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# Chapter 1 Forewords

## Foreword by Chairman



As Chairman to the Board I take great pleasure in introducing our second Strategic Plan. This Plan sets out the strategy for the Civil Defence Organisation from 2007 to 2010. The first three- year plan served the Board well and the results of its achievements are evident and are included in " Review of Activities of the Civil Defence Board from 2004 –2007". The success of the first Strategic Plan is particularly evident in the transition, from being part of a Government Department to an independent State Board, and the decentralisation to the new Civil Defence National Headquarters in Roscrea.

The Board was established by Order of the Minister for Defence in 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.

Indeed the cooperation of the Minister, Secretary General and the Department of Defence has been a crucial factor in aiding the recent challenges of the Civil Defence Board and their continued cooperation into the future is crucial to the organisation.

This Strategy has been brought about following extensive discussions with all sectors of the Civil Defence organisation including the Committees and staff of the Board, the Civil Defence Officers and most important the Volunteers. This plan will be the agenda for the Civil Defence Board who are committed to seeing the objectives fully achieved.

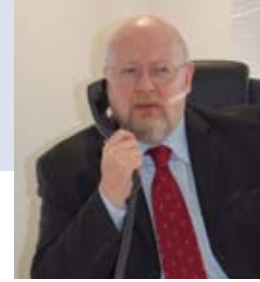
I look forward to the challenges facing the organisation and I thank all who contributed to the planning process i.e. the Department of Defence, the Civil Defence Board and its Committees, staff members, Local Authority Managers, Civil Defence Officers and Volunteers. If the plan is to be a success the Board will need the support of all involved to reach our objectives.

I look forward to working with all of you to ensure the successful implementation of this Plan up to 2010. Working together we can fulfil our vision of having a highly trained professional organisation of international standing, who are fully integrated into emergency planning arrangements.

**Mr. Joe Meagher**

*Chairman*

## Foreword by the Director General



I am pleased to present the Statement of Strategy 2007 – 2010 for the Civil Defence Board. This plan focuses on the key strategic indicators that will drive the Civil Defence organisation for the next three years. It defines our organisations mission, operational environment, resources and the key objectives that we have set ourselves. The Plan sets out the broad objectives for Civil Defence so that it may continue to be an effective professional voluntary service in support of the emergency services.

Our Plan sets out an exciting and challenging agenda for the Civil Defence Board in the years ahead. The Board in formulating its Strategic objectives took into account the continually evolving civil protection and public service environment. For example, the implementation of the Major Emergency Management Framework (MEMF) will have a significant impact upon how our organisation will continue to deliver its services over the next three years. The Plan will enable the organisation to meet these challenges.

I would like to acknowledge the continuing support given to the resources requirements of the Civil Defence Board by the Department of Defence. The Secretary General of the Department of Defence is the Accounting Officer for the Board and is responsible to the Oireachtas for Civil Defence expenditure. It is the Boards priority to maintain and develop the good working relationship developed between itself and the Department of Defence.

Successful implementation of this Plan will be achieved with the help of our professional and committed volunteers, the dedication of our Board members, Committee members and our Staff and the support of our Stakeholder partners. This Plan is a product of a consultation process with Volunteers, Local Authorities, Staff and other stakeholders. I would like to thank all concerned for their contributions.

Finally, I would like to acknowledge our most important stakeholders, the centre of our strategy – our volunteers. I look forward to a period of considerable development and progress over the next three years.

**Bill Smith**

*Director General*

## Chapter 2 Introduction

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 every 3 years for Civil Defence 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. The Plan will act as a roadmap for our members and stakeholders as to where the Civil Defence organisation sees itself in 2010.

### Mission Statement

**“To promote, develop and maintain Civil Defence as an effective volunteer based professional 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.

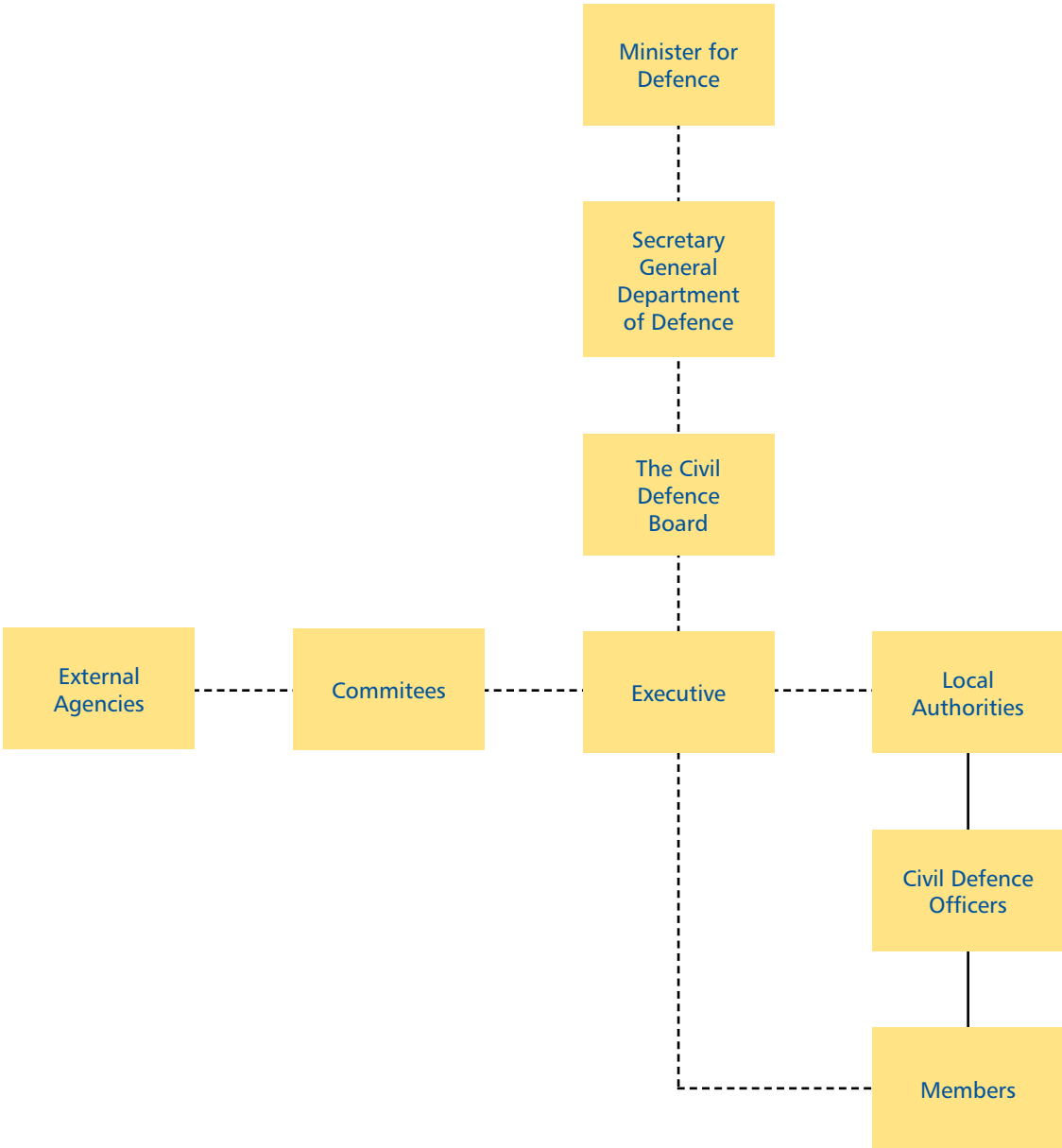


Fig 1. The Civil Defence organisational structure

## The Civil Defence Board



*Minister for Defence and Civil Defence Board members attending the launch of the Containment Sculpture at the Civil Defence Headquarters on 18 January 2007. Seated left to right: Mr. Tony Kelly, Mr. Joe Meagher, Chairman, Mr. Willie O’Dea T.D., and Minister for Defence, Mr. Bill Smith, Director General, Chief Superintendent John Farrelly. Standing left to right Comdt. Kevin Houston, Ms. Gabrielle Willis, Ms. Kay Caball, Mr. Oliver O’Loughlin, Ms. Roisin McGuire, Ms. Majella Byrne, Dr. Barbara Rafferty and Mr. Gerry Naylor. Absent: Mr. Sean Hogan, Mr. Edmond Gleeson*

The second Civil Defence Board was appointed by the Minister for Defence in the summer of 2005. 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 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.

Section 28 of the Act obliged 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

## Committees of the Board

- ▲ 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 on 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.



## Executive Staff of the Board

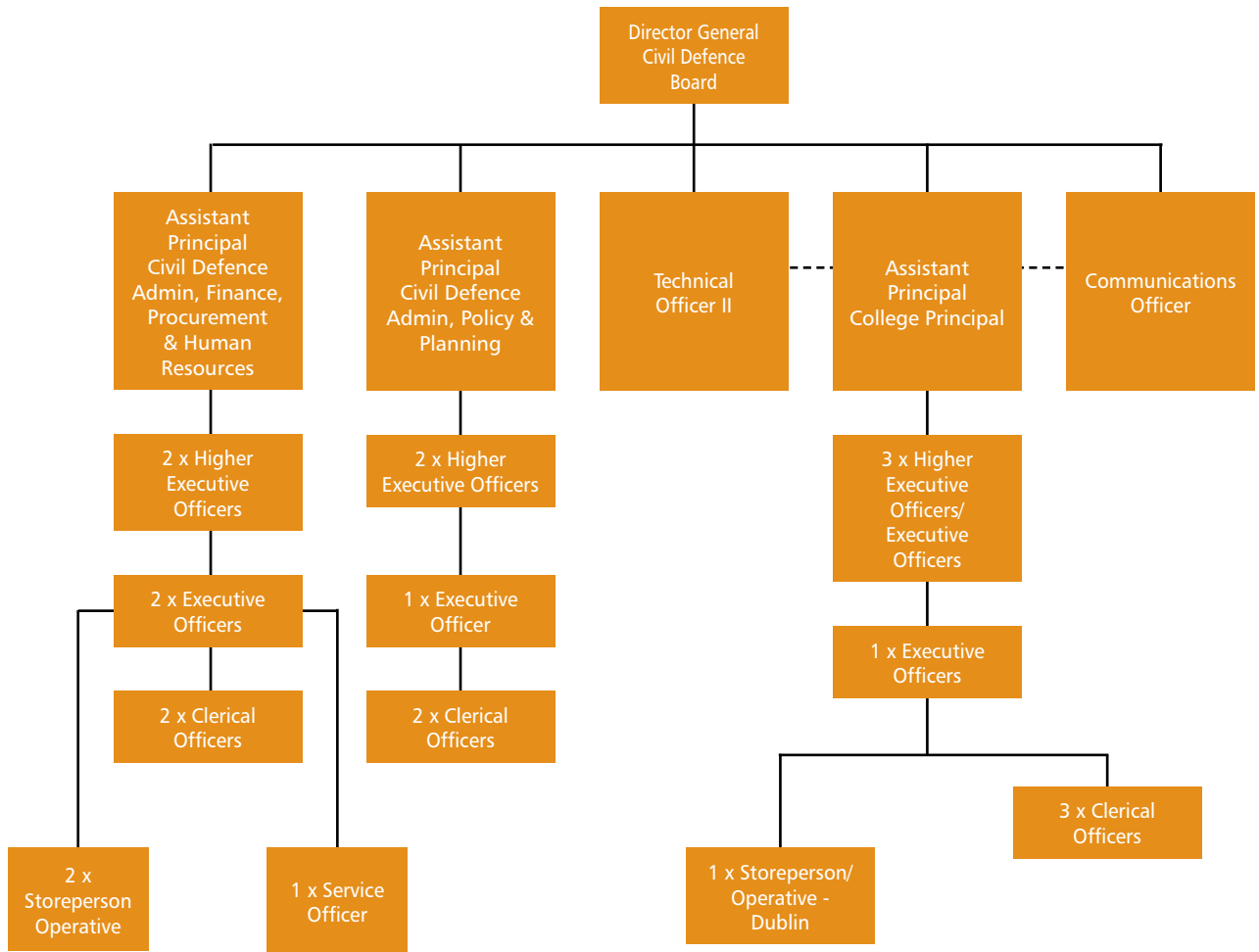


Fig 2. Organisation Chart for the Board's Executive

### Staff

Grade	No.
Director General	1
Assistant Principal	3
Technical Officer	1
Communications Officer	1
Higher Executive Officer/Executive Officer Instructor	3
Higher Executive Officer	4
Executive Officer	4
Clerical Officer	7
Service Officer	1
Storeperson/Operative	3
<b>Total</b>	<b>28</b>

# 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.
- ▲ An organisation of international standing whose members are proud to serve the public on a purely 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.



## 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
<p>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.</p>	<p>Refer to Objectives 1(a), 1(b) and 1(c) in Chapter 5.</p>
<p>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.</p>	<p>Refer to Objectives 2(a) and 2(b) in Chapter 5</p>
<p>3 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.</p>	<p>Refer to Objectives 3,4 5 and 7 in Chapter 5.</p>
<p>4 To advise the Minister for Defence on policy issues relating to civil defence matters and to propose initiatives in that regard.</p>	<p>Refer to Objective 9 in Chapter 5.</p>
<p>5 To optimise Civil Defence inputs into the new Major Emergency Management Framework 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.</p>	<p>Refer to Objectives 1(a), 1(b) and 1(c) in Chapter 5.</p>
<p>6 To ensure best practice in the development and implementation of Civil Defence training programmes and to provide the necessary infrastructure for that purpose.</p>	<p>Refer to Objective 8 in Chapter 5.</p>
<p>7 To analyse the service requirements of the organisation and its capability to deliver them over the lifetime of this Strategic Plan, drawing from Local Authority Civil Defence Plans as required from each Local Authority in conjunction with Section 31 of the Civil Defence Act.</p>	<p>Refer to all Objectives in Chapter 5.</p>

Our overall focus for the period 2007 to 2010 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 it's maximum development potential.



## Implementing the Plan and Monitoring Progress

The plan has been prepared in accordance with the regulations as stated in section 30 of the Civil Defence Act, 2002. Chapter 5 of this document sets out in detail the Boards Strategic Objectives for the period 2007 to 2010. The Boards strategic objectives follow from the strategic goals of the organisation. In striving to meet stated goals the Board will proceed to implement the necessary Strategies and use the Performance indicators as a benchmark for achievement. Implementation will be monitored on an annual basis with reference to performance indicators. The Board is fully committed to achieving its strategic objectives over the forthcoming three years.

The Board intends that Business Planning will serve as an ongoing monitoring device for progress against this strategy. Each functional division of the Executive prepares an annual business plan. All business plans will be monitored to ensure a tight alignment with the Boards objectives. Plans will evolve to integrate emerging needs of the organisation. Annual Business Plans will be reviewed after 6 months and at the end of each year.

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 intends to report annual progress on the implementation of its Strategic Plan in Annual Reports.



# Chapter 5

## Strategic Objectives for the Period 2007-2010

### 1. Civil Defence Involvement with the Major Emergency Development Programme at all Levels:

#### 1(a). Participation in Major Emergency Development Programme (2006 – 2008) at National Level

Objective	Strategies	Performance Indicators*
<p>The Civil Defence Board to support the national implementation of the Major Emergency Management Framework (MEMF)</p> <p><i>(Linked to Strategic Goals 1, 5 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>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.</li> <li>Develop co-ordination mechanisms as necessary to ensure that support roles are delivered.</li> </ul>	<ul style="list-style-type: none"> <li>Where appropriate, use of Civil Defence Headquarters facilities to support National Bodies.</li> <li>Defined support roles for Civil Defence by the end of 2008.</li> </ul>

\*Performance Indicators assist the organisation in measuring progress towards its Strategic Objectives

#### 1(b). Participation in Regional Response Preparedness

Objective	Strategies	Performance Indicators
<p>The Civil Defence Board to support and progress regional major emergency management in co-operation with the eight Regional Steering Groups.</p> <p><i>(Linked to Strategic Goals 1, 5 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>Establish links with the Regional Steering Groups in conjunction with Local Authority representation.</li> <li>Prioritise procurement of equipment to achieve economies of scales in response to regional needs</li> <li>Participate in Regional level interagency Training and Exercises.</li> </ul>	<ul style="list-style-type: none"> <li>Active Participation – Q3 2007</li> <li>Procurement strategy in place – Q4 2007</li> <li>Participate Q1 – Q3 2008</li> </ul>

## 1 (c) Local Civil Defence Response as part of the Local Authority Major Emergency Plan

### Objective

Where feasible, support local Civil Defence services in delivery of the recommendations of the Major Emergency Framework document

*(Linked to Strategic Goals 1, 5 and 7 in Chapter 4.)*

### Strategies

- Continue to review the effectiveness of Casualty, Welfare, Warden, Rescue, Communications and ASF services.
- Update Standard Operating Procedures (SOP's) for Civil Defence services in conjunction with local volunteer experts.
- Examine ways in which Casual Volunteers may be utilised as part of a response to major emergencies.

### Performance Indicators

- Revised Training courses and SOP's as appropriate.
- Up-to-date SOP's in place.
- Evaluation document prepared Q4 2008.



## 2. Organisational Infrastructure

Objective	Strategies	Performance Indicators
<p>Standardise facilities across the local organisation.</p>	<ul style="list-style-type: none"> <li>Negotiate with stakeholders in relation to the necessary upgrade of facilities and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement by stakeholders to fund a development and improvement programme of accommodation facilities at Local Authority level.</li> </ul>
<p>Continue development of Civil Defence Communications systems and facilities.</p>	<ul style="list-style-type: none"> <li>Improve national, Radio communications infrastructure as necessary.</li> <li>Provide necessary communications infrastructure to enable headquarters in Roscrea, Co. Tipperary to operate as the Civil Defence National Emergency Control Centre.</li> </ul>	<ul style="list-style-type: none"> <li>Headquarters equipped and established as Civil Defence National Emergency Control Centre.</li> <li>Communications infrastructure installed.</li> </ul>
<p>To enhance Civil Defence infrastructure at both National and Local Authority level.</p> <p><i>(Linked to Strategic Goals 3, 4 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>Upgrade equipment to meet the evolving needs of the organisation.</li> <li>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.</li> <li>Refurbishment of the Civil Defence Training Range at Ratra House, Dublin.</li> <li>Secure upper floor of National Headquarters, Benamore for use as additional indoor Training area.</li> <li>Standardisation of Accommodation at Local Authority level.</li> </ul>	<ul style="list-style-type: none"> <li>Procurement strategy implemented.</li> <li>Range completed and operational by 2010.</li> <li>Civil Defence Training Range at Ratra House, Dublin upgraded.</li> <li>Upper floor operational as a Training centre by Q4 2008.</li> <li>Required Funding secured.</li> </ul>

### 3. Training

Objective	Strategies	Performance Indicators
<p>To provide appropriate training for the organisation and to ensure that adequate trained instructors are available to service the organisation at Local level.</p>	<ul style="list-style-type: none"> <li>• Devise, provide and validate training courses for instructors and others in the organisation who have a role in delivering training.</li> <li>• Ensure continuity of training providers from within the public service.</li> </ul>	<ul style="list-style-type: none"> <li>• School Programme delivered in conjunction with local training survey analysis.</li> <li>• Timely recruitment of replacement instructors as necessary from the Public Service.</li> <li>• Panel of active Civil Defence Instructors.</li> <li>• Civil Defence Officers and authorised members trained in accordance with the Civil Defence Media Policy.</li> </ul>
<p>To develop new courses to meet the changing needs of the organisation</p>	<ul style="list-style-type: none"> <li>• Utilise the existing expertise within the volunteer group to assist with the delivery and development of training.</li> </ul>	<ul style="list-style-type: none"> <li>• Instructor led support groups set up for the relevant services, e.g. Casualty Service.</li> </ul>
<p>Ensure that the highest standards are met in training and that the organisation is on par with similar organisations internationally</p> <p><i>(Linked to Strategic Goals 1 to 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>• Continue to strive for accreditation for course and training with relevant bodies, Higher Education Training Awards Council (HETAC), Further Education Training Awards Council (FETAC), and third level institutions.</li> <li>• Pre-Hospital Emergency Care Council (PHECC) recognition of casualty courses</li> <li>• Benchmark all training delivered against best international practice.</li> <li>• Revised and consolidated SOP's for Boating practices.</li> <li>• Assess the potential of the internet for future delivery of Training.</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation achieved</li> <li>• Courses recognised by Q2 2008.</li> <li>• Conduct training audits on an annual basis.</li> <li>• SOP's in place by Q3 2007.</li> <li>• Future development of e-services.</li> </ul>

## 4. Recruitment

Objective	Strategies	Performance Indicators
<p>Consolidate and increase membership of the organisation.</p> <p>Establish and maintain a register of Civil Defence members.</p> <p><i>(Linked to Strategic Goals 3 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>• Develop a Recruitment Strategy.</li> <li>• Market Civil Defence capability so as to maximise public awareness of Civil Defence as a multi-disciplined national emergency response agency.</li> <li>• Encourage Local Authorities in being more proactive in developing Civil Defence in each Local Authority area.</li> <li>• Enhance the profile of the Civil Defence organisation through improved media relations.</li> <li>• Assist Local Authorities in developing and maintaining a Civil Defence members register.</li> </ul>	<p>10% increase in active membership</p> <ul style="list-style-type: none"> <li>• Public Relations strategy implemented</li> <li>• Local Authority Databases in place and implemented by Q1 2008</li> </ul>



## 5. Finance, Procurement, Office Management and Human Resources

### 5(a). Finance and Procurement

Objective	Strategies	Performance Indicators
<p>Ensure the effective use of financial resources through the delivery of value-for-money, efficiency and effectiveness in all expenditure.</p> <p><i>(Linked to Strategic Goals 3 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>• Deliver better value-for-money by:               <ul style="list-style-type: none"> <li>○ Leveraging the Management Information Framework (M.I.F.)* to improve the quality and availability of information available to management/ stakeholders.</li> <li>○ 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.</li> <li>○ Undertaking reviews to identify the extent to which objectives are being met and desired outcomes achieved.</li> </ul> </li> <li>• Develop a more streamlined system of issuing grant payments to Local Authorities.</li> <li>• Agree strategy with the Department of Defence (DoD) for the transfer of certain administrative responsibilities and budgets from the Department.</li> <li>• Enhance procurement system and develop capability to run any required type of procurement contract through staff training/accreditation and enhancing procedures and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved monthly and on-demand expenditure and commitment reporting by area. (Q4 2007)</li> <li>• Multi-year strategic procurement plan developed and implemented. Case for additional funding made if required. (Q4 2007)</li> <li>• Expenditure reviews undertaken and evaluated. (Q3 2008)</li> <li>• New, more efficient Local Authority Grant determination mechanism developed, agreed &amp; implemented. (Q1 2009)</li> <li>• Agreement reached on transfer of responsibilities and budgets for certain administrative costs. (Q1 2008)</li> <li>• Implementation of additional procurement tender type(s) as required. (Q1 2008)</li> </ul>

\*Management Information Framework (M.I.F.)

## 5 (a) Finance and Procurement continued.

Objective	Strategies	Performance Indicators
<p>Support the Secretary-General in his/her role as Accounting Officer by ensuring that a robust system of internal financial controls is in place.</p> <p><i>(Linked to Strategic Goals 3 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>• Comply with the requirements of the Comptroller and Auditor General and the Code of Practice for the governance of State Bodies.</li> <li>• Comply with the National and EU Procurement Guidelines and prompt payment legislation.</li> <li>• Review systems of internal financial controls annually as part of risk management framework.</li> <li>• Develop the transaction recording and records management systems to streamline and automate as far as possible the accounts preparation process.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Comptroller and Auditor General's and the code of practice for the governance of State Bodies recommendations and best practise. (Ongoing)</li> <li>• All procurements in accordance with guidelines. (Ongoing). All payments authorised in line with target timeframes. (Ongoing)</li> <li>• Statement on systems of internal financial controls prepared annually. (Ongoing)</li> <li>• Accounts prepared in accordance with Statutory requirements. (Ongoing)</li> </ul>



## 5 (b) Human Resources

Objective	Strategies	Performance Indicators
<p>Ensure compliance with all legislative requirements in relation to office management including Health &amp; Safety risk management.</p> <p>Ensure efficient development, operation and maintenance of CD HQ.</p> <p><i>(Linked to Strategic Goals 3 and 7 in Chapter 4.)</i></p> <p>Maintain an efficient organisation that meets the needs of the Board and the wider Civil Defence organisation.</p> <p>Implement the Human Resource Management Strategy by continuing to:</p> <ul style="list-style-type: none"> <li>Develop PMDS* within Civil Defence</li> <li>Develop a highly skilled and adaptable workforce</li> <li>Maintain a flexible and adaptable working environment by supporting family-friendly work-place initiatives.</li> </ul> <p><i>(Linked to Strategic Goals 3 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>Ensure all managers complete a Health and Safety Risk Analysis for areas under their control.</li> <li>Liaise with the Department of Defence and support agencies in relation to organisational requirements.</li> <li>Assess the evolving resource requirements of the organisation in consultation with the Department.</li> <li>Continue to implement PMDS and integrate it with other Human Resources Processes</li> <li>Agree % of payroll spend to be allocated to staff training and development with the Department of Defence and fully utilised.</li> <li>Prioritise training and development needs as identified through PMDS.</li> <li>Implementation of family friendly policies in line with Government policy.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of risk analyses for all areas of Civil Defence HQ and mitigation of any risks identified in risk analyses. (Q3 2007)</li> <li>Office operating efficiently and effectively.</li> <li>Achievement of core objectives outlined in this strategic plan.</li> <li>Effective ongoing application of the PMDS (On-going)</li> <li>% of payroll allocated to training and development. (Ongoing)</li> <li>Staff trained in line with priorities identified on PMDS individual training and development plans. (Ongoing)</li> <li>Staff availing of flexible working arrangements. (Ongoing)</li> </ul>

\*Performance Management Development System.

## 6. Civil Defence within the Community

### 6 (a) Local Response

Objective	Strategies	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.</p> <p><i>(Linked to Strategic Goals 2 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>• Provision of appropriate training as prioritised and approved in a training needs analysis of Local Authority Civil Defence Annual Training Plans.</li> <li>• Develop a procurement strategy that takes account of local equipment priorities.</li> <li>• Establish links with accreditation bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Structured Exercise and School Programmes implemented annually.</li> <li>• Multi-annual procurement strategy developed and implemented by Q4 2007.</li> <li>• Additional courses accredited by external bodies Q3 2008.</li> </ul>

### 6 (b) Community Support

Objective	Strategies	Performance Indicators
<p>Promote development of close working relationships with statutory bodies and other voluntary organisations.</p> <p>Increase the awareness of Civil Defence as a community resilience organisation.</p> <p>Support the development of multi-disciplined teams at local level.</p> <p><i>(Linked to Strategic Goals 2 and 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>• Strengthen contact with key stakeholders in statutory bodies and other voluntary organisations.</li> <li>• Promotion of public awareness of Civil Defence as a community resilience service.</li> <li>• Develop instructor skills to meet training needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Structured Exercise and School Programmes implemented annually.</li> <li>• Awareness programme implemented.</li> <li>• Multi-disciplined teams in each county by Q4 2008.</li> </ul>

## 7. Customer Service

Objective	Strategies	Performance Indicators
<p>To provide a very high level of quality customer service which takes account of changing needs and expectations.</p> <p><i>(Linked to Strategic Goal 7 in Chapter 4.)</i></p>	<ul style="list-style-type: none"> <li>• Develop and Implement a Customer Charter and a Customer Service Action Plan.</li> <li>• Utilise the internet and other Information Communications Technologies (ICT) to improve delivery of Training services.</li> <li>• Ensure good two-way co-operation and communications with Local Authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Charter and Customer Service Action Plan in place.</li> <li>• Improved Communications with customers.</li> <li>• Further development of registered sections of the website for communication purposes such as Civil Defence circulars available electronically.</li> </ul>



# 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 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 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 will ensure 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 'Code of Practice for the Governance of State Bodies' issued by the Minister for Finance in October 2001. 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 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 major change within the organisation at local and national level. The 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 Framework (MEF)

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 MEF 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 MEF places an onus on principal response agencies to include Civil Defence services in their individual Major Emergency response plans.

See Strategies 1(a), 1(b) and 1 (c) for detailed implementation in Chapter 5 of this plan.

## 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 flue outbreak. Similar 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 Development Programme (2006-2008), 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.

## Local Voluntary Agencies/Rescue Services

The Board will continue to support and encourage local Civil Defence 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 disasters.

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:

- ▲ Involvement in major coastal and inland searches.
- ▲ 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 efforts to combat the effects of flooding.
- ▲ 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.
- ▲ 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.



## Organisational Analysis

Qualities	Challenges
<ul style="list-style-type: none"> <li>▲ Multi Skilled Professional Volunteer based organisation.</li> <li>▲ Long established organisation within each Local Authority area.</li> <li>▲ Wide range of services provided to the Community.</li> <li>▲ People orientated community based organisation.</li> <li>▲ New State-of-the-Art Training facility established at the Civil Defence Headquarters, Roscrea, Co. Tipperary.</li> <li>▲ Positive public perception of the Civil Defence organisation throughout the country.</li> <li>▲ Civil Defence managed at National level by a Board comprising of major stakeholders in the Civil Protection community.</li> <li>▲ Operates a wide range of modern vehicles and equipment in delivering various services to the Community.</li> <li>▲ Modern Radio Communications infrastructure established.</li> </ul>	<ul style="list-style-type: none"> <li>▲ Development of a Strategy for the recruitment and retention of Volunteer members.</li> <li>▲ Design and Create a modern Training Range at the National Headquarters in Roscrea.</li> <li>▲ Inclusion of Civil Defence in principal response agencies major emergency response plans.</li> <li>▲ Raising the profile of Civil Defence in the local and national media.</li> <li>▲ Introduction of a new Procurement Strategy for the upgrading of vehicles and equipment.</li> <li>▲ Further development of the use of Information Technology for administration and communications.</li> <li>▲ Availability of critical resources i.e. necessary funding and staff provided.</li> <li>▲ Provision of suitably qualified Trainers/ Instructors nationally.</li> <li>▲ Recognition of Acquired Prior Learning (APL) and Accreditation.</li> <li>▲ PHECC registration as a Training centre.</li> <li>▲ Adoption of new PHECC Training standards.</li> <li>▲ Adoption of new Standard Operating Procedures.</li> </ul>

## Future Environment

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

- ▲ The implementation of the Major Emergency Framework.
- ▲ 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 disease.
- ▲ Delivering the highest level of service to our customers, both internal and external, in accordance with the Boards Customer Service Action Plan.



## Stakeholders

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

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

### Other Stakeholders

- |  |  |
|--|--|
| <p><b>Local Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Volunteers Family and Friends</li> <li>• Local Community</li> <li>• Employers</li> <li>• Event Organisers</li> <li>• Garda Divisions</li> <li>• Local Media</li> <li>• Sports Bodies</li> </ul> | <p><b>Voluntary emergency care organisations:</b></p> <ul style="list-style-type: none"> <li>• The Irish Red Cross</li> <li>• The Order of Malta</li> <li>• Irish Sailing Association</li> <li>• St. John's Ambulance</li> <li>• Mountain/Cave Rescue (IMRA)</li> <li>• Royal National Lifeboat Institution</li> </ul> |
|--|--|

**Qualification Stakeholders**

- Higher Education and Training Awards Council (HETAC)
- Further Education and Training Awards Council (FETAC)

# Chapter 7

## 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. Since 2005 the Board has arranged the election of a Volunteer member to the highest level of the organisation 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, the Board has tasked two of its Committees to devise a register of Volunteer members.

### 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, 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 new 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.
- ▲ A small number of School vehicles, maintenance equipment, parking area and outdoor assembly area.

The Board also retains the use of the Training Range adjoining the old Civil Defence Headquarters at Ratra House, Phoenix Park, Dublin. As part of the new Civil Defence Headquarters in Roscrea, an area of some two acres has been made available for a new Civil Defence outdoor training range.

The Board recognises the need for an upgrade of Civil Defence accommodation at Local Authority level and has made a submission for a Capital Budget Programme in this regard.



# Chapter 8

## Review of the Civil Defence Board's Strategic Plan 2004-2007

The Chairman of the Civil Defence Board, Mr. Joe Meagher, stated in the foreword of the first Strategic Plan that it represented "just the first step along the way to modernising Civil Defence and shaping the organisation for the future." Although the Board was only established in May 2003, substantial progress has been made in this regard. Over the last three years the Board has initiated a wide and varied list of projects in order to transform the organisation to the modern and professional organisation it is today.

Achievements presented in this chapter are a tribute to the willingness, dedication and determination 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 first plan and progress made against the Board's objectives.

### Key Achievements

- ▲ Successful decentralisation from long established headquarters at Ratra House, Dublin to a new state-of-the-art complex at Benamore, Roscrea, Co. Tipperary. The Headquarters were formally opened by the Minister for Defence in the presence of the Board, local representatives and a large number of volunteers and officers on 12th September 2006.
- ▲ The commissioning and issue of new personal protective work-wear by the Board. The new work-wear both updates the image of the organisation and meets modern safety standards in terms of visibility. The Minister for Defence launched the new clothing at the official opening of the Board's Benamore Headquarters.
- ▲ The Civil Defence website ([www.civildefence.ie](http://www.civildefence.ie)) was redesigned and updated. New features included a forum for members and a facility that Local Authorities can use to submit activity returns online. The new website was launched by the Minister for Defence in May 2005.
- ▲ In the Development and implementation of a Public Relations Strategy to improve the image of the organisation, the Board appointed a Public Relations Officer in 2005. The Public Relations Officer has in co-operation with local Civil Defence personnel ensured that Civil Defence was represented at events such as the National Ploughing Championships, College Opening days and Major Emergency exercises. The overall aim of having representation is to create a greater awareness of the Civil Defence organisation and to assist in the recruitment of new members.
- ▲ The Board published a National Code of Conduct in November 2006. The aim of this Code of Conduct is to promote a positive environment based on mutual respect and professionalism.
- ▲ Initiated a review of Local Authority Civil Defence Accommodation in 2006. The survey identified an urgent requirement to improve Civil Defence accommodation at Local Authority level.
- ▲ Continued support of Local Authority Civil Defence units by means of Grant funding and direct procurement of equipment to support Civil Defence at operational level. Purchases included Minibuses, Four wheel drive crew cabs, Ambulances, Rescue Equipment and defibrillators.
- ▲ Implemented a programme of recognition for volunteer service. To date this has included the commissioning of Special Olympics and Lourdes Pilgrimage service medals.
- ▲ Provided financial and administrative support for the 2004 Civil Defence National Exercises which took place in Kerry, Sligo, Wicklow and Cork. In 2005 the Civil Defence Board assisted and funded the National Exercises that were held in Waterford, Limerick, Laois and Monaghan.

- ▲ Approved a change in the format of the National Exercises in 2006 with a single main national exercise that took place in Counties Kildare and Dublin in September 2006. The main objective of this exercise was to gauge the level/standard achieved based on the casualty service and AFS modules of training.
- ▲ Broadened the scope of Civil Defence capability by grant assisting the procurement of a Human Remains Detection dog by Laois Civil Defence.
- ▲ Prepared a Draft media policy in order that Civil Defence can engage with various media organisations in a professional and informative manner.
- ▲ Continued Training of volunteer instructors nominated by Local Authorities. Once qualified these instructors conduct training classes primarily within their own Local Authority.
- ▲ Having served as the Civil Defence National Headquarters for fifty-six years, a Stand down parade took place in May 2006 to mark the organisations departure from its headquarters at Ratra House to a new facility at Benamore, Roscrea.



Mr Willie O'Dea T.D., Minister for Defence with Civil Defence members at the Official opening of the new Civil Defence Headquarters and Launch of new Civil Defence work wear, 12th September 2007.

## Review of the Board's Strategic Plan to 2007

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 during the preceding 3-year period.

Objectives	Results
<p><b>1. Infrastructure</b> Decentralise to Roscrea, Co. Tipperary and establish a new Training headquarters.</p> <p>Ensure sufficient equipment, vehicles and boat's is available for Civil Defence operational and training use.</p> <p>Develop an effective capability for communications.</p>	<ul style="list-style-type: none"> <li>• Interim Offices occupied in September 2004.</li> <li>• National Training in Roscrea commenced in early Spring 2006.</li> <li>• New Headquarters occupied in April 2006.</li> <li>• New Headquarters officially opened by the Minister for Defence in September 2006.</li> <li>• Use of Civil Defence range in Dublin secured.</li> <li>• Ongoing Research into development of new range at Benamore.</li> <li>• New Vehicle Fleet Replacement policy in preparation.</li> <li>• Major renewal of Personal Protective Equipment in 2005 – 2007. All Personal Protective equipment conforms to current EN standard.</li> <li>• Significant Procurement of Vehicles, Technical Rescue and defibrillator equipment in the years 2004 – 2007.</li> <li>• Additional Communications equipment procured in the relevant years to this plan.</li> </ul>
<p><b>2. Review of Role at a National Level</b> Initiate a National level consultation process with primary bodies involved in Civil Defence and Protection.</p> <p>Formalise Memoranda of Understanding with National Bodies regarding Civil Defence services.</p> <p>Ensure Civil Defence is included at the highest level when national bodies are reviewing their plans.</p>	<ul style="list-style-type: none"> <li>• Various meetings held with Department of Defence and state agencies.</li> <li>• Liaised with the Interdepartmental Committee on Major Emergency Planning Framework.</li> <li>• Draft Memoranda of Understanding prepared and issued to principal agencies.</li> <li>• Civil Defence included as an important national asset in the Major Emergency Planning Framework document.</li> <li>• Various Meetings of National Co-ordinating Committee for Cave and Mountain Rescue.</li> </ul>

Objectives	Results
<p><b>3. Review of Role at a local level</b>                      Consult with Local Authorities concerning Civil Defence inputs into their emergency plan.</p> <p>Develop inter-agency agreements between the statutory and voluntary rescue agencies.</p> <p>Undertake functions as required by Section 31 of the Civil Defence Act, 2002 (Strategic Planning regulations).</p>	<ul style="list-style-type: none"> <li>Local Authorities must take Civil Defence services into account when preparing their Emergency Plans (Major Emergency Framework)</li> <li>Tipperary Voluntary Emergency Services (SVES) model is under consideration for future development.</li> <li>Local Authority Development Plans used in preparation of all Boards Strategic Plan's.</li> </ul>
<p><b>4. Review of Role at a Regional Level</b>                      Introduce a regional element to the organisation.</p> <p>Deliver Regional Training and Competitions.</p>	<ul style="list-style-type: none"> <li>Civil Defence will adhere to national guidelines as recommended in the MEMF document.</li> <li>Regional Competitions introduced in 2006. Regional Training undertaken in a number of centres (e.g. Kerry and Donegal)</li> </ul>
<p><b>5. Volunteers</b>                      Assist with the formation of Volunteer Committees at Local through to National level for the purpose of electing a Volunteer member to the Civil Defence Board.</p> <p>Facilitate the establishment of a register of Civil Defence members in each Local Authority area.</p>	<ul style="list-style-type: none"> <li>Volunteer Committee's formed in 2005.</li> <li>Volunteer member elected to the Board.</li> <li>Comprehensive Research undertaken in this area. Prototype Database to be tested before final recommendation is made.</li> </ul>
<p><b>6. Review of Programmes</b>                      Review all Civil Defence Activities.</p>	<ul style="list-style-type: none"> <li>Civil Defence Activities are monitored and reviewed regularly by the Board.</li> <li>Casualty Review nearing completion.</li> <li>Welfare and Urban rescue reviews are in progress.</li> </ul>
<p><b>7. Training Programmes</b>                      Initiate relevant Training Programmes for Civil Defence.</p>	<ul style="list-style-type: none"> <li>Training programmes reviewed in line with best practice. New courses such as flood management delivered as necessary.</li> <li>Continuous evaluation and delivery of Training programmes linked to Civil Defence approved activities.</li> </ul>
<p><b>8. Accreditation of courses</b>                      Research accreditation for Training courses.</p>	<ul style="list-style-type: none"> <li>Preliminary Research undertaken in this area.</li> </ul>

Objectives	Results
<p><b>9. Comprehensive Human Resources Policy</b> Develop a comprehensive Human Resources Policy for the Executive Staff of the Board.</p>	<ul style="list-style-type: none"> <li>• New procedures and policies being developed in Civil Defence Human Resources.</li> <li>• Performance Management Development System (PMDS) for 2005 and 2006 completed. Work has commenced on 2007 cycle.</li> <li>• Development underway of a Customer Service Action Plan (CSAP) that reflects requirements for a voluntary body.</li> <li>• Template provided for Draft Health and Safety statement.</li> <li>• Review of Health and Safety systems in new Headquarters to be completed in 2007.</li> </ul>
<p><b>10. Command and Control</b> Review existing Command and Control Report.</p>	<ul style="list-style-type: none"> <li>• Review of Command and Control report in progress.</li> </ul>
<p><b>11. Communications and Marketing</b> Design and Develop an effective marketing and communications strategy.</p>	<ul style="list-style-type: none"> <li>• Appointment of a Public Relations Officer (PRO) within existing resources.</li> <li>• Enhanced Civil Defence website launched by the Minister for Defence (May 2005)</li> <li>• Development of Civil Defence members' forum on website.</li> <li>• Major increase in television, radio and newspaper coverage of Civil Defence activities e.g. Nationwide, Capital D.</li> </ul>
<p><b>12. Management Procedures</b> Review Executive management procedures in light of Civil Defence Act 2002, Code of Practice for the Governance of State Bodies and Strategic Plan.</p> <p>Review inventory, procurement and distribution systems in accordance with best practice and implementation of the Management Information Framework (MIF)</p>	<ul style="list-style-type: none"> <li>• Adherence to relevant directives and guidelines.</li> <li>• Use made out of e-tenders website.</li> <li>• New improved shelving introduced in central stores in September 2006.</li> <li>• New Inventory control system to be introduced to Civil Defence stores in 2007.</li> <li>• MIF introduced in Civil Defence in August 2006. This system meets the financial requirements of the Civil Defence Board and the Department of Defence.</li> </ul>
<p><b>13. Financial Management</b> Develop a financial management policy and implement an Audit System.</p>	<ul style="list-style-type: none"> <li>• New Finance Manager appointed in August 2005. Qualified Accountant appointed to Finance area in September 2006.</li> <li>• Role manuals prepared in March 2006.</li> <li>• Major Review of Accounts undertaken in September – December 2006.</li> <li>• Comptroller and Auditor Generals office auditing the Board's 2004 and 2005 accounts.</li> </ul>

# 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)*.

## 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
Mr. Sean Hogan	Senior Fire Advisor, Dept. of Environment, Heritage and Local Government, Dublin
Ms. Kay Caball	Cathedral Place, Limerick
Ms. Majella Byrne	Environmental Protection Agency, Wexford
Mr. Tony Kelly	Dundrum, Dublin
Mr. Gerry Naylor	Volunteer member of the Board, Ballina, Co. Mayo
Ms. Roisin McGuire	Staff member of the Board
Chief Supt. John T. Farrelly	Garda National Traffic Bureau, Garda Headquarters, Dublin
Mr. Oliver O'Loughlin	Ennis, Co. Clare
Comdt. Kevin Houston	Directorate of Engineering, Defence Forces, McKee Bks., Dublin
Dr. Barbara Rafferty	Radiological Protection Institute of Ireland, Dublin

### Committees of the Board

#### Planning, Development & Recruitment

Ms. Gabrielle Willis (Chairperson)	Civil Defence Officer, Wexford County Council
Mr. John O'Neill	Assistant Principal Officer, Civil Defence Headquarters, Roscrea, Co. Tipperary
Mr. Sean Hogan	Senior Fire Advisor, Dept. of Environment, Heritage and Local Government, Dublin
Mr. Ned Gleeson	County Manager, Limerick County Council
Ms. Kay Caball	Cathedral Place, Limerick
Ms. Majella Byrne	Environmental Protection Agency, Wexford
Mr. Tony Kelly	Dundrum, Dublin

#### Education & Training

Chief Supt. John T. Farrelly (Chairperson)	Garda National Traffic Bureau, Garda Headquarters, Dublin
Mr. Stephen Harney	Lecturer, Athlone Institute of Technology
Dr. Ann McGarry	Chief Executive Officer, Radiological Protection Institute of Ireland, Dublin
Mr. Martin Kirwan	Assistant Principal Officer, Civil Defence Headquarters, Roscrea, Co. Tipperary

## Committees of the Board (continued)

### Education & Training (continued)

Mr. Oliver O’Loughlin	Ennis, Co. Clare
Mr. John Maughan	Civil Defence Officer, Mayo County Council
Mr. John Moriarty	Acting Civil Defence Officer, Dublin City Council

### Health, Safety & Procurement

Mr. Gerry Naylor (Chairperson)	Volunteer member of the Board, Ballina, Co. Mayo
Mr. John Kelly	Assistant Principal Officer, Civil Defence Headquarters, Roscrea, Co. Tipperary
Mr. P.J. Merrigan	Volunteer member, Navan, Co. Meath
Ms. Marion Davis	Civil Defence Officer, Sligo County Council
Mr. Pat McNamara	Civil Defence Officer, Limerick City Council
Mr. Sean O’Toole	Rathfarnham, Dublin
Cllr. John Gallahue	Limerick County Council

### Audit

Comdt. Kevin Houston (Chairperson)	Directorate of Engineering, Defence Forces, McKee Bks., Dublin
Col. Michael Cleary (retd.)	Athlone, Co. Westmeath
Mr. Paddy Durack	Thurles, Co. Tipperary
Cllr. Michael Maguire	Lattin East, Co. Tipperary
Ms. Phyllis O’Halloran	Kildimo, Co. Limerick
Mr. Michael Walsh	Cong, Co. Mayo




The Minister for Defence, Mr. Willie O’Dea T.D. pictured with the Chairman of the Civil Defence Board, Mr Joe Meagher at the official opening of the new Civil Defence Headquarters, Benamore, Roscrea, Co. Tipperary.

## Appendix 3

### 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 traditional main 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**

Current developments at national level in the area of pre-hospital emergency care are focusing the direction and drive within the casualty service. This activity is being driven at national level by PHECC - Pre Hospital Emergency Care Council, the statutory body in this area. PHECC is setting down standards for the various fulltime and voluntary bodies, which are delivering pre hospital emergency care. Civil Defence as a major player in this area is currently involved in a review process which will determine the thrust of the service in both administration and training well past the life time of this Plan. The way in which the organisation has delivered and trained personnel in pre hospital emergency care down the years is now under review. The review process has to take account of the new statutory requirements laid down by PHECC.

It is envisaged that the new format for the casualty service will encompass a number of stand alone modules which will mirror those proposed by PHECC. These changes will also impact on the instructor training currently provided by the Civil Defence School. Over the lifetime of this plan instructor training will change. The high standards that have been the hallmark of Civil Defence training down the years will not change but the delivery and content of the instructor training will change to reflect the current trends and requirements of PHECC.

At the end of this review process it is anticipated that the casualty service will be structured in such a way as to meet the needs of the organisation, be in line with the PHECC guidelines and be comparable to the other voluntary providers within the State.

## 2. Rescue

Rescue activity in Civil Defence can be divided into four categories:

- ▲ Urban rescue.
- ▲ 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 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 (ISA), by ISA approved agencies.

Revised Boating Standard Operating Procedures (SOP's) are being introduced to streamline and consolidate boating operations in general.

Technical Rescue capabilities have been developed to provide facilities for raising or lowering casualties, searching for and recovering casualties in such circumstances as cliff and coastal rescue, mountain rescue and urban Technical rescue e.g. building sites.

Instructors complete their Training abroad for this discipline. There is a significant personal commitment to physical fitness required of Civil Defence members undertaking training in Technical rescue.

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

## 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 two types of radiation detection and monitoring equipment.

One is a low-level radiation detector that 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 implements 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.

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

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 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 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 maintaining the Civil Defence response to National Emergencies, Emergency Relief Support and Community Support activities are its communications systems consisting of both telecommunications based and radio communications based networks. An effective communications system is essential for the safety of Volunteers and efficient management whilst on operational duties. It is also important that the systems are similar to those operated by the Front Line emergency services.

Principal among these are the main radio networks utilised by Civil Defence throughout the country.

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

**a) V.H.F. Radio System**

V.H.F. system provides wide-area radio coverage, 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 county and the various response vehicles, fitted with V.H.F. mobile radios, as they travel throughout the county area.

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

The second radio system is a U.H.F. system used for relatively short-range radio coverage. This is 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.

**c) Marine V.H.F./ U.H.F. Radio**

Civil Defence 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 its boat crews and other Marine emergency agencies such as the Royal National Lifeboat Institution, the Coastguard and the various Coast Radio Stations when required. For all other water-based incidents, such as river search and recovery operations, Civil Defence U.H.F. radio is used.

**Communications Training**

Extensive training is provided for all Civil Defence radio operators, who must comply with the rules and regulations, as stipulated by ComReg, in relation to every aspect of radio communications.

This training, conducted by local Civil Defence radio instructors in each county, includes equipment familiarisation and operation, radio procedures which are standard international procedures, radio net discipline etc.. Radio instructor qualification is carried out at the Civil Defence school. The Civil Defence Board maintains a register of all Civil Defence licensed operators.

**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 organisation nationally, in line with technological developments. It is positioned to avail of the improvements and benefits that the introduction of digital radio communications will bring. This is particularly timely, now that the awarding of the contract for the national digital radio system for the emergency services, TETRA (Terrestrial Trunked Radio), is imminent and will enable the organisation to better fulfil its role within the recently revised Framework for Emergency Management in the future.

The immediate priority for Civil Defence is the provision of the necessary communications system and infrastructure to enable the new national headquarters in Roscrea, Co. Tipperary to operate as the Civil Defence National Emergency Control Centre utilising its telecommunications and radio communications based networks.

**Lourdes Service**

Civil Defence members have been a regular participant 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.

## Appendix 4

### Civil Defence Officers/Assistant Civil Defence Officers

Local Authority	Civil Defence Officer	Tel. No	Fax	Email
Carlow	Mr. Padraig Cahill Carlow County Council, Athy Rd, Carlow.	(059) 9170352 (087) 2432651	(059) 9141503	pcahill@carlowcoco.ie
Cavan	Mr. Noel Burke Cavan County Council, Courthouse, Cavan.	(049) 4378468 (087) 6793524	(049) 4372943	nburke@cavancoco.ie
	Mr. John McDermott A.C.D.O*	(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) 6846249 (087) 2615560	(065) 6820597	lgriffin@clarecoco.ie
Cork City Council	Mr. John Ryan Cork City Civil Defence Headquarters, North Ring Road, Ballyvolane, Cork.	(021) 4966333 (086) 2855472	(021) 4310745	john_ryan@corkcity.ie
	Ms. Veronica Forde A.C.D.O. Cork City Civil Defence Headquarters, North Ring Road, 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) 25579707	(022) 21889	john.maunsell@corkcoco.ie
Cork South	Mr. Garry O'Leary Cork County Council, New Road, Kinsale, Co. Cork.	(021) 4774949 (087) 2521824	(021) 4774916	garry.oleary@corkcoco.ie
Cork West	Mr. Seamus O'Mahony Cork County council, Civil Defence Centre, North St., Skibbereen, Co. Cork.	(028) 21452 (086) 2595980	(028) 22192	seamus.omahony@ corkcoco.ie
Donegal	Ms. Edel Wilson Donegal County Council, Civil Defence Centre, Pearse Road, Letterkenny, Co. Donegal	(074) 9122315 (087) 2386579	(074) 9125712	ewilson@donegalcoco.ie

\*A.C.D.O. denotes Assistant Civil Defence Officer

Local Authority	Civil Defence Officer	Tel. No	Fax	Email
Dublin City Council	Mr. John Moriarty, Acting Civil Defence Officer, Dublin City Council, Civil Defence Section, Esplanade Stores, Wolfe Tone Quay, Dublin 7.	(01) 6772699 (086) 8150276	(01) 6772511	john.moriarty@dublincity.ie
	Mr. Joe Campbell A.C.D.O.	(086) 8150278		
	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) 583396 (087) 6888422	(091) 587378	tcasserly@galwaycoco.ie
Kerry	Mr. Thomas Brosnan, Acting Civil Defence Officer Kerry County Council, Fire Brigade H.Q. Balloonagh, Tralee, Co. Kerry.	(066) 7128500 (087) 6694011	(066) 7122885	tbrosnan@kerrycoco.ie
Kildare	Ms. Patricia McNeela Kildare County Council, Aras Chill Dara, Devoy Park, Naas, Co. Kildare.	(045) 980200 (087) 2570506	(045) 980540	pmcneela@kildarecoco.ie
Kilkenny	Mr. Noel Bourke Kilkenny County Council, County Hall, Kilkenny.	(056) 7763330 (087) 2601189	(056) 7761284	nbourke@kilkennycoco.ie
Laois	Mr. Liam Preston Laois County Council, County Hall, Portlaoise, Co. Laois.	(057) 8664000 (087) 9273688	(057) 8625058	lpreston@laoiscoco.ie
Leitrim	Mr. Brian Sweeney Leitrim County Council, Park Lane, Carrick-on-Shannon, Co. Leitrim.	(071) 9650492 (087) 8311219	(071) 9621077	bsweeney@leitrimcoco.ie
Limerick City Council	Mr. Pat McNamara Limerick City Council, Fire Station, Mulgrave Street, Limerick.	(061) 415799 (061) 311322 (086) 2591692	(061) 414317	pmcnamara@limerickcorp.ie
Limerick County	Mr. Jos Kirby Limerick County Council County Building, Dooradoyle, Co. Limerick.	(061) 496431 (086) 6095344	(061) 496014	jkirby@limerickcoco.ie
Longford	Mr. John Martin Civil Defence Office, County Clinic, Dublin Road, Longford.	(043) 46228 (087) 2627175	(043) 45842	johnmartin@longfordcoco.ie
Louth	Mr. Greg Flanagan Louth County Council, St. Dominic's Place, Carrick Road, Dundalk, Co. Louth.	(042) 9332272 (086) 8076987	(042) 9337005	greg.flanagan@louthcoco.ie
Mayo	Mr. John Maughan Mayo County Council, Áras an Chontae, Castlebar, Co. Mayo.	(094) 9024400 (087) 2901327	(094) 9023842	jmaughan@mayococo.ie
Meath	Mr. Michael Fitzsimons Meath County Council, county Hall, Navan, Co. Meath.	(046) 9097214 (087) 240062	(046) 9097001	mfitzsimon@meathcoco.ie
Monaghan	Mr. Brendan Buckley Monaghan County Council, The Glen, Monaghan.	(047) 81100 (087) 6349034	(047) 82977	bbuckely@monaghancoco.ie

Local Authority	Civil Defence Officer	Tel. No	Fax	Email
Offaly	Mr. Raphael Fallon Offaly County Council, Fire Station, Tullamore, Co. Offaly.	(057) 9327416 (087) 2047694	(057) 9351524	rfaillon@offalycoco.ie
Roscommon	Mr. Raymond Dunne Roscommon County Council, Courthouse, Roscommon.	(090) 6637206 (087) 9078854	(090) 6626310	rdunne@roscommoncoco.ie
Sligo	Ms. Marion Davis Unit 6, Clevaragh Retail Park, Sligo	(071) 9142702 (087) 2522190	(071) 9142717	mdavis@sligococo.ie
North Tipperary	Mr. Anthony Graham North Tipperary County Council, Civic Offices, Limerick Road, Nenagh, Co. Tipperary.	(067) 44503 (087) 2651300	(067) 33999	agraham@northtippcoco.ie
South Tipperary	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
Waterford County	Mr. Raymond Cowman Civil Defence Offices, Shandon Rd., Dungarvan, Co. Waterford.	(058) 22012 (086) 8394183	(058) 43278	rcowman@waterfordcoco.ie
Waterford City Council	Mr. Paul Nolan Waterford City Council, Fire Station, Catherine St., Waterford.	(051) 872656 (087) 2244324	(051) 872159	pnolan@waterfordcity.ie
Westmeath	Mr. Brian Gillen Westmeath County Council, Cullen Beg, Mullingar, Co. Westmeath.	(044) 9348715 (087) 2546033	(044) 9343231	bgillen@westmeathcoco.ie
Wexford	Ms. Gabrielle Willis Wexford County Council, County Hall, Wexford.	(053) 9176265 (053) 9176391 (087) 2546024	(053) 9122150	gabrielle.willis@ wexfordcoco.ie
Wicklow	Mr. Bill Downes Wicklow County Council, Civil Defence H.Q., County Buildings, Wicklow.	(0404) 67402 (086) 8183358	(0404) 67294	wdownes@wicklowcoco.ie



