TRI BUNAL OF INQUIRY INTO ISSUES RELATING TO THE COMPLAINTS PROCESSES IN THE DEFENCE FORCES AND CULTURE SURROUNDING THE MAKING OF COMPLAINTS ('DEFENCE FORCES TRI BUNAL')

OPENING STATEMENT OF MS. JUSTICE ANN POWER, SOLE MEMBER, DELIVERED AT THE INFINITY BUILDING, THIRD FLOOR, GEORGE'S COURT, GEORGE'S LANE, SMITHFIELD, DUBLIN 7

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GWEN MALONE STENOGRAPHY SERVICES

APPEARANCES

FOR THE DEFENCE FORCES TRIBUNAL:

MR. EOIN McGONIGAL SC MR. MICHAEL CUSH SC MS. LEESHA O'DRISCOLL SC MS. KILDA MOONEY BL MR. TIM O'HANLON BL MS. ÁINE SMYTH BL

INSTRUCTED BY:

MR. ROBERT MCNAMARA SOLICITOR

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4 You are very welcome to the opening sitting REGI STRAR: 5 of the Defence Forces Tribunal. Just to remind all 14:02 people present that the unauthorised recording of these 6 7 proceedings is absolutely prohibited. A stenographer 8 and a videographer are present today for the purposes of making a formal record of these proceedings which 9 will be uploaded to the Tribunal's website. 10 14.02 11 SOLE MEMBER: Good afternoon, everybody.

Following a resolution of Dáil Éireann on the 18th day of January 2024, and of Seanad Éireann on the 30th day of January 2024, Tánaiste and Minister for Defence, by 14:02 instrument dated the 20th day of June 2024, established this Tribunal of Inquiry pursuant to the Tribunals of Inquiry Acts 1921-2011, to inquire into certain matters of urgent public importance.

Those matters were specified in paragraphs (i) to (vii) of the aforesaid resolutions of the Houses of the Oireachtas and they constitute the Terms of Reference for this Tribunal.

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The Tribunal is tasked by those resolutions with inquiring urgently into a range of matters pertaining to the effectiveness of the processes and the culture within the Defence Forces for dealing with complaints 1 of abuse.

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3 Investigating the nature and performance of the statutory role of the Minister for Defence, Department 4 5 of Defence, in the systems and procedures for dealing 14:03 with complaints of abuse forms part of the Tribunal's 6 7 Additionally, the Tribunal is to investigate remit. 8 the response to complaints in respect of the use of hazardous chemicals within Air Corps Headquarters at 9 Casement Aerodrome, Baldonnel, and consider the 10 14.03 11 adequacy of the complaints processes in the light of 12 such response.

14The purpose of this opening statement is to provide a15broad outline of how the Tribunal intends to approach16its task. I also want to highlight certain fundamental17principles that must be underscored as the Tribunal18commences its work.

A judge of the Court of Appeal, I have been appointed as the Sole Member of the Tribunal. The Tribunal is supported in its task by a team of accomplished legal practitioners who will assist, advise and represent the Tribunal throughout all stages of its work.

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The six members of the Tribunal's legal team are:
Eoin McGonigal, Senior Counsel; Michael Cush, Senior
Counsel; Leesha O'Driscoll, Senior Counsel;
Kilda Mooney, barrister-at-law; Tim O'Hanlon,

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1 barrister-at-law; and Aine Smyth, barrister-at-law.

3 <u>THE BACKGROUND</u>

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The background to the establishment of this Tribunal of 4 5 Inquiry is a matter of public knowledge. Bearing in 14:05 mind that serious allegations had been made in respect 6 7 of discrimination, bullying, harassment, physical 8 torture, physical assault, psychological harm, sexual harassment and sexual misconduct within the Defence 9 Forces, the Government established a non-statutory 10 14.0511 independent review group to examine those issues and to 12 report recommendations and guidance to the Minister for 13 Defence on measures and strategies required to underpin 14 a workplace based on dignity, quality, mutual respect 15 and a duty of care for every member of the Defence 14:05 16 Forces.

The group's first recommendation was the establishment
of a statutory fact-finding process to identify
systemic failures, if any, in the complaints system in 14:05
order to ensure accountability and transparency.

Acting on that recommendation, this Tribunal of Inquiry
was established by Government because it was recognised
as representing the only comprehensive method of 14:06
inquiry to resolve outstanding issues that are of
fundamental public importance.

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In moving the motion before Dáil Éireann to establish

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this Tribunal, tribute was paid to former and current 1 2 members of the Defence Forces who served, and who 3 continue to serve, with honour. It was said that their personal courage, dignity, and resilience set in motion 4 5 a journey of accountability that led to the 14:06 establishment of this Tribunal. 6 7 Honour is a cardinal value in the Defence Forces. 8 T† is a priceless and a hard-won virtue. It means doing 9 10 what is right. It means standing up for the truth, the 14:06 11 whole truth, even if standing alone. 12 13 Being a person of honour may, at times, call upon one's 14 deepest resources of courage and personal integrity. 15 Telling the truth and contributing to ascertaining the 14:07 16 full truth, particularly when it may be difficult to do 17 so, is a fundamental aspect of honour. 18 19 Establishing the truth, however worrying or reassuring 20 that truth may be, is what this Tribunal has been 14:07 tasked to do. 21 22 I want to turn now to the Terms of Reference that have 23 24 been fixed for the Tribunal and which delineate or mark 25 the boundaries of the Tribunal's jurisdiction. 14.0726 27 The Tribunal's Terms of Reference are clear: In the public interest, and as a matter of urgent public 28 29 importance, the Tribunal is required:

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1 2 (i) to establish whether the Complaints Processes in 3 the Defence Forces in relation to Complaints of Abuse were appropriate and fit for purposes; 4 5 14:08 (ii) to establish whether the Complaints Processes in 6 7 the Defence Forces in relation to Complaints of Abuse 8 were followed: 9 (iii) to consider and report on the response to, and 10 14.08 11 outcome of, Complaints of Abuse and to identify any 12 systemic failures in the system of the Defence Forces; 13 14 (iv) to investigate whether Complaints of Abuse were 15 actively deterred or whether there was a culture that 14:08 16 discouraged the making of Complaints of Abuse; 17 18 (v) to investigate whether there were reprisals against 19 those who made Complaints of Abuse by way of 20 retaliation, by intimidation consequent upon the making 14:08 of a Complaint of Abuse, or by the imposition of any 21 22 penalty or burden upon a person who made a Complaint of 23 Abuse. 24 25 (vi) to investigate the nature and performance of the 14.09statutory role of the Minister for Defence/Department 26 27 of Defence and the systems and procedures for dealing with Complaints of Abuse; and 28 (vii) to investigate the response to Complaints of 29

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1 Hazardous Chemicals and to consider the adequacy of the 2 Complaints Processes in light of the responses to same. 3 There are within the Terms of Reference additional 4 5 provisions that guide the work of the Tribunal and 14:09 6 these matters are set out in paragraphs (a) to (1) 7 thereof. 8 It is evident from the Terms of Reference that 9 Complaints of Abuse concern complaints about serious 10 14.09 matters. Abuse is defined as "discrimination, 11 12 bullying, harassment, physical torture, physical 13 assault, psychological harm, sexual harassment, and any 14 form of sexual misconduct, including sexual assault, 15 aggravated sexual assault and rape." 14:10 16 Complaints of Abuse refer to complaints made by 17 specified persons. The term "Complaints of Abuse" is 18 19 defined as complaints made to the Defence Forces or the 20 Minister for Defence, by serving or former members of 14:10 21 the Defence Forces, by current or former civilian 22 employees to the Defence Forces/Minister for Defence, 23 by current or former civil servants to the Defence 24 Forces/Minister for Defence in respect of abuse 25 suffered by the complainant in the course of his or her 14:10 training, work and/or career with the Defence Forces 26 27 (or in the case of civil servants and civil employees, in respect of their interactions with the Defence 28 29 Forces).

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| 2 | INTERPRETING THE TERMS OF REFERENCE | |
| 3 | How the Terms of Reference are to be interpreted is a | |
| 4 | matter for the Tribunal. In accordance with accepted | |
| 5 | practice, the Tribunal has published its interpretation | 14:11 |
| 6 | of the Terms of Reference and this document is | |
| 7 | available on the Tribunal's website. | |
| 8 | | |
| 9 | In approaching the task of interpreting the Terms of | |
| 10 | Reference, the Tribunal has sought to apply to the | 14:11 |
| 11 | words their ordinary and natural meaning. In the | |
| 12 | Tribunal's view, the words are expressed in clear | |
| 13 | language, and it does not appear that any particular | |
| 14 | word requires a technical interpretation. The | |
| 15 | Tribunal's publication of its interpretation of the | 14:11 |
| 16 | Terms of Reference is, of course, without prejudice to | |
| 17 | the fact that it may be necessary (and appropriate) to | |
| 18 | elaborate on its interpretation in the light of | |
| 19 | emerging information. | |
| 20 | | 14:11 |
| 21 | CALL FOR INFORMATION | |
| 22 | Today, at its first public sitting, the Tribunal is | |
| 23 | calling for anyone with knowledge or information | |
| 24 | relevant to its work to come forward. The Tribunal | |
| 25 | urges all those serving and former members of the | 14:12 |
| 26 | Defence Forces, and all civilian employees and civil | |
| 27 | servants who are working, or who have worked, with the | |
| 28 | Department of Defence or the Defence Forces and who | |

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have knowledge or material relevant to the Terms of

Reference to contact the Tribunal at the earliest
 opportunity.

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4 Some have already indicated a willingness to speak 5 about their experiences and to share their knowledge. 14:12 6 Others may have chosen not to do so but may still want 7 the whole truth to emerge. This is the opportunity to 8 To participate in a fact-finding process be heard: that aims to establish the truth about the Complaints 9 10 Processes, and the culture surrounding the making of 14.13 11 specific types of complaint within the Defence Forces.

Whatever your relevant experience of, or within the
Defence Forces may be, whether negative or positive,
damaging or constructive, concerning the culture and
the processes for dealing with the type of complaints
that fall within the jurisdiction of the Tribunal, you
are invited and encouraged to come forward and to
assist the Tribunal in establishing the truth.

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In particular, the Tribunal is calling for anyone who 21 22 has knowledge or information that is relevant to any of the matters into which it must inquire to provide the 23 24 Tribunal with a written statement setting out the 25 detail of such knowledge and information. This is the 11.13 preferred and most efficient way of furnishing evidence 26 27 to the Tribunal. A written statement should be as 28 comprehensive as possible. Providing a statement that 29 specifies information or knowledge relevant to the

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Tribunal's remit will speed up its work and will assist 1 2 it greatly in planning for the various stages of its 3 inquiry. 4 5 It is imperative to bear in mind that certain 14:14 statements and documentation that parties may wish to 6 7 furnish, or indeed may be ordered to discover to the 8 Tribunal, may contain information of a highly personal and sensitive nature. 9 10 14.14 11 Important constitutional rights such as the right to 12 fair procedures and the right to privacy are not set at 13 nought by reason of the fact that a Tribunal of Inquiry 14 has been established to investigate the matters specified in the Terms of Reference. 15 14:14 16 17 Any interference with, or encroachment upon, 18 constitutional and other rights must be both necessary 19 and proportionate to the work that the Tribunal has 20 been tasked to complete. 14:15 21 22 The Tribunal's legal team will follow up on every 23 statement received. 24 25 Whilst the Tribunal may adopt procedures for dealing 14.15with issues of a particularly sensitive nature, it is 26 27 important that all stakeholders are aware that all records made or received or held in the course of the 28 29 Tribunal's inquiry shall be subject to the terms of the

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National Archives Act 1986 and Part 15 of the Civil Law
 (Miscellaneous Provisions) Act 2011. This is a
 requirement of law and it is not unique or specific to
 the work of this Tribunal.

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6 Bearing the above in mind, a statement furnished to the 7 Tribunal should not only be comprehensive but should be 8 relevant to its Terms of Reference. The Tribunal has 9 no power to inquire into any matter that is beyond the 10 boundaries of its specific jurisdiction which has been 14:16 11 set down in the Terms of Reference.

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- 13 If any person is unsure or hesitant about how to submit 14 a statement to the Tribunal, or is unable to do so for 15 reasons of ill-health or infirmity, or otherwise, the 16 Tribunal's legal team will be available to offer 17 guidance in this regard.
- 19 Any person in possession of evidence relevant to the 20 subject matter of this inquiry is urged to contact the 14:16 Tribunal's solicitor with a view to sharing that 21 22 evidence at the earliest opportunity. Signed 23 statements may be submitted to the Tribunal by e-mail or by post, and the contact details of the Tribunal's 24 office are set out at the end of this statement and are 14:16 25 available on the Tribunal's website. 26
- 28 Statements should be sent to the Tribunal's office by 29 close of business on the 16th day of August 2024. That

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1 is within approximately eight weeks of today's date. 2 3 Once again, the Tribunal seeks to have as clear and as true a picture as possible of the reality of the 4 5 situation within the Defence Forces pertaining to the 14:17 matters into which it must investigate. Any person who 6 7 has any relevant information that would assist the Tribunal in completing its work is asked to make 8 contact, to come forward and to speak up. This call 9 for information will also be published in the national 10 14:17 11 newspapers and will be uploaded to the Tribunal's 12 website. 13 14 The Tribunal fully appreciates that there may be 15 persons who want to assist it in its work but who have 14:17 16 concerns in relation to issues of personal 17 confidentiality. 18 19 In order to address these concerns, the Tribunal will 20 approach documentation that contains sensitive or 14:18 confidential information in the following manner: 21 22 All copies of documents that contain confidential 23 1. 24 or sensitive or personal information will be retained 25 safely by the Tribunal and will be stored in a secure $14 \cdot 18$ location with access thereto restricted: 26 27 Confidential information that is not relevant to 28 2. 29 the work of the inquiry will not be disclosed to any

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1 party save as may be required by law; 2 where relevant documents contain some confidential 3 3. or personal or sensitive information that is not 4 5 relevant to the Tribunal's inquiry, that information 14:18 6 will be redacted; and 7 Counsel for the Tribunal will be available to 8 4. discuss any concerns that a person may have concerning 9 10 confidential, personal or sensitive information. 14.19 11 12 At the same time, it must be noted that the Tribunal is 13 a public inquiry and the Tribunal cannot provide any 14 person with a guarantee of absolute confidentiality 15 relating to information or documentation which is 14:19 16 receives and which may be relevant to the terms of its 17 inquiry. Such information or documentation may be put 18 in evidence in the course of a public hearing and/or 19 may be disclosed to a third party as required by law. 20 14:19 I want to explain briefly what will happen once the 21 22 information and the documentation requested has been 23 lodged with the Tribunal Office. There are five phases 24 to the Tribunal's work. 25 14:19 26 PHASE 1: THE INVESTIGATIVE STAGE 27 In order for the Tribunal to complete its work, a thorough examination of all of the information it 28 receives, including evidence obtained by investigators 29

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It is 1 it may appoint, must first take place. 2 anticipated that during the preliminary investigative stage, a large volume of material will fall to be 3 considered in private by the Tribunal and its legal 4 5 team. Follow-up queries may have to be made and 14:20 further lines of inquiry pursued in the light of the 6 7 information received. This preliminary phase will 8 constitute a significant part of the Tribunal's work and will take some time to complete. 9

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11 The experience of past tribunals has demonstrated that 12 the time devoted to getting this initial phase right 13 can bring great value and efficiency to later stages. 14 A thorough investigation of the materials received will 15 enable the Tribunal to categorise the evidence and to 14:20 16 organise its work. This will help to reduce the 17 overall number of hearing days required and the associated burden attaching thereto, a burden that all 18 19 parties appearing before the Tribunal must bear. Τt 20 will also reduce costs and resources expended on such 14:21 hearings. 21

23 PHASE 2: DETERMINING THE EVIDENCE

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At the end of the initial stage, the Tribunal should be well placed to know the extent of all of the documentation and information it has received. At this point, it will then determine what it considers to be evidence that is relevant to the matters into which it is obliged to inquire.

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| 2 PHASE 3: SERVICE OF THE EVIDENCE | |
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| 3 Once the relevant evidence has been identified, the | |
| 4 Tribunal will serve that evidence on the people who are | e |
| 5 likely to be affected by it. It may divide that | 14:21 |
| 6 evidence into separate categories pertinent to the | |
| 7 various tasks set out in the Terms of Reference. | |
| 8 Anyone served with evidence will be afforded an | |
| 9 opportunity to consider it. The Tribunal's legal team | |
| 10 will be available to provide assistance to any party | 14:22 |
| 11 who seeks clarification in relation to any aspect of | |
| 12 the evidence that has been served. | |
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| 14 PHASE 4: ORAL HEARINGS | |
| 15 Thereafter, the Tribunal will conduct oral hearings as | 14:22 |
| 16 it considers necessary, to enable it to carry out its | |
| 17 work. It will publish statements in advance on the | |
| 18 Tribunal's website and will notify relevant parties in | |
| 19 relation to which aspects of the inquiry will be | |
| 20 pursued by way of oral hearings. | 14:22 |
| 21 | |
| 22 PHASE 5: PREPARATION OF THE REPORT | |
| 23 Finally, having concluded its hearing of the relevant | |
| 24 evidence, the Tribunal will complete its report on its | |
| 25 investigation into the matters set out in the Terms of | 14:22 |
| 26 Reference and will make whatever recommendations it | |
| 27 considers appropriate arising therefrom. It will then | |
| 28 furnish its report to the Taoiseach. | |
| 29 <u>THE TRI BUNAL' S PROCEDURES</u> | |

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It's a well-established principle of law that tribunals of inquiry have an inherent right to govern their own procedures, subject always to observing the requirements of natural justice. The procedures which this Tribunal intends to apply are published on the tribunal's website.

8 The procedures document is an important one and addresses several matters, including, for example, the 9 powers of the Tribunal, the appointment of 10 14.2311 investigators, orders for discovery, and how oral 12 hearings and other hearings shall be conducted. A]] 13 parties are encouraged to familiarise themselves with 14 the Tribunal's procedures in early course.

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16 ORAL HEARINGS

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Oral hearings will be in public, unless otherwise
decided by the Tribunal in accordance with law.
Counsel for the Tribunal will make an opening statement
on behalf of the Tribunal at the commencement of 14:23
publication hearings.

As the inquiry is inquisitorial rather than adversarial in nature, all evidence tendered in oral hearings will be led by counsel for the Tribunal. Witnesses who testify may be cross-examined on the evidence they give and re-examined by counsel for the Tribunal, should the need arise.

29 The objective is not about winning or losing, but

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1 rather establishing the truth, reporting on the 2 inguiry's findings and making recommendations for the 3 future.

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5 **RESTRICTED HEARINGS** 14:24 Whilst this Tribunal is fundamentally a public inquiry, 6 7 provision is made in law for restricted hearings to be held pursuant to Section 2A of the Tribunals of Inquiry 8 (Evidence) Acts 1921-2011. 9 10

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- Some of the evidence that this Tribunal will receive 11 12 may be particularly sensitive in nature and where an 13 application is made for restrictions to be imposed the Tribunal will hear submissions from the relevant 14 parties and will consider each application carefully as 14:25 15 16 it arises.
- 18 The Tribunal may hold a hearing otherwise than in 19 public if, in the opinion of the Tribunal, it is in the 20 public interest and expedient to do so, for reasons 14:25 connected with the subject matter of the inquiry or the 21 22 nature of the evidence given.
- 23 24 LEGAL REPRESENTATION 25 At this juncture, the Tribunal cannot know the extent 14.25of the information that will come to light during the 26 27 investigative stage of its inquiry, nor indeed the number of people affected by the matters that have 28 29 given rise to the need for this inquiry. It would

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1 therefore be premature to hear applications for legal 2 representation, whether on a full or a limited basis, 3 at this stage; or to make any assessment now as to when the Tribunal will be ready to move to the commencement 4 5 of public hearings. 14:25 6 7 When the Tribunal is ready to receive applications for 8 legal representation, it will publish a notice to that effect on its website. 9 10 14.26 The Tribunal's procedures contain further information 11 12 in this regard, including how applications for 13 representation should be made in the first instance. 14 The Tribunal's Terms of Reference stipulate that the 15 14:26 16 Tribunal is required to endeavour to complete its work 17 no later than three years from the date of its 18 establishment. It has been deemed of the utmost public 19 importance that an urgent inquiry be made into the 20 matters stipulated in the Terms of Reference. 14:26 21 22 Urgency is lost where unnecessary delays are permitted. 23 Everyone involved is entitled to have the urgent nature 24 of this inquiry respected and observed. It is 25 therefore in the public interest that the specific 14.26 26 matters are investigated and reported upon promptly and 27 in a timely fashion. What that may require in practical terms is important. 28 29 Parties are asked to bear in mind that the Tribunal is

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1 tasked with investigating matters that extend back over 2 four decades; that is from 1st January 1983 until the 20th day of June 2024. That is a significant period of 3 4 Moreover, its examination of Complaints of Abuse time. 5 extends to matters occurring not only within the 14:27 6 jurisdiction, but also overseas. The Tribunal's task 7 is a formidable one.

9 When the full extent of the evidence is known it may
10 become necessary for the Tribunal to adopt procedures 14:27
11 that makes sure that it fulfils the aim of respecting
12 the urgent nature of its inquiry.

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14The Terms of Reference permit the Tribunal to exercise15a discretion in relation to the extent of the evidence16it hears. The Tribunal is entitled to consider that a17sample on one particular issue, or on particular18issues, is sufficient for it to make conclusions and19report upon its findings.

14:28

As has already been noted, a Tribunal of Inquiry is 21 22 primarily inquisitorial rather than adversarial in 23 It conducts an investigation, not a trial. nature. 24 Pursuant to its Terms of Reference, the Tribunal may 25 permit evidence of abuse and the consequences thereof 14:28 26 to be led, but it is precluded from making findings of 27 fact upon matters that would, if established in a court of law, be criminal in nature. It is essential that 28 everyone interested in the work of the Tribunal 29

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1 understands this. Whilst evidence of abuse may be led, 2 the Tribunal is not concerned with whether claims of abuse are well founded. As a nation built upon the 3 rule of law, criminal findings may only be made by 4 5 criminal courts that are lawfully constituted, and on 14:29 which an accused person has all the essential 6 7 safeguards and guarantees that are necessary to ensure 8 the fundamental requirements of a fair trial.

10Before calling for persons with information to come14:2911forward certain assurances were requested from the12Minister for Defence and the Chief of Staff of the13Department of Defence. Paragraph (e) of the Tribunal's14Terms of Reference provides that:

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"The Tribunal will require appropriate assurances from
the Minister for Defence and the Chief of Staff of the
Department of Defence that any serving member of the
Defence Forces will not be penalised by reason of their
disclosure of any Complaint, Complaints of Abuse, or 14:29
Complaint of Hazardous Chemicals at the Tribunal."

The Tribunal has received assurances consistent with
the terms of paragraph (e) from the Minister for
Defence and the Chief of Staff of the Defence Forces
Defence. These assurances should provide some comfort
to serving members of the Defence Forces who have been
reluctant to speak before now, but who may wish to have
their voices heard at this stage.

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2 The Tribunal expects that all those who have an interest in the subject matter of the inquiry will 3 4 cooperate fully in furnishing relevant information and 5 documentation. That said, it is cognisant of the need 14:30 to ensure the preservation of all relevant evidence and 6 7 in this regard has issued protective orders directing 8 the Minister for Defence and the Chief of Staff of the Defence Forces to retain and preserve all relevant 9 documents in soft and hard copy format in their power. 10 14.3011 possession or procurement pending the making of any 12 orders for discovery.

14 THE NEXT STEPS

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15 The Tribunal will now begin its preliminary 14:31 16 investigation and cannot, at this juncture, estimate how long that will take. Once some of the preliminary 17 18 work is under way it will be in a better position to 19 consider any applications for legal representation that 20 will have been received, and to decide whether it is 14:31 necessary to hear oral submissions on any such 21 22 applications. It will publicise, in advance, its 23 intention to hold any such hearings. The Tribunal will 24 also update the public in due course regarding when it 25 envisages the commencement of public hearings. 14.3126

All correspondence in relation to the work of this
Tribunal should be marked for the attention of the
Tribunal's solicitor. The address of the Defence

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| 1 | Forces Tribunal is The Infinity Building, Third Floor, | |
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| 2 | George's Court, George's Lane, Smithfield, Dublin 7, | |
| 3 | D07 EN8Y. The Tribunal's e-mail address is | |
| 4 | info@toidf.ie; its telephone number is 01-5391550; and | |
| 5 | its website is www.toidf.ie. A copy of this opening | 14:32 |
| 6 | statement will be available on the Tribunal's website, | |
| 7 | as will an authorised recording of today's proceedings. | |
| 8 | | |
| 9 | Thank you for your attention and good afternoon. | |
| 10 | | 14:32 |
| 11 | THE HEARING THEN CONCLUDED | |
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| Tánaiste [1] - 3:15 U unable [1] - 12:14 unauthorised [1] - 3:6 under [1] - 22:18 underpin [1] - 5:13 underscored [1] - 4:17 unique [1] - 12:3 unless [1] - 17:17 unnecessary [1] - 19:22 unsure [1] - 12:13 up [5] - 6:10, | website [9] - 3:10, 9:7, 12:26, 13:12, 16:18, 17:6, 19:9, 23:5, 23:6 weeks [1] - 13:1 welcome [1] - 3:4 well- established [1] - 17:1 whilst [3] - 11:25, 18:6, 21:1 whole [2] - 6:11, 10:7 willingness [1] - 10:4 winning [1] - 17:29 | |