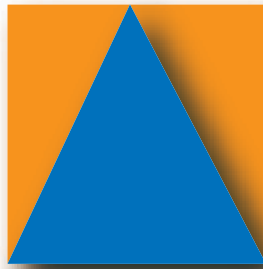


# **Civil Defence Board**

*Strategic Plan to 2007*

*First Strategic Plan of the Civil Defence Board*

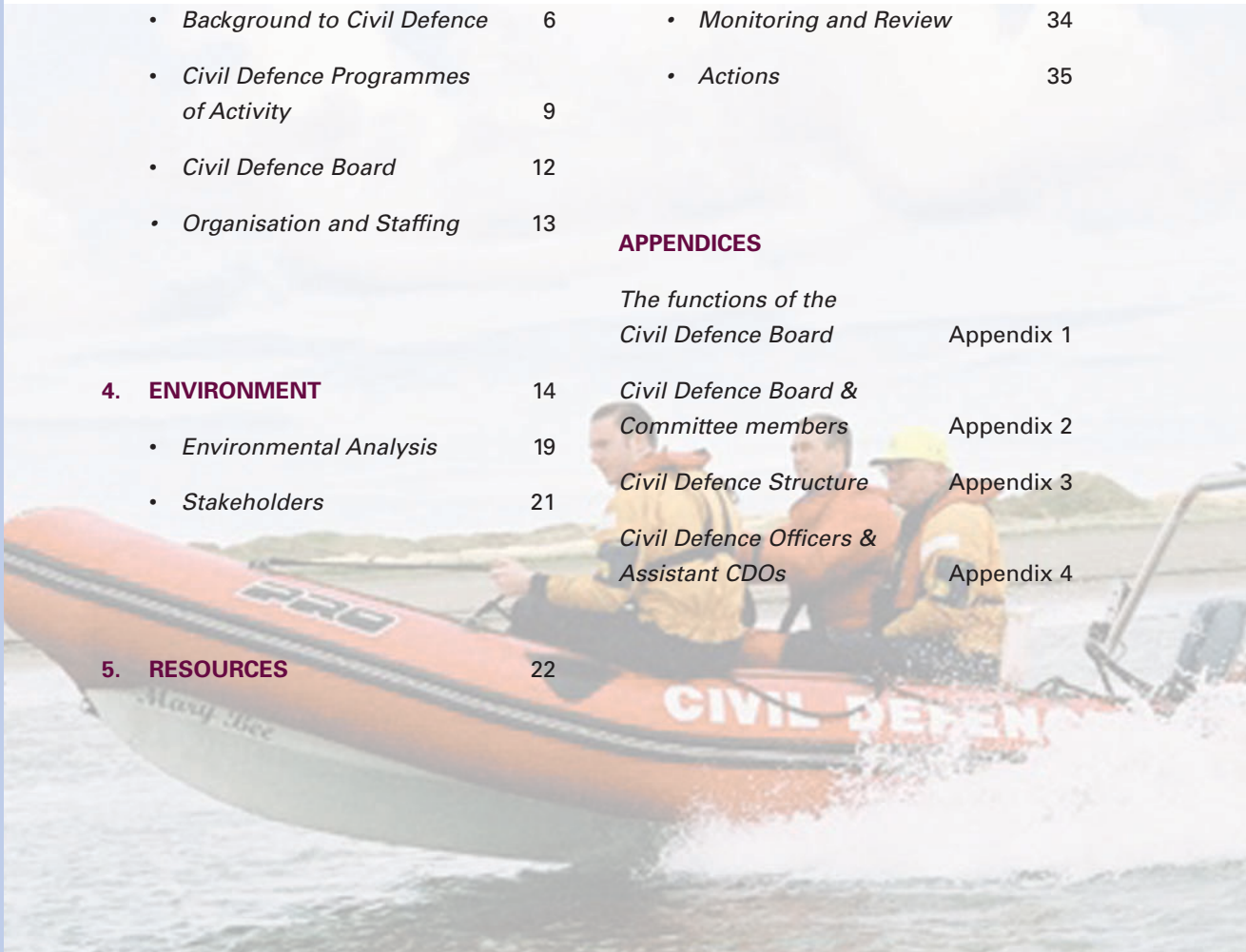


**Civil Defence Board**  
*Strategic Plan to 2007*

*First Strategic Plan of the Civil Defence Board*

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# Foreword

from the  
Chairman



As Chairman of the Civil Defence Board I have great pleasure in introducing this, the first Strategic Plan of the Board covering the period to 2007. This Plan represents just the first step along the way to modernising Civil Defence and shaping the organisation for the future.

The Board was established by Order of the Minister for Defence as recently as May of 2003, when the Board took over the responsibility of managing and developing the Civil Defence organisation at national level from the Department of Defence. This transition, from being part of a Government Department to an independent State Board, together with the Government decision to decentralise the Civil Defence national headquarters to a new facility in Roscrea, Co Tipperary, will present a huge challenge to the Board to successfully oversee the orderly development of the organisation for the term of this first Plan.

The active co-operation of the Minister, Secretary General and the Department of Defence will be a crucial factor in the success of this transition and into the future, helping to strengthen our existing working relationship.

Indeed if we are to achieve the goals we have set ourselves for the period of this Plan it will be necessary for us to bring about real and fundamental change to the way that Civil Defence emergency responses and supports are administered and delivered for the

benefit of local communities and the country as a whole. In order to bring about such change the Board will require the active co-operation and support of all involved in Civil Defence i.e. the Committees and staff of the Board; local authorities - particularly Civil Defence Officers and of course the 6,000 Civil Defence Volunteers countrywide, working in partnership with those in the wider civil protection and emergency response communities with whom Civil Defence interacts on a daily basis.

I would like to thank the inaugural Civil Defence Board and its Committees, current and past staff members, local authority Managers and Civil Defence Officers and all of the Volunteers who contributed to and assisted in the preparation of this Plan.

As Chairman I look forward to working with all of you to ensure the successful implementation of the Plan for the period to 2007 and beyond. Together we will achieve our aim of developing Civil Defence into an organisation of international standing, properly resourced and fully integrated into emergency planning arrangements and whose members are highly trained and valued within the community.

*Mr. Joe Meagher*

*Chairman*



# Foreword

from the  
Director General



This is the first Strategic Plan produced by the Civil Defence Board. The preparation of this Plan has afforded us the opportunity to carry out an in-depth assessment of the current position and to lay the groundwork for the development of plans for the future direction of the organisation.

The Plan has been drawn up with the co-operation and support of all members of the inaugural Board and the members of its committees. We have also had the benefit of wide ranging views following a consultative process involving staff at all levels, the volunteer membership of Civil Defence, Civil Defence Officers, Local Authorities, Government Departments, State Agencies and other interested parties.

The change process is ongoing. This Plan will be subject to review and updated on a three yearly basis. We can only achieve results with the active interest and support of all those involved, with dedicated management and through direction by the Board.

Finally I would like to pay tribute to those on the staff who made every effort to encapsulate all the views and advice offered and who worked assiduously to produce this document.

*Mr. Gerry Gerwin*

*Director General*



# Introduction

## ***Strategic planning***

This Statement of Strategy is the first Strategic Plan of the Civil Defence Board, a new State Authority established in 2003. The Plan has been prepared in accordance with the overall guidelines set down in the Government's Strategic Management Initiative (SMI), introduced in 1994 to modernise the public sector through a process of reform and renewal.

One of the main features of the SMI process is the production by Government Departments and agencies, every three years, of Plans setting out their strategic direction, goals and objectives so as to achieve defined and measurable outputs, while maximising the effective and efficient use of resources in delivering the services of the organisation to the public.

The inaugural Civil Defence Board was established by Order of the Minister for Defence in May 2003, following the passage of the Civil Defence Act 2002. The Act marked a major milestone in the

history of Civil Defence in that responsibility for the future management and development of the organisation at national level would now be transferred from the Department of Defence to the Board.

In addition, arising from a Government decision contained in the White Paper on Defence published in February 2000, the national Civil Defence function is in the process of being decentralised to Roscrea, Co. Tipperary. It is against this background that the Board has developed this first Strategic Plan.

We feel it important that our broad vision for Civil Defence be set down in the Plan as a guideline to all other stakeholders in formulating their views on the future development of the organisation. We intend that this first Plan will be reviewed and refined over the period to 2007 at which point a further Plan will be presented to the Minister as the next step in a continuing review process.



## Mission Statement

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

## Vision

It is vital for any organisation to have a vision as to where it sees itself positioned into the future. As the inaugural Civil Defence Board we have attempted to set out in more detail in Chapter 6 of this document the type of organisation into which we would like to see Civil Defence develop. We have also set out in Chapter 6 our Strategic Goals and the values to which we would like the organisation to adhere to over the period of this Plan and beyond.

As this is our first Strategic Plan we felt it necessary to outline in some detail the origin and historical context from which the current organisation has emerged before proceeding to set out our future plans for developing the organisation.


# Civil Defence –

## Background to Civil Defence

The voluntary Air-Raid Protection organisation was disbanded at the end of the Second World War. During the ensuing Cold War period the Government determined that a Civil Defence organisation trained to cope with a nuclear situation was a necessity. A major disaster would require an organisation skilled in first aid, fire fighting, rescue, evacuation, welfare, communications and mobilisation capability.

As a result, Civil Defence was set up in 1950 to be part of the national defence structure as the necessary civil response to potential hazards which 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.

### *Towards 2000*

With the end of the Cold War the principal forms of Civil Defence in the 1990s changed to one of community support and emergency response. In 1992 the programme called “Towards 2000” was launched, the programme on which current activity is based. The methodology employed in the programme was to institute enabling mechanisms for programme development in a number of disciplines. These programmes, which were designed to focus the organisation to better serve the needs of the local community, broadly comprised:

- Developing a response to flooding problems.
- Developing forest-fire fighting capability.

# An Introduction

## Background to Civil Defence

- Developing a response to environmental problems.
- Marketing Civil Defence training on a commercial basis.
- Revising and updating evacuee reception arrangements.
- Developing overseas assistance response capability.
- Developing response to plans for radiological emergencies.
- Developing response to river, lake and coastal area search and recovery.
- Developing assistance response in blizzard conditions.
- Broadening the scope of rescue capability.
- Developing a response to major emergencies.
- Stewarding.

### ***White Paper***

The Government, in the White Paper on Defence dated 29th February 2000, addressed the Civil Defence area in the context of current roles and activities.

The White Paper committed the Government to providing the necessary infrastructure and training to enable Civil Defence to continue to develop its capacity to respond to emergencies as a high quality second line emergency service and facilitate community support activities while preserving the voluntary nature and ethos of the organisation. The Government also committed itself to providing the necessary framework for the future development of Civil Defence by modernising the legislation governing Civil Defence by means of a new Bill with additional measures to assist with the recruitment of new members to the organisation. The legislation was subsequently enacted in the form of the Civil Defence Act 2002.

# 3 Background to Civil Defence

## ***Mandate/Legislative Basis***

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 Bill was passed by the Dáil on 26th March 2002. The Bill was signed into Law by the President on Friday, 12th April 2002 and subsequently became known as the Civil Defence Act 2002.

The new State Authority known as the Civil Defence Board was established by Order of the Minister for Defence in 2003

arising from the enactment of the Civil Defence Act 2002. Prior to that the Civil Defence function at national level was the responsibility of the Minister for Defence and was normally delegated as a specific function to the Minister of State and administered by the Department of Defence

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 inaugural Board, its Committees and the current Board are listed at Appendix 2. The term of office of the Board is three years.



## 3

### Civil Defence programmes of activity

The traditional main programmes of activity undertaken by Civil Defence could broadly be described as:

- Casualty/ First-Aid
- Rescue
- Fire Fighting
- Radiation Detection and Monitoring
- Radio Communications
- Welfare Provision

Since the introduction of the "Towards 2000" programme 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. The "Towards 2000" initiative identified a menu of 12 programmes (see pages 6/7) from which local authorities and their Civil Defence Officers could choose. Those choices were based on local requirements and geographical situation.

#### **Casualty Service**

In the Casualty Service, members are trained to Life Saving, Intermediate, Advanced and Instructor levels to deal with casualties and provide a first-aid and ambulance service. The Service involves diagnosis, treatment and evacuation/transportation of patients. Training in the use of defibrillators is now coming on stream. Members of the casualty service act as a backup to the regular ambulance service at major events and are available in times of major emergency.

#### **Rescue**

Rescue activity in Civil Defence can be divided into three categories. Members are trained in urban rescue, open country search for missing persons and water based search and recovery. These techniques require physically fit volunteer members with stamina to undergo long periods of sustained activity. The training here has proven to be attractive to members as it may involve outdoor activity. Simulated emergencies such as explosions, aircraft crashes, train crashes, open country searches and collapsed buildings are used to make the training as realistic as possible. Water based activity may take place on rivers, lakes or estuaries.

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, by ISA approved agencies.

#### **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 Dublin and in other areas of the country in recent years.

# 3 Civil Defence programmes of activity

## ***Warden Service and Radiation Monitoring***

The Civil Defence organisation has a nuclear radiation monitoring responsibility 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 two types of radiation detection and monitoring equipment.

One is a low-level radiation detector which can measure radiation down to normal background levels and would be used primarily to detect and measure radioactive fallout resulting from a nuclear industrial accident, such as occurred at Chernobyl. The second type of instrument would be used to detect and measure the far higher levels of radioactive fallout resulting from nuclear detonations in war.

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 would implement these. The functions include:

- Conducting static radiation monitoring from a number of fixed points around the country.

- 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.
- Assisting, where required, in implementation of control measures.

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

## ***Welfare Service***

The importance of the welfare service cannot be overemphasised. Civil Defence is the only 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 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



## 3

### Civil Defence programmes of activity

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.

#### **Communications**

Civil Defence operates two independent radio systems in support of its various activities and operations. One is a V.H.F. (Very High Frequency) system which provides wide-area radio coverage, typically county coverage and beyond. This is a national system which incorporates a network of radio base stations and hill-top radio repeater sites to provide an independent countrywide national network. This system enables radio communications between the base stations, located at the County H.Q., and Civil Defence vehicles fitted with V.H.F. mobile radios as they travel throughout the county area.

The second is a U.H.F. (Ultra High Frequency) system which is used primarily for on-site radio communications. This provides local radio coverage at incident sites and local

areas of operation using U.H.F. mobile radios, fitted to vehicles and hand portable radios.

Civil Defence also operates Marine V.H.F. hand portable radios in support of its boating activities which enables radio communications between the boat crews and other agencies such as the R.N.L.I., the Coastguard and the various coastal and harbour radio stations. These radios are also essential items of safety equipment for the Civil Defence boat crews.

Training is provided for all aspects of radio operations which include the use of proper radio procedures which are the recognised standard international procedures. Also, training is provided in the familiarisation and correct use of all items of radio equipment operated by Civil Defence, V.H.F., U.H.F. and Marine V.H.F. radios.





# 3

## Civil Defence Board

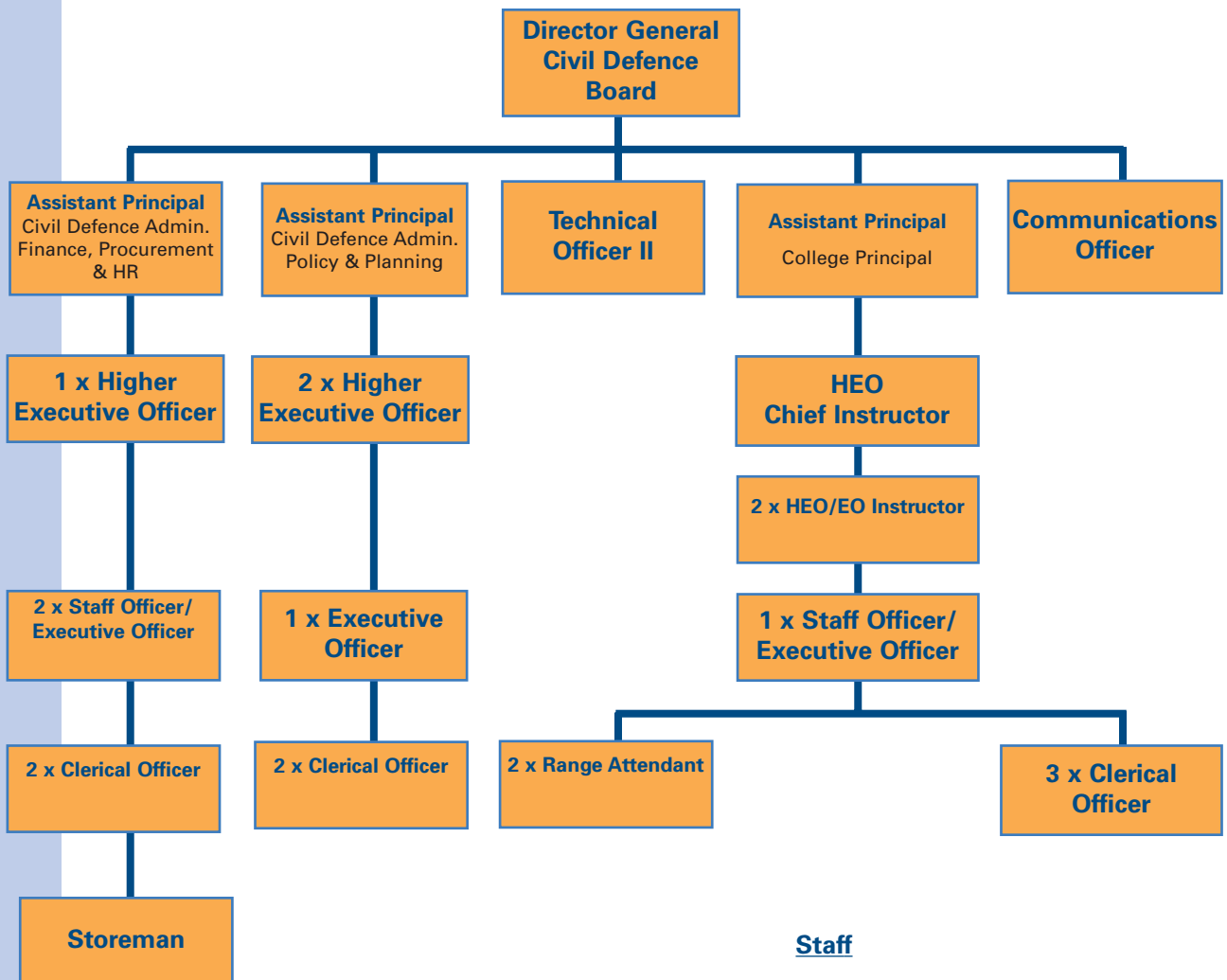
The inaugural Civil Defence Board was appointed by the Minister for Defence in 2002 following the enactment of the Civil Defence Act 2002. The Board is made up of fourteen members (including the Chairman) and is representative of the major stakeholders in the wider civil protection community. Members 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 Principal Officer from the Department of Defence (to act as first Director General).
- 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.

## 3

### organisation and staffing

**Staff Organisation Chart**



**Staff**

Grade	No.
Director General	1
Assistant Principal	3
Technical Officer	1
Communications Officer	1
HEO Chief Instructor	1
HEO/EO Instructor	2
Higher Executive Officer	3
Executive/Staff Officer	4
Clerical Officer	7
Range Attendant	2
Storeman	1

# Environment

While the Civil Defence organisation of today was established in 1950 it has its roots in the wartime period of 1939 to 1945 and the Air-Raid Precautions Acts 1939 & 1946. Like the ARP organisation from which it evolved its objective was to provide a measure of protection for the civilian population against wartime threats - high explosives, incendiary attacks and chemical warfare. As nuclear weapons developed in the post war period and Civil Defence was set up, that objective was extended to embrace the new threat. This gave rise to profound organisational consequences particularly when the fallout threat from distant nuclear explosions was realised.

The Civil Defence organisation, which developed in response to this, had all the features of a national organisation rather than a local authority one. At the same time a peacetime role for Civil Defence had evolved, that of acting as a backup to the emergency services but this role was very much a secondary consideration.

As the prospect of a nuclear war involving an exchange of several thousand nuclear weapons became possible, however, it became more and more difficult to advance a credible role for Civil Defence - or for any other form

of defence - for the civilian population. It was at this stage in the late 1980s that the Cold War came to a sudden and unexpected end and Civil Defence, with some relief, shifted its focus onto peacetime functions.

## *Towards 2000 Programme*

The "Towards 2000 Programme" initiated in 1992 was put together to develop the skills of the organisation to make it multi-disciplinary and to develop an organisation that was responsive to community needs in everyday life. This could then provide the nucleus of a voluntary support organisation to cater for more extreme emergencies on a wider scale. The Programme, described in Chapter 3, was in general successful in raising the profile and effectiveness of Civil Defence particularly at local level.

## *White Paper*

As already described in Chapter 3 above, the Government in 2000 published the White Paper on Defence which set out the broad policy framework for the development of the organisation for the 10 year period from 2000 and which also incorporated the decision to decentralise the national Civil Defence function to Roscrea, Co. Tipperary.



## ***Civil Defence Act 2002***

The Civil Defence Act 2002, which allowed for the establishment of the Civil Defence Board in 2003, was the first piece of Civil Defence legislation in over 50 years and marks a major milestone in the history of Civil Defence. For the first time Civil Defence volunteers are directly represented at the highest level in the organisation.

## ***Department of Defence***

Arising from the Act of 2002 responsibility to the Oireachtas in relation to Civil Defence will remain 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 moneys provided by the Oireachtas. Accountability to Dáil Éireann for expenditure on Civil Defence will rest with the Secretary General of the Department of Defence, as Accounting Officer under the Act. The Board is also required under the Act to submit a strategic development plan for Civil Defence to the Minister for approval every 3 years.

Consequently, it is of vital importance to the Board that from the outset a strong, positive, ongoing working relationship

be developed between the Minister, the Department and the Board. Such a relationship would allow 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.

## ***Code of Practice for the Governance of State Bodies***

In conducting its business, the Board is committed to observing and implementing, where applicable, the 'Code of Practice for the Governance of State Bodies' issued by the Minister for Finance in October 2001.

The Code sets out the principles of corporate governance in the interests of transparency and accountability. It acknowledges the importance of Corporate Planning and lays a foundation to ensure that the necessary structures and procedures are in place for State Bodies to operate at the highest standards. It also advises that appropriate financial and internal controls be put in place.

The Board is aware of its responsibility to ensure that all its activities are

# 4 Environment

governed by the Code and will strive to employ best practice in corporate governance.

## ***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 planning 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 Better Local Government (BLG) initiative of the Department of the Environment, Heritage and Local

Government (DOEHLG) has resulted in major changes to the management and structures of local authorities. As a local authority service Civil Defence has had to adjust to changes in reporting relationships and any other changes within an authority that might impact on Civil Defence.

For local authorities the establishment of the Civil Defence Board to manage and develop the organisation at national level marks a change to the relationship within the organisation between local and national level. As a dedicated Board comprised of stakeholders in Civil Defence we will take a more “hands-on” approach to developing the organisation at national level. We intend to use all the internal and external resources available to us 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.

## ***Other Emergency Services***

Civil Defence has developed a good working relationship with the other primary emergency services i.e. Gardaí, Fire Service, Health Services and



## 4

### Environment

Coastguard over many years. It will be a priority for us to clarify and to formalise our relationships with the primary emergency services to the mutual benefit of Civil Defence and all of those other services.

#### ***Other Statutory Agencies/Government Departments***

Civil Defence has a defined role under the National Emergency Plan for Nuclear Accidents co-ordinated by DOEHLG 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 has an informal and less clearly defined role working in support of other statutory agencies. However, all of the lead Departments involved in emergency planning do include 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. A recent exception would be the extensive involvement of Civil

Defence in supporting the Department of Agriculture in a variety of roles to combat the spread of Foot & Mouth disease throughout the country.

It is our intention to formalise the relationship 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. In that regard, the Board would propose to develop a relationship with the Office of Emergency Planning as part of the Department of Defence.

#### ***Voluntary Agencies/Rescue Services***

Primarily at local but also at national level, Civil Defence has had a varied working relationship with voluntary services. For the most part there have been no formalised arrangements and it is our intention, aided by the provisions of the Civil Defence Act 2002, to clarify and strengthen these relationships.

Local arrangements for mutual co-operation need to be agreed involving the local authority, all of the primary emergency services and all voluntary/rescue services within a local area. Such arrangements could be co-ordinated by initiatives taken by Civil Defence in local authority areas.

# 4 Environment

## *General Public*

Since its establishment the general public, insofar as it was aware of Civil Defence, would have had a positive view of the organisation and its activities. The traditionally held view of Civil Defence is that of an organisation there 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 disasters.

The community focus of the Towards 2000 Programme that followed the ending of the Cold War will have given the public a much broader view of the purpose and merits of Civil Defence and greatly enhanced the general profile of the organisation. High profile activities such as:

- A high level of involvement at both national and local levels in supporting the successful hosting of the Special Olympics in Ireland in 2003;

- Supporting efforts nationwide to combat the spread of Foot & Mouth disease (2001);
- Caring for refugees - Northern Ireland (1970s) and Bosnia (1992);
- Supporting efforts to combat the effects of flooding in Dublin and many other areas;
- Supporting the efforts of local authorities in dealing with all types of emergencies within their areas;
- Supporting Gardaí and others in search and recovery missions;
- Providing stewarding/first-aid cover and other supports at major public and community events

will have embedded a broader profile of Civil Defence within the mind of the public at large.



## 4

### Environmental Analysis

The evolution of any public body is subject to ongoing change and in seeking to identify and address the difficulties facing the future development of that organisation it is necessary to conduct a critical assessment of its current status. This assessment would particularly apply to a newly established State Authority such as the Civil Defence Board. A common

method of conducting such an assessment within the SMI process is for an organisation to carry out a wide ranging analysis of the strengths of the organisation and the various challenges facing it. The following views were expressed during the consultation process for this document as mentioned on Page 3 :



# 4 Environmental Analysis

Qualities	Challenges
Organisation in place since 1950 and established in every Local Authority area.	Clearly define the evolving role of the organisation in consultation with primary emergency services and others.
The voluntary ethos within the organisation.	Retain current membership and attract new members.
A disciplined, uniformed organisation with the command and control capability to respond to requests for assistance.	Attain a singular, integrated, national Command and Control system and standardisation of training and operating procedures.
Training expertise established in various disciplines across the organisation and a modern range of vehicles and equipment.	Develop training programmes capable of wider recognition.
A wide range of personal expertise within the organisation.	Quickly establish a new properly resourced state of the art HQ for the Board in Roscrea.
Good public perception of the organisation based on solid track record of national and community support.	Raise the status of the organisation within each Local Authority and examine the varying capabilities among Local Authorities to deliver Civil Defence services.
The new Civil Defence Board, comprised of major stakeholders with the expertise to review, develop and position the organisation for the future.	Compile a comprehensive Register of Civil Defence members as soon as possible.
Decentralisation to a new state of the art facility in Roscrea will provide an ideal platform for the training and development of volunteers and staff.	Improve information exchange between Local Authorities and Civil Defence HQ.
Development of a corporate identity by the Board will give focus to the organisation, improve morale, assist with recruitment and retention, raise the profile of the organisation nationally and will allow for the introduction of focused and accredited programmes of training.	Raise the profile of the organisation to counteract the perception among members that Civil Defence is losing ground to other agencies.
With direct representation at Board level volunteers now have a voice in the running of the organisation at national level.	Put in place training and career development for staff of the Board.
	Develop the use of information technology for administration and communications purposes.

## 4

### Environmental Analysis

#### ***Future Environment***

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

- A more diverse population in an Ireland, which has achieved record growth in infrastructural and economic development since 1990, will present new challenges for recruitment, training and operations.
- Organisational adjustment to the newly decentralised state of the art HQ/training facility to be completed by end 2005.
- New challenges for assisting with the protection of the civilian population from the threat of global terrorism arising from the events of 11 September, 2001.
- New 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.



# 4 Stakeholders

• Minister for Defence	
• Department of Defence	<ul style="list-style-type: none"> <li>➤ <b>Secretary General</b></li> <li>➤ <b>Link to emergency Response Co-Ordinating Committee</b></li> <li>➤ <b>Office of Emergency Planning</b></li> <li>➤ <b>Military Authorities</b></li> <li>➤ <b>Partnership for Peace</b></li> </ul>
• Civil Defence Board	
• Committees of Board	
• Staff of Board	
• Local Authorities	<ul style="list-style-type: none"> <li>➤ <b>Management</b></li> <li>➤ <b>Civil Defence Officers</b></li> </ul>
• Civil Defence Members	
• Dept. of Justice, Equality & Law Reform	➤ <b>Garda HQ</b>
• Dept. of the Environment, Heritage & Local Government	<ul style="list-style-type: none"> <li>➤ <b>Radiological Protection Institute of Ireland</b></li> <li>➤ <b>EU Civil Protection</b></li> </ul>
• Dept. of Health and Children	<ul style="list-style-type: none"> <li>➤ <b>Health Authorities</b></li> <li>➤ <b>Health Boards Executive</b></li> <li>➤ <b>Pre-Hospital Emergency Care Council</b></li> </ul>
• Dept. of Communications, Marine & Natural Resources	➤ <b>Irish Coastguard</b>
• Dept. of Education & Science	➤ <b>National/International Education/Training Bodies</b>
• Dept. of Agriculture & Food	➤ <b>Emergency plans</b>
• Other Government Departments	

## Other Stakeholders



# Resources

## ***Volunteers***

The strength of the Civil Defence organisation lies in its voluntary ethos and with all of those volunteer members past and present who have willingly and freely given of their time and expertise in supporting the organisation for over 50 years.

Central to the formulation of a strategy for the future of the organisation must be a very visible recognition that the volunteer member is the cornerstone of Civil Defence. In a recent lengthy study and Report entitled "Tipping the Balance" the National Committee on Volunteering reported among other things on the difficulty in maintaining membership of voluntary organisations.

It is interesting to note from the Report that the voluntary organisations which are successful in maintaining members are those which train the membership for one specific activity over a short period of time. Such volunteers then immediately apply their newly acquired skills in real life situations. This is in contrast to organisations such as Civil Defence and others who train over a long period of time in a multi-functional way for a situation which may only

occasionally call for the application of the range of skills such as those that might be required in a major emergency situation.

As a precursor to establishing a Register of membership as required by the Civil Defence Act 2002, the Board intends to carry out a comprehensive audit of membership encompassing local and national registers and including experience gained.

As a Board we are very much aware that the new Civil Defence organisation that we are aiming to establish will be based on the support of the existing volunteer membership.

## ***Committees of the Board***

We have already established four Committees, including the three statutory Committees as required by the Civil Defence Act 2002. The four Committees are:

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



# 5 Resources

The Committees will provide us 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. Inputs into this first Strategic Plan for Civil Defence have been received from members of the Committees.

We have also put in place mechanisms for the election of volunteer members onto local, regional and national Committees of Volunteers for the purpose of electing the volunteer members onto future Boards. This Volunteer representative will act as a conduit for the expression of volunteer concerns at the highest level of the organisation.

The Act also requires us to facilitate the establishment of a register of Civil Defence members in each local authority area and allows us to make regulations for the recruitment and retention of members and conditions relating to minimum standards of training.



## ***Executive Staff***

A key resource for us and the Committees in formulating our plans for the future development of Civil Defence, and equally in the implementation of those plans, are the members of the Executive staff of the Board.

Under the Act staff members will be civil servants and as a Board we are very much aware that the Civil Service is obliged to compete with other sectors of the economy for human resources and that it is now more difficult than ever to attract and retain quality staff. In establishing an effective Executive to meet our needs we are mindful that :

- in the transition from Government Department to State Authority, and
- in decentralising the national Civil Defence function to Roscrea

the majority of the staff of the Executive will be new or relatively new to Civil Defence and that the base of experience lost to the organisation in some areas will take a period of time to be re-established. We will establish new structures to continue with the Partnership and Performance Management and Development (PMDS) systems in place in Government Departments/Offices.

## 5

### Resources

#### **Local Authorities**

As a Board we fully recognise:

- That we can only implement our plans for Civil Defence through partnership and close co-operation with local authorities.
- The importance of the role of local authorities to the future of Civil Defence.
- The importance of the role played by the Civil Defence Officer within each authority.

The 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. While the Board covers 70% of approved non-capital expenditure incurred, the Local Authority funds the remaining 30%. 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 grant-in-aid available for expenditure on the Civil Defence organisation in 2003 was €4.323m. A little over one third of this budget, is normally used to provide services centrally for the organisation. Examples of such services would include central provision of training courses and national exercises, insurance cover, uniforms, vehicles and equipment. The bulk of the budget was expended on the 70% central grant payable to the local authorities for the operation of local Civil Defence services. In 2003 this was set at €2.681m. In turn this allocation set the 30% local grant for these services, payable by the local authorities, at approximately €1.149m.

For 2004 and beyond, Civil Defence services will be financed by a grant-in-aid from the Department of Defence to the Civil Defence Board. In addition to providing for the operational and running costs of the national organisation (on a 70/30 basis with local

# 5 Resources

authorities) as heretofore, the grant-in-aid from the Department will also have to encompass the costs of central administration which to date would have been met from the Department's Administrative Budget. Budgetary matters will however be outlined in more detail in the Annual Report.

The Department have agreed on an interim basis to provide some administrative services relating to the payment of salaries, traders' accounts and other financial services.



## **Equipment**

Civil Defence has an extensive range of modern equipment at its disposal and has invested heavily in recent years in meeting the needs of the organisation in that regard from the provision of boats, kayaks and protective clothing for members to minibuses, ambulances and four wheel drive vehicles.

Civil Defence currently retains a fleet of 287 vehicles, 73 motorised boats and 109 kayaks.

As can be seen from the table hereunder expenditure on equipment generally has increased considerably following on the commitment on funding in the White Paper of 2000, mainly on the major items mentioned above and on upgrading of radio equipment:

Year	Expenditure on Equipment
1996	€0.785m
1997	€0.806m
1998	€0.839m
1999	€0.672m
2000	€1.328m
2001	€1.258m
2002	€1.149m
2003	€1.002m

## 5

### resources

#### **Infrastructure**

The existing national infrastructure available to the Board is based at the Civil Defence School, Ratra House, Phoenix Park, Dublin and broadly comprises:

- Office premises, associated facilities and assembly room.
- Lecture theatre, syndicate rooms and associated training aids and equipment.
- Communications tower, radio workshops and associated equipment.
- Outdoor training range and various support buildings.
- Central stores building and associated facilities.
- A small number of School vehicles, maintenance equipment, parking area and outdoor assembly area.

We intend to replace the above with state of the art facilities in the new offices in Roscrea. In the interim we will need to retain the use of some facilities at Ratra House.

#### **Communications**

Civil Defence operates an independent radio communications system nationwide, as already outlined in Chapter 3 of this document. The facility located at the Civil Defence School, Ratra House forms an integral part of this network. This facility also supports the Command and Control functions as the national Headquarters for Civil Defence in the event of major emergencies and other national emergencies in addition to radiological emergencies.

As the central training establishment for Civil Defence the School has the infrastructure for providing training in all of the types of radio equipment operated by Civil Defence i.e. VHF, UHF and Marine Radio.

It is essential that the decentralised facility in Roscrea supports the maintenance and development of this independent communications facility for Civil Defence which is vital for training, exercise and operational purposes in all local authority areas in addition to command and control at national level.

# Mission

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

## 6

### 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 of international standing whose members are proud to serve the public on a purely voluntary basis and where there is a strong demand for membership.
- An organisation that is fully integrated into emergency planning arrangements.



# 6 Our Values

- Preserving the voluntary ethos of the organisation.
- Behaving with integrity and adhering to the highest ethical and professional standards.
- Developing a partnership approach in our dealings with members, staff and clients in promoting Civil Defence.
- Operating to the highest standards and focusing on results and value for money, in the delivery of Civil Defence services.
- Recognising that as an evolving organisation we must continually assess our systems and structures to ensure best practice.



## 6

### Strategic Goals

To fulfil, insofar as possible, the functions of the Board as outlined in Section 8 of the Civil Defence Act 2002 which could broadly be encompassed in the following Strategic Goals:

- 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.
- To promote the role 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.
- To use all of the resources available to us as a Board to promote the recruitment and retention of Civil Defence members and to maximise their potential for development within the organisation.
- To advise the Minister for Defence on policy issues relating to civil defence matters and to propose initiatives in that regard.
- To maximise Civil Defence inputs into and outputs from the Major Emergency Planning Framework in local authority areas/regions and to maximise Civil Defence involvement in national emergency planning and delivery in co-operation with all of the relevant Departments, bodies and agencies.
- To ensure best practice in the development and implementation of Civil Defence training programmes and to provide the necessary infrastructure for that purpose.
- To analyse the service requirements of the organisation and its capability to deliver them over the lifetime of this first Strategic Plan, drawing from the County Development Plans as required from each Local Authority in conjunction with Section 31 of the Act.

Our overall focus for the duration of this first Plan will be to meet the requirements of Civil Defence and those of our stakeholders in positioning the organisation for the future so as to allow it to realise its maximum development potential.

# Implementation and

This first Strategic Plan of the Civil Defence Board seeks to set out our broad strategies. It also sets out our goals for the first three years of our establishment. As a Board we are aware that the successful implementation of these strategies will require the dedication and commitment of all of the various stakeholders within the broader Civil Defence organisation.

In drafting this Plan we also carried out a consultative process involving Committees of the Board, current and former members of staff, Civil Defence Officers and Civil Defence members to elicit their views on the current status and future direction of the organisation. We have endeavoured to adequately reflect the outcome of this process and that

of the Environmental Analysis (see Chapter 4) in developing our strategies for Civil Defence.

We are also aware that, for the early period encompassed by this Plan, the full range of facilities and resources are only in the process of being made available and that this will impact on our ability to immediately begin the full implementation of the Plan as approved by the Minister.

However we are confident that, over the full period envisaged by the Plan, the necessary organisational structures can be put in place to ensure that real and measurable progress can be made in delivering a better Civil Defence organisation.



# Monitoring

## Critical Success Factors

The following are the main factors which will impact on our ability to deliver on our strategies and goals over the period envisaged by this Plan:

- Harnessing the wide range of experience and expertise available to us both internally and externally.
- Maintaining the confidence of the volunteers in our future plans for the organisation.
- Acquiring adequate levels of funding to meet our strategic development goals.
- A successful transition from the Departmental organisation to the new Board.
- The successful implementation of the decentralisation programme to Roscrea.



# 7 Monitoring and Review

- Annual programmes of work will be prepared so that strategy implementation and achievement of goals can be seen as an ongoing exercise, capable of ensuring changes in focus, while maintaining an overall sense of mission.
- Our Annual Report will provide the main mechanism for reporting the implementation of this Strategic Plan.



# 7

## Actions



Objectives	Strategies	Indicators
<p><b>1. Infrastructure</b></p> <p>(All Committees with Executive)</p>	<ul style="list-style-type: none"> <li>• Establish an improved national facility at the decentralised location in Roscrea, phased in accordance with the Client Brief of the Board to include:                             <ul style="list-style-type: none"> <li>○ Office premises and training facilities.</li> <li>○ Communications tower and associated equipment.</li> <li>○ Outdoor training range and support buildings.</li> <li>○ Central stores and associated facilities.</li> <li>○ Vehicles, maintenance equipment, parking area and outdoor assembly area.</li> </ul> </li> <li>• Retain a modern fleet of vehicles and boats suitable for Civil Defence needs.</li> <li>• Procure and issue equipment necessary for Civil Defence operations and training as determined by the Board.</li> <li>• Develop an effective communications capability for internal and external communications.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Interim office premises available for occupation late 2004.</li> <li>➤ Retain usage of existing training facilities pending completion of new facility.</li> <li>➤ 3 phases outlined in Client Brief completed, subject to adequate funding being provided:                             <ul style="list-style-type: none"> <li>○ Phase 1 – Administration and training college.</li> <li>○ Phase 2 – Outdoor training facility.</li> <li>○ Phase 3 - Accommodation.</li> </ul> </li> <li>➤ Review and up-date in line with usage and best practice.</li> <li>➤ Review and up-date in line with usage and best practice.</li> <li>➤ Ongoing modernisation of Civil Defence communications systems.</li> </ul>
<p><b>2. Review of Role at a National Level</b></p> <p>(P, D&amp;R Committee with other Committees &amp; Executive)</p>	<ul style="list-style-type: none"> <li>• Initiate a process of consultation at national level with primary bodies involved in Civil Defence and civil protection.</li> <li>• Formalise agreements in the form of Memoranda of Understanding with national bodies regarding the utilisation of Civil Defence services.</li> <li>• Seek to have Civil Defence included at the highest level when national bodies are formulating or reviewing their individual emergency plans.</li> <li>• Examine the question of a national level response capability.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Meetings held with Government Departments, State Agencies and primary emergency services.</li> <li>➤ Memoranda of Understanding to be agreed by mutual consent.</li> <li>➤ Participate in national planning.</li> <li>➤ Decision reached before end 2006.</li> </ul>



# 7 Actions

Objectives	Strategies	Indicators
<p><b>3. Review of Role at a local level</b></p> <p>(P, D&amp;R Committee with other Committees &amp; Executive)</p>	<ul style="list-style-type: none"> <li>• Initiate a process of consultation with local authorities regarding Civil Defence inputs into the formulation of their emergency plan and outputs required at a local level.</li> <li>• Development of inter-agency agreements between the statutory and voluntary rescue agencies and other stakeholders within the local authority areas, subject to the consent of the local authority. Such agreements would:               <ul style="list-style-type: none"> <li>○ Define the performance capability for Civil Defence with the local front-line emergency services, in consultation with the local authority and take account of local needs.</li> </ul> </li> <li>• Undertake functions as required by Section 31 of Act regarding advice and guidance to local authorities in preparing their development plans.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Consult local authorities to agree Civil Defence inclusion in the emergency planning process.</li> <li>➤ Work towards conclusion of agreements between Civil Defence and other local voluntary and statutory agencies and review end 2005.</li> <li>➤ Development plans received from local authorities and in course of review by end 2005.</li> </ul>
<p><b>4. Review of Role at Regional Level</b></p> <p>(P, D&amp;R Committee with other Committees &amp; Executive)</p>	<ul style="list-style-type: none"> <li>• Examine the introduction of a regional element to the organisation which had existed up to the 1990s to act as:               <ul style="list-style-type: none"> <li>○ A source of mutual aid &amp; support for member authorities in a region.</li> <li>○ A focal point for discussion, input and knowledge sharing with other authorities.</li> </ul> </li> <li>Under direction of CD College/HQ: -               <ul style="list-style-type: none"> <li>○ Delivery of regional training courses.</li> <li>○ Organisation and implementation of exercises in conjunction with emergency services.</li> <li>○ Holding of regional competitions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ New Regional structure put in place by the end of 2006, following findings of examination.</li> </ul>
<p><b>5. Volunteers</b></p> <p>(P, D&amp;R Committee with other Committees &amp; Executive)</p>	<ul style="list-style-type: none"> <li>• Put in place mechanisms for the election of volunteer members onto local, regional and national Committees of Volunteers for the purpose of:               <ul style="list-style-type: none"> <li>○ Electing future volunteer members onto the Board and such other actions as decided by the Board.</li> </ul> </li> <li>• Facilitate the establishment of a register of Civil Defence members in each local authority area.</li> <li>• Establish regulations for the recruitment and retention of members and conditions relating to minimum standards of training.</li> <li>• Develop programmes for the recruitment of new members and the retention of existing members by initiating a defined path for advancement within the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>➤ The inaugural meeting of the National Committee held in early 2005.</li> <li>➤ Register of members established by late 2005.</li> <li>➤ Improvement in qualifications and skills acquired by members.</li> <li>➤ The number of new members recruited.</li> <li>➤ Suitable programmes developed.</li> </ul>

## 7 Actions

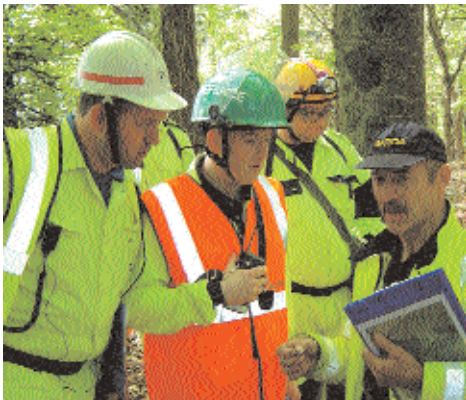


Objectives	Strategies	Indicators
<p><b>6. Review of Programmes</b></p> <p>(All Committees with Executive)</p>	<ul style="list-style-type: none"> <li>• Review all current Civil Defence activities and the standards applying to those activities, taking into account policy guidelines in supporting the front-line services and the community.</li> <li>• Critically examine which activities will need to be developed or re-vitalised in the light of the consultation processes at national/local level.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Report produced based on review of Civil Defence activities.</li> <li>➤ Review of existing Civil Defence activities completed by the end of 2006.</li> </ul>
<p><b>7. Training Programmes</b></p> <p>(E&amp;T Committee with other Committees &amp; Executive)</p>	<ul style="list-style-type: none"> <li>• Initiate training programmes for Civil Defence members linked directly to and flowing from approved activities.</li> <li>• Develop the necessary infrastructure in terms of human resources and facilities to ensure design and delivery of those programmes.</li> <li>• Develop a programme of national Civil Defence training for CDOs.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Training programmes reviewed in line with best practice.</li> <li>➤ Full instructor complement by 2006.</li> <li>➤ Recommendations/ guidelines for training programmes for CDOs to local authorities by mid 2006.</li> </ul>
<p><b>8. Accreditation of courses</b></p> <p>(E&amp;T Committee with other Committees &amp; Executive)</p>	<ul style="list-style-type: none"> <li>• Develop a modularised programme of training for volunteers leading to accreditation of courses.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Initial Programmes in place by end 2005.</li> </ul>
<p><b>9. Comprehensive Human Resources Policy</b></p> <p>(H, S&amp;P Committee with other Committees &amp; Executive)</p>	<ul style="list-style-type: none"> <li>• Develop a comprehensive human resources policy for the Executive staff of the Board to include:                             <ul style="list-style-type: none"> <li>○ Development and Implementation of partnership and PMDS systems.</li> <li>○ Ensuring all levels of staff are included in the strategic management and business planning process.</li> <li>○ Inculcating a culture of customer care internally and externally.</li> <li>○ Provision of necessary assistance and support services for retaining and developing staff.</li> <li>○ Establish comprehensive Health &amp; Safety system for staff, training programmes and HQ facilities based on best practice. Similarly promote and advise local authorities in relation to health and safety for other members of the organisation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Policy in place to ensure best practice in the management and development of staff.</li> <li>➤ Commencement of PMDS cycle from Jan 2005 and annually thereafter.</li> <li>➤ Customer Services Action Plan developed by end 2005.</li> <li>➤ Health and Safety statement approved by the Board by mid 2005.</li> <li>➤ Revised Health &amp; Safety systems in place by mid 2006.</li> </ul>

# 7 actions

Objectives	Strategies	Indicators
<b>10. Command and Control</b>  (P, D&R & other Committees with Executive)	<ul style="list-style-type: none"> <li>Bring forward a review of an existing command and control report.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishment of a singular, integrated national Command and Control system by end 2006.</li> </ul>
<b>11. Communications and Marketing</b>  (All Committees with Executive)	<ul style="list-style-type: none"> <li>Design and develop an effective marketing and communications strategy.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Communications developed covering promotion, media contact and dissemination of information by mid 2005.</li> <li>➤ Ongoing development of website.</li> <li>➤ Appointment of Chief Civil Defence Officer in accordance with Section 36 of Act.</li> </ul>
<b>12. Management Procedures</b>  (H, S&P & Audit with other Committees & Executive)	<ul style="list-style-type: none"> <li>Review management procedures within the Executive in the light of requirements of the Civil Defence Act 2002, the Code of Practice for the Governance of State Bodies and the Strategic Plan.</li> <li>Review inventory, procurement and distribution systems in accordance with best practice and the implementation of MIF system.</li> <li>Develop a comprehensive IT system to meet needs of Board.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Application of best practice in areas such as admin, training, finance/ procurement and audit within the Executive.</li> <li>➤ Systems reviewed as envisaged by the H, S&amp;P Committee by end 2005.</li> <li>➤ New IT system being developed by end 2005.</li> </ul>
<b>13. Financial Management</b>  (H, S&P & Audit with other Committees & Executive)	<ul style="list-style-type: none"> <li>Develop a financial management policy and implement an internal audit system in compliance with the Code of Practice for the Governance of State Bodies and the procedures laid down by the Office of the Comptroller and Auditor General.</li> <li>Implement MIF system for the Public Service.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Audit system in place by end 2005.</li> <li>➤ Ongoing implementation of MIF system within the framework of the Plan.</li> </ul>

# Strategic Plan to 2007



# 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;

## Appendix 1 (continued)

- 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)*.





## Appendix 2

### **Inaugural Civil Defence Board 2002 - 2005**

Mr. Patrick J. Cooney (Chairman)	The Gleeson Group, Ballyfermot, Dublin
Cllr. Paddy Durack	Thurles UDC, Thurles, Co. Tipperary
Cllr. Margaret Adams	Mayo County Council, Westport, Co. Mayo
Mr. Gerry Gervin (Director General)	Civil Defence HQ, Phoenix Park
Mr. Ned Gleeson	County Manager, Limerick County Council
Mr. Sean Hogan	Senior Fire Advisor, Dept. of Environment, Heritage and Local Government, Dublin
Dr. Ann McGarry	Chief Executive Officer, Radiological Protection Institute of Ireland
Mr. Declan Burns	Former Deputy Director General, Environmental Protection Agency
Mr. Tony Kelly	Dundrum, Dublin
Mr. Michael Fitzsimons	Representative of the Civil Defence Officers Association
Comdt. Kevin Houston	Directorate of Engineering, Defence Forces, McKee Barracks, Dublin
Chief Supt. John T. Farrelly	Garda National Traffic Bureau, Garda HQ, Dublin
Ms. Frances Moynihan	Civil Defence Volunteer, Co. Waterford
Ms. Irene O'Meara	Civil Defence HQ, Phoenix Park
Dr. Michael P. Ryan	} Former Members of the inaugural Civil Defence Board
Col. Michael Cleary	
Chief Supt. Denis Fitzpatrick	

### **Committees of the Board 2003 - 2005**

#### *Planning, Development & Recruitment*

Mr. Ned Gleeson (Chairman)	County Manager, Limerick County Council
Mr. Sean Hogan	Senior Fire Advisor, Dept. of Environment, Heritage and Local Government, Dublin
Ms. Frances Moynihan	Civil Defence Volunteer, Co. Waterford
Mr. Dan O'Sullivan	Former Deputy County Manager, South Dublin County Council
Mr. Michael Fitzsimons	Civil Defence Officer, Meath County Council
Mr. Paul Crowe	Director of Services, Limerick County Council
Chief Supt. John T. Farrelly	Garda National Traffic Bureau, Garda HQ, Dublin
Chief Supt. Denis Fitzpatrick	Former Member of the Committee

#### *Education & Training*

Dr. Ann McGarry (Chairman)	Chief Executive Officer, Radiological Protection Institute of Ireland
Mr. Edmond Cooney	Civil Defence Officer, South Tipperary County Council
Mr. Barry Healy	HR Manager, Avocent, Shannon, Co. Clare
Ms. Irene O'Meara	Civil Defence HQ, Phoenix Park
Mr. Patrick Dooley	Knocklong, Co. Limerick
Dr. Suzanne McGurly	A&E Department, St. James's Hospital, Dublin
Vincent McCarthy	A/Director, Limerick Institute of Technology

#### *Health, Safety & Procurement*

Mr. Tony Kelly (Chairman)	Dundrum, Dublin
Mr. John Moriarty	Assistant Civil Defence Officer, Dublin City Council
Ms. Phyllis O'Halloran	Former Civil Defence Officer, Limerick County Council.
Mr. Matt Donnelly	Director, Border Regional Authority, Athbarra Hse., Cavan
Comdt. Kevin Houston	Directorate of Engineering, Defence Forces, McKee Barracks, Dublin
Mr. Seamus Dooley	Former Manager, Wexford County Council
Col. Michael Cleary	Former Member & Chairman of the Committee

#### *Audit*

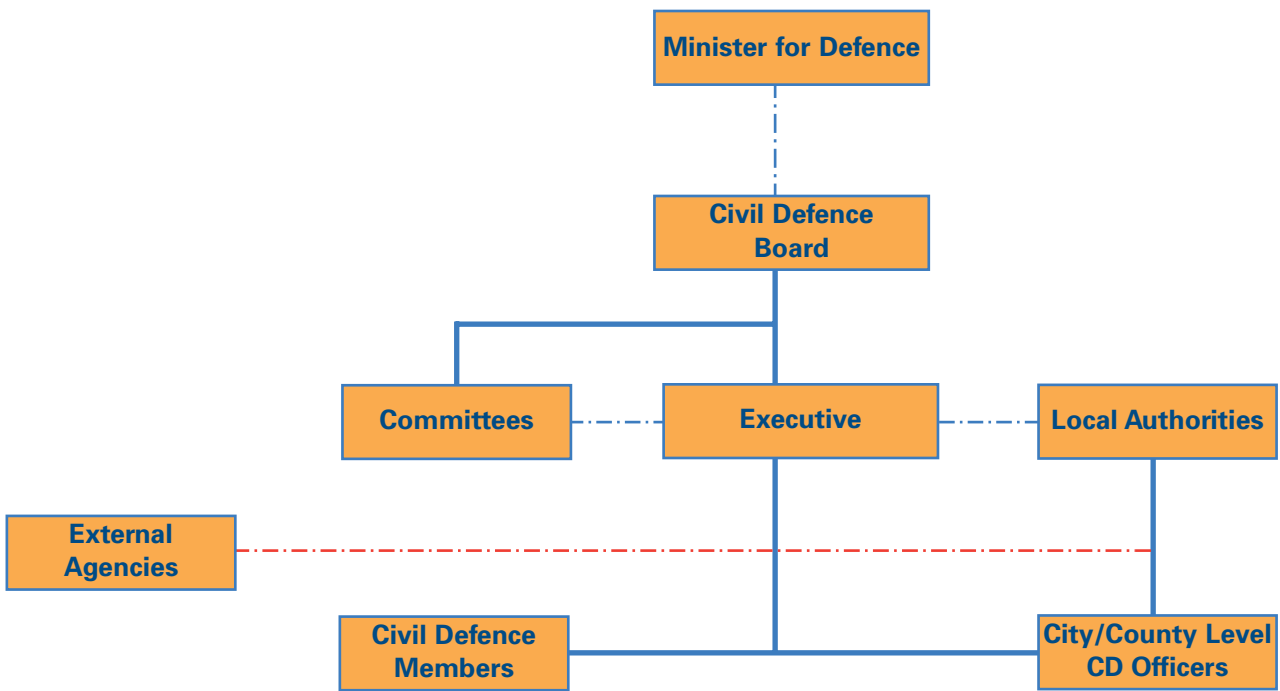
Mr. Declan Burns (Chairman)	Former Deputy Director, Environmental Protection Agency
Cllr. Margaret Adams	Mayo County Council, Westport, Co. Mayo
Mr. Philip Ryan	Solicitor, Nenagh, Co. Tipperary
Mr. Patrick O'Sullivan	Lough Gur, Limerick
Cllr. Paddy Durack	Thurles UDC, Thurles, Co. Tipperary
Mr. John Lupton	Roscrea, Co. Tipperary
Mr. Fergus Mulcahy	Mullingar, Co. Westmeath

### **Civil Defence Board 2005 - 2008**

Mr. Joseph Meagher (Chairman)	Oola, Co. Limerick
Ms. Kay Caball	Limerick
Mr. Oliver O'Loughlin	Director of Services, Limerick City Council
Mr. Gerry Gervin (Director General)	Civil Defence HQ, Phoenix Park
Mr. Ned Gleeson	County Manager, Limerick County Council
Mr. Sean Hogan	Senior Fire Advisor, Dept. of Environment, Heritage and Local Government
Dr. Barbara Rafferty	Nominated by the Radiological Protection Institute of Ireland
Ms. Majella Byrne	Nominated by the Environmental Protection Agency
Mr. Tony Kelly	Dundrum, Dublin
Ms. Gabrielle Willis	Nominated by the Civil Defence Officers Association
Comdt. Kevin Houston	Directorate of Engineering, Defence Forces, McKee Barracks, Dublin
Chief Supt. John T. Farrelly	Garda National Traffic Bureau, Garda HQ, Dublin
Mr. Gerry Naylor	Civil Defence Volunteer, Co. Mayo
Ms. Roisin McGuire	Civil Defence, Roscrea, Co. Tipperary.

## Appendix 3

### *Civil Defence Structure*





# Appendix 4

## *Civil Defence Officers / Assistant Civil Defence Officers*

LOCAL AUTHORITY	CIVIL DEFENCE OFFICER	TEL. NO	Fax	EMAIL
<b>CARLOW</b>	Mr. Seamus Grogan	(059) 9131144	(059) 9142120	sgrogan@carlowcoco.ie
	Fire Station, Carlow County Council, Green Lane, Carlow.	(087) 2505438		
	Mr. Pdraig Cahill A.C.D.O	(059) 9170352	(059) 9141503	pcahill@carlowcoco.ie
	Carlow County Council, Athy Rd, Carlow.	(087) 2432651		
<b>CAVAN</b>	Mr.Noel Burke	(049) 4372004	(049) 4372943	nburke@cavancoco.ie
	Cavan County Council, Courthouse, Cavan.	(087) 6793524		
	Mr. John McDermott A.C.D.O	(049) 4331799 ext. 391	(049) 4361565	jmcdermott@cavancoco.ie
		(087) 2346492		
<b>CLARE</b>	Mr. Liam Griffin	(065) 6846249	(065) 6820597	lgriffin@clarecoco.ie
	County Clare C.D. H.Q, Clonroadmore Business Park, Quin Road, Ennis, Co. Clare.	(087) 2615560		
<b>CORK CITY COUNCIL</b>	Mr. John Ryan	(021) 4966333	(021) 4310745	john_ryan@corkcity.ie
	Cork City Council, Central Fire Station, Anglesea Street, Cork.	(086) 2520681		
	Ms. Veronica Forde A.C.D.O	(021) 4288400	(021) 4288482	veronica_forde@corkcity.ie
	Cork City CD HQ, North Ring Road, Ballyvolane, Cork	(086) 2520681		
<b>CORK NORTH</b>	Mr. John Maunsell	(022) 30404	(022) 21889	john.maunsell@corkcoco.ie
	Cork County Council, Annabella, Mallow, Co. Cork	(087) 2557907		
<b>CORK SOUTH</b>	Mr. Garry O'Leary	(021) 4774949	(021) 4774916	garry.oleary@corkcoco.ie
	Cork County Council, New Road, Kinsale, Co. Cork.	(087) 2521824		
<b>CORK WEST</b>	Mr. Seamus O'Mahony	(028) 21452	(028) 22192	seamus.omahony@corkcoco.ie
	Cork County Council, Civil Defence Centre, North St., Skibbereen, Co.Cork.	(086) 2595980		
<b>DONEGAL</b>	Ms. Edel Wilson	(074) 9122315	(074) 9125712	ewilson@donegalcoco.ie
	Donegal County Council, Civil Defence Centre, Pearse Road, Letterkenny, Co. Donegal	(087) 2386579		
<b>DUBLIN CITY COUNCIL</b>	Ms. Jessie Walsh	(01) 6772699	(01) 6772511	jessie.walsh@dublincity.ie
	C.D. Section, Esplanade Stores, Wolfe Tone Quay, Dublin 7.	(086) 8150279		
	Mr. John Moriarty A.C.D.O.	(086) 8150276		john.moriarty@dublincity.ie
	Mr. Joe Campbell A.C.D.O	(086) 8150278		joseph.campbell@dublincity.ie
	Mr. Bill Powderly Temporary A.C.D.O	(086) 2585360		bill.powderly@dublincity.ie
<b>GALWAY</b>	Mr. Tom Casserly	(091) 583396	(091) 587378	tcasserly@galwaycoco.ie
	Galway County Council, Fire Station, Fr. Griffin Road, Galway.	(087) 6888422		
<b>KERRY</b>	Mr. Michael Forrest	(066) 7123111	(066) 7122885	mforrest@kerrycoco.ie
	Kerry County Council, Fire Brigade H.Q. Balloonagh, Tralee, Co. Kerry.	(087) 2578899		
	Mr. Thomas Brosnan A.C.D.O	(066) 7128500		tbrosnan@kerrycoco.ie
		(087) 6694011		
<b>KILDARE</b>	Ms. Patricia McNeela	(045) 431370	(045) 432530	pmcneela@kildarecoco.ie
	Kildare County Council, Fire Station, Newbridge, Co. Kildare.	(087) 2570506		
<b>KILKENNY</b>	Mr. Noel Bourke	(056) 7763330	(056) 7761284	noel.bourke@kilkennycoco.ie
	Kilkenny County Council, The Courthouse, Kilkenny.	(087) 2601189		
<b>LAOIS</b>	Mr. Liam Preston	(0502) 64000	(0502) 22633	lpreston@laoiscoco.ie
	Laois County Council, County Hall, Portlaoise, Co. Laois.	(087) 9273688		
<b>LEITRIM</b>	Mr. Brian Sweeney	(071) 9650492	(071) 9621928	briansweeney@leitrimcoco.ie
	Leitrim County Council, Town Hall, Bridge St., Carrick-on-Shannon, Co. Leitrim	(087) 8311219		

## Appendix 4 (continued)

### *Civil Defence Officers / Assistant Civil Defence Officers*

LOCAL AUTHORITY	CIVIL DEFENCE OFFICER	TEL. NO	Fax	EMAIL
<b>LIMERICK CITY COUNCIL</b>	Mr. Pat McNamara Limerick City Council, Fire Station, Mulgrave Street, Limerick.	(061) 415799 (061) 311322 (086) 2591692	(061) 414317	pmcnamara@limerickcorp.ie
<b>LIMERICK COUNTY</b>	Mr. Jos Kirby Limerick County Council, County Hall, Dooradoyle, Limerick.	(061) 496431 (086) 6095344	(061) 496014	jkirby@limerickcoco.ie
<b>LONGFORD</b>	Mr. John Martin Longford County Council, Health Board, Dublin Road, Longford.	(043) 46228 (087) 2627175	(043) 45842	loncd@iol.ie
<b>LOUTH</b>	Mr. Greg Flanagan Louth County Council, St. Dominic's Place, Carrick Road, Dundalk, Co. Louth Mr. James Neary Acting A.C.D.O	(042) 9332272 (087) 2504896 (087) 2665679	(042) 9337005	greg.flanagan@louthcoco.ie  civildefence@louthcoco.ie
<b>MAYO</b>	Mr. John Maughan Mayo County Council, Áras An Chontae, Castlebar, Co. Mayo.	(094) 9024400 (087) 2901327	(094) 9023842	jmaughan@mayococo.ie
<b>MEATH</b>	Mr. Michael Fitzsimons Meath County Council, County Hall, Navan, Co. Meath	(046) 9097214 (087) 2450062	(046) 9021463	mfitzsimon@meathcoco.ie
<b>MONAGHAN</b>	Mr. Brendan Buckley Monaghan County Council, The Glen, Monaghan.	(047) 38147/81100 (087) 6349034	(047) 82977	bbuckley@monaghancoco.ie
<b>OFFALY</b>	Mr. E.A. (Tony) Colville Offaly County Council, Fire Station, Tullamore, Co. Offaly. Mr. Denis Canty A.C.D.O	(0506) 27410 (087) 2428018 (0506) 27416 (087) 2047694	(0506) 51524	tcolville@offalycoco.ie  dcanty@offalycoco.ie
<b>ROSCOMMON</b>	Mr. Raymond Dunne Roscommon County Council, Courthouse, Roscommon.	(090) 6637206 (087) 9078854	(090) 6626310	rdunne@roscommoncoco.ie
<b>SLIGO</b>	Ms. Marion Davis Civil Defence HQ, Unit 9, Cleveragh Business Park, Sligo.	(071) 9142702 (087) 2522190	(071) 9144036	mdavis@sligococo.ie
<b>NORTH TIPPERARY</b>	Mr. Anthony Graham North Tipperary County Council, Civic Offices, Limerick Road, Nenagh Co. Tipperary	(067) 44502/3 (087) 2651333	(067) 33999	agraham@northtippcoco.ie
<b>SOUTH TIPPERARY</b>	Ms. Dolores Fahey South Tipperary County Council, Civil Defence Centre, Heywood Road, Clonmel, Co. Tipperary	(052) 25888 (087) 2435001	(052) 23339	dolores.fahey@southtippcoco.ie
<b>WATERFORD COUNTY</b>	Mr. Colm Bannon Waterford County Council, Machinery Yard, Dungarvan, Co. Waterford.	(058) 22012 (087) 6860702	(058) 43278	cbannon@waterfordcoco.ie
<b>WATERFORD CITY COUNCIL</b>	Mr. Tony Gleeson Waterford City Council, Fire Station, Catherine St., Waterford.	(051) 875555 / 872656 (087) 6792248	(051) 872159	agleeson@waterfordcity.ie
<b>WESTMEATH</b>	Mr. Brian Gillen Westmeath County Council, County Buildings, Mullingar, Co. Westmeath.	(044) 48715 (087) 2546033	(044) 43231	bgillen@westmeathcoco.ie
<b>WEXFORD</b>	Ms. Gabrielle Willis Wexford County Council, County Hall, Wexford	(053) 65061/42211 (087) 2546024	(053) 22150	gabrielle.willis@wexfordcoco.ie
<b>WICKLOW</b>	Mr. Bill Downes Wicklow County Council, Civil Defence H.Q., County Buildings, Wicklow	(0404) 67402 (086) 8183358	(0404) 68235	wdownes@wicklowcoco.ie



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