An Roinn Cosanta
Department of Defence

Óglaigh na hÉireann
IRISH DEFENCE FORCES

"Building for the Future – Change from Within"

UPDATE ON THE 38 EARLY ACTIONS FROM THE HIGH LEVEL ACTION PLAN FOR THE REPORT OF THE COMMISSION ON THE DEFENCE FORCES

March 2023

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Contents

Forewords 03

1: Background 06

2: Key Achievements in the first 12 months 08

3: Early Actions 12

4: Implementation and Oversight Structures 19

5: Defence Infrastructure and Equipment Enhancements in 2022 20

6: Next Steps 22

Annex 1: Early Actions Update 25

Annex 2: List of recommendations and position for each recommendation 31

"Building for the Future – Change from Within"

Update on the 38 Early Actions from the High Level Action Plan for the Report of the Commission on the Defence Forces

March 2023

Foreword

Tánaiste & Minister for Defence

When the Commission on the Defence Forces (CoDF) delivered its report in February 2022, it recommended significant and wide ranging changes for the Defence Forces and Defence provision in Ireland including changes to high-level Defence Forces' structures, defence capabilities, organisation, culture and human resources and funding. It also set out in stark terms an urgent need for HR and cultural transformation in the Defence Forces.

Just over a year since the Commission published its report, it is timely to reflect on the progress we have made since then.

As Tánaiste and Minister for Defence, I am deeply committed to the transformation of the Defence Forces into a modern, agile military force, capable of responding to increasingly complex security threats.

That is why the Government took decisive action in July 2022 by approving a High Level Action Plan (HLAP) to progress the recommendations and to commit the State to move to Level of Ambition 2 with a commensurate increase of the Defence budget from €1.1 billion to €1.5 billion, in 2022 prices, by 2028. Government followed through on this commitment by increasing our spending in Defence in Budget 2023, by €93 million (an 8% increase), over 2022. This strong financial platform for the Defence sector will support the Government's Level of Ambition and the necessary transformation of our Defence Forces.

Much of the work over the last 12 months, and since the Government decision in July 2022, has been about putting in place the foundations and structures to support the journey of transformative change in the Defence Forces through the delivery of 38 early actions. 80% of the early actions have been completed, with substantial progress made on the remainder. This provides the building blocks for the development of a detailed implementation plan up to 2028. It is a priority for me that this plan is both ambitious and credible if we are to realise the necessary transformation of the Defence Forces. The plan is at an advanced stage and it is important that it is completed expediently but more important that we get it right.

That being said, important changes have started.

An open recruitment process to fill new civilian posts of Head of Transformation and Head of Strategic HR to drive the transformation and cultural change within the Defence Forces is underway.

Members have benefitted from the implementation of those key early actions in the area of pay and allowances, increasing pay for those entering and within the Defence forces, making it more attractive as a career.

This is a once-in-a-generation transformation, and efforts of this scale take time, energy and unwavering commitment from all stakeholders. Actions to be taken on foot of the soon to be published Independent Review Group Report examining dignity and equality issues in the Defence Forces will also be essential to the success of this effort. I am confident that we can and will build on the strong foundations developed over the last 12 months and realise our shared ambition for a transformed Defence Forces.

TÁNAISTE AND MINISTER FOR DEFENCE
MR. MICHEÁL MARTIN TD

Foreword

Chair of the Implementation Oversight Group

On behalf of the Implementation Oversight Group [IOG], I welcome the publication of this Update on the 38 Early Actions from the High Level Action Plan for the Report of the Commission on the Defence Forces.

The role of the IOG is to oversee and drive progress in relation to the implementation of the recommendations of the Commission and, as the Independent Chair of the IOG, I can attest to the commitment and enthusiasm of its members.

We recognise the significant work that is necessary to implement the report's recommendations, whilst also appreciating this unique opportunity to deliver real change within the Defence Forces.

As a group we have monitored the progress of the implementation of the Early Actions over the last number of months, and we are satisfied with the progress to date, with the vast majority of Early Actions fully completed and the remainder being substantially progressed.

The progress to date has laid strong foundations for the future work to deliver on this critical agenda.

I would like to take this opportunity to thank my colleagues on both the IOG and the High Level Steering Board for their invaluable contribution to date, and for giving their time and input so generously.

Julie Sinnamon.

MS. JULIE SINNAMON
INDEPENDENT CHAIR OF THE IMPLEMENTATION OVERSIGHT GROUP

1.

Background

The Commission on the Defence Forces [CoDF] was established on foot of a commitment in the Programme for Government and the Government decision in December 2020, which also agreed its terms of reference and membership. The Commission published its report on February 9, 2022.

The Commission undertook a significant body of work on the future of the Defence Forces, encompassing their wide-ranging terms of reference, having regard to immediate requirements while also seeking to develop a longer-term vision for the force beyond 2030. The report contains 69 main recommendations and together with sub recommendations, comprises 130 recommendations in total.

The report proposes significant changes for the Defence Forces, including change to Defence Forces' culture, high-level command and control structures, HR and staffing and for the level of defence provision in Ireland.

In July 2022 the Government approved a decision to move to Level of Ambition 2 (LOA2), as outlined in the CoDF Report, together with an increase in the Defence budget rising to €1.5 billion, in 2022 prices, by 2028. This represents the largest increase in Defence funding in the history of the State.

LOA | 2
enhanced capability

Building on current capability to address specific priority gaps in our ability to deal with an assault on Irish sovereignty and to serve in higher intensity Peace Support Operations.

Government also noted that, in light of the Commission's report, there is an urgent need for HR and cultural transformation in the Defence Forces.

A High Level Action Plan was published in July 2022. This High Level Action Plan set out the response of Government in relation to each recommendation: Accept, Accept in Principle, Further Evaluation or Revert.

Accept	Accept In Principle	Further Evaluation	Revert
Recommendation accepted for implementation.	This recommendation is accepted in principle, but further consideration is required on the optimal approach to meeting the intent of the Commission.	This recommendation is desirable. Further evaluation is required with key stakeholders, of the resource, policy, financial and legislative implications before a decision on implementation can be considered.	It is proposed to revert to Government at a later stage with regard to this recommendation.

The 130 recommendations (Annex 2) were grouped under five core areas (strategic objectives) with associated themes, underpinned by a number of key enablers to drive an ambitious transformation programme required to meet LOA2 by 2028.

38 early actions were set out in the High Level Action Plan in July 2022. The High Level Action Plan set out that the completion of these early actions would progress a number of key recommendations from the Commission on the Defence Forces report, whilst also providing the necessary building blocks to develop a detailed implementation plan.

This report provides a comprehensive update on progress made on each of these early actions as at March 1, 2023, which are the necessary first steps in the overall transformation programme.

2.

Key Achievements in the first 12 months

The focus over the last 12 months has been putting in place strong foundations and structures to support the journey of transformative change in the Defence Forces and maintain the ambition, energy and urgency necessary to deliver it.

This is reflected in the key achievements over the last 12 months, illustrated and described below.

February 2022 The CoDF Report was completed and received by the Minister for Defence.

May 2022 Ministerial consent for Temporary Associate Membership of ICTU, for the purpose of participation in discussions on national pay agreements, was provided for the Representative Associations.

July 2022, Agreement from Government was achieved to move to a Level of Ambition 2, as set out in the CoDF report, with funding to be increased to €1.5Bn (in 2022 prices) by 2028, the largest investment in Defence in the history of the State. The significantly increased allocation to the Defence Budget in 2023 highlights the commitment of Government to providing a strong financial platform for the Defence Sector to support this Level of Ambition and the required transformation of the Defence Forces.

July 2022 The High Level Action Plan, arising from the Report of the CoDF, developed by Civil / Military teams was agreed by Government.

September 2022 As part of Budget 2023, a €93 million increase or 8% over 2022 funding was agreed by Government. This equates to a budget in 2023 of €1.21 billion. To support significant capital investment in equipment programmes and the upgrade and modernization of Defence Forces built infrastructure, Budget 2023 included an increase of €35 million in capital funding. The total capital allocation in 2023 is €176 million, a 25% increase on the 2022 provision, the single biggest annual capital investment ever provided to Defence.

October 2022 External change management support to assist with the preparation of the detailed implementation plan was put in place to support the work of the civil-military Implementation Management Office.

November 2022 The Independent Chair of the Implementation Oversight Group, Ms. Julie Sinnamon, appointed by the Minister.

December 2022 Two new civilian appointments for Head of Strategic HR and Head of Transformation were advertised. These appointments are at the heart of the transformation journey.

March 2023 The High Level Steering Board met for the first time and acknowledged that the oversight structures for the transformation programme were fully operational. They considered the very significant progress reported on each of the 38 early actions of the High Level Action Plan.

In tandem, various measures have been taken by Government under the CoDF Implementation and the Building Momentum Pay Agreement 2020-2023 that have made a very real impact on the pay for those joining the Defence Forces.

This is illustrated in [Figure 1] which sets out the Benefits of Joining the Defence Forces, developed as part of overall strategy on how best to communicate the wide range of benefits available to both members of the Defence Forces and potential candidates of a career in the Defence Forces.

With these building blocks in place, our focus continues on getting the detailed implementation plan right to maintain momentum and support delivery of the transformation of the Defence Forces.

BENEFITS OF JOINING THE DEFENCE FORCES

STARTING PAY

including Military Service Allowance

GRADUATE CADET on commissioning	**€46,406**
SCHOOL LEAVER CADET on commissioning	**€41,123**
RECRUIT on completion of basic training (approx. 24 weeks)	**€37,147**

With effect from 1 March 2023
Salaries progress on an incremental scale to a maximum point for each rank

Opportunities for frequent career advancement to higher ranks & to qualify for **additional allowances**

EDUCATION & PERSONAL DEVELOPMENT

Fully funded opportunities to gain professional and academic qualifications, from Leaving Certificate to Third Level, while receiving full pay and allowances.

TECHNICIAN TRAINING (APPRENTICESHIPS)
Available for enlisted personnel.

TRAINING IS PROVIDED

to qualify for career advancements and promotion opportunities

Figure 1 'Benefits of Joining the Defence Forces'

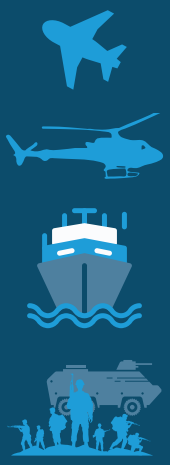
RECRUITMENT PATHWAYS

APPRENTICE
Air Corps

CADETSHIP
Army, Naval Service, Air Corps

RECRUIT

DIRECT ENTRY
Skilled, qualified professionals in technical fields.



TRAIN TOGETHER, WORK TOGETHER

All members are treated with fairness and respect and have equal opportunities and resources

PHYSICAL SUPPORTS

All members of the Permanent Defence Force have access to medical, physiotherapy, pharmacy services and dental care

FITNESS TRAINING & SPORTS FACILITIES

State of the art fitness and training facilities

20+ Sports Teams & Clubs

PENSION

All serving members of the Permanent Defence Force are members of a Public Service Pension Scheme

OVERSEAS SERVICE

Tax free Overseas Duty Allowance which can start at

€15,000

for a 6 month deployment

Opportunities for Family Friendly Deployments of 3 Months

ANNUAL LEAVE

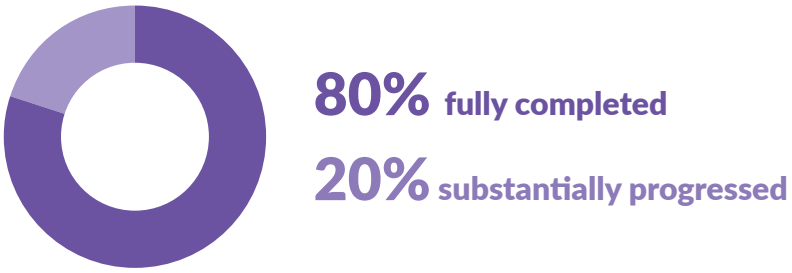
+ Public holidays
+ DF holidays
+ Paid sick leave
+ Study leave
+ Parental leave
+ Special leave on return from overseas missions

Fully paid statutory leave such as Adoptive, Maternity & Paternity Leave

3

Early Actions

Significant progress has been made since July 2022 across each of the 38 early actions as set out in Annex 1, with 80% fully completed, and the remainder substantially progressed within the ambitious timelines set out in the High Level Action Plan.



Key early actions have been achieved under each of the five strategic objectives and key enablers of the High Level Action Plan:

- **Strategic HR & Cultural Change to be delivered**
- **New C2 and Joint Structures to be established**
- **Services to be reformed & restructured**
- **Reserve Defence Force to be revitalised**
- **Joint Capability Development to be Implemented**
- **Enablers**

The forthcoming publication of the detailed implementation plan (section 6) will set out the follow up work necessary to build on the progress made across each early action. Substantial work has been completed on the development of the detailed implementation plan which will set out actions to be completed in three broad phases:

- Now – throughout 2023
- Next – throughout 2024
- Beyond – From 2025 to 2028

Highlights on progress for a number of key early actions under each strategic objective is provided below with updates for all of the 38 early actions set out in Annex 1.

Enablers

✓ **Transformation and Strategic HR Leadership & Key HR Enablers developed**

The two key positions to enable the transformation process, the Head of Transformation and Head of Strategic HR were advertised externally by the Public Appointments Service in late 2022. The competition process is very well advanced.

The process for filling additional military and civilian posts to support implementation throughout 2023 is currently ongoing.

External change management support to assist with the preparation of the detailed implementation plan was put in place in October 2022. The tender specification for the longer term transformation management support to deliver the detailed implementation plan is being finalised for issue in Q2 2023.

✓ **Implementation and Governance Structures Developed and Initiated**

All of the key implementation and governance structures for the Programme are now in place:

- A civil/military Implementation Management Office (IMO) has been established to support the implementation of the overall transformation programme
- The Implementation Oversight Group has been established
- A High-Level Steering Board has been established, chaired by the Secretary General of the Department of the Taoiseach

Further detail of the implementation and oversight structures are set out in Section 4.

The key output from the opening phase of the Transformation Programme, a detailed implementation plan, is at an advanced stage and is expected to be published in Q2 of 2023. This plan will clearly set out the work needed to fully realise the transformation of the Defence Forces and defence provision in Ireland. It is a priority that this plan is both ambitious and credible.

Strategic HR & Cultural Change to be delivered

✓ **Associate membership of ICTU decided**

✓ **Pay and Allowance Structures delivered**

Ministerial consent for Temporary Associate Membership of ICTU, for the purpose of participation in discussions on national pay agreements, was provided for the Representative Associations in May 2022. This was the first of the Commission on the Defence Forces Report recommendations to be delivered.

All personnel of Private 3 Star/Able Seaman rank are now paid the full rate of Military Service Allowance (MSA) applicable to the rank, and, the requirement for that cohort to 'mark time' for the first three years at that rank has been removed.

In addition the Building Momentum Pay Agreement extension (October, 2022) allows for increases in pay of 6.5% over the lifetime of the agreement. Since 1 March, 2023, pay rates start at €37,147 in Year 1 for a recruit on completion of basic training (approx. 24 weeks); €41,123 for a school leaver cadet on commissioning and €46,406 for a Graduate Cadet on commissioning (all figures include Military Service Allowance which is pensionable).

These compare very well to starting rates of pay across the public service. In addition, there is scope for further income from duty allowances including tax free overseas duty allowances starting at €15,000 for a six month deployment.

Beyond the implementation of CoDF recommendations and early actions in the pay and allowance structures set out above, a number of other actions have been delivered which will support the transformation agenda including:

- An interim agreement for the retention of Sergeants, recruited after 1 January 1994, to remain on their current conditions, post their current retirement date. This interim arrangement will allow for the retention in service to the end of 2024 of Sergeants in the Permanent Defence Force, who were due to be retired on age grounds.
- The Air Corps Service Commitment Scheme has been extended to the end of 2024. A review of the effectiveness of the Scheme will be conducted prior to that date.
- The Naval Service Sea Going Commitment Scheme has been extended for a further year, with a revision in eligibility requirements. Applicants now require one year's service instead of three.
- The extension of the Sea Going Naval Service Personal Tax Credit for another year.
- The payment of Tech 2-6 Review increases – with almost €1 million euro paid by the end-November 2022.
- The conclusion of the report and progression of the recommendation of the Working Group on Medical Cover on the extension of private medical care to enlisted personnel.

- ✓ **Recruitment Strategies**
- ✓ **Gender perspective policies and actions**
- ✓ **Diversity and Inclusion Strategies**

A number of measures have been taken to communicate more widespread knowledge, understanding and transmission of the wider range of benefits available to both members of the Defence Forces and potential candidates. This included the development and communication of an infographic of the Benefits of Joining the Defence Forces as set out earlier (Figure 1 page 10).

A Recruitment and Induction Plan is being developed by Military Management to increase induction numbers in the Defence Forces. A new Joint Induction Training Centre (JITC) is to be established in Gormanston Camp in 2023.

Prioritised fitness standards were reviewed and updated, including the Induction Test, Fitness Test and fitness requirements/standards for Career Courses.

Since January 2023 the most senior on-island serving female Officer participates at all weekly meetings of the General Staff.

A Joint appointment selection process across all three services for the post of Gender Advisor of full time senior rank position is under development.

A tender competition was launched on February 1 to procure external expertise to assist with the design of Gender, Diversity and Unconscious Bias training. Work to design the training will commence immediately once a contract has been awarded.

More broadly, and outside of the early actions under the CoDF, 24 internal Permanent Defence Force promotion competitions, including 18 Non Commissioned Officer competitions, were held across 2022.

- » A total of 449 enlisted personnel were promoted in 2022, 107 enlisted personnel were promoted to Senior NCO Ranks.
- » 342 enlisted personnel (5% of all enlisted personnel) were promoted to Corporal and Sergeant, or equivalent, ranks.
- » There have been 254 promotions arising from the 2022 NCO promotion competition to date.
- » A total of 152 officers (12% of all officers) were promoted in 2022.

- ✓ **Working Time Directive**

The legislative framework to remove the blanket exemption of the Defence Forces from the Organisation of Working Time Act 1997 is well-progressed. A number of issues raised by the Representative Associations are being actively examined by civilian-military management, and dialogue with the Representative Associations is continuing. It is the intention of the Tánaiste and Minister for Defence that these matters will be concluded shortly. Once agreed by Civil-Military management and the Tánaiste and Minister for Defence, the Heads of Bill will be submitted to the Attorney General's office, in consultation with the Dept. of Enterprise, Trade and Employment.

New C2 and Joint Structures to be established

A key recommendation from the Commission on the Defence Forces report was *"that the high-level Command and Control structures of the Defence Forces be aligned to international best practice".*

As noted in the High Level Action Plan, many of the Commission's recommendations are complex in nature, have potential legislative changes and may require significant time to fully implement. In July 2022, it was outlined that there would be a requirement to revert to Government on the proposed changes to the Defence Forces' structures and, in particular, the reform of high-level Command and Control of the Defence Forces. This includes the creation of a Chief of Defence (CHOD) with the appropriate military Command and Control authority of the Defence Forces.

It was also noted at that time that the implementation of the four recommendations, pertaining to these proposed changes to the Defence Force structures were acknowledged favourably but would be subject to the advice from the Attorney General on any potential Constitutional and legal implications.

The early action was for *"active engagement with the Attorney General on the legal implications of recommendations"*. This critical and necessary first step has been completed, with legal advice sought and received from the Attorney General.

The advice is currently being carefully considered by the Tánaiste, with the intention to revert to Government on this recommendation shortly. It is expected that significant further work will be needed in this area and will include legislative requirements together with the appropriate governance and accountability structures to be introduced.

Services to be reformed and restructured

✓ **Review of Defence Force Taskings**

A review of specific Defence Forces Aid to the Civil Power taskings has commenced. A file review has been completed, and engagement with the Department of Justice and other stakeholders is underway on the operational taskings in Portlaoise Prison, the Irish Industrial Explosives (IIE) facility in Enfield, and the Central Bank in Sandyford. Operational drawdown from some of these tasks has commenced during Q1 in 2023.

✓ **Army Force Design**

Appointment to fill an initial short term contracted position in the new office of Army force design is to be made in March.

✓ **Naval Fleet and staffing**

An understanding between the Naval Service and the Sea Fisheries Protection Authority to assess existing metrics and to develop meaningful smart enforcement and control metrics, has been agreed. A smart metrics pilot project has commenced.

Reserve Defence Force to be revitalised

✓ **Office of Reserve Affairs & Reserve Force Regeneration**

The Office of Reserve Affairs has been established with the Defence Forces making an appointment at senior level to establish the office in January 2023. A draft campaign plan for Reserve Force regeneration in 2023 and 2024 will be completed in April 2023.

A new Defence Force Regulation (DFR R5) for the Reserve Defence Force was signed off by the Minister in July 2022 and is now in force. One of the key amendments relates to eligibility criteria for progression through the ranks where specific eligibility requirements are now set out in regulation, to ensure all personnel have attained the appropriate standard required to progress.

Joint Capability Development to be implemented

✓ **Capability Development Structures**

A key recommendation made by the Commission called for the immediate establishment of a top-down capability development planning process. A civil-military project team has recently concluded extensive internal engagement and a review of approaches internationally, including a visit to Finland.

A new capability development planning process has commenced, involving the creation of a new permanent civil-military Capability Development Unit which has been established. The newly established unit will be staffed by civil and military personnel, and its initial civil-military staffing will be progressed in 2023.

✓ **Enhancement of Defence Forces Capabilities**

An initial planning team for radar capability, including primary radar, across the land, maritime and air domains, has been established. Market research has commenced and an initial foreign research visit concluded.

4.

Implementation and Oversight Structures

As set out earlier, the key implementation and governance structures for the Programme are now in place.

The High-Level Steering Board has been established, chaired by the Secretary General of the Department of the Taoiseach, to oversee the implementation of the Report of the Commission on the Defence Forces as approved by Government. In addition to supporting and guiding the implementation, the Board acts as a clearing house for issues that cannot be resolved or where particular blockages are being experienced in the implementation of the Commission's recommendations. The first meeting of the High Level Steering Board was held on March 1 2023.

The independently chaired Implementation Oversight Group has been established to oversee and drive progress in relation to the implementation of the recommendations of the Commission, and met for the first time on October 3, 2022. Ms. Julie Sinnamon has been appointed as the independent chair of the Implementation Oversight Group. The Oversight Group has met on four occasions.

A Civil/Military Implementation Management Office has been established. This office supports the implementation of the overall transformation programme, and its initial focus has been on the implementation of the 38 early actions.

The existing management structures within the Defence Forces and the Department of Defence, led by the Chief of Staff and the Secretary General, and through the Strategic Management Committee (SMC) also play a key role in driving the transformation.

5.

Defence Infrastructure and Equipment Enhancements in 2022

The Report of the Commission on the Defence Forces reinforced the requirement for significant capital investment in defensive equipment programmes and on upgrading and modernising Defence Forces built infrastructure.

In 2023 an overall capital allocation of **€176m** was approved by Government as part of Budget 2023. This is a **25% increase on 2022** and is the single biggest annual capital investment ever provided to Defence. It includes a substantial increase in the allocation to the Defence Forces built infrastructure programme with a total capital allocation of **€45m**.

Beyond the specific early actions, significant enhancements to the State's defence infrastructure and equipment which were already underway continued over the last 12 months including:

✓ **Defence Equipment**

- 30 armoured utility vehicles delivered in 2022.
- 220 non-armoured vehicles delivered.
- 10 refurbished Armoured Personnel Carriers (APCs) delivered in 2022 as part of the overall upgraded programme of the overall fleet.
- Mid-life refit of LÉ Róisín completed and LÉ Niamh, commenced.
- 2 x Inshore Patrol Vessels were purchased for €26m, for delivery in 2023, as part of the mixed fleet development
- 2 x new Airbus C-295 Maritime Patrol Aircraft are near completion to be delivered in 2023.
- 1 X new Airbus C295W Fixed Wing Military Transport Aircraft scheduled for delivery in 2025.
- MOWAG Gunnery Simulator in the Curragh officially opened in September.

✓ **Defence Infrastructure**

» The **largest amount of projects finished in one year with the following** projects completed:

  » Upgraded Spencer Jetty and refurbished Block 8 Accommodation at Haulbowline Naval Base,

  » Block H Accommodation McKee; and

  » 2 new gyms in Kilkenny and Limerick.

» Projects underway include a new Cadet School HQ and new accommodation buildings in Dún Uí Mhaoilíosa and Collins Barracks.

» Curragh Plains consultancy project progressed with the public consultation closed in November 2022.

6.

Next Steps

Significant progress has been made since the Government decision to move to LOA2 in July 2022. The progress made across the early actions has delivered on key recommendations from the Report of the Commission on the Defence Forces and also set the foundations for the work ahead over the coming years.

One of the key early actions set out above is the development of a Detailed Implementation Plan. This is at an advanced stage and will clearly set out the work that is to be progressed in implementing the Commission's recommendations in full. This plan will be subject to ongoing review and will be updated annually. The first detailed implementation plan is expected to be published in Q2 of 2023, which will set out the agreed reporting cycle.

There is a strong commitment to clearly communicate our progress, and this Early Action Report is the first report in that reporting cycle.

Annex 1

Early Actions Update

Theme	0-6 Months	Update March 1 2023
Implementation structures developed (38)	Implementation and governance structures developed and initiated.	The High Level Action Plan set out initial implementation and oversight structures *(pages 12 & 13 "Building for the Future – Change from Within" High Level Action Plan for the Report of the Commission on the Defence Forces)*. A High-Level Steering Board has been established, chaired by the Secretary General of the Department of the Taoiseach, to oversee the implementation. The first meeting of the High Level Steering Board was held on March 1 2023. An independently chaired Implementation Oversight Group has been established to oversee and drive progress in relation to the implementation of the recommendations of the Commission. This group has met on four occasions to date. A civil/military Implementation Management Office (IMO) has been established to support the implementation of the overall transformation programme required to implement recommendations from the report of the Commission on the Defence Forces.
	Development of detailed implementation plan.	The development of a detailed implementation plan is at an advanced stage and is due to be published in Q2 2023. This detailed implementation plan will clearly set out the work that is to be progressed in implementing the commission recommendations in full. It is a priority that this plan is both ambitious and credible and supports the transformation of the Defence Forces and defence provision in Ireland.
Defence Review Cycle (41)	Commencement of Strategic Defence Review progressed.	The Strategic Defence Review has commenced with the setting up of an interdepartmental working group to conduct a security environment assessment.
Key HR enablers developed (40)	Key positions advertised and additional staffing and resources for implementation agreed and sanctioned.	Approval in place for additional military and civilian posts and recruitment and assessment is underway.
	Procurement of external change management support.	Contract in place for external change management support to assist with preparation of detailed implementation plan. Requirements for further change management support procurement being finalised.

Theme	0-6 Months	Update March 1 2023
Associate membership of ICTU (1)	Temporary associate membership decided.	Ministerial consent for Temporary Associate Membership of ICTU, for the purpose of participation in discussions on national pay agreements, was provided for the Representative Associations in May 2022. This was the first of the CoDF recommendations to be delivered.
	Legislative and policy objectives commenced.	Legislative and policy objectives commenced. Draft Heads of Bill in the initial exploratory phase currently.
Pay and allowance structures (2)	Progress implementation of the following recommendations:	
	» Removing the requirement for a 3 Star Private/Able Seaman to 'mark time' for the first three years at that rank;	All personnel of Private 3 Star/Able Seaman rank are now paid the full rate of Military Service Allowance (MSA) applicable to the rank, and, the requirement for that cohort to 'mark time' for the first three years at that rank has been be removed.
	» Ensuring that all personnel of Private 3 Star/Able Seaman rank are paid the full rate of MSA applicable to the rank;	These measures resulted in the pay rates (incl. MSA) for Private 3 Star/Able Seamen, in their first three years of service, starting at €37,147 in Year 1, rising to €38,544 in Year 2, and €39,832 in Year 3 [W.E.F. March 1 2023]. These compare very well to starting rates of pay across the public service.
	» Providing immediate access to the Sea-going Service Commitment Scheme to direct entry personnel in the Navy;	Extension of Naval Service Sea Going Commitment Scheme for a further two years, with a revision in eligibility requirements. Applicants now require one year service instead of three.

Theme	0-6 Months	Update March 1 2023
	Commence further evaluation of:	
	» Replacing the existing sea-going allowances with less complex sea-going duty measures;	Active engagement with the Department of Public Expenditure, National Development Plan Delivery and Reform is continuing.
	» Introducing Long Service Increments to the pay scales of all ranks of enlisted personnel;	Further evaluation commenced.
	» On the basis that all personnel should, in the first instance, be paid the full rate of MSA applicable to their rank, MSA should be abolished and the full applicable rate integrated into core pay.	Further evaluation commenced. A related matter before the Defence-sector Conciliation Council must be resolved before this Action can be advanced. Matters at Conciliation Council are confidential to the parties concerned.
	Commence examination of options in relation to a mechanism for review of existing specialist pay rates and allowances.	An initial proposal has been prepared and is subject to discussions with the Department of Public Expenditure, National Development Plan Delivery and Reform.
Recruitment strategies (3)	Commencement of measures to enhance the visibility of the wider benefits of membership of the Defence Forces in recruitment campaigns.	Measures adopted which will allow for widespread knowledge, understanding and transmission of the wider range of benefits available to both members of the Defence Forces and potential candidates. An infographic on the 'Benefits of Joining the PDF' was developed by civil/military colleagues.
	Recruitment and induction strategies developed encompassing advertising, expanded recruitment and induction capacity.	Recruitment and Induction Plan is being developed by Military Management to increase induction numbers in the Defence Forces. A new Joint Induction Training Centre (JITC) will be established in Gormanston Camp in 2023.

Theme	0-6 Months	Update March 1 2023
Gender perspective policies and actions (4)	Explore options for female participation at General Staff level.	Since January 2023 the most senior on-island serving female Officer participates at all weekly meetings of the General Staff.
	Fitness standards reviewed and updated.	Prioritised fitness standards were reviewed and updated, including the DF Induction Test, DF Fitness Test and DF fitness requirements/ standards for DF Career Courses.
	Extension of the DF Women's Network to include female members of the Reserve.	DF Women's Network has been extended to include female members of the Reserve, who are also welcome to attend and have attended meetings of the Defence Women's network (a joint civil / military network).
Diversity and inclusion strategies (5)	Post of full-time senior rank position of Gender Advisor progressed.	As this will be a Joint appointment the selection process for candidates from across all three Services is under development.
	Gender, Diversity and Unconscious Bias training designed.	Due to the important nature and context of this training, it was deemed that external expertise would be required to assist with the design of the training. A tender process to procure this external expertise has been initiated. Tender requirements have been finalised, and a tender competition launched on February 1st. Once a contract has been successfully awarded, the work to design the training can commence. It is anticipated that the Gender, Diversity and Unconscious Bias training will be designed in Q2 2023, subject to procurement timelines.
Medical services (7)	Access to private healthcare for enlisted personnel progressed.	Conclusion of the report and progression of the recommendation of the Working Group on Medical Cover on the extension of private medical care to enlisted personnel. Follow on work on this early action is progressing between Department Public Expenditure, National Development Plan Delivery and Reform and the Department of Defence
Working Time Directive (8)	Heads of Bill to be finalised with a view to submitting to the Attorney General's office.	The legislative framework to remove the blanket exemption of the Defence Forces from the Organisation of Working Time Act 1997 is well-progressed. A number of issues raised by the Representative Associations are being actively examined by civilian-military management, and dialogue with the Representative Associations is continuing. It is the intention of the Tánaiste and Minister for Defence that these matters will be concluded shortly. Once agreed by Civil-Military management and the Tánaiste and Minister for Defence, the Heads of Bill will be submitted to the Attorney General's office, in consultation with the Dept. of Enterprise, Trade and Employment.

Theme	0-6 Months	Update March 1 2023
Defence Forces Vision Statement (10)	Defence Forces Vision Statement developed by Chief of Staff for approval by Minister.	A Vision Statement for the future DF that is aligned to Defence Policy and commensurate with the Level of Ambition articulated in the CoDF Report has been submitted for approval and consideration of the Minister.
High Level Command and Control (11)	Active engagement with the Attorney General on the legal implications of recommendations.	Active engagement has taken place with the Attorney General on the legal implications of recommendations, with legal advice sought and received from the Attorney General. The advice is currently being carefully considered by the Tánaiste, with the intention to revert to Government on this recommendation shortly. It is expected that further significant work will need to be conducted in this area including legislative requirements together with the appropriate governance and accountability structures to be introduced.
Senior Enlisted Advisor positions (12)	Senior enlisted advisor to Chief of Staff position progressed.	Draft submission prepared and being considered.
Transformation and Strategic HR Leadership (13)	Head of Transformation advertised externally and progressed.	The Head of Transformation position was advertised externally by the Public Appointments Service in late 2022. The competition process is very well advanced.
	Head of Strategic HR advertised externally and progressed.	The Head of Strategic HR position was advertised externally by the Public Appointments Service in late 2022. The competition process is very well advanced.
Ombudsman for the Defence Forces (14)	Implementation of administrative solutions complete.	An administrative solution to enable the ODF to investigate complaints more than 12 months after the date of an alleged action, or the date that the complainant became aware of an alleged action, is now in place.
Military Intelligence (18)	Preliminary work relating to Military Intelligence role commenced.	A Review of respective legislation/Acts pertaining to the role of Military Intelligence has commenced and is ongoing. Relevant briefings to key stakeholders have been delivered.
Army force design (19)	Army force design planning commenced.	Appointment to fill an initial short term contracted position in the new office of Army force design is to be made in March.
Naval Fleet and staffing (22)	Engage with Sea-Fisheries Protection Authority regarding smart metrics for patrol days.	An understanding between the Naval Service and the Sea Fisheries Protection Authority to assess existing metrics and to develop meaningful smart enforcement and control metrics, has been agreed. A smart metrics pilot project has commenced.

Theme	0-6 Months	Update March 1 2023
Office of Reserve Affairs (23)	Office of Reserve Affairs established.	The Defence Forces have made an appointment at senior level to establish the Office of Reserve Affairs, commenced end January, 2023.
Reserve Force Regeneration (25)	RDF regeneration planning commenced.	New DFR R5 for the Reserve Defence Force signed off by the Minister. One of the key amendments relates to eligibility criteria for progression through the ranks. A draft campaign plan for Reserve Force regeneration for 2023 and 2024 will be completed in April 2023.
Review of Defence Forces taskings (27)	Review of specific ATCP taskings commenced.	A review of specific Defence Forces Aid To The Civil Power taskings has commenced. A file review has been completed, and engagement with the Department of Justice and other stakeholders is underway on the operational taskings in Portlaoise prison, Irish Industrial Explosives in Enfield, and the Central Bank in Sandyford.
Capability Development Structures (28)	Capability Development planning process and permanent structure established.	A key recommendation made by the Commission called for the immediate establishment of a top-down capability development planning process through the creation of a new permanent civil-military structure. Based on the work of a small civil-military team, which conducted extensive stakeholder engagement and a review of approaches internationally, a comprehensive report has been provided setting out new processes to underpin future approaches to Capability Development planning. These include the creation of a new permanent Capability Development Unit within the Department, the newly established unit will be staffed by civil and military personnel. Work on addressing the initial staffing requirement is currently ongoing.
EU Capability Development (34)	Opportunities progressed by the EU's Permanent Structured Co-operation (PESCO) to develop Ireland's Defence Capabilities.	Ireland is a full participant on four PESCO projects and awaiting acceptance on a fifth. In addition, Ireland's requests for Observer status on new PESCO projects, which would increase participation in such capacity to 20 projects, are being assessed by the project members. Any further move to Participant level requires Government and Dáil approval.
Enhancement of Defence Forces Capabilities (35)	Commence planning for military radar capabilities, including primary radar.	An initial joint Civil-Military planning team for radar capability, including primary radar, across the air, maritime and land domains, has been established. Market research has commenced and an initial foreign research visit concluded. Further foreign research visits are planned for 2023.

Annex 2

List of recommendations and position for each recommendation

Accept	Accept In Principle	Further Evaluation	Revert
Recommendation accepted for implementation.	This recommendation is accepted in principle, but further consideration is required on the optimal approach to meeting the intent of the Commission.	This recommendation is desirable. Further evaluation is required with key stakeholders, of the resource, policy, financial and legislative implications before a decision on implementation can be considered.	It is proposed to revert to Government at a later stage with regard to this recommendation.

Number Format

Column 1 – Recommendation numbers in total 1 -130

Column 2 – For ease of reference – original Commission on Defence Forces Report key recommendations numbers 1-69

Rec #	CoDF Report Rec #	Recommendation	Position
1	4	The respective roles of the Garda Emergency Response Unit (ERU) and the Defence Forces' ARW should be clarified to ensure that there is a clear understanding of how they would interact in an operational situation and common procedures and operational guidelines should be developed.	**Accept in Principle**
	16	**That the high-level Command and Control structures of the Defence Forces be aligned to international best practice, including:**	
2		The creation of a CHOD, supported by a Vice CHOD, with the appropriate military command and control authority of the Defence Forces at the strategic level, including the ability to assign OPCOM, OPCON, TACOM and TACON.	**Revert**[1]

1 The Minister favours implementation of these recommendations 2, 3, 4 and 5.

Rec #	CoDF Report Rec #	Recommendation	Position
3	16	The creation of a Defence Forces' Headquarters that will report to the CHOD, who will be assisted by the A/CHOD and the Head of Transformation.	Revert[1]
4		The creation of three Service Chiefs, and Deputy Service Chiefs, for the land, air and maritime forces, and a Joint Force Commander, who should also be the Vice-CHOD, supported by a Deputy Commander. This high-level leadership team may be formalised as a Command Board or similar title and should support the CHOD in managing issues connected to the development of the Joint Force.	Revert[1]
5		The Army, Air Corps and Naval Service should become services, have service headquarters, and have parity of esteem.	Revert[1]
6		That the SEAC position, currently being trialled, is made permanent for the purposes of bringing the expertise and experience of the senior NCO appointee to the top table, including being a member of the Defence Staff. Additionally, each Service Chief should be supported by a service Sergeant Major/Warrant Officer who would sit on their respective service staff.	Further Evaluation
7		That the supporting joint functions are staffed by all three services, from all ranks.	Accept in Principle
8		That the ARW should be renamed IRL SOF and include permanent Air and Maritime Task Groups in Casement Aerodrome and Haulbowline Naval Base. Implementation of the current White Paper Project Report should also be expedited.	Accept in Principle
	21	**The enhancement of Defence Forces structures across the cyber domain, to include:**	
9		The creation of a Joint Cyber Defence Command that should manage, Defence Forces IT Services, CIS Services and Cyber Defence.	Accept in Principle
10		Incorporating practical lessons identified from comparator countries and EU Member States' maturing cyber commands.	Accept
11		Updating and publishing a cyber defence strategy in line with best international practice and standards.	Accept
12		Increased civil-military engagement across Government on the development of appropriate structures and processes for countering hybrid warfare, learning from current international experience.	Further Evaluation

1 The Minister favours implementation of these recommendations 2, 3, 4 and 5.

Rec #	CoDF Report Rec #	Recommendation	Position
	27	**Implementation of a comprehensive approach to Strategic HR within the Defence Forces with, in particular, the following enablers put in place:**	
13		The establishment of a Strategic HR Change Leadership Team, to be led by the externally recruited Head of Transformation;	**Accept in Principle**
14		The introduction of a talent management system and new career streams;	**Accept in Principle**
15		The conduct of a comprehensive exercise that maps current patterns of career progression and develops a career progression route map for all roles, starting with entry level and those roles that are experiencing higher attrition rates; and	**Accept**
16		All personnel should have a personal Continuous Professional Development plan and at least annual meetings with their commander to review their performance and competencies.	**Accept**
17	28	The development of an organisational leadership and development capability within the Defence Forces of the future to lead the transformation agenda.	**Accept in Principle**
18	29	The creation of a permanent training establishment and provision of greater flexibility for managers, within the overall establishment number, to allocate staff across formations and ranks.	**Accept in Principle**
19	30	Development and resourcing of remote and distance learning solutions to provide greater use of ICT-based training and education both in the home and from regional garrison locations or hot desks.	**Accept**
20	31	The creation of a new enlisted rank of Lance Corporal in the Army and the Air Corps.	**Further Evaluation**
21	32	The creation of a structure to provide a recognised career path for Naval divers that permits rank progression for enlisted personnel within the Naval Service Diving Section.	**Accept in Principle**
22	33	Provision of a specialist Military Police career stream for all ranks, with adequate career progression opportunities.	**Accept in Principle**
23	34	Re-development of promotion systems to ensure they are open, competitive and entirely merit-based, while the necessity for all officers and NCOs to undertake long career courses needs to be examined.	**Accept in Principle**
24	35	There should be objective, competitive selection processes designed for career course selection that recognise high performing individuals and avoids creating a 'box ticking' culture.	**Accept in Principle**

Rec #	CoDF Report Rec #	Recommendation	Position
25	36	There should be equal emphasis and access to career training and professional military education for officers, NCOs and reservists.	Accept in Principle
26	37	Service specific courses need to be introduced at a junior and senior level, with joint courses and training where required at a senior level.	Accept in Principle
27	38	A practice should be developed of actively managing the retention of valuable members of the Defence Forces who have decided that promotion is not for them, or whose career stream has a restricted rank structure.	Accept in Principle
	39	**A fundamental cultural change process, using the most up-to-date approaches, should be undertaken; and the Defence Forces should ensure early implementation of the following high profile immediate impact changes:**	
28		Creation of a full-time senior rank position of Gender Advisor (OF-5) with a dedicated staffing resource and full time co-ordinators for staff networks such as the Women's Network and the Defend with Pride group;	Accept in Principle
29		Creation of a mechanism to ensure there is female participation and input at all meetings at General Staff level (or the equivalent under the proposed new structures);	Accept in Principle
30		Full integration of all dining facilities, on land and at sea; and	Accept in Principle
31		Regular climate and continuous attitude surveys to assess morale, command climate and underlying culture on an ongoing basis.	Accept
	40	**Development of expanded recruitment channels with objectives set for the recruitment and participation of under-represented groups, through:**	
32		Setting an overall female participation rate of 35% to be achieved through a combination of entry-level inductions (Cadet and General Service) and civilianisation, as well as direct entry into more senior, and specialist, positions across the organisation;	Accept in Principle
33		Consultation with the communities of under-represented groups to discuss the attractions and barriers to service in the Defence Forces;	Accept
34		Adoption of measures to enable easier access to Irish citizenship for those who serve in the Defence Forces; and	Further Evaluation
35		Development of a profile of current serving personnel as an essential starting point to underpinning longer-term approaches to strategic HR and ensuring the Defence Forces is more reflective of the diversity of Irish society.	Accept

Rec #	CoDF Report Rec #	Recommendation	Position
	41	**Consideration of the gender perspective should become mandatory in all aspects of decision making across the Defence Forces and particularly in relation to HR practices, promotion processes, procurement and development of infrastructure, including:**	
36		Immediate removal of gendered rules, regulations and standards that are unfavourable to women, and others who do not fit a perceived 'norm', including a review and modernisation of grooming standards for both men and women in line with trends in other armed forces and Irish society;	**Accept**
37		A guaranteed minimum female participation rate of 35% on all command and other relevant career courses by 2025;	**Accept in Principle**
38		Identification and removal of practices around access to promotion opportunities and courses which, in effect, indirectly discriminate against women or other groups such as, for example, primary carers;	**Accept**
39		Fitness standards should be reviewed and updated to ensure they are relative to accepted standards for females and modern military roles;	**Accept**
40		Women in the Defence Forces should be supplied with and have ready access, without delay or special request, to clothing and equipment that are designed for females and, as such, are fit for purpose;	**Accept**
41		Immediate extension of the Defence Forces' Women's Network to include female members of the Reserve; and	**Accept**
42		Establishment of a female mentoring programme to allow women in the Defence Forces to benefit from the experience of identified role models and mentors.	**Accept**
43	42	Gender, diversity and unconscious bias training should become mandatory across all ranks of the Defence Forces.	**Accept**
44	43	The development of a statement of the Defence Forces' vision of its role and value to the people of Ireland.	**Accept**
45	44	Implementation of an administrative solution without delay to enable the ODF to investigate complaints received more than 12 months after the date of the alleged action, or the date the complainant became aware of the alleged action.	**Accept**
46	45	Increased use of direct entry recruitment to fill specialist posts with appropriately adjusted training and physical fitness requirements.	**Accept**

Rec #	CoDF Report Rec #	Recommendation	Position
	46	**Urgent reform of existing working arrangements including:**	
47		Any necessary legislative and organisational changes to allow for flexible service and flexible work practices;	**Accept in Principle**
48		Extension and enhancement of existing family friendly policies to the greatest practicable extent, including for overseas postings, and recognition of the challenges faced by single parents and parents of children with disabilities, amongst others; and	**Accept**
49		Introduction of a non-financial 'labour hours budget' for all managers.	**Accept**
50	47	The expeditious removal of the blanket exclusion of the Defence Forces from the Organisation of Working Time Act 1997 subject to the application of the derogations permitted by the Working Time Directive.	**Accept**
51	48	Establishment of an Officer Training Centre comprising the existing Cadet School and a new Officer Candidate School which would conduct Potential Officers Courses, Late Entry Officers Courses and Reserve Officers Courses every two years.	**Accept in Principle**
	49	**Urgent reform of medical services within the Defence Forces to include:**	
52		Implementation of measures to extend provision of private healthcare to all enlisted personnel in the Defence Forces;	**Further Evaluation**
53		Completion of all outstanding reviews into medical services within a 12-18 month period and the implementation processes started immediately; and	**Accept**
54		Extension of HIQA's remit to include the Defence Forces' medical services.	**Further Evaluation**
55	50	Greater transparency of the wider benefits of membership of the Defence Forces should become a central feature of future recruitment campaigns, which should be supported by external expertise.	**Accept**

Rec #	CoDF Report Rec #	Recommendation	Position
	51	**That the equity of existing pay and allowance structures be enhanced by:**	
56		Removing the requirement for a 3 Star Private/Able Seaman to 'mark time' for the first three years at that rank;	**Accept**
57		Ensuring that all personnel of Private 3 Star/Able Seaman rank are paid the full rate of MSA applicable to the rank;	**Accept**
58		Providing immediate access to the Sea-going Service Commitment Scheme to direct entry personnel in the Navy;	**Accept in Principle**
59		Replacing the existing sea-going allowances with less complex sea-going duty measures; and	**Further Evaluation**
60		Introducing Long Service Increments to the pay scales of all ranks of enlisted personnel.	**Further Evaluation**
61	52	On the basis that all personnel should, in the first instance, be paid the full rate of MSA applicable to their rank, MSA should be abolished and the full applicable rate integrated into core pay.	**Further Evaluation**
62	53	The introduction of a mechanism to provide for ongoing review of the application of existing specialist pay rates and allowances to groups and categories of military personnel, and to make recommendations, within public pay policy parameters, where adjustments are required.	**Accept in Principle**
63	54	PDF Representative Associations should be facilitated if they wish to pursue associate membership of ICTU.	**Accept**
64	55	A new high level vision be articulated for the RDF that clarifies its core purpose as being to support the PDF in all its roles.	**Accept**
65	56	Decisions to deploy RDF personnel should be taken by the unit commanders, and should not be limited by the overarching policy as at present.	**Accept in Principle**
66	57	A detailed regeneration plan for the RDF, with clear and specific timelines, be developed and published by the end of 2022 setting out how a reformed RDF will be operationalised and funded.	**Accept in Principle**

Rec #	CoDF Report Rec #	Recommendation	Position
67	58	The CHOD be supported by a Reserve Assistant Chief of Defence and that each Service Chief should be supported by a Reserve Assistant Chief of Service.	Accept in Principle
68	59	The establishment of the RDF should include, at a minimum, an Air Force Reserve of 200 and a Navy Reserve of 400.	Accept in Principle
69	60	The Army Reserve establishment should stand at 3,900 with a ratio of 50:50 between Combat / Combat Support and Combat Service Support	Accept in Principle
	61	**A joint Office of Reserve Affairs (ORA), with senior staff from RDF and with support from the PDF, be established which should report regularly to the CHOD and senior commanders on all reserve matters. Command authority should remain with the integrated PDF/RDF unit commanders in conformity with the SFC but:**	
70		The deployment of RDF personnel should be audited annually and documented by the ORA, with appropriate and effective follow-up, including in commanders' annual appraisals, to ensure best practice and accountability; and	Accept
71		The ORA should provide an annual progress report to the Minister for Defence on the implementation of the RDF regeneration plan.	Accept
72	62	The role of reservists be highlighted and embedded in the curriculum of education courses for senior NCOs and officers.	Accept
73	63	The Defence Forces should urgently develop revamped and efficient recruitment processes for the FLR, the Army Reserve, the Air Force Reserve and the Naval Reserve. For the Army, Air and Naval Reserves, a maximum recruitment time of eight weeks, from application to initiation, should be set and a fast track system should be developed for those who wish to join the FLR on discharge from the PDF.	Accept in Principle

Rec #	CoDF Report Rec #	Recommendation	Position
	64	**The Defence Forces should develop a clear and focused recruitment plan, with clearly identified milestones and annual reviews, targeted at meeting the full establishment of the RDF within eight years to include recruitment of specialists, Combat Support and Combat Service Support personnel. A part of its recruitment plan, the Defence Forces should:**	
74		Ensure that the RDF fully reflects the diversity of contemporary Irish society;	**Accept**
75		Clarify the specific skillsets where targeted Reserve recruitment would be most likely to yield positive benefits and build the outcome into a sustained recruitment effort;	**Accept**
76		Provide for increased utilisation of direct entry commissions and direct entry at NCO level to the RDF, including an expanded use of direct entry mechanisms to all services and Corps;	**Accept**
77		Create lateral entry mechanisms for those with prior foreign military experience who wish to join the RDF; and	**Accept in Principle**
78		Focus the recruitment plan around attracting highly skilled people to staff an expanded range of clearly defined non-combat and specialist functions, as well as general recruitment to conventional combat units	**Accept**
79	65	Employment protection legislation should be considered and discussed with employer representative bodies and Trade Unions to protect reservists and ensure their availability when needed.	**Further Evaluation**
80	6	Ireland should deepen its engagement with the implementation of the EU's Maritime Security Strategy.	**Accept in Principle**
81	7	A whole-of-government National Maritime Security Strategy and a National Aviation Security Strategy should be developed. As part of this, or in advance, the powers required by the Naval Service for effective enforcement, in support of national security, in the maritime domain should be addressed.	**Further Evaluation**

Rec #	CoDF Report Rec #	Recommendation	Position
82	9	Opportunities offered by the EU's Permanent Structured Cooperation to develop Ireland's defence capabilities should be more fully explored and exploited than at present.	**Accept**
83	10	Future Government decisions on Ireland's capacity and appetite to take on higher intensity peace support operations must be coherent with the resourcing and scale of the Defence Forces and ensure consistency between international security and defence policy objectives, level of ambition and defence budget.	**Accept in Principle**
84	11	A whole of government air and maritime services 'needs analyses' should be undertaken in the short term in an attempt to highlight trends and predict needs into the future over a 10-20 year period.	**Further Evaluation**
85	12	The immediate establishment of a codified top-down Capability Development Planning process through the creation of a permanent civil-military structure in order to embed capability development within the Department and the Defence Forces.	**Accept**
86	13	That analysis of green defence solutions and horizon scanning to identify emerging technologies, is embedded in the capability development planning process.	**Accept**
	14	**Within the context of a decision being taken by Government that the capability requirements of the Defence Forces need to step up from LOA 1 to LOA 2, whether as a discrete step or as an interim position en route to LOA 3, the following is recommended:**	
87		Replacement of the existing APCs with a larger and enhanced fleet equipped with sufficient firepower for future overseas missions, and with 'level 4' armour across armour platforms where required;	**Accept in Principle**
88		An accelerated programme of Naval vessel replacement to ensure a balanced fleet of nine modern ships by early in the next decade;	**Accept in Principle**
89		That all modern vessels be double crewed to ensure each vessel spends an absolute minimum of 220 days at sea per year, with this being phased in over the course of the vessel replacement programme;	**Accept in Principle**

Rec #	CoDF Report Rec #	Recommendation	Position
90	14	That smart metrics for patrol days should be developed and agreed between the Naval Service and the SFPA focused on quality and effectiveness of enforcement activities rather than quantity;	Accept in Principle
91		Development of a primary radar capability to ensure a complete Recognised Air Picture can be maintained;	Accept in Principle
92		Development of anti-drone or counter UAS capabilities and the further development of RPAS capabilities;	Accept in Principle
93		Enhancement of the Air Corps' fleet with the addition of a fixed wing aircraft with strategic reach capability, and two additional medium lift rotary wing aircraft for enhanced Defence Forces support and priority ATCA taskings;	Accept in Principle
94		The ultimate replacement of the existing medium lift helicopter fleet with a fleet of eight super-medium helicopters;	Accept in Principle
95		Deepening Defence Forces involvement in relevant national and international forums to enhance capability development in the cyber domain;	Accept
96		A further 100 additional specialist personnel as part a Joint Cyber Defence Command managing Cyber Defence, Defence IT Services, and CIS Services;	Accept in Principle
97		Establishment of SOF Air and Maritime Task Groups, including associated logistics, to be based at Casement Aerodrome and Haulbowline as part of the planned increase in the ARW/SOF establishment and enhancement of SOF capabilities;	Accept in Principle
98		Strengthening Military Intelligence capabilities and the establishment of a Joint Military Intelligence Service in the context of a revised mandate underpinned by new legislation (as proposed in Chapter 7);	Accept in Principle
99		The establishment of an Intelligence School, with shared programmes, which would facilitate enhanced cooperation and joint training opportunities between Military Intelligence and their Garda counterparts; and	Accept in Principle
100		The development of relevant military capabilities to counter hybrid activity where military capability is required and to contribute to national resilience.	Further Evaluation

Rec #	CoDF Report Rec #	Recommendation	Position
	15	**Within the context of a decision being taken by Government that the capability requirements of the Defence Forces need to step up to LOA 3, the following is recommended:**	
101		By 2040 the Infantry element of the Army would have a substantial mechanised component offering state of the art force protection, communications, ISTAR and firepower. All Infantry units would have full organic lift capability, ideally mechanised. Combat Support elements would be modernised, with both Artillery regiments and Cavalry squadrons being fully interoperable to NATO standards, and the land force would have the appropriate level of combat service support elements;	Revert[2]
102		By 2040 the Naval Service would comprise a balanced fleet of at least 12 ships, supported by appropriate technology, as part of a joint Defence Forces structure;	Revert[2]
103		As part of a national Air Defence Plan, the Air Corps would develop an air combat and intercept capability through the acquisition of a squadron of jet combat aircraft, allied to the development of associated operational, infrastructure and support arrangements;	Revert[2]
104		The overseas deployment of combat aircraft, pilots and support personnel to provide organic intra-theatre mobility based on tactical transport helicopters. Deployed forces would also have an organic helicopter combat SAR capability armed and equipped to operate in hostile environments;	Revert[2]
105		A further 200 additional specialist personnel working under a matured Joint Cyber Defence Command; and	Revert[2]
106		ARW/SOF would have an organic self-sustainment capability, which would include dedicated combat helicopter assets to insert, operate and extract from mission areas.	Revert[2]
	18	**That jointness be inculcated throughout the Defence Forces by:**	
107		Prioritising training institutions, with an emphasis on routine joint exercises to prove future force operational capabilities for national defence and overseas operations.	**Accept**
108		The introduction of joint operational and leadership training courses at junior and senior level for both officers and NCOs.	**Accept**

2 Recommendation numbers 101 – 106 refer to LOA3. The Commission recognised that any proposal to move to LOA3 could only be considered in the context of a step-up, in the first instance, to LOA2 and following a comprehensive review of Ireland's defence policy. Therefore, these LOA3 recommendations have been assigned a 'Revert' status.

Rec #	CoDF Report Rec #	Recommendation	Position
109	19	That the Defence Forces seek to further integrate with whole-of-government processes, with a focus on contributing to national security and national resilience through ATCP and ATCA operations.	Accept in Principle
	20	**The modernisation of Military Intelligence, to include:**	
110		The role and functions of Military Intelligence be urgently clarified and underpinned by appropriate legislation within the context of a coherent national intelligence architecture.	Further Evaluation
111		The development of an overarching legal and governance framework to ensure optimum coordination and collaboration between the Defence Forces and An Garda Síochána on intelligence matters.	Accept in Principle
112		A fully joint approach to Intelligence within the Defence Forces under the Joint Force Commander.	Accept
113		Appropriate arrangements in relation to oversight in relation to intelligence should be set out in the legislation.	Accept in Principle
114	22	The creation of a Joint Military Police Service, independent of the operational chain of command, with enhanced electronic and analytical supports, and with oversight, inspection and complaints mechanisms also established.	Accept in Principle
115	24	The development of a National Defence Academy and an Apprentice School to support a future tech-enabled force.	Further Evaluation
116	66	That the Government and Oireachtas urgently address the need to define a clear level of ambition for the major roles of the Defence Forces: defence of the State, its people and its resources, overseas missions, ATCP and ATCA.	Accept in Principle
117	67	That the chosen level of ambition be clearly and credibly linked to the budget provided annually and over the period to 2030.	Accept in Principle
118	68	That the forthcoming cycle of Defence Reviews be based on a coherent and consistent approach to defence policy, level of ambition, required capability and budget.	Accept
119	69	That consideration be given to a step up to LOA 2, as described in this report, in the short term pending the more detailed policy debate and decision required for higher levels of ambition.	Accept

Rec #	CoDF Report Rec #	Recommendation	Position
120	1	Specific taskings of the Defence Forces, including those arising from ATCP and ATCA, should be subject to regular review for continued relevance and priority, with appropriately defined levels of ambition.	Accept
121	2	That an immediate focus be given to standing down a number of current Defence Forces' ATCP taskings which no longer seem justified in the current security situation.	Accept in Principle
122	3	The reassessment of priorities, structures and the distribution of resources across the full spectrum of ATCP activities and, in particular, in areas such Chemical Biological Radiation and Nuclear (CBRN) response, Explosive Ordnance Disposal (EOD), and provision of Engineer Specialist Search Teams (ESST).	Accept
123	5	Clear inter-agency policies and planning for the deployment of the Defence Forces to support routine armed policing duties in times of emergency should be developed and that the necessary contingency planning and training for such deployments should be undertaken.	Further Evaluation
124	8	The future Naval legal branch should include additional legal officers with appropriate maritime law and fisheries law specialisations.	Further Evaluation
	17	**That the Army be urgently restructured by completing the following:**	
125		The Chief of Defence to initiate an immediate force design process assisted by external experts with access to international military expertise, and to include a detailed force design process.	Accept
126		The creation of a more agile and flexible force structure that can meet current and future operational taskings.	Accept
127		That the future disposition and structures of the Army be regionally balanced.	Accept in Principle
128	23	Modernisation of the Naval Service Diving Section with the establishment of a Defence Forces' School of Diving, and a diving safety office reporting directly to the Chief of the Navy.	Accept
129	25	The establishment of an Office of Veterans' Affairs to coordinate veteran supports and provide advice and assistance to veterans and their families.	Accept in Principle
130	26	That a focused and detailed review of the Defence estate be carried out by appropriately qualified professionals prior to decisions on the optimum future disposition of the Defence Forces.	Accept in Principle

Óglaigh
na hÉireann
IRISH DEFENCE FORCES

An Roinn Cosanta
Department of Defence