

WHITE PAPER ON DEFENCE IMPLEMENTATION PROGRAMME - FEBRUARY 2021

This report provides an update on the delivery of the White Paper (WP) and describes the future progression of the implementation roadmap.

Background

The WP on Defence sets the defence policy framework out to 2025. At the inception of the WP in 2015, a total of 95 separate projects were identified for completion over a ten-year period. Project and Programme Management Governance arrangements were put in place to monitor the ongoing status of individual projects and to review the scope of projects within the programme.

Project Management

The Joint WP Implementation Facilitation Team (Joint Team) is a civil-military team that operates in an oversight capacity, providing support and monitoring the progress of these WP projects. During 2020, the Joint Team continued to report on the progress of implementation to the Strategic Management Committee (SMC¹) as part of the governance framework. These reports provide up-to-date status information to the Minister and to senior civil and military management, while the use of a project management framework to facilitate WP implementation has allowed the Defence Organisation to take a focused and practical approach to implementation.

Ongoing planning of programme scope and prioritisation of projects has evolved in response to a changing environment. Implementation of all actions and projects is being carried out by civil-military teams on a phased basis, which is necessary in order to reflect both the Programme for Government and the Strategy Statement commitments of the Defence Organisation. The project management framework governing implementation ensures that projects are being monitored and progressed in line with commitments made in the WP. Periodic status reviews of the programme ensure that there are opportunities to consider project prioritisation.

Progress to Date

Work has been ongoing from the inception of the WP and highlights of achievements to date together with a summary position are below.

Progress to date encompasses different areas of business for the Defence Organisation, including, but not limited to, policy, capital acquisitions, HR, Civil Defence and infrastructure development. There are many realised benefits for the Defence Organisation associated with the implementation of the WP Programme that are now incorporated into our business practices.

¹ The SMC is a joint civil-military committee comprising the Secretary General of the Department of Defence (Chairman), the Chief of Staff, the three Assistant Secretaries, the two Deputy Chiefs of Staff, the Director and the Assistant Chief of Staff. The General Officer Commanding the Air Corps and the Flag Officer Commanding the Naval Service attend in respect of matters affecting their services. Close co-operation on all matters between civil and military elements is a priority.

Developments arising in the policy area include Service Level Agreements in place for defence support to the National Cyber Security Centre and with the Department of Foreign Affairs to support the Emergency Civil Assistance Team initiative. Furthermore, the Defence Forces has benefited from the policy of involvement with the NATO Partnership for Peace Operational Capabilities Concept Evaluation and Feedback program to develop interoperability with international partner nations.

Other projects have been completed through the WP process that will be very beneficial to the Defence Organisation including an agreed proposal on an expanded Army Ranger Wing. The approach to implementation is currently being considered. Additionally, joint civil/military training initiatives are now established such as joint project management and induction training.

Equipment capabilities have been furthered using the WP process with the successful delivery of armoured logistics vehicles, PC12 multirole aircraft and the comprehensive armoured personnel carrier refurbishment program in terms of capital acquisitions. This work would continue through the current five year Equipment Development Plan.

In terms of embracing digital solutions, a new Common Operational Picture C4I² system to fuse operational information electronically to assist commanders in decision making was delivered on foot of a WP project.

The co-ordinated Infrastructure Development Plan derived from two WP projects will progress engineering building works throughout Defence Forces facilities during the lifetime of the WP. The Defence Organisation is also contributing through the WP process to the sustainable agenda and has completed green initiatives including Photo-voltaic (PV) panels, heat pump and wind turbine projects. The DF was the first armed forces in the world to achieve certification to the progressive international energy management standard, ISO 50001, in 2012. The DF was re-certified to the more ambitious 2018 ISO standard in Q4 2020.

With regard to HR policies derived from the WP process, a Potential Officers Course scheme of commissioning officers from enlisted personnel ranks was implemented and the DF Diversity and Inclusion Strategy was published, which encompassed the launch of the DF LGBTQA network. Work is continuing on other major initiatives in this space such as Workforce Planning.

An additional WP project explored Ireland's contribution to gender focused measures in peacekeeping, particularly in relation to the appropriate deployment of female personnel. Relevant recommendations made by the Project Team have been incorporated in specific Department of Defence and Defence Forces' actions in Ireland's third National Action Plan (NAP 3) on Women Peace and Security and are being progressed in accordance with the timelines set out in NAP 3.

Further progress from the WP Programme includes five projects in the research and innovation area, which have been closed and a new civil-military staffed Research and Technology Innovation Cell established. This will further develop the Defence Enterprise Initiative and the Organisation's interactions with industry, academia and research institutes.

² C4I refers to Command, Control, Communications, Computers and Intelligence systems.

Current Position

In Q4 2020, high-level workshops were completed to advance the work of the remaining WP on Defence projects against progress made to date and a review of priorities including the implementation of the High Level Implementation Plan (HLIP³) “Strengthening our Defence Forces” developed in 2019.

Of the initial 95 projects, 63 projects have either been initiated through the project management methodology (44), or have already been absorbed into the day-to-day work of the Defence Organisation or have been superseded by events (19). Of the 95 projects, 25 are now formally completed and closed. The list of these projects that have closed and their date of closure are listed in Annex A.

Following discussions with the Minister for Defence, Mr. Simon Coveney, T.D., a total of 25 additional projects will be closed in the early part of 2021. The projects identified and the next steps to be taken are listed in Annex B. There are 13 active projects continuing and these are listed in Annex C.

During 2021, an additional five new projects will be initiated and these are listed in Annex D. The Minister has approved the commencement of a range of other projects in the period 2022 to 2025. A number of projects have been deferred, pending the recommendations of the Commission on the Defence Forces and the Defence Organisation will interact actively with the Commission on these issues.

A review of the resources available to conduct the project work, as well as consideration of the potential outcomes of the ongoing work of the Commission on the Defence Forces, fed into the decision to initiate these projects from 2022 onwards. The list of these projects is provided in Annex E.

The WP Programme Implementation Roadmap (Annex F) provides a graphical representation of this planning work, and demonstrates what work has been completed and what work will continue in 2021 and for the remaining lifetime of the 2015 White Paper on Defence.

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Secretary General
Department of Defence

Vice Admiral Mark Mellett
Chief of Staff
Defence Forces

³ On 18 October 2016, the Government approved the establishment of an independent Public Service Pay Commission (PSPC) to advise Government in relation to public service pay. The HLIP arises from the third report of the PSPC dealing with Recruitment and Retention Issues in the Permanent Defence Force. The report can be accessed at <https://paycommission.gov.ie/wp-content/uploads/Dept-of-Defence-PSPC-report-2019-WEB-1.pdf>.

ANNEX A - CLOSED PROJECTS

Project No.	Page No. in WP	Commitments	Remarks	Actions following Closure	Summary	Crossover - TOR of the Commission as at 15/01/21
Chapter 3 - National Security –Defence Policy Response						
5	30	Engagement with the Connected Forces Initiative (CFI), the Planning and Review Process (PARP), and the Operational Capabilities Concept (OCC).	Closed (Dec 2017) – Tranche 1	PARP (Partnership Assessment and Review Process) Lessons Learned have been taken on board, branches such as P&O, Contracts and Finance were present at the last bilateral meeting with NATO. OCC (Operational Capabilities Concept) has progressed and continues to progress, Self-Evaluations and NATO evaluations have taken place with future evaluations planned for NS and ARW in 2020/2021; DF personnel continue to train as evaluators. DF continue to engage in the PIAG (Partner Interoperability Advocacy Group), a group where likeminded Partners come together to further areas of mutual interest.		
7	31	Engage with other stakeholders, in response to matters raised by the United Nations Secretary General, to explore the contribution of gender focused measures in peacekeeping, particularly in relation to the appropriate deployment of female personnel.	Closed (May 2020) – Tranche 1	Relevant recommendations made by the Project Team have been incorporated in specific DoD and DF actions in Ireland's third National Action Plan (NAP 3)* on Women Peace and Security and are being progressed in accordance with the timelines set out in NAP 3.		
11	41	A review of Ireland's NRA, including those emergencies/crises that may threaten or impact on national security, will be undertaken in late 2015 by a subgroup of the Government Task Force on Emergency Planning.	Closed (June 2017) – Tranche 1	2017 National Risk Assessment completed and submitted to the European Commission. Subsequently and separately, there is on-going work on the 3 year cycle of assessments with the 2020 National Risk Assessment currently underway.		

12	43	Develop an SLA with DCENR with regard to support CSIRT-IE.	Closed (May 2018) – Tranche 1	A Service Level Agreement was agreed with the Department of Communications to support the CSIRT-IE team in the National Cyber Security Centre in 2017 effective for a period of 5 yrs. A Memorandum of Understanding was also agreed between the two Departments to formalize their strategic relationship.		Yes
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Chapter 4 - Other Policy Requirements

13	47	Develop an SLA with Irish Aid relating to participation by members of the Defence Forces in the emergency. Civil Assistance Team (ECAT) initiative.	Closed (Nov 2019) – Tranche 2	A Service Level Agreement was agreed with the Department of Foreign Affairs to manage support for the Emergency Civil Assistance Team initiative.		
17	53	The Department will identify opportunities for co-operative collaborative engagement between the Defence Forces and Irish-based enterprise and research institutes, including third level colleges.	Closed (Dec 2020)		The Project Closure form has been approved by the Project Team and the Project Sponsors, this project is now closed. Work arising from P17-21 will be captured in RTI workflow.	
18	54	Develop the Defence Enterprise Initiative further including establishing a Security and Defence Enterprise Group to support Irish-based enterprise in their engagement with the EDA and in accessing EDA and Horizon 2020 programmes, to the benefit of Irish Enterprise and Defence Forces capability.	Merged with P17 & Closed (Dec 2020)		See P17	
19	54	In the context of ongoing engagement it will be necessary to resolve the issues of intellectual property rights and possible endorsement of such products or research. Develop a policy on intellectual property rights and endorsement.	Closed (Nov 2018) – Tranche 1	The Intellectual Property Policy for the Defence Organisation is approved; Project 17 & 18 progressed on foot of the closure of Project 19; a defined policy is in place on how the Defence Forces collaborate with Industry, Academia and Research Institutes. The IP policy developed and approved under Project 19 has fed directly into the Feasibility Study for a "Research Technology and Innovation Unit (Unit) in the Organisation" (Project 17).		
20	54	In consultation with Enterprise Ireland, the Department and Defence Forces will examine current procurement processes with a view to improving the potential for Irish enterprise to compete for Defence contracts.	Merged with P17 and Closed (Dec 2020)		See P17	
21	55	In pursuing its overall goal and consistent with capability requirements, the Department will give appropriate stimulation to innovation networks which may include state actors, institutes of higher education, research centres and progressive entrepreneurial companies.	Merged with P17 and Closed (Dec 2020)		See P17	

22	55	Develop a new employment support scheme with the direct involvement of the Defence Forces.	Closed (June 2017) – Tranche 1	A pilot programme for the Employment Support Scheme was successful evaluated in 2016. The Minister approved a three year rollout of the Scheme (2017-2019), with up to 2 iterations to be scheduled each year. Two iterations were held in 2017 and 2018. Funding has been secured from the European Social Fund for the Scheme. An interim review was completed in 2018 which recommended that the Scheme continue with one iteration per year. The next iteration took place in 2019 in Gormanstown. A further iteration was scheduled to take place in Galway in June 2020 that was postponed due to COVID 19.		
23	56	The Department will give serious consideration to developing renewable energy solutions on defence lands and installations.	Closed (June 2019) – Tranche 1	Sustainable energy projects have progressed on foot of the closure of Project 23: (i) Planned roll out of Photo-voltaic systems with PV installations installed at Casement and Aiken and a contract placed for a 100 kWp systems in Finner Camp. (ii) Heat Pump technology pilot project completed with installations at 4 locations (Naval Base, Stephens Bks, Sarsfield Bks and Collins Bks). (iii) Initial planning consultations have taken place with Donegal Co. Co. and Cork Co. Co. on two Wind Turbine projects (Haulbowline and Finner). (iv) IS 50001 certification achieved and retained. (v) Ongoing participation in National and international Energy Forums.	Rolled into normal Infrastructure Development Plan and ongoing DF Energy Action Plans.	
Chapter 6 - Capability Requirements						
25	62	Fuse information from the land, air and maritime domains into a joint Common Operational Picture (COP).	Closed (May 2020) – Tranche 2	Delivery of an IT solution for a Command and Control Information System between HQ and deployed forces that assists in operational decision-making.		Yes

28	65	Measures will be taken to further enhance the capabilities of the Army Ranger Wing in particular with the aim of increasing the strength of the Unit considerably.	Closed (July 2020) – Tranche 1	A joint civil/military group is being established to develop an implementation plan which will set out proposals and timelines to staff, train, educate, accommodate and equip the proposed new structure. The group will also examine CS4 and future HR issues arising in the context of the CS4.		Yes
29D	66	Procure a small number of Armoured Logistic Vehicles for Overseas missions	Closed (June 2019) – Tranche 1	A total of 10 Combat Support Service Armoured 8x8 Drops Vehicles were procured for the Defence Forces in 2019. These vehicles are expected to enjoy a notional economic service life of 20 years.		
32	69	Fulfil requirement to carry out major building refurbishment in areas including Haulbowline, Casement Aerodrome, McKee Barracks and the Curragh Camp.	Closed (May 2020) – Tranche 1 (Merged with P33)	See Project 33 below		
33	70	Develop a co-ordinated 5 year infrastructure development plan that reflects, on a priority needs basis, an approach for all infrastructure development requirements for the life time of the White Paper. The first step of the plan is to assess the main barracks and facilities	Closed (May 2020) – Tranche 1 (P32 merged with this)	Infrastructure projects have progressed on foot of the closure of Projects 32/33 and a pipeline of plans for future projects is being prepared as recommended: (i) Infrastructure review completed (ii) Infrastructure Development Plan (IDP) 5 year plan prepared and approved by Minister in Jan 2020. (iii) Design Team appointments approved for groups of infrastructure projects on IDP (iv) First annual review of IDP being finalised (v) Review of infrastructure Maintenance system ongoing		Yes
Chapter 7 - Defence Human Resources						
41	75	The Defence Forces will review and develop rolling medium term manpower planning requirements so as to deliver an effective and efficient workforce mix. Current personnel policies to support this will be further developed and implemented.	Closed (Nov 2018) – Tranche 1	The application process for General Service and Naval Service recruitment competitions has been changed so that the competition is held on an ongoing basis to maximise the Defence Forces training capacity.		

42	75	The Defence Forces will raise awareness and attract recruits from all backgrounds so the Defence Forces, both Permanent and Reserve, reflect the society that they serve. The Defence Forces will assess the effects of ongoing initiatives in the medium term.	Closed (Nov 2018) – Tranche 1	Linked to projects 55 & 57: Various measures, including the development of a Diversity and Inclusion Strategy Action Plan for 2016 and the launch of the DF LGBT Network which is now in place, were developed and implemented. A joint civil military working group was established to progress the development of a Transgender Employment Policy for the Defence Forces to proactively contribute to the OPS 2020 Action 15 on Diversity and Inclusion.		Yes
45	77	Develop and incorporate a scheme of commissioning officers from enlisted personnel ranks.	Closed (June 2019) – Tranche 1	C&A Branch drafted and agreed the terms and the selection process for the 10th POC (Potential Officer Course) with the DF and the Representative Associations. The course has concluded and the participants were commissioned in March 2019. Because of the nature of the Project i.e. to hold a Commissioning from the Ranks course, there are no actions currently being implemented. However, it was agreed that there would be two further POC's in 2021 and 2024	Scheme in place	
55	79	Develop further initiatives to encourage more women to apply for the Defence Forces and to increase female participation at all ranks.	Closed (Nov 2018) - Tranche 1	The total number of females inducted into the DF in 2016 and 2017 amounted to 6.8% and 9.7% of total inductions. It remains policy to increase female participation rates at all levels of the DF in order to increase capability and to better reflect the society from which the DF are drawn and serve.	Part of ongoing recruitment and retention work	Yes

57	79	Develop and actively manage a Diversity and Inclusion Strategy in the Defence Forces, building on existing policies in relation to ethnicity, gender, sexual orientation and equality.	Closed (Nov 2018) – Tranche 1	Various measures including the development of a Diversity and Inclusion Strategy Action Plan for 2016 and the launch of the DF LGBT Network which is now in place and provides support information and guidance for all personnel were developed and implemented. There is a plan to review/update the strategy when Action 16 under Our Public Service 2020 has been completed.	Strategy being reviewed and to be updated	Yes
62	89	Regarding Civilian Employee vacancies, the Department will, in the short term, initiate a programme of targeted recruitment to address priority vacancies. In the medium term, the Department will identify the areas that are most in need.	Closed (Nov 2017) – Tranche 1	The project was to fill a number of vacancies for civilian employees. 40 posts identified at the start of the Project have now been filled and the successful applicants are now in place.		
Chapter 8 - RDF						
Chapter 9 - Civil Defence						
79	104	The Department (Civil Defence Branch) will take the lead role in the Government's new Inter-agency Guidance Team (IGT) being established in order to enhance liaison under the Major Emergency Management.	Closed (March 2017) – Tranche 1		The Civil Defence Inter Agency Guidance Team (IGT) was established on foot of the 2015 Government White Paper on Defence. The Department of Defence chairs the meeting of all relevant stakeholders. It meets at least twice a year.	
Chapter 10 - White Paper Implementation						
87	116	Develop further procurement approaches that are more collaborative or involve joint procurement through engagement with other countries or through the EDA and increased recourse to direct purchasing on a Government to Government basis...	Merged with P17 & Closed (Dec 2020)		See P17	

ANNEX B - To be Closed Q1 2021

Project No.	Page No. in WP	Commitments	Remarks	Summary	Crossover - TOR of the Commission as at 15/01/21
Chapter 3 - National Security –Defence Policy Response					
1	24	It is important that the approach to the assessment of security and associated arrangements governing this are kept under review. Any necessary measures to enhance these will be taken in the light of consideration of developments and approaches at national and international levels.	To be closed Q1 2021	This project is being managed as part of the business as usual practices of the Defence Organisation.	
6	31	Opportunities will continue to be identified to expand Ireland’s participation in multi-national capability development projects within the framework of the EDA in support of Defence Forces’ operations, capacity and capability....	To be closed Q1 2021	To be closed with instructions. This has been integrated into business as usual for ISDP and SPB.	
10	40	Ask the Chair of the National Maritime Security Committee to initiate an examination of maritime security arrangements, including governance arrangements with a view to bringing forward recommendations, if required, to enhance the provision of maritime security.	To be closed Q1 2021	Close with instructions to review on completion of the National Security Strategy, NSAC has confirmed that Maritime Security Strategy is being considered in the context of the development of a National Security Strategy.	
Chapter 4 - Other Policy Requirements					
14	51	The Department and the Army Equitation School will develop more formal arrangements with equitation bodies such as Horse Sport Ireland, Teagasc, Royal Dublin Society, National Sports Campus and the Institute for Sport. The School will be reviewed to maximise its utility for nurturing talent while promoting the Irish horse.	To be closed Q1 2021	The work on this project has been completed. A project closure report is being prepared.	
24	56	The Department will initiate a new Bill which will revoke all existing Red Cross legislation with certain provisos.	To be closed Q1 2021	Integrated into business as usual for Civil Defence Branch.	
29B	66	Replace existing five Cessnas, with three larger aircraft suitably equipped for ISTAR tasks.	To be closed Q1 2021	The three PC-12 NG Aircraft were delivered in September 2020. It is planned that the project will be closed in Q1 2021 on completion of the final KPI to measure the effectiveness of the aircraft based on carry out of each type of operation within its remit.	

29F	67	Replace the two existing Coastal Patrol Vessels, the LÉ Ciara and LÉ Orla with similar vessels with countermine and counter-IED capabilities.	To be closed Q1 2021	Being closed in its current form due to operation now of the Equipment Development Plan which will be the way to take this (and similar projects) forward, it moves to the EDP programme level process using PM methodology. The Equipment Development Plan has an explicit commitment to fleet replacement.	Under consideration within process of Equipment Development Plan (EDP)
29G	67	In the event of additional funding becoming available, beyond that required to maintain existing capabilities, consideration will be given to the development a primary radar surveillance capability, acquisition of additional ships for the NS and additional APCs and variants, Light Tactical Armoured vehicles and additional air defence capabilities for the Army in line with the Capability Development Plan.	To be closed Q1 2021	As with 29F as regards process now.	Under consideration within process of Equipment Development Plan (EDP)
30	68	Consider the development of a more capable air combat/intercept capability as part of the White Paper update	To be closed Q1 2021	As with 29F as regards process now.	Under consideration within process of Equipment Development Plan (EDP)

Chapter 7 - Defence Human Resources

38	74	Undertake, in the medium term, a review of civil and military roles/functions to determine the optimum mix of civil service, civilian and military personnel to address both operational and support roles within the Defence Organisation.	To be closed Q1 2021	This will be incorporated into Workforce Planning (WFP) going forward	Yes
39	74	Conduct a gap-analysis of skill-sets within the PDF to identify the frequency of gaps and appropriate measures to address them.	To be closed Q1 2021	Work underway as part of Project A2, HLIP - Workforce Planning. This will be incorporated into WFP going forward.	
40	75	Conduct, in the medium term, a review of HR policies in relation to recruitment, training and education, performance management, reward systems, and retention and retirement policies alongside appropriate age profiles for personnel across the Defence Forces.	To be closed Q1 2021 Subdivided into P 40A –see below	Have been examined in the context of HLIP projects A1 (Recruitment), A2 (Workforce Planning), R6 (Professional military education strategy), R4 parts 1 retirement ages for Officers.	Yes
40A	75	Conduct a review of contracts of service for all ranks of enlisted personnel of the Defence Forces in the context of capability requirements and associated appropriate age profiles.	To be closed Q1 2021	Subsumed into HLIP project R4 tranche 2 - enlisted personnel (ongoing).	Yes
43	76	Review external accreditation to ensure an appropriate balance is achieved between maintaining required skills and capability, and retention and retirement/exit objectives.	To be closed Q1 2021	Encompassed by new Professional Military Education Strategy (HLIP project R6).	
46	77	Consider a scheme to enable lateral career moves within the Defence Forces across the three services.	To be closed Q1 2021	This will be incorporated into workforce planning.	Yes
47	77	Develop succession planning and smoother processes for filling key posts. (Linked to 36)	To be closed Q1 2021	Project to be closed being subsumed into HLIP Work Force Planning Project A2.	

50	78	Conduct a programme of reviews of the terms and conditions applying across the services, ranks and technical staff with a view to greater standardisation within the overall system.	To be closed Q1 2021	HLIP project R2 has produced two reports of relevance. Implementation is linked to pay agreement process.	
54	78	The Department's Human Resources Branch will provide support in CV preparation for exiting civilian employees.	To be closed Q1 2021	To be closed on the basis of developing a HR Strategy for Civilian Employees. Demographics would show that the need referenced in the project does not arise in the main for most Civilian Employees given age at retirement. To note there are a number of schemes to assist exiting employees under the Department of Social Protection provisions.	
59	85	Further develop the supports available to exiting personnel and veterans.	To be closed Q1 2021	Integrated into business as usual as part of work of CSDP Branch. One element (exiting DF personnel) will transfer into merged projects 51, 52 & 53. This to be captured as part of project closure report	
63	89	The Department will establish a planning group consisting of representatives of Civilian HR and the military authorities to undertake a gap analysis to identify supply and demand and will identify core requirements. It will examine the existing service delivery model and make recommendations on a service delivery framework.	To be closed Q1 2021	This project is being realigned with Projects 38/39 and the Civil side HR element envisaged under Project 63 will now be progressed through participation on a proposed working group under the auspices of 38/39 to consider all issues in the round.	
Chapter 8 - RDF					
Chapter 9 - Civil Defence					
80	105	Explore opportunities for further Civil Defence SLAs.	To be closed Q1 2021	Integrated in to business as usual for Civil Defence Branch	
Chapter 10 - White Paper Implementation					
81	110	The Secretary General and the Chief of Staff will develop a plan that seeks to optimise mutual civil-military synergies and consider further models of integrated working between the various civil and military branches of the Department. (includes consideration of a central procurement cell)	To be closed Q1 2021	Progress has been made in this area and a project closure report will be completed with direction reflecting progress to date and areas for possible future attention.	
83	110	The Department and Defence Forces will put in place further joint civil-military training initiatives, building on the new induction course.	To be closed Q1 2021	Project is being closed on the basis of continuation of progress achieved to date along with direction as to continued development of these.	

84	111	The Department will ensure the successful delivery of the defence component of the Financial Management Shared Services.	To be closed Q1 2021	This project is being closed in its present form due to uncertainty over timescales dictated by NSSO and associated implementation partners. An active approach will be maintained by the Branch to inputting to the central project design of the shared services solutions and relevant components of the project will be used as part of an Enterprise Applications Stabilisation Programme.	
85	112	Assess the future geographical layout of the Department taking account of a forthcoming organisational capability review of the civil service branches and the outcome and timing of further shared services developments.	To be closed Q1 2021	This project is being closed as any outstanding issues can be dealt with in Project No.60.	

ANNEX C - Active Projects

Project No.	Page No. in WP	Commitments	Remarks	Summary	Crossover - TOR of the Commission as at 15/01/21
Chapter 3 - National Security –Defence Policy Response					
8	34	Develop the new Institute for Peace Support and Leadership Training at the Curragh by (1) Evaluating the new concept; (2) Advancing its objectives; to showcase the initial-concept during 2016.	Active – Tranche 1 (Closing Date 31/12/2021)	Consideration of final phase 2 report by the Steering Group is ongoing. A meeting with the project sponsors took place on 03/12/20.	
Chapter 4 - Other Policy Requirements					
Chapter 6 - Capability Requirements					
26	63	The Secretary General and Chief of Staff will jointly undertake a review of the current high level command and control structures in the Defence Forces, having regard to international best practice on military command and control and drawing upon external expertise. This will include a review of structures for managing joint operations and intelligence.	Active – Tranche 1 (Project End Date 30/06/20)	Sponsors have been briefed by the Project Team in November and further work has been carried out on foot of this to allow for planning guidance and a revised project plan and WBS to be signed off by the Sponsors for the Project Team. The project end date is the 30 June 2020, but the Project Team consider that an extension should not be sought until the sponsors have agreed the next steps.	Yes
29	Incorporate the following into the HLPPG's work agenda and in due course a new equipment plan, which will form a sub-set of a broader capability development plan.				
29A	65	Implement the most cost effective approach to maintaining APC capabilities.	Active – Tranche 1 (Project End Date mid 2023)	Contract signed with GDELS for the maintenance and upgrade of fleet of 80 APCs in December 2016. As of Jan 2021, 67 vehicles have been upgraded with 47 returned. The project continues with further batches in progress leading to an expected end date of Mid-2023. This remains under review and will be determined by the approval process for the vehicle variants in these final phases of the programme.	

29B* (Also reflected in the "To be closed 2021" List)	66	Replace existing five Cessnas, with three larger aircraft suitably equipped for ISTAR tasks.	To be closed Q1 2021	The three PC-12 NG Aircraft were delivered in September 2020. It is planned that the project will be closed in Q1 2021 on completion of the final KPI to measure the effectiveness of the aircraft based on carry out of each type of operation within its remit.	
29C	66	Replace existing CASA 235s with consideration being given to larger more capable aircraft.	Active – Tranche 2 (Project End Date 31/12/23)	Airbus have advised that the impact of COVID-19 on existing contracts will result in an 11 week delay in the delivery of Aircraft 1. Delivery of Aircraft 2 will not be impacted at this stage. Work continues within these timelines including closure of any open items.	
29E	67	Replace the LÉ Eithne with a multi-role vessel (MRV) enabled for helicopter operations and have a freight carrying capacity.	Active – Tranche 2 (no Project End Date specified)	Pressure on team resources arising from critical procurement priorities has resulted in delays to project timelines. Despite these and, most recently, the impact of COVID 19, work has recommenced on progressing the Marine Advisor RFT, which is ready for publication. The plan, timelines and work breakdown structure need to be revisited to reflect revised timeframes and new Public Spending Code requirements.	Underway within process of Equipment Development Plan (EDP)
31	68	The Department will develop a detailed capability development plan, building on the work completed as part of the White Paper process.	Active – Tranche 1 (Project End Date 31/12/20)	Final amendments to the draft report, which includes a capability development matrix, was forwarded to sponsors for observations and finalisation. Any delay may require an extension to the project. Will require an updated end date to accommodate sponsors' input and final submission.	Yes
Chapter 7 - Defence Human Resources					
36	73	Implement the Defence Forces' competency framework, currently being developed, for recruitment, development, performance management and promotion.	Active – Tranche 1 (P44 merged with this) (Project End Date 31/12/21)	D COS (SP) re-convened a DF Performance Appraisal Working Group (AF451).	Yes

44	77	The Defence Forces will review its performance management and annual appraisal systems to ensure that they fully support the Defence Forces capability requirements consistent with the new Integrated Competency Framework. (Linked to Project No. 36)	Merged with P36 – Tranche 1 (Project End Date 31/12/21)		Yes
56	79	Conduct a survey to identify any impediments to the advancement of women in the PDF.	Active – Tranche 2 (Project End Date currently 31/03/21)	The initial proposed timeline for the issue of the survey to all female DF members was delayed due to the outbreak of Covid-19. This has had a knock on effect on the project end date and therefore an extension until March 2021 was requested and granted. The survey has launched and returns are due end January 2021.	Yes
Chapter 8 - RDF					
Chapter 9 - Civil Defence					
Chapter 10 - White Paper Implementation					
86	114	The Government intends putting in place a new fixed cycle of defence reviews; every three years there will be a White Paper update with a strategic defence review every 6 years. The Government will consider putting the new review process on a statutory footing, having engaged in a process of all-party consultation to seek to put the proposals for defence review on a consensual basis.	Active – Tranche 1 (Project End Date 31/03/21)	Due to other essential priorities, extension of this project end date to the 31st March 2021.	
88	117	The Government are establishing a specific defence funding study to capture in a new way the expected long-term costs of meeting Ireland's defence requirements using a ten year planning horizon linked to the proposed new framework of fixed cycle reviews. A comprehensive approach, linked to the new defence review architecture, needs to provide a fully elaborate picture for Government of the choices and their resource implications.	Active – Tranche 2 (Project End Date 31/03/21)	Due to other essential priorities, extension of this project end date to the 31st March 2021.	

ANNEX D - To be initiated during 2021

Project No.	Page No. in WP	Commitments	Remarks	Summary	Crossover - TOR of the Commission as at 15/01/21
Chapter 3 - National Security –Defence Policy Response					
3	29	Consideration of the potential deployability of the full range of Defence Forces' capabilities including Army, Air Corps and Naval Service capabilities and assets on peace support and crisis management operations.	To be initiated Q3 2021	UNSAS and EUHG have been completed or superseded by events so project is being re-scoped to capture the remaining elements. Assumes completion of Land Forces Overseas Deployment Report for Minister. A revised PID to be produced noting that the UNSAS and the headline goal have been superseded by events.	Yes
Chapter 4 - Other Policy Requirements					
15	51	To develop the Defence Forces School of Music, including possible linkages with relevant educational institutions.	To be initiated Q1 2021		
16	52	Based on the outcome of the pilot, and having considered the report of the [EAS] Working Group, the establishment of a permanent service was approved by Government in July 2015. The Government's decision provided that whilst the current service model will continue, the service will be subject to ongoing review in the context of ensuring a sustainable long term service arrangement.	To be initiated Q1 2021		
Chapter 6 - Capability Requirements					
Chapter 7 - Defence Human Resources					
60	87	The Department will commence an organisational capability review within the next twelve months.	To be initiated 2021	This project is about to start, with relevant documentation yet to be prepared pending decisions on resourcing and taking account of engagement (commenced) with the DPER OCR team.	
Chapter 8 - RDF					
Chapter 9 - Civil Defence					
78	104	Progress new Civil Defence legislation with a view to providing a more modern aggregated piece of governing legislation.	To be initiated 2021		
Chapter 10 - White Paper Implementation					

ANNEX E - To be initiated post 2021

Project No.	Page No. in WP	Commitments	Remarks	Summary	Crossover - TOR of the Commission as at 15/01/21
Chapter 3 - National Security –Defence Policy Response					
2	29	The Defence Organisation will develop both civil and military capabilities and capacity across the full spectrum of activity, including defence policy and administration, so as to support the comprehensive approach to crisis management, post conflict stabilisation and Security Sector Reform. Joint civil-military training will be explored in this regard. It will also develop, in concert with partners and other like-minded states, joint initiatives to this end.	P61 to merge into this To be initiated 2022	This is a long-term cross government project to be led out by DFA and Defence in looking at how Ireland can support the “EU Comprehensive/Integrated Approach” to crisis management through the training and development of civil and military staff in Defence and more widely to support the EU comprehensive approach to crisis management. The project would likely involve a cross Government working group to consider and review issues and requirements from an Ireland Inc perspective.	
4	29	Progress options for building on existing bilateral relations through staff exchanges, exploring the option of Defence Attaché appointments to key EU member states/third countries where appropriate, developing bilateral MOUs and more regular civil/military staff to staff engagements.	To be initiated 2022 Project 82 will merge with Project 4, Project 4 will now be re-scoped, and elements of these projects will not be brought forward as they constitute part of business as usual within the organisation.	Certain parts of this project are now mainstreamed into the normal work of ISDP & SPB. Additional appointments in civil/military have been filled in international fora and these are reviewed on an ongoing basis. Remaining portion of P4 “exploring the option of Defence Attaché appointments to key EU member states/third countries where appropriate” will be merged with P82. Project to be re-scoped to take account of the above.	
9	40	Explore further areas of greater synergy with departments and agencies with responsibility in the maritime area to ensure the best and most efficient use of all state resources. This will encompass a more risk based approach and the use of new technologies.	To be initiated 2023	The timing of this project will be reviewed on completion of the National Security Strategy and taking into account the work of the Commission on the future of the Defence Forces.	Yes
Chapter 4 - Other Policy Requirements					
Chapter 6 - Capability Requirements					

27	65	From a national view point and having regard to the need to minimise threats to the safety of personnel, the Department of Defence will examine the option of maintaining a rapid deployment capacity, at Company level, to support or reinforce overseas contingents if the situation so demands.	To be initiated 2023	<u>Project to be re-scoped as follows:</u> From a national view point and having regard to the need to minimise threats to the safety of personnel, the Department of Defence will examine the potential options for the Defence Forces to maintain a deployable military combat capability (together with appropriate CS and CSS elements) on an ongoing basis which could be rapidly deployed to effectively support, reinforce or extract a Defence Forces overseas contingent where the criticality of the situation so demands.	Yes
34	71	Review the current training lands portfolio and the necessary infrastructure to develop them to meet the standards required by the Defence Forces.	To be initiated 2022		Yes
35	71	Undertake a review of the legislative framework to ensure that it is fit for purpose.	To be initiated 2022	Initial project scoping work is currently ongoing and the project will formally commence in 2022.	
Chapter 7 - Defence Human Resources					
37	73	Design, develop and implement a merit based promotion system for all ranks	To be initiated 2022 (merged with P48)	See also P48	Yes
48	78	Identify and examine any impediments to maximise the candidate field for promotion consistent with service and performance.	To be initiated 2022 (merged with P37)	See P37	Yes
49	78	The Department will undertake a review of the overall pay and allowance structures with a view to the simplification and standardisation of the remuneration system in the Defence Forces.	To be considered post-Commission for possible re-scoping and rescheduling	Commission's TORs cover this	Yes
51	78	Implement a range of systems, procedures & scheduled training to ensure PDF preparedness for transition to civilian life after military service.	To be initiated 2023	Merged with P52 & P53	
52	78	Develop a career platform or portal for exiting personnel to give them a direct bridge to employers to assist them in making the transition to a career in civilian life.	To be initiated 2023	See P51	
53	78	Defence Forces Human Resources will create a career portfolio for interested exiting members of the PDF listing their military qualifications alongside the level of the qualification on the national framework of qualifications (NFQ) where relevant.	To be initiated 2023	See P51	
58	79	Operational requirements, overseas postings, training courses, career courses and the availability of development opportunities will be reviewed to ensure that they do not discriminate on the basis of gender or familial responsibility, while retaining the integrity of the course and training requirement.	To be initiated 2022	Needs to await outcome of P56	Yes

61	88	The Department will explore opportunities for joint training with Defence Forces' personnel in light of the "Comprehensive Approach".	Merged with P2 To be initiated 2022		
64	92	The Department will examine the existing approach where a catastrophic injury is incurred with the objective of creating a less adversarial system.	To be initiated 2023		
Chapter 8 - RDF					
65	97	Revise the terms and conditions of FLR membership and examine the case for the current gratuity.	To be considered post-Commission for possible re-scoping and rescheduling		Yes
66	97	Develop the necessary regulatory changes and service criteria (of the FLR) in consultation with all stakeholders.	To be considered post-Commission for possible re-scoping and rescheduling		Yes
67	98	The Department will review the provisions of the Defence Acts and bring forward proposals for any changes that may be required in order to reflect the possible crisis situations where activation of members of the Reserve may be appropriate.	To be considered post-Commission for possible re-scoping and rescheduling		Yes
68	99	Establishment of the NSR increased to 300.	To be considered post-Commission for possible re-scoping and rescheduling		Yes
69	99	Consideration will be given to the activation of Reserve Sub-Units for short periods of training with PDF Units or other support tasks.	To be considered post-Commission for possible re-scoping and rescheduling		Yes
70	100	Establish a panel of professionally qualified members of the Reserve, to be known as the Specialist Reserve.	(P71 merged with this). To be considered post-Commission for possible re-scoping and rescheduling		Yes
71	100	Conduct a skills survey to identify individuals in the FLR, AR and NSR with relevant professional qualifications and their potential availability.	Merged with P70. To be considered post-Commission for possible re-scoping and rescheduling		Yes
72	100	The Department will identify the options available to underpin the engagement of the members of these Specialist Reserve, whose personal circumstances would allow them to undertake required tasks, including on overseas missions.	To be considered post-Commission for possible re-scoping and rescheduling		Yes
73	100	Progress, in consultation with the Representative Associations, the possibilities for members of the Reserve with specialist skills to assist the PDF in a voluntary unpaid capacity.	To be considered post-Commission for possible re-scoping and rescheduling		Yes
74	100	The Secretary General, in conjunction with the Chief of Staff, will bring forward proposals for the operation of a scheme that affords a small number of suitably qualified members of the RDF the opportunity to undertake operational duties at home and overseas.	To be considered post-Commission for possible re-scoping and rescheduling		Yes

75	100	Replace the term "effective" with the term "active".	To be considered post-Commission for possible re-scoping and rescheduling		Yes
76	100	The Department will give consideration to the establishment of a database of former members of the AR, NSR, FLR and PDF who could be called upon to volunteer in a crisis situation, by listing these as an "Inactive Reserve".	To be considered post-Commission for possible re-scoping and rescheduling		Yes
77	101	The Department will incorporate the review of progress on the implementation of the findings of the 2012 Review of the RDF into the overarching review process.	To be considered post-Commission for possible re-scoping and rescheduling		Yes
Chapter 9 - Civil Defence					
Chapter 10 - White Paper Implementation					
82	110	The Secretary General, in conjunction with the Chief of Staff, will prepare a specific short-term review to assess the increased capacity required in staffing in international fora.	To be merged with P4	This project has now been effectively mainstreamed into the normal work of ISDP & SPB through regular reviews of overseas operations and appointments. In the latest review, additional civil/military appointments have been filled in international fora. These will continue to be reviewed on an ongoing basis.	

ANNEX F - White Paper Programme Implementation Roadmap - February 2021

