p> <p>Agree strategy with the Department of Defence (DoD) for the transfer of certain administrative responsibilities and budgets from the Department.</p> <p>Enhance procurement system and develop capability to run any required type of procurement contract through staff training/accreditation and enhancing procedures and guidelines.</p> <p>Comply with requirements of the Comptroller and Auditor General and the Code of Practice for the governance of State Bodies.</p> <p>Comply with the National and EU Procurement Guidelines and prompt payment legislation.</p> <p>Review systems of internal financial controls annually as part of risk management framework.</p> <p>Develop the transaction recording and records management systems to streamline and automate as far as possible the accounts preparation.</p>	<p>Sub-committee presented its recommendations to the Board meeting in June 2008. This was deferred by the Board in Dec 2008 and will be reviewed during the period of this Strategy Plan.</p> <p>Finalising Human Resources Service Level Agreements (SLA) with the Department of Defence. This is ongoing.</p> <p>Advanced procurement training commenced March 2008. Capability to run any required tender type Q4 2008. A significant amount of training has been completed.</p> <p>Ongoing.</p> <p>Compliant.</p> <p>Compliant.</p> <p>MIF Account Codes Streamlined in 2009 to Accounts format. Awaiting full implementation of MIF for Civil Defence Board by Department of Defence.</p>
<p>5(b) Human Resources</p> <p>Ensure all managers complete a Health and Safety Risk Analysis for areas under their control.</p> <p>Liase with the Department of Defence and support agencies in relation to organisational requirements.</p> <p>Assess the evolving resource requirements of the organisation in consultation with the Department.</p> <p>Continue to implement PMDS and integrate it with other Human Resources Processes.</p> <p>Prioritise training and development needs as identified through PMDS.</p> <p>Implementation of family friendly policies in line with Government policy.</p>	<p>To commence in May 2008. This process has commenced and is 50% complete.</p> <p>Ongoing Liaison with Department of Defence. Formal arrangements to be put in place to form part of Service Level Agreements.</p> <p>New AP appointed in Finance in Jan 2009 and Technical Officer appointed in Dec 2008.</p> <p>Role Profiles completed and Performance Management Development System implemented for all staff.</p> <p>Prioritised training plan submitted to Department of Defence training unit in Summer 2009. Training provided in Word and Excel, other training in progress. MIF Training provided.</p> <p>Compliant.</p>

Objectives	Results
<p>Civil Defence within the Community 6(a) Local Response</p> <p>Provision of appropriate training as prioritised and approved in a training needs analysis of Local Authority Civil Defence Annual Training Plans.</p> <p>Develop a procurement strategy that takes account of local equipment priorities.</p> <p>Strengthen established links with accreditation bodies.</p>	<p>Training Needs Analysis being conducted through Local Authorities and various groups from Volunteer to Director of Services Draft nearing completion for submission to Board.</p> <p>Local access to central tenders and contracts provided for certain equipment categories since Q1 2008</p> <p>Compliant. Courses developed with FETAC, PHECC, IHF and Outreach.</p>
<p>Civil Defence within the Community 6(b) Community Support</p> <p>Strengthen contact with key stakeholders in statutory bodies and other voluntary organisations.</p> <p>Promotion of public awareness of Civil Defence as a community resilience service.</p> <p>Develop instructor skills to meet training needs.</p>	<p>Liaison Agreement with An Garda Síochána signed on 26/05/09 and Liaison Agreement with the Irish Coast Guard signed on 12/12/08.</p> <p>Civil Defence being promoted on a continuous basis. – Website upgraded and regularly updated.</p> <p>College Program implemented as published.</p>
<p>7. Customer Service</p> <p>Develop and Implement a Customer Charter and a Customer Service Action Plan.</p> <p>Ensure good two-way co-operation and communications with Local Authorities</p>	<p>Customer Charter Published Q3 2008</p> <p>Compliant.</p>

Appendices

Appendix 1

The functions of the Civil Defence Board as set out in

Section 8(1) of the Civil Defence Act 2002

8 (1) The functions of the Board are-

- a) to promote and support the development at national level of civil defence planning and management and, in co-operation with local authorities, to facilitate the implementation of civil defence measures for the purposes of emergency relief and support;
- b) to promote, develop and maintain civil defence as an effective voluntary service in support of the emergency services;
- c) to promote the role of civil defence in providing services, in support of the emergency services, to the local community and, for that purpose, to develop programmes designed to enhance those services;
- d) with regard to local authorities, to promote co-operation and the co-ordination of their activities with other local authorities, so as to ensure efficiency and economy in performing their functions relating to civil defence;
- e) having regard to any plans, howsoever described, relating to the management of emergencies at national level that are prepared and adopted by any Minister of the Government, State agencies or other bodies whose activities relate to civil defence, to establish and promote the development, maintenance and improvement of standards of—
 - (i) programmes of civil defence education and training including programmes relating to health and safety,
 - (ii) knowledge, skill and competence of those participating in implementing civil defence measures, and
 - (iii) equipment used for civil defence;
- f) to promote public awareness and the dissemination of coordinated information to the public in relation to civil defence and to conduct public information programmes relating to preventive measures aimed at alleviating the effects of emergencies on persons or property;
- g) to prepare and adopt, in accordance with *section 30*, a strategic plan relating to the future development of civil defence and to monitor the implementation of the plan;
- h) to advise the Minister in relation to all or any of the following:
 - (i) such policy matters relating to the operation and future development of civil defence as the Minister may request or as the Board considers appropriate;
 - (ii) the implementation of measures considered necessary for the effective operation of civil defence;
 - (iii) any other matter relating to the Board's functions as the Board considers appropriate or as requested by the Minister;
- i) to conduct and commission research on matters relating to the functions of the Board and for this purpose —
 - (i) to foster and promote contacts and the exchange of information with educational and research establishments and other bodies involved in civil defence in and outside the State, and

- (ii) as it considers appropriate, to publish, in the form and manner that the Board thinks fit, results arising out of that research;
- j) in conjunction with Ministers of the Government, State agencies or other bodies whose activities relate to civil defence, having regard to any plans referred to in *paragraph (e)*, to contribute to the development, in co-operation with other states, of civil defence measures;
- k) in co-operation with local authorities, to promote the recruitment of persons to perform civil defence tasks and to establish procedures for the registration of those persons;
- l) to establish, review and maintain codes of professional conduct for civil defence members;
- m) to advise such persons as the Minister may from time to time specify on any matter relating to the Board's functions;
- n) to advise and assist the director general in performing his or her functions;
- o) to comply with any general policy directives that the Minister may, from time to time, give to the Board;
- p) to perform any additional functions conferred on the Board by order under *subsection (4)*.



Carlow Civil Defence Volunteers on flood relief operations 2009

Appendix 2

Civil Defence Board

Mr Joe Meagher (Chairman)	Oola, Co Limerick
Mr Bill Smith (Director General)	Civil Defence Headquarters, Roscrea, Co Tipperary
Ms Gabrielle Willis	Civil Defence Officer, Wexford County Council
Mr Ned Gleeson	County Manager, Limerick County Council
Ms Celina Barrett	Dept. of Environment, Heritage and Local Government
Ms Kay Caball	Cathedral Place, Limerick
Ms Valerie Doyle	Environmental Protection Agency, Wexford
Mr Jim Hickey	Ballysimon Road, Limerick
Mr Michael Sheehan	Woodfield, Clonlara, Co Clare
Ms Noeleen Ryan	Staff member of the Board
Detective Supt. Liam King	Garda Headquarters, Dublin
Mr Oliver O'Loughlin	Ennis, Co Clare
Colonel Jim Foley	Director of Engineering, McKee Barracks, Dublin
Dr Barbara Rafferty	Radiological Protection Institute of Ireland, Dublin



Board Members & Staff of Civil Defence Board Presented with “Heartsafe Award” from The Irish Heart Foundation – December 2008

Committees of the Board

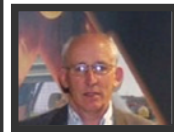
Planning, Development & Recruitment

Mr Ned Gleeson (Chairman)	County Manager, Limerick County Council
Ms Kay Caball	Cathedral Place, Limerick
Mr John O'Neill	Assistant Principal Officer, CD HQ, Roscrea
Ms Jessie Walsh	Dublin City Council, Dublin
Mr John Moriarty	Acting Civil Defence Officer, Dublin City Council
Mr Ciarán Redmond	Volunteer member, Monaghan
Mr David Pollard	Radiological Protection Institute of Ireland
Ms Eileen Joyce	Committee Secretary, Civil Defence Board



Training & Education

Mr Oliver O'Loughlin (Chairman)	Ennis, Co Clare
Ms Gabrielle Willis	Civil Defence Officer, Wexford County Council
Mr Michael Sheehan	Volunteer Board member, Limerick
Mr Vincent McCarthy	Retired Director of Limerick Institute of Technology
Dr Geoff King	CEO, Pre Hospital Emergency Care Council
Ms Róisín McGuire	Acting College Principal, CD HQ, Roscrea
Mr Michael Fitzsimons	Civil Defence Officer, Meath County Council
Ms Catherine Larkin	Committee Secretary, Civil Defence Board



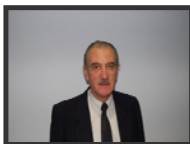
Health, Safety & Procurement

Ms Celina Barrett (Chairperson)	Dept. of Environment, Heritage and Local Government
Mr Seamus Murray	Assistant Principal Officer, CD HQ, Roscrea
Mr Tom Casserly	Civil Defence Officer, Galway County Council
Mr Tom Brosnan	Civil Defence Officer, Kerry County Council
Mr Ray Dunne	Civil Defence Officer, Roscommon County Council
Mr Aiden Hanna	Volunteer Member, Meath
Mr Kevin Houston	Technical Officer, CD HQ, Roscrea
Ms Martina Byrne	Committee Secretary, Civil Defence Board



Audit

Colonel Jim Foley (Chairman)	Director of Engineering, McKee Barracks, Dublin
Mr Jim Hickey	Ballysimon Road, Limerick
Mr Michael Maguire	Lattin East, Co Tipperary
Mr Vincent Kiely	Feenagh, Co Limerick
Mr Seamus Ahern	Athea, Co Limerick
Mr John Gallahue	Limerick County Council
Mr Paddy Hourigan	Lissnagry, Limerick
Ms Joan Delaney	Committee Secretary, Civil Defence Board



Jim Hickey who replaced Jim Guinane in Oct 2009.



Background to Civil Defence

Civil Defence was set up in 1950 to be part of the national defence structure as the necessary civil response to potential hazards that might arise in a war situation. The organisation was designed to undertake non-combatant activities and measures to afford defence against, or mitigate the effects on persons and property, of an attack on the State, or of hazards otherwise arising during a time of war or emergency, such as from radioactive fallout or biological or chemical warfare.



The International Civil Defence badge is worn by members of Civil Defence, to show they are part of a worldwide network of committed people, prepared to serve in their own country or overseas as part of a practical response to disaster relief.

Post Cold War Development

In the early 1990's the focus of Civil Defence switched from its wartime role to that of Community Support and Emergency Response. The organisation developed twelve activities with the objective of serving the needs of the community in the following areas:

- Response to major emergencies.
- River, lake and coastal area search and recovery.
- Response to environmental problems.
- Marketing Civil Defence training on a commercial basis.
- Response to flooding problems.
- Overseas assistance response capability.
- Dealing with radiological emergencies.
- Stewarding.
- Forest-fire fighting capability.
- Broadening the scope of rescue capability
- Assistance in blizzard conditions.
- Evacuee reception arrangements.

Collectively these twelve activities formed the basis of the programme on which the foundations of current Civil Defence activity is based.

Civil Defence Act, 2002

Civil Defence operates under legislation that includes the Air-Raid Precautions Acts of 1939 and 1946, the Civil Defence Act 2002 (known collectively as the Civil Defence Acts 1939 to 2002); the Local Government Acts 1941 to 2001 and various Statutory Instruments.

The Civil Defence Act, 2002 was passed into law on Friday 12th April 2002 and gave rise to the establishment of a new State Authority known as the Civil Defence Board. It was established by Order of the Minister for Defence in 2003 arising from the enactment of the Civil Defence Act 2002. This transferred the responsibility of managing and developing the Civil Defence organisation from the Department of Defence to the Civil Defence Board.

The functions of the Civil Defence Board are set out in Section 8 of the Civil Defence Act 2002 and are listed in Appendix 1 to this Plan.

The membership of the Board and its Committees is listed at Appendix 2. The term of office of the Board is three years.

Programmes of Activity

The core programmes of activity undertaken by Civil Defence are:

1. **Casualty/First Aid**
2. **Rescue**
3. **Auxiliary Fire Service**
4. **Warden Service and Radiation Monitoring**
5. **Welfare Provision**
6. **Radio Communications**

The organisation has taken a multi-skilled approach to the training of volunteers rather than volunteers specialising in one or in a very small number of disciplines.

1. Casualty/First Aid Service

The Pre Hospital Emergency Care Council (PHECC) is the statutory body which develops and sets standards for all pre-hospital care in Ireland. They have developed standards which encompass all those who provide pre-hospital care; from voluntary / community groups to Advanced Paramedic standards.

The Occupational First Aid Assessment Agent (OFAAA) is the agent appointed by the Health & Safety Authority (H.S.A.) to manage the Occupational First Aid Standard, at both Responder and Instructor level.

The Civil Defence College is a recognised training institution by both PHECC and OFAAA for all relevant standards and currently provides training and assessment in the following standards:

- Cardiac First Responder
- Occupational First Aid
- Emergency First Responder
- Emergency Medical Technician
- Cardiac First Response Instructor
- Occupational First Aid Instructor
- Emergency First Response Instructor

The Civil Defence College Instructor staff, in conjunction with appropriately qualified volunteer instructors, continues to provide a very high standard of training and maintains this standard during assessments.

Civil Defence volunteers provide a very high standard of patient care and interaction, when required, during community and other events.

2. Rescue

Rescue activity in Civil Defence can be divided into a number of categories:

- Open country search for missing persons
- Water based search and recovery
- Technical Rescue

These techniques require physically fit volunteer members with stamina to undergo long periods of sustained activity. The training has proven to be attractive to members as it may involve outdoor activity. Simulated emergencies such as aircraft crashes, open country searches and collapsed buildings are used to make the training as realistic as possible. Water based activity may take place on inland and coastal waters.

Training for water-based activities is provided by external agencies. For example powerboat training is provided as per the syllabus of the Irish Sailing Association (ISA), by ISA approved agencies. Revised Boating Standard Operating Guidelines (SOG's) are being introduced to streamline and consolidate boating operations.

Rope Rescue capabilities have been developed to provide facilities for raising or lowering casualties, when circumstances require this service. Outreach, Wales have trained and certified Civil Defence volunteer instructors, who in turn provide Rope Rescue training to volunteers locally.

3. Auxiliary Fire Service

The Auxiliary Fire Service was set up to act as a back up or auxiliary fire service to the front line fire service. Members are trained in certain areas of fire fighting such as pump and ladder drills. They are also trained in pumping floodwaters and supplying water and other emergency supports to the community. This has proven particularly beneficial in assisting with flood relief efforts in a number of areas of the country. There are plans in place to examine and define the role of the Auxiliary Fire Service; the results of this review may require further training and development of this service.

4. Warden Service and Radiation Monitoring

The Civil Defence organisation has a nuclear radiation monitoring responsibility, defined in the National Emergency Plan for Nuclear Accidents*, in the event of a nuclear accident, a nuclear war or potential terrorist nuclear detonation. To meet this commitment Civil Defence has trained a network of Wardens throughout the country on the operation of radiation detection and monitoring equipment.

Under the Government's National Emergency Plan for Nuclear Accidents, the Department of Environment, Heritage and Local Government is the co-ordinating body for the response of all Government Departments and Agencies. Under the Plan a number of important and specific functions have been allocated to Civil Defence and the warden service implements these. The functions include:

- Conducting radiation monitoring as required by Radiological Protection Institute of Ireland (RPII).
- Collecting samples of differing types including soil, water and vegetation, and transporting them to the laboratories of the Radiological Protection Institute of Ireland (RPII) and other designated laboratories for analysis.
- Conducting mobile monitoring in each of the local authority areas including at seaports and airports.
- Assisting, where required, in implementation of control measures.

*National Emergency Plan for Nuclear Accidents – published by the Department of the Environment, Heritage and Local Government (www.environ.ie)

Training in general Nuclear Radiation topics and in the use of the Radiation Detection instruments is provided for Civil Defence members. Scientific Officers, who are members of Civil Defence supervise and manage this aspect. These officers are generally individuals with engineering, scientific or other technical backgrounds.

5. Welfare Service

Civil Defence is the only primary volunteer based organisation that is highly trained in this field and therefore provides unique services in times of emergency in support of front line organisations. There are two definite strands to this service, which are defined as:

- Food Hygiene & Food Safety
- Evacuation & Dealing with Displaced Persons

There can be considerable suffering and further loss of life in emergencies if proper aftercare is not provided for disaster victims. This can range from basic physical needs such as providing hot meals and drinks to psychosocial support. Food preparation is carried out in accordance with HACCP (Hazard Analysis and Critical Control Points) standards, training for which is provided. Members can also provide food for other teams and emergency personnel at a disaster site. The service members are also trained to respond to evacuation situations by establishing shelters, dealing with refugees and managing the evacuation and transport of persons from affected areas.

6. Civil Defence Communications

Among the key resources necessary in providing the Civil Defence response to National Emergencies, Emergency Relief Support and Community Support activities are its communications systems. These consist of the standard telecommunications networks countrywide, the Government VPN (Virtual Private Network) and the dedicated Civil Defence radio communications networks, which are licensed by ComReg (Commission for Communications Regulation)

It is primarily the radio networks that are utilized in support of the many operational duties conducted by Civil Defence units in the field. These systems are located countrywide in each Civil Defence local authority area and are made up of

- a) Very High Frequency (V.H.F.) Radio System**
- b) Ultra High Frequency (U.H.F.) Radio System**

a) V.H.F. Radio System

The V.H.F. system provides wide-area radio coverage over long distances, typically of a county area and beyond. The system enables direct radio communications between the base stations, located at the Civil Defence headquarters in each local authority and the various operational response vehicles, fitted with V.H.F. mobile radios, as they travel throughout the county area.

This system is further enhanced by the use of a network of hill-top radio repeater sites in the more mountainous areas of the country.

b) Ultra High Frequency (U.H.F.) Radio System

The second radio system is a U.H.F. system used principally for on-site radio communications at incident sites or in confined operational areas between U.H.F. mobile radios, fitted to vehicles and U.H.F. handportable radios, carried by Civil Defence personnel. This system provides for relatively short-range radio coverage such as search areas

The UHF system is also used extensively in the main urban environments to provide radio communications, where it has better penetration in built-up areas.

c) Marine V.H.F Radio

Civil Defence also avails of Marine V.H.F. radio in support of its water based activities along the coast and on some inland waterways. The system enables radio communications between Civil Defence boat crews and other Marine emergency

agencies such as the Coastguard, the various Coast Radio Stations and the Royal National Lifeboat Institution (RNLI) when required.

For all other water-based incidents, such as river and lake search and recovery operations, Civil Defence U.H.F. radio equipments are used.

All radio communications equipments operated by Civil Defence, throughout the country, are of similar quality and to the same standards as those used by the Principal Response Agencies.

Communications Training

One of the services within Civil Defence organisation is its Communications Service which is made up of qualified Radio Instructors and trained Radio Operators.

Radio Instructor training and qualification is conducted by the Civil Defence College. Radio Operator training is conducted by the local Civil Defence Radio Instructors in each county. This training is conducted in accordance with the Civil Defence Syllabus of Local Training – Radio Operation. This syllabus outlines the various levels of radio training as the operator progresses. Topics include equipment familiarisation and operation, Voice Procedures, Net Discipline, Net Operator, Net Controller etc. All procedures are to common international standards which allows integration with other organizations and agencies.

Operators must also comply with the rules and regulations as laid down by ComReg (Commission for Communications Regulation) in relation to every aspect of radio communications.

Future Communications Developments

Civil Defence continues to expand and improve its communications facilities and services to meet the current and projected future operational demands of the organization, particularly under the Major Emergency Management Framework.

In line with technological developments, notably with the introduction of the Managed Digital Radio Services Network for the emergency services, Civil Defence is registered as an authorized user of the system and is positioned to avail of the improvements and benefits that the introduction of digital radio communications, TETRA (Terrestrial Trunked Radio) will bring. This is particularly timely, now with the roll out of the network nationally.

Lourdes Pilgrimage

Civil Defence members have been regular participants at the International Military Pilgrimage to Lourdes since 1994. Members provide first aid cover and assist with both marshalling duties and contingency planning. They also actively participate at various ceremonies, throughout the weeklong ceremony.

In 2005, the Board approved the issue of a Lourdes Service medal in recognition of the commitments made by members in assisting at this important annual event.



Lourdes 2008 – President McAleese, Defence Forces Chief of Staff Lt. General Dermot Earley, Chairman Joe Meagher and Civil Defence Volunteers

Appendix 4

Civil Defence Officers and Acting Civil Defence Officers

LOCAL AUTHORITY	CIVIL DEFENCE OFFICER	TEL. NO	FAX	EMAIL
CARLOW	Mr. Pdraig Cahill Carlow County Council, Athy Rd, Carlow.	(059) 9170352 (087) 2432651	(059) 9141503	pcahill@carlowcoco.ie
CAVAN	Mr.Noel Burke Cavan County Council, Fire Brigade HQ, Drumnavanagh, Cavan.	(049) 4378468 (087) 6793524	(049) 4372943	nburke@cavancoco.ie
	Mr. John McDermott A.C.D.O Cavan Co Co, Courthouse, Cavan	(049) 4378315 (087) 2346492	(049) 4361565	jmcdermott@cavancoco.ie
CLARE	Mr. Liam Griffin County Clare C.D. H.Q, Clonroadmore Business Park, Quin Road, Ennis, Co. Clare.	(065) 6822199 (087) 2615560	(065) 6820597	lgriffin@clarecoco.ie
CORK CITY COUNCIL	Mr. John Ryan CD HQ, North Ring Rd, Ballyvolane, Cork.	(021) 4966333 (086) 2855472	(021) 4310745	john_ryan@corkcity.ie
	Ms. Veronica Forde A.C.D.O CD HQ, North Ring Rd, Ballyvolane, Cork	(021) 4288400 (086) 2520681	(021) 4288482	veronica_forde@corkcity.ie
CORK NORTH	Mr. John Maunsell Cork County Council, Annabella, Mallow, Co. Cork	(022) 30404 (087) 2557907	(022) 21889	john.maunsell@corkcoco.ie
CORK SOUTH	(Vacant) Cork County Council, New Road, Kinsale, Co. Cork.	(021) 4374147 (087) 6479860	(021) 4774916	louis.duffy@corkcoco.ie
CORK WEST	(Vacant) Cork County Council, Civil Defence Centre, North. St., Skibbereen, Co.Cork.	(028) 21452	(028) 22192 087-2405606	Louis.duffy@corkcoco.ie

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Civil Defence Officers and Acting Civil Defence Officers

DONEGAL	Ms. Edel Flynn Civil Defence HQ, Railway Road, Stranorlar, Co. Donegal	(074) 9175665 (074) 9175670 (087) 2386579	edel.flynn@donegalcoco.ie
DUBLIN CITY COUNCIL	Mr. John Moriarty C.D.O. Civil Defence HQ, The Esplanade, Wolfe Tone Quay, Dublin 7.	(01) 6772699 (086) 8150276 (01)6772511	john.moriarty@dublincity.ie
	Mr. Bill Powderly A.C.D.O	(086) 3805197	bill.powderly@dublincity.ie
GALWAY	Mr. Tom Casserly Galway County Council, Fire Station, Fr. Griffin Road, Galway.	(091) 570940 (091) 587378 (087) 6888422	tcasserly@galwaycoco.ie
KERRY	Mr. Thomas Brosnan Kerry Co Co, Fire Brigade HQ, Balloonagh, Tralee, Co Kerry	(066) 7128500 (066)7122885 (087) 6694011	tbrosnan@kerrycoco.ie
KILDARE	Ms. Patricia McNeela Kildare County Council, Aras Chill Dara, Devoy Park, Naas Co. Kildare.	(045) 980200 (045) 980540 (087) 2570506	pmcneela@kildarecoco.ie
KILKENNY	Mr. Ray Regan Fire Station HQ, Gaol Rd, Kilkenny.	(056) 7794400 (056) 7794425 (086) 3671526	ray.regan@kilkennycoco.ie
LAOIS	Mr. Liam Preston Laois County Council, County Hall, Portlaoise, Co. Laois.	(057)8664106 (057)8625058 (087) 9273688	lpreston@laoiscoco.ie
LEITRIM	Mr. Brian Sweeney Park Lane Carrick-on-Shannon, Co. Leitrim	(071) 9650492 (071) 9621077 (087) 8311219	briansweeney@leitrimcoco.ie

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Civil Defence Officers and Acting Civil Defence Officers

LIMERICK CITY COUNCIL	Ms. Cecilia O' Flaherty Limerick City Council, Fire Station, Mulgrave Street, Limerick.	(061) 316107 (061) 313292 (087) 7624164	coflaherty@limerickcity.ie
LIMERICK COUNTY	Mr. Jos Kirby Limerick County Council, County Hall, Dooradoyle, Limerick.	(061) 358800 (061) 358048 (086) 6095344	jkirby@limerickcoco.ie
LONGFORD	Mr. John Martin Civil Defence Office, County Clinic, Dublin Rd, Longford.	(043) 3346228 (043) 3345842 (087) 2627175	johnmartin@longfordcoco.ie
LOUTH	Mr. Eamon Woulfe Louth County Council, St. Dominic's Place, Carrick Road, Dundalk, Co. Louth	(042) 9332272 (042) 9337005 (086) 8076987	eamon.woulfe@louthcoco.ie
MAYO	Ms. Rose Doherty Mayo County Council, Áras An Chontae, Castlebar, Co.Mayo.	(094) 9024400 (094) 9023842 (087) 9443634	rdoherty@mayococo.ie
MEATH	Mr. Michael Fitzsimons Meath County Council, County Hall, Navan, Co. Meath	(046) 9097214 (046) 9097001 (087) 2450062	mfitzsimon@meathcoco.ie
MONAGHAN	Mr. Brendan Buckley Monaghan County Council, The Glen, Monaghan.	(047) 81100 (047) 82977 (087) 6349034	bbuckley@monaghancoco.ie
OFFALY	Mr. Raphael Fallon Fire Station, Tullamore, Co Offaly	(057) 9327429 (057) 9351524 (087) 1273869	rfallon@offalycoco.ie

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Civil Defence Officers and Acting Civil Defence Officers

ROSCOMMON	Mr. Raymond Dunne Roscommon County Council, Courthouse, Roscommon.	(090) 6637206 (090) 6626310 (087) 9078854	rduenne@roscommoncoco.ie
SLIGO	Ms. Marion Davis Sligo County Council, County Hall, Riverside, Sligo.	(071) 9142702 (071) 9142717 (087) 2522190	mdavis@sligococo.ie
NORTH TIPPERARY	Mr. Anthony Graham North Tipperary County Council, Civic Offices, Limerick Road, Nenagh Co. Tipperary	(067) 44503 (067) 33999 (087) 2651300	agraham@northtippcoco.ie
SOUTH TIPPERARY	Ms. Dolores Fahey South Tipperary County Council, Civil Defence Centre, Heywood Road, Clonmel, Co. Tipperary	(052) 6125888 (052) 6123339 (087) 2435001	dolores.fahey@southtippcoco. ie
WATERFORD COUNTY	Mr. Raymond Cowman Civil Defence Offices, Shandon Rd, Dungarvan, Co. Waterford.	(058) 22012 (058) 43278 (086) 8394183	rcowman@waterfordcoco.ie
WATERFORD CITY COUNCIL	Mr. Paul Nolan Waterford City Council, Fire Station, Catherine St., Waterford.	(051) 872656 (051) 872159 (087) 2244324	pnolan@waterfordcity.ie
WESTMEATH	Mr. Brian Gillen Civil Defence Headquarters, Culleen Beg, Mullingar, Co. Westmeath.	(044) 9348715 (044) 9343231 (087) 2546033	bgillen@westmeathcoco.ie
WEXFORD	Ms. Gabrielle Willis Wexford County Council, County Hall, Wexford	(053) 9176265 (053) 9122150 (053) 9176391 (087) 2546024	gabrielle.willis@wexfordcoco.i e
WICKLOW	Mr. Bill Downes Wicklow County Council, Civil Defence H.Q., County Buildings, Wicklow	(0404) 67402 (0404) 67294 (086) 8183358	wdownes@wicklowcoco.ie