

An Garda Síochána

Monthly Report to the Policing Authority

In accordance with Section 41A of the Garda Síochána Act, 2005 (as amended)

January 2023

An Garda Síochána

Oifig an Choimisinéara Gnóthaí Corparáideacha An Garda Síochána Páirc an Fhionnuisce Baile Átha Cliath 8 D08 HN3X



Luaigh an uimhir tharaghta seo a leanas le do thoil: Please quote the following ref. number: **CMR_86-31412/22**



Office of the Commissioner Corporate Affairs Garda Headquarters Phoenix Park Dublin 8 D08 HN3X

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Ms. Helen Hall Chief Executive The Policing Authority

RE: Commissioner's Monthly Report to the Policing Authority

Dear Helen,

I am pleased to provide the first report in 2023, outlining the key aspects of the administration and operation of An Garda Síochána for the month of December 2022, in accordance with Section 41A of the Garda Síochána Act, 2005, as amended.

Yours sincerely,

MARIE BRODERICK SUPERINTENDENT PRIVATE SECRETARY TO COMMISSIONER

January 2023

An Garda Síochána: Ag Coinneáil Daoine Sábháilte – Keeping People Safe

Message from the Commissioner

2022 saw a number of positive organisational developments in support of our ongoing work to keep people safe. As we start the New Year, we have;

- over 10,200 Gardaí with a mobility device;
- the biggest fleet in the organisation's history;
- a new Garda uniform, based on demand from front-line Gardaí for one that is more practical and modern;
- rolled out new technology systems, including the Investigation Management System and the Roster and Duty Management System; and,
- additional new and refurbished stations and offices.

The rollout of the Operating Model also progressed. This will provide a more localised service with a strong emphasis on community partnership. In December 2022, this close connection with communities continued through a wide range of engagements at national and local level. This included protecting the most vulnerable in our society. As part of our support for the Annual 16 Days of Activism against Gender Based Violence Campaign, a number of appeals and operations were undertaken by the Garda National Protective Services Bureau to help victims of domestic, sexual and gender based violence, as well as protecting those in the sex trade.

During the Christmas and New Year period, Gardaí also focused on keeping people safe on our roads. Over 7,400 checkpoints were conducted nationwide, that identified 746 people driving under the influence of an intoxicant, 256 seatbelt offences, 932 offences for use of a mobile phone while driving and 14,704 speeding offences.

As part of Operation Tara, An Garda Síochána continued to intercept large quantities of drugs in December 2022. This included cannabis with an estimated value of ≤ 2.4 m leading to four arrests in Dublin. In addition, drugs with an estimated value of ≤ 1.3 m were seized in North Dublin and cannabis valued at ≤ 2.2 m was seized during further operations in Galway, Dublin and Monaghan.

2022 was a challenging but rewarding year for our police service. To give a sense of what has been achieved and what remains to be achieved, I have included an addendum in this month's report which provides a snapshot of our policing performance against the 2022 National Policing Plan. An Garda Síochána will continue in 2023 to deliver a professional, community-orientated policing service with a focus on keeping people safe.

J A HARRIS COMMISSIONER

1. Finance

Financial Expenditure and Receipts

	2022 Allocation €'000	Expenditure/Receipts end Nov €'000	Remaining end Dec €'000	Remaining %
Gross Total	2,160,120	2,153,188	6,932	0.3%
Appropriation in Aid	124,795	130,520	-5,725	-5%
(receipts)				
Net Total	2,035,325	2,022,668	12,657	

The total gross 2022 allocation for An Garda Síochána is $\in 2.16b$ and net allocation is $\in 2.04b$. At the end of December 2022, the total combined gross expenditure is $\notin 2.15b$ (99.7% of allocation), which is less than the end of December 2022 profiled spend by $\notin 6.93m$, with further detail below on specific areas of over/under profile.



Current Allocation and Expenditure

The gross current allocation for 2022 was €1.989b, which included pay of €1.347b (including pay for the Garda College). This included a supplementary estimate of €78.9m. Expenditure on pay in December 2022 was €132.66m and for the year end was €1.34b. Expenditure on salaries to end December 2022 was €1.21b, which was €9.85m under budget profile. Expenditure on overtime was €129.79m, which was €5.25m over profile. Overall, pay and overtime was under budget at year end by €4.6m.

In respect of superannuation of €406.61m (including a supplementary estimate of €25.774m), expenditure in December 2022 was €44.91m and the end of year position was €403.77m, which was €2.84m under profile at the year end. In relation to non-pay of €234.91m (including for the Garda

College) which included a supplementary estimate of \pounds 6.83m, expenditure on non-pay in December 2022 was \pounds 49.45m and year to date is \pounds 235.78m. Overall, non-pay expenditure is \pounds 0.87m over profile at end December 2022. Non-pay expenditure in relation to COVID-19 at the end of December 2022 is reported at \pounds 3.68m.

Capital Allocation and Expenditure

The gross capital allocation for 2022 is ≤ 171.57 m (including a supplementary estimate of ≤ 25.07 m). Expenditure on capital (including the Garda College) in December 2022 was ≤ 47.51 m and for the year end was ≤ 171.22 m. The capital subheads were under profile by a combined spend of ≤ 0.36 m at the year end.

Appropriations in Aid

Appropriations in Aid are €130.52m at the end December 2022, €5.73m ahead of the estimated profiled receipts (including a supplementary estimate of €18.8m).

Estate Management December 2022

- **Development of the new purpose built Garda facility at Military Road**: As reported last month, the Minister for Justice officially opened Walter Scott House in November 2022. This accommodation has provided for the relocation of personnel from Harcourt Square and Dublin Castle. The decant of Harcourt Square accommodation was completed in December 2022 and the property was returned to the landlord on 31 December 2022.
- Clyde House, Dublin 15: Fit-out is continuing. As reported last month, as this accommodation was not ready for occupation pre end 2022, contingency arrangements for interim accommodation at 6 Ely Place Upper and Navan Road were put in place. The decant of Harcourt Square to these interim locations commenced on 5 December 2022 and were completed to ensure the full decommissioning of Harcourt Square.

Other projects at earlier stages of development, which continue to be progressed in conjunction with the OPW, include the following:

- Navan Garda Station: This project commenced in Q2 2021, comprising a full cell refurbishment, the provision of enhanced custody facilities and creation of a number of offices on the 1st floor, providing additional accommodation for Garda personnel. Final snags are currently underway and a handover date will be confirmed to local management following a final site visit by the OPW.
- **Bailieboro Garda Station:** Contractors are on site following commencement of work in January 2022. The OPW has advised that handover of the building will take place in Q1 2024.

Developments in December 2022

• Drogheda PEMS & Locker Room/Tallaght & Naas PEMS: As reported previously, the OPW advised that commencement of these projects was to be phased over the next 12 months. Works in Drogheda were scheduled for Q4 2022, but due to a delay, they will commence in Q1 2023. The OPW has confirmed that the Letter of Acceptance has been issued to the preferred contractor for the enabling works at Drogheda Garda Station. The preferred contractor has also engaged with local management and visited the station for an initial review of the site. The contractor has confirmed their intention to commence enabling works at Drogheda Garda Station by the end of

January 2023. Arrangements have been agreed locally with Garda management and the contractor regarding parking arrangements. The minor change in timelines noted between our reports is reflective of the Christmas period and annual leave within that timeframe. Estate Management is confident that the enabling works will commence at Drogheda Garda Station imminently.

- **Redevelopment of Portlaoise Garda Station:** Tender submissions were returned to the OPW in late December 2022 for the enabling works package. This will take place at Portlaoise in advance of the main redevelopment of the station. Tender submissions are being assessed by the OPW at present.
- **Newcastlewest Garda Station:** Planning permission for a new District Headquarters at Newcastlewest, Co. Limerick was lodged by the OPW in Q3 2022.
- **Cell Refurbishment Programme:** An Garda Síochána, in partnership with the OPW, has agreed a schedule of works for the remaining locations to be addressed as part of the Cell Refurbishment Programme. Active engagement continues between An Garda Síochána and the OPW on a number of cell projects which are at various stages of development. Commencement of a number of these projects is anticipated to commence in early 2023.

2. Human Resources and People Development

Key Human Resources and People Development Highlights

Roster and Duty Management System (RDMS)

- Work is progressing on RDMS integration with CAD2 and mapping data between both systems.
- RDMS roll out in the Clare/Tipperary and Wexford/Wicklow Divisions is on schedule. Divisional Planner Units went live in December 2022.
- As reported last month, there are now circa 8,000 employees live on RDMS.
- The RDMS national support is awaiting the back-filling of a number of positions. The team is working effectively to facilitate successful rollouts and has responded efficiently to day to day support issues.

The table below details the future rollout schedule:

DMR North	Q1 2023
DMR Communications Centre	Q1 2023
Mayo/Roscommon/Longford	Q1 2023
OSC	Q2 2023
Waterford/Kilkenny/Carlow	Q2 2023
Westmeath/Meath	Q2 2023

Employee Assistance Service

- On 15 and 16 November 2022, 34 personnel were trained as peer-supporters for the DMR North Division.
- On 8 and 9 November 2022, 20 additional personnel were trained under the Mental Health First Aid Programme.
- On 2 December 2022, the third Superintendents' Wellness Day was held in Galway.

Overseas Office

- On 15 December 2022, Superintendent Maria Conway (Irish Contingent Commander) assumed the role of Sector 2 Commander in the UNFICYP Cyprus Mission following a successful interview process.
- During the month of December 2022, Garda Sarah Conlon (UNFICYP Cyprus mission) assumed the team leader role for Kato Pyrgos, Sector 1.

Resourcing

- The Sergeant to Inspector promotion competition is ongoing. 104 candidates were provided in the first two batches by the Public Appointments Service (PAS). 102 successful candidates have been promoted and allocated to date, with one withdrawal and one remaining in the clearance process. PAS is currently scheduling interviews for the next batches for March and April 2023.
- The Garda to Sergeant promotion competition is ongoing. In the first three batches provided by PAS, 405 candidates have been promoted and allocated to date, with three withdrawals and 13 remaining in the clearance process. PAS has recently provided two further panels of Gardaí for

promotion to Sergeant in Q4, 2022. (In batch 4, there are 55 successful candidates and in batch 5, there are 52 successful candidates). The promotion clearance process has commenced in respect of batch 4 candidates.

- As of 31 December 2022, under the Garda Reassignment Initiative, a total of 881.5 Garda members have been reassigned to operational roles and their previous roles assigned to Garda Staff, inclusive of 37.5 in 2022.
- Garda Trainee recruitment is in progress. 92 trainees commenced in Intake 222 on 28 November 2022. Planning is ongoing for the next cohort to enter the Garda College (currently planned for 20 February 2023). In addition, work is ongoing to support PAS in increasing the number of interviews conducted and to put in place a plan for a new Garda Trainee competition to launch (planned for Q1 2023).
- There are currently 27 national, two regional, four overseas and 62 divisional member competitions underway.
- There are currently 22 Garda Staff internal and open recruitment competitions in progress across the organisation.
- Offers are ongoing from the internal Executive Officer (EO) batch 1 panel. EO batch 2 interviews finished in December 2022 and candidates will be notified of their results in January 2023.
- Interviews for the internal Assistant Principal (AP) competition concluded in December 2022 and candidates will be notified of their results in January 2023.
- The HR candidate management system is in the final stages of testing. Liaison is taking place with external consultants in relation to launching a test competition in January 2023.
- Interviews for the School Leavers Internship concluded in December 2022. Candidates will be notified of results in January 2023.
- Interviews for the Graduate Internship are scheduled for January 2023.
- Work continues on resourcing additional and new Garda Staff posts based upon prior sanctions for recruitment received from the Policing Authority.

Human Resources and People Development Analytics/Data

As at 31 December 2022, the Garda member strength stood at 14,133 (14,091 WTE) and the Garda Staff strength stood at 3,332 (3,125.6 WTE). A full breakdown by rank, grade and gender is outlined below.

2.1	Garda	Member	Strengths
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Rank	As at 31 December 2022	Male	%	6	Female	2 %	WTE
Commissioner	1	1	10	00	0	0	1
Deputy Commissioner	2	0	C)	2	100	2
Assistant Commissioner	8	4	5	0	4	50	8
Chief Superintendent	46	38	8	3	8	17	46
Superintendent	167	140	8	4	27	16	167
Inspector	465	376	8	1	89	19	465
Sergeant	2,073	1,569	7	6	504	24	2,072
Garda	11,371	8,019	7	1	3,352	29	11,330
Total	14,133	10,147	7.	2	3,986	28	14,091
Of which	At 31 December 2022	Male	9		%	Female	%

Career Breaks (incl. ICB)	54	35	65	19	35
Work-sharing*	42	1.5	4	40.5	96
Secondments(Overseas etc.)	53	34	64	19	36
Maternity Leave	51	0	0	51	100
Unpaid Maternity Leave	42	0	0	42	100
Paternity Leave	11	11	100	0	0
Available Strength	13,880	10,065.5	73	3,814.5	27

*Equates to 84 full-time members

Garda Reserves Strength

Garda Reserves Strength	Total*	Male	%	Female	%
As at 31 December 2022	375	283	75	92	25

2.2 Garda Resignations/Retirements 2020 - 2022



2.3 Garda Staff Strengths (Administrative and Civil Service and Chief Medical Officer)

Grade	Total	WTE	Male	%	Female	%	Undisclosed	%
CAO	1	1	1	100	0	0	0	0
Executive Director	5	5	2	40	3	60	0	0
СМО	1	1	1	100	0	0	0	0
Director	2	2	1	50	1	50	0	0
РО	28	28	15	54	13	46	0	0
AP	69	68.5	31	45	38	55	0	0
HEO	206	204.6	86	42	120	58	0	0
AO	25	25	12	48	13	52	0	0
EO	719	710.6	190	26	529	74	0	0
СО	1,877	1,803.4	455	24	1,421	76	1	0.1
Total	2,933	2,849.1	794	27.07	2,138	72.89	1	0.03

	Total	WTE*	Male	%	Female	%	Undisclosed	%
Professional/	57	56.2	33	58	24	42	0	0
Technical (incl. CMO)								
Administrative **	2,932	2,848.1	793	27.04	2,138	72.91	1	0.03
Industrial/Non	343	221.3	111	32	232	68	0	0
Industrial								
Total	3,332	3,125.6	937	28.12	2,394	71.85	1	0.03

Of which	Total	WTE*	Male	%	Female	%	Undisclosed	%
Maternity Leave	26	26	0	0	26	100	0	0
Unpaid Maternity Leave	15	15	0	0	15	100	0	0
Paternity Leave	1	1	1	100	0	0	0	0
Secondment/Exchange	0	0	0	0	0	0	0	0
Available Total	3,290	3,083.6	936	28.44	2,353	71.51	1	0.05

* Whole time equivalent – Garda Staff work on a number of different work-sharing patterns.

****** Civil Service grades and other administrative posts.

* Rounding applied to WTE.

Work Sharing ***	Total	WTE	Male	%	Female	%	Undisclosed	%
	288	84.7	6	2	282	98	0	0

*** Work-sharing figure excludes industrial/non-industrial staff, as many such posts are part-time. * Rounding applied to WTE.

Career Breaks****	Total	WTE	Male	%	Female	%	Undisclosed	%
	49	49	8	16	41	84	0	0

**** Staff on career breaks are not included in total numbers above

Parental Leave

01.12.2022 - 31.12.2022	Garda Members	Garda Staff
	128	96

Garda Staff assigned and commenced – as at 31 December 2022

Month	Jan	Feb	Mar	Apr	Мау	June	July	Aug	Sept	Oct	Nov	Dec	Total
Total number of vacancies filled since 01/01/2022*	59	40	36	43	44	53	45	41	55	32	62	25	535

*Adjustments to figure previously reported above may occur when promotions are notified at a later date. These include: backfills, new, reassignments and fractional reassignments.

Persons suspended from An Garda Síochána

Total*	Male	%	Female	%	
120	109	91%	11	9%	

*The total figure includes Garda members and Garda Staff, including Probationers.

Garda Staff transfers out of An Garda Síochána for 2022 (up to 31 December 2022)

Туре	2022 (To Date)	2021 (Full Year)
Mobility	115	42
Transfer out on promotion	63	47
Total	178	89

3. Information and Communications Technology

ICT Support

An Garda Síochána ICT Operations provide 24/7/365 support to the organisation to ensure that infrastructure and application service availability is maintained for the entire Garda ICT environment. This is in line with enterprise standards by managing the server, desktop, storage, and security environments for all Garda personnel accessing a service catalogue of over 170 systems and services.

ICT Operations continued to see service delivery growth in 2022 with an ever increasing demand placed on it to support the needs of the organisation. The growing ICT estate in 2022 resulted in over 115,000 support tickets logged across all ICT teams, an increase of approximately 15% on 2021 volumes. In addition, ICT Operations supported and deployed the release of 51 updates to applications and services in 2021, and carried out over 2,500 change and technical requests to infrastructure, services and data.

An Garda Síochána ICT was one of the key enablers in the programme of work for the successful decant of Harcourt Square by year end 2022. ICT also migrated all of the ICT systems and services from Harcourt Square to the new building, Walter Scott House, Military Road, and to other premises on the Navan Road and Ely Place. All ICT works to support the personnel in these moves were completed successfully and on time. The equipping of Walter Scott House, including major specialised units, such as the Garda National Cyber Crime Bureau, was especially complex and demanding but was completed without any significant disruption to the operation of all of the major Garda services involved.

As part of the Harcourt Square decant, An Garda Síochána ICT moved the existing Computer Aided Dispatch System, supporting the DMR emergency control room, to the new shared National Transport Control Centre at Heuston Station. This was again completed with minimal disruption for end users and without any unplanned downtime.

Garda ICT also successfully established a new Garda Síochána data centre during 2022, which is hosting all the main Garda ICT systems and services, and will be a foundation for future digital modernisation in An Garda Síochána. This facilitated the migration from the existing data centre in Garda Headquarters which has since been decommissioned. Again, this was achieved with minimal disruption for end users and without any unplanned downtime.

Schengen Information System (SIS Recast)

Ireland successfully connected to the Schengen Information System (SIS II) in March 2021. Changes to SIS II will be introduced as a result of the new SIS Regulations (RECAST) in the first quarter of 2023. These changes will now make it even more difficult for criminals to move in an undetected fashion across Europe, which will result in enhanced security for people and improved effectiveness in law enforcement co-operation.

As of December 2022, Ireland has over 57,000 alerts active on SIS. By the end of 2022, in respect of Ireland's participation in SIS II, there were 36 hits on Irish alerts for arrest and 97 hits on other member state alerts for arrest. In addition, there were 29 hits on Irish alerts for missing persons and 30 hits on other member state alerts for missing persons.

As reported last month, the RAG status for SIS Recast has been reduced to amber as a result of the plan being re-baselined by eu-LISA. Following a recent eu-LISA Management Board meeting, a new

date of 7 March 2023 is planned for SIS Recast Entry in Operation (EiO) for all member states. Testing by member states is to continue to mid-January 2023 and an EiO rehearsal will be conducted when all member states declare technical readiness. Ireland has already declared technical readiness for SIS Recast.

Computer Aided Dispatch 2 (CAD 2)

The project is making steady progress with a phased introduction commencing in one Garda Region in Q1 2023. Detailed planning for live testing and transition to the new solution is scheduled for commencement on 27 February 2023, and running to 20 March 2023, is well advanced. The remaining three regions are to follow in subsequent months. The RAG status remains red, due to the test phase being behind schedule. The supplier is applying the necessary technical resources to address any issues arising. Issue resolution and testing (both functional and non-functional) remains in progress, with Pass 2 of both due to commence in the coming week. The supplier is endeavouring to make up the testing time and remain on schedule by applying additional resources, and the project team working additional hours. Training material preparation is almost complete, including the digital learning package and is on track to be available ahead of the commencement of classroom training in mid-February 2023.

Roster Duty Management System Deployment (RDMS Deployment)

RDMS is being deployed on an incremental basis and is now live in the DMR South Central, DMR North Central, DMR South, DMR West, DMR East, Galway, Limerick, Cork City, Cork County and Kerry Divisions, and in a number of specialist sections. Deployment to Clare/Tipperary and Wexford/Wicklow is planned for January 2023, with the remaining seven divisions and other specialist sections planned to be completed during the year. Work is also progressing on RDMS integration with CAD2 and mapping data between both systems, in advance of CAD2 commencing operation in the first Garda Region in Q1 2023.

Investigation Management System (IMS) Deployment

IMS is now live in the Waterford, Wexford, Kilkenny/Carlow, Tipperary, Clare, Wicklow and Meath/ Westmeath Divisions. IMS/PEMS statistics up to end November 2022 are as follows:

٠	Total number of investigations supported by IMS:	169,834
٠	Total number of investigation jobs created on IMS:	1,480,637
•	Total number of objects created on PEMS:	1,637,685

IMS deployments to other divisions and specialist sections in 2023 are currently at the planning stage and will be progressed in line with other organisational priorities.

Mobile Device Deployment

To date, 6,195 frontline Garda members have been issued with an advanced smartphone mobile device with another 4,390 standard smartphone mobile devices issued to other Garda personnel. It is planned to complete the rollout to all remaining frontline Garda members in 2023.

The mobile device provides the Garda members with the following apps:

- PULSE Person Search App has recently been introduced and, to date, has been deployed to over 2,000 Garda members, enabling them to conduct searches on PULSE and which will return all relevant records such as incidents, warrants and warnings. This particular app has been described as a 'game changer' for operational personnel and some notable arrests have already been achieved.
- Fixed Charge Notice App for recording principally road traffic offences. Over 300,000 offences have been recorded using the app.
- Automatic Number Plate Recognition App for detecting tax and insurance offences, disqualified drivers and PULSE intelligence warnings.
- RDMS App providing a book on/off facility and access to roster and leave processes.
- Email and the Garda Portal.
- MS Teams App providing mobile voice and video conferencing services.
- New Garda Learning Management System (LMS) App enabling online training for Garda personnel.
- New Map App providing real-time access to a range of map information, such as Garda stations, legal boundaries, etc.
- New KOPS "Keeping our people supported" Health and Wellness App.

The new CAD2 Incident App will provide Garda responders with the ability to see details of the incident they are attending, including all relevant information in relation to the location, persons or vehicles involved. In addition, the mobile device is fully integrated with newly equipped Garda 'smart' connected vehicles providing enhanced 'in vehicle' access to Garda information systems via an integrated display and keyboard facility. The mobile device is also fully integrated with the automatic number plate recognition system in the vehicle. There are now over 160 Garda mobile connected vehicles, with plans to equip all operational Garda vehicles to this standard.

The mobility team is undertaking preparations with regard to the first deployment of devices in January 2023, with further deployments planned for the remainder of 2023.

Operating Model - ICT Workstream to enable and support the Operating Model

Six divisions have been enabled to date for Operating Model (Community Engagement and Crime Functional Areas), namely Cork City, Kerry, Galway, Limerick, Mayo/Roscommon/Longford and DMR South Central. Post-activation monitoring and support is ongoing. Further ICT enablement in support of the Operating Model is planned for 2023.

Development work is continuing on PULSE release 7.8.2 which will, inter alia, support those new Operating Model divisions incorporating three combined geographical counties.

4. Corporate Communications

Throughout the month of December 2022, the Office of Corporate Communications continued to communicate internally and externally on the broad range of policing activities undertaken by An Garda Síochána nationwide in our mission to keep people safe. These high-level communications included media briefings and a large number of local and national media interviews, including:

Public Appeal and Media Briefing

Superintendent Joseph Moore and Detective Superintendent Des McTiernan held a public appeal in Bantry Garda Station for information regarding the murder of Sophie Toscan du Plantier. This was the first time a media briefing was held in relation to the December 1996 murder.



Appeal for Information and Media Briefing

Assistant Commissioner Michael McElgunn and Chief Superintendent Alan McGovern provided an update on the 1972 Belturbet bombing, and murders of Patrick Stanley and Geraldine O'Reilly. This was followed by an appeal on Crimecall on RTÉ One in relation to the incident.



Media Briefing on Gender Based Violence, Domestic Violence and Coercive Control

As part of the '16 Days of Activism against Gender Based Violence' Annual Campaign, a media briefing was held by Detective Chief Superintendent Colm Noonan and Detective Superintendent Sinéad Greene, Garda National Protective Services Bureau, at Garda Headquarters on the issue of domestic violence.



Briefing on the targeted operations held regarding Online Child Sexual Exploitation Material

Detective Superintendent Ian Lackey from the Garda National Protective Services Bureau, Online Child Exploitation Unit provided a media briefing on recent targeted action against online child sexual exploitation.



Roadside briefing on National Slow Down Day

Assistant Commissioner Paula Hilman and Inspector Ross O' Doherty briefed media on the enforcement activity as part of National Slow Down Day at a Garda checkpoint on the Quays in Dublin.

Media Briefings and Interviews

Date	Organisation	Subject	Spokesperson	
30.11.2022	FM104	Protecting sex workers	D/Superintendent Derek Maguire	
06.12.2022	RTÉ News at One	Online child exploitation	D/Superintendent Ian Lackey	
06.12.2022	Virgin Media	Online child exploitation	D/Superintendent Ian Lackey	
06.12.2022	LMFM	Online child exploitation	D/Superintendent Ian Lackey	
16.12.2022	Newstalk	Online shopping fraud awareness	D/Superintendent Michael Cryan	
23.12.2022	RTÉ News at One	National Slow Down Day	Assistant Commissioner Paula Hilman	

Other notable interviews with media in December 2022 included:

Press Office

The Garda Press Office operates from 7am to 11pm, seven days a week, responding to queries, coordinating external communications and media relations, and updating our social media platforms. This month's activity included:

- The publication of An Garda Síochána Annual Report 2021.
- Press releases related to organised crime, including the seizure of cocaine, diamorphine and amphetamines valued at €1.3m in Dublin 7, cannabis valued at €2.4m in South Inner City and West Dublin, cannabis valued at €950,000 in Galway, cannabis valued at €860,000 in West Dublin and cannabis valued at €384,000 in Monaghan.
- Over 20 missing person appeals, 15 updates to the public and just under 30 witness appeals.
- Attendance at the Government led media briefing at the NECC on Cold Weather event.
- Social media communications highlighting community engagement, #FindDazzler, severe weather warnings, road safety campaign updates and traffic management plans.

'Keeping people safe' – Key activities/advice in December 2022

 The Christmas and New Year Road Safety Campaign 2022 launched at the beginning of the month with weekly updates throughout December 2022. The campaign appealed to the public to take extra care on our roads. Statistics on road traffic collisions, checkpoints and driving offences were provided on each Thursday of the campaign.



• The continuation of the 16 Days of Activism against Gender Based Violence Annual Campaign. Daily posts in different languages leading up to 10 December 2023, Human Rights Day. Multiple media briefings delivered on online child exploitation, domestic violence and coercive control.



• Public awareness on online shopping frauds and prevention ahead of the post-Christmas sales.

BAF	The golden rules of c		ER?
BUY FROM TRUSTED sources Use brands and shops that you are familiar with.	THINK TWICE BEFORE PURCHASING Make sure you understand the risks of buying online.	person on the stre	e money to a random et, don't do it on the e, reserve the right to o
CHECK REVIEWS AND RATINGS Especially of Lunknown stores and individual sellers. CONTROL RECURRING CHARGES Before providing your card details over the internet, find out how you can stop that service.	USE CREDIT CARDS WHEN PURCHASING THINGS ONLINE Not credit casids have a strong customer protection policy. If you dissuer will refund you.	NEVER SEND YOUR CARD DETAILS BY EMAIL Never send a copy of your car card number, PIN of any other information to anyone by email for the second second second second second information to anyone by email for the second s	d, your
Use HTTPS and SSL protocols when browsing the internet. Remember: the	YOUR ONLINE PURCHASES YOUR CA y may be needed to establish the If you are	RD BEHIND webs syste	do your online shopping on ites that use full authentication ms (such as Verified by Visa / erCard Secure Code).
		iarda National Economic rime Bureau	#BuySafePaySafe

• A continued focus on communicating road safety messaging throughout the month, following the increase in road deaths countrywide in 2022. Campaign infographics are regularly posted to social media channels as a stark reminder of the number of road fatalities to date.



*Statistics up to late December 2022

Internal Communications

The Internal Communications team continued to issue Newsbeat twice a week during the month of December 2022. Readership has stayed consistently high at approximately 59% of personnel per edition. Key updates delivered to personnel during the month included:

- Guidance on the HSE cyber-attack.
- Public Attitudes Survey in 2021.
- Monaghan Gardaí honoured for saving a life.
- Training on the new drug testing device for road users.
- Information on the European Criminal Record Information System.
- Missing Persons Day 2022.
- An Garda Síochána Christmas and New Year Road Safety Campaign 2022.
- The 27th Annual Coiste Siamsa, An Garda Síochána National Sports Awards 2022.
- Leading Lights Awards 2022.
- #Garda100 Centenary events.
- Our final Newsbeat of 2022 Reeling in the year and a look back over the past year.

5. Implementation of Cultural Change

Culture Reform Programme

- An in-depth analysis of the data from the Culture Audit of An Garda Síochána was conducted throughout Q4 2022 by the Garda Ethics and Culture Bureau (GECB). Regional and sectional data was disseminated to each Assistant Commissioner and Executive Director, and datasets around tenure, gender, shift and non-shift were analysed. Superintendent Armstrong, GECB presented to the Chief Information Officer and senior management on their specific results.
- A focus group on the Culture Audit findings took place on 28 November 2022 with representatives from the Governance and Accountability Region.
- A focus group scheduled for 6 December 2022 with the Garda National Drugs and Organised Crime Bureau was re-scheduled to 11 January 2023, due to the recent decant of offices based in Dublin Castle to Walter Scott House.
- Other sessions are in the process of being scheduled.

Enhancing Professional Conduct

- The most recent meeting of the Lessons Learned Working Group took place on 12 December 2022. This working group comprises of the Garda Ethics and Culture Bureau, Garda Anti-Corruption Unit, Internal Affairs and the Garda Professional Standards Unit. The theme for the first publication is misuse of data. The final draft of the first publication will be forwarded for approval in January 2023, to be issued shortly thereafter.
- The meeting of the Professional Conduct Steering Group scheduled for 13 December 2022 was postponed due to connectivity issues in Garda Headquarters. This will be rescheduled shortly.

6. Risk Management

An Garda Síochána Corporate Risk Register continues to captures eight principal risks. As reported previously, these are managed by their assigned corporate risk owners, overseen by the Risk and Policy Governance Board (RPGB), and supported by the Garda Risk Management Unit (GRMU).

- The RPGB meeting scheduled for 1 December 2022 was deferred as development of a new Risk, Policy and Finance Committee is being considered as part of new governance arrangements within An Garda Síochána.
- Compliance rates for Q3, 2022 remained consistently high at 96%.

During the month of December 2022, the Garda Risk Management Unit;

- Attended an inaugural meeting to review the development, and terms of reference for the Risk, Policy and Finance Committee.
- Held one-to-one meetings with all Corporate Risk Owners and support staff to assist in the review and update of their risk registers.
- Issued a 'Risk Champion Network' bulletin.
- Attended the Audit and Risk Committee meeting.
- Continued to rollout an initiative to improve and embed risk management under the Performance Assurance Functional Area in the Operating Model divisions.
- Continued to engage with STO in terms of the review of governance arrangements and structures under the 'Governance and Accountability' area and the Operating Model.

7. Use of Force

An Garda Síochána conducted a comparison of two data sets of use of force statistics for November 2022 and December 2022.

As outlined in all reports, it is the advice of the Chief Information Officer that this report is selfcontained and prepared from a very small data set covering two months. It should therefore not be linked or compared to other sources. The figures provided are provisional, operational and subject to change.

Category	Nov-22	Dec-22	Increase/ Decrease	% Change
Total use of force (UOF) for month	903	1024	+121	+13%
Civilians injured	30	26	-4	-13%
Garda members injured	16	8	-8	-50%
Pepper spray deployed	72	67	-5	-7%
Batons	16	14	-2	-13%
Handcuffs	764	888	+124	+16%
Anti-spit guard	0	2	+2	+200%
Unarmed restraint	158	199	+41	+26%
Taser	4	1	-3	-75%
Non-lethal firearm	0	2	+2	200%
Firearm	0	0	0	0%
Gender subject to force – male	701	823	+122	+17%
Gender subject to force – female	99	80	-19	-19%
Drugs involved	235	243	+8	+3%
Alcohol involved	501	641	+140	+28%
Division with highest level UOF - DMR South Central	11%	11%	0	0%
Percentage of UOF deployments occurring Friday, Saturday & Sunday	48%	50%	+2	+2%



8. Data Quality and Crime Trends

Similar to last month, Garda standard vetting average turnaround times continue at their long term figure of six to seven working days once an application is received. The turnaround time for standard vetting of hosts for Ukrainian families and aviation vetting continues to be one working day.

Information Led Policing: Data in support of Policy Development and Performance Monitoring

Aggregate data from the Galway pilot of non-detection crime outcomes will be reviewed at the February 2023 Policing and Security Management meeting. As outlined in last month's report, the pilot has so far identified over 1,000 outcomes across 31 non-detection outcome types (similar to the experience in other jurisdictions) as well as those with full detections. National rollout will proceed late in 2023 following PULSE changes to streamline the process.

Data Quality and Operational Value of Data

The December 2022 data quality metrics are available at the link below: <u>ags-crime-incident-data-quality-metrics-for-1-january-to-31-december-2022.pdf (garda.ie)</u>

Data Quality Assurance

The review of the PULSE Data Quality Framework by KPMG is continuing. While it was previously anticipated that the report was expected by the end of 2022, it is now expected to be delivered before the end of Q1 2023.

Crime Trends

National Overview: As outlined in previous reports, long term property crime, burglary and criminal damage plateaued in 2019 following sustained downward trends from 2015 – 2018. These downward trends resumed in 2020, largely due to the COVID-19 pandemic. Similarly, crimes against the person, public order and sexual offences, for which continuous upward trends were observed prior to 2020, stabilised in 2020. This is also a possible effect of the COVID-19 pandemic. Throughout 2021 and 2022, most types of crime reported consistent upward trends in accordance with the relaxation of pandemic-related restrictions. An exception to this is burglary, which has remained low compared to pre-pandemic levels.

COVID-19: As reported previously, between 12 March 2020 and 22 January 2022, government measures to inhibit the transmission of coronavirus had been in place, including, at various times throughout the pandemic, ceased operation of non-essential services and prohibition of non-essential travel. This had a significant effect on crime, with most types of crime reporting reductions. In particular, periods of 'lockdown' level restrictions, such as April 2020 and the 'Level 5' restrictions (late December 2020 – May 2021), had a large impact on many types of crime. These periods of heightened restriction (and corresponding reduced crime level) are evident in the following graphs and their context should be considered in relation to any 12-month comparisons presented below.

Note: GSAS closely monitors crime trends and disseminates analysis on a regional and divisional basis. This feeds directly into planning operational activities aimed at reducing and preventing crime.

Note: Crime incident figures and the associated trends are based on provisional data. The CSO publications represent the official crime statistics. These are carried in the CSO's quarterly publications of crime trends and in their annual reports.

The three-year average line represents the sum of incidents for the previous three years divided by the total number of months (36) to arrive at the average.

Chart 1: Total Property Crime – 5 Year Trend

Property crime had been trending downwards since the end of 2015. This trend flattened in 2019 but took a further downward turn in 2020. However, an increase of 36% was observed in 2022 compared with the previous year. At times during the COVID-19 pandemic, a lot of business premises were shut, fewer residences were left vacant (due to working from home arrangements) and there were fewer people in public places that could be targeted for theft. During the pandemic, property crime was lowest in April 2020 and during early 2021 due to the higher level of restrictions during those times. Theft offences are the largest contributor to overall property crime figures and this was particularly true during the pandemic as another main contributor, burglary, has remained at low levels during much of this time. Considering theft, there was a 41% increase in theft from shop and a 63% increase in theft of other property in 2022 compared to the previous year. Reported theft from shop since April 2022 has been higher than at any point during the past 15 years and is 16% higher compared to the same period in 2019.



Chart 2: Burglary - 5 Year Trend

In the long term, burglary has been trending downwards, particularly since the commencement of Operation Thor in November 2015. However, residential burglary was up 6% and burglary occurring elsewhere was up 18% in 2022 compared with the previous year. Residential burglary typically accounts for approximately 75% of all burglary and tends to be higher in winter whereas burglary elsewhere does not follow a seasonal trend. In June/July 2020 when the lockdown conditions were relaxed and in December 2020 when restrictions were relaxed briefly levels of burglary increased. Burglary remained at low levels in 2021 which was likely to be primarily due to persisting work from home recommendations. Burglary increased in winter (Nov 2021 – Apr 2022) and decreased during the subsequent summer which is an indication of a possible resumption of seasonal trend. However, overall reported burglary in 2022 was still 44% lower than pre-pandemic levels (2019).



Chart 3: Crimes against the Person - 5 Year Trend

Crimes against the person plateaued in 2020, following a gradual rise over the preceding three years. Reported crimes against the person were 14% higher in 2022 compared with the previous year. Reported incidents during COVID-19 decreased in accordance with periods of heightened restrictions (this is likely due to decreased public mobility and closure of licensed establishments during certain periods). A steady increase in 2021 is likely to be associated with the gradual easing of restrictions throughout the year. In 2022 however, reported crimes against the person were 7% higher than the same period in 2019, indicating a possible resumption of the upward trend that was occurring before the pandemic. The most common offences in this category are minor assault and assault causing harm. Approximately two thirds of assault typically occur in public locations. Throughout the pandemic, changes in overall assault levels were driven primarily by changes in assault in public places, which have increased or decreased in line with the level of COVID-19 restrictions. Public assault increased by 29% in 2022, compared with the 12 months previous. Assault in residences has increased by 5% during this time. Reported minor assault in 2022 was similar to that reported in 2019, whereas assault causing harm in 2022 was 17% higher compared to 2019.



Chart 4: Sexual Offences - 5 Year Trend (to November 2022)

The Garda Information Services Centre (GISC) has implemented a batch data quality check on sexual offences to ensure the correct application of crime counting rules and, as such, this data can be reported on with a one-month time lag. Sexual offences have been increasing since early 2015 and although having plateaued in 2020, this upward trend had resumed in 2021. In the 12 months to November 2022, there has been a 9% decrease in reported sexual offences compared to the 12 months prior. The general increase in sexual offences prior to 2020 may be partially attributable to a change in reporting behaviour whereby victims are increasingly likely to report sexual crime. Furthermore, ongoing efforts by An Garda Síochána regarding improvement of data quality and recording may be a contributing factor to the upward trend in recorded incidents of both sexual offences and crimes against the person in recent years. It therefore cannot be concluded that the increase in sexual offences (in recent years) is solely due to an increased level of incidents occurring.



Chart 5: Total Criminal Damage - 5 Year Trend

Criminal damage incidents trended downwards from 2015 – 2018 and appeared to stabilise in 2019. Prior to the COVID-19 crisis, there were signs of resumption of this downward trend. There was an increase of 11% in 2022 compared with the previous year. While there was less of a change in reported criminal damage during COVID-19 (compared to other types of crime), levels have followed a similar pattern (reported incidents being lowest during periods of heightened restrictions (April 2020 and early 2021)). As with theft offences and crimes against the person, 2021 saw a steady increase in conjunction with the gradual easing of COVID-19 restrictions. Compared to pre-pandemic levels of criminal damage in 2019, reported criminal damage in 2022 was 2% lower.



Chart 6: Total Public Order - 5 Year Trend

Total public order (public order and drunkenness) incidents showed a gradual upwards trend starting in mid-2018 and, like other types of crime, saw a reduction in 2020 which caused this trend to plateau. There was an increase of 9% in 2022 compared with the previous year. In 2022, public order offences increased by 6%, while drunkenness offences increased by 19% compared to the previous year. Public order tends to be higher in summer and also tends to be higher in December compared to other winter months.



9. Policing Successes

Throughout the month of December 2022, there have been various incidents of notable police work performed by members of An Garda Síochána in the course of their routine operational policing duties and supported by specialist personnel from national units. A synopsis of some of those incidents that occurred throughout the month of December 2022 are set out hereunder:

On 1 December 2022, one defendant was convicted before the Dublin Circuit Court for the offence of providing false or misleading information or documentation in connection with an application for a passport, contrary to Section 20 of the Passports Act, 2008. They were sentenced to three years' imprisonment, suspended in full, for two years.

Also on 1 December 2022, as part of an ongoing investigation into suspected trafficking of illegal immigrants, members attached to the Garda National Immigration Bureau conducted a coordinated search of a residential premises and vehicle. Enquiries have established that the suspect had transferred approximately €40,000, over 114 transactions, via money transfer services. Whilst no arrests were made, mobile phones, electronic devices, ledgers and other documents relating to cash transfers were seized as evidence during the course of the search.

In addition, on 1 December 2022, members of the Garda Air Support Unit responded to a call regarding a suspect who was trying doors and windows in gardens in an area in Dublin. Members from the Air Support Unit got overhead and spotted a suspect on the thermal imaging camera, climbing over walls in back gardens. They were kept under observation, and were seen throwing items of clothing and a backpack into a ditch at separate locations. They then proceeded to hide themselves in undergrowth. Mobile units were directed to their location and the suspect was arrested at the scene. They were charged with two counts of trespass contrary to Section 13 of the Criminal Justice (Public Order) Act, 1994, appeared before the courts and was given bail to appear at a future court sitting.

On 6 December 2022, members attached to the Garda National Bureau of Criminal Investigation, arrested two suspects on foot of a provisional arrest warrant, pursuant to Section 27(1) of the Extradition Act, 1965. Both suspects are sought by the United States Authorities for kidnapping in the first degree, detention, concealment and removal of a child. On 13 December 2022, both suspects appeared before the Criminal Courts of Justice where they were remanded on conditional bail and have consented to their surrender. Both suspects are currently awaiting handover to the US Authorities.

On 7 December 2022, Gardaí, assisted by the Armed Support Unit, Dog Unit, Public Order Units and Stolen Motor Vehicle Investigation Unit, along with staff from Revenue Customs Service, the ISPCA and the Irish Defence Forces, conducted a joint agency operation in executing a number of search warrants. During the course of these searches, a combination of suspected drugs with an estimated value of €2,000 and three caravans believed to be stolen were seized. A large number of dogs and three horses were also removed by the ISPCA under the Animal Welfare Act. Six people were arrested in relation to a variety of crimes, including possession of drugs for sale and supply, theft, assault causing harm and obstruction under the Misuse of Drugs Act. Three suspects were charged and bailed to future court sittings, whilst the remaining four were released, pending the submission of a file to the DPP and Garda Juvenile Liaison Office. Additionally, officers from the Customs and Excise Unit made a number of detections on private vehicles using marked gas oil.

On 9 December 2022, Gardaí responded to reports of a fire at an apartment complex. Upon arrival, Gardaí observed extensive damage caused to the apartment and through initial enquiries, established that the fire was started deliberately. Following a comprehensive investigation, a suspect was identified and as a result of a coordinated search of the suspect's address, Gardaí seized clothing believed to have been used in the commission of the offence. The suspect was arrested, subsequently charged and appeared before the courts, where they were remanded in custody. An investigation file is currently being prepared for the DPP to consider additional charges.

On 11 December 2022, the Armed Support Unit (ASU) responded to reports of a suspect walking in Dublin City in possession of what appeared to be a long arm rifle. Following receipt of a detailed description of the suspect and updates on their movements, ASU members located the suspect and contained them. The suspect was called to drop their weapon, a submachine gun, which they complied to, and the weapon was made safe. The suspect was subsequently detained under Section 30 of the Offences Against the State Act, 1939.

On 12 December 2022, following a comprehensive investigation involving forensic work conducted by the Garda National Cyber Crime Unit, an individual received a 10-year sentence for 78 counts on indictment, to include sexual assault, and possession and production of child sexual abuse material.

On 14 December 2022, as part of an ongoing human trafficking investigation, the Human Trafficking Investigation and Coordination Unit, accompanied by members from the District Detective Unit and local units, conducted a coordinated search of a residential premises, identified by a witness. On approaching the premises, one person attempted to flee. Following a lengthy pursuit, the person was apprehended and returned to the house. Further searches revealed that the house was acting as a very sophisticated grow house, and contained over 300 large developed cannabis plants and 180 smaller developing plants, with a potential value of €250,000. The person was arrested at the scene and is currently being assessed as a potential victim of human trafficking. The investigation is ongoing.

Also on 14 December 2022, Gardaí responded to reports of robbery of three retail premises in close proximity, which occurred over a short space of time. Gardaí harvested CCTV from all locations and quickly identified the suspect. Searches, with the assistance of local Roads Policing, District and Community Policing Units were conducted throughout the day, resulting in the location, arrest and detention of the suspect. The suspect was subsequently charged with a number of offences relating to assault and theft, and was brought before the courts where they were released on continuing bail.

On 17 December 2022, as part of an ongoing intelligence led operation targeting the activities of a multi-faceted Organised Crime Group, members attached to the Garda National Drugs and Organised Crime Bureau, conducted a coordinated search operation at a residential premises. During the course of the search, a semi-automatic handgun with a loaded magazine was recovered. Two suspects were arrested and one was subsequently charged with offences contrary to Section 7A of the Firearms Act, 1925. The second suspect was released without charge pending the submission of a file to the DPP.

On 19 December 2022, following a lengthy investigation conducted by the Payment Crime Unit to target the activities of a criminal organisation who were operating in Ireland and in other European jurisdictions, an individual was sentenced to a term of imprisonment of six and a half years. The individual was a member of a criminal organisation involved in cyber based frauds and money laundering, and has laundered in excess of ξ 6,700,000 through Irish bank accounts.

On 22 December 2022, as part of an ongoing intelligence led operation targeting the drug importation and onward distribution activities of an Organised Crime Group, personnel attached to the Garda National Drugs and Organised Crime Bureau, effected a targeted stop and search of two vehicles. Consequential search operations at a commercial premises and house resulted in the recovery of 120kg of suspected cannabis herb with an estimated value of €2,400,000. Four suspects were arrested and detained under Section 2 of the Criminal Justice (Drug Trafficking Act) 1996. Two suspects were subsequently charged with drug related offences with the other two released without charge pending the submission of a file to the DPP.

On 28 December 2022, the Payment Crime Unit, attached to the Garda National Economic Crime Bureau, arrested a suspect after they were extradited back to Ireland on foot of a European Arrest Warrant (EAW). The suspect was subsequently charged with 49 counts of money laundering for their role in an invoice redirection fraud, which occurred in 2017, whereby a Dutch company who had its head office in Switzerland was defrauded for €447,000. The DPP has directed trial on indictment and the court has remanded them in custody.

An Garda Síochána has maintained the momentum created by Operation Faoiseamh with the engagement, support and contact made to victims of domestic abuse. The 16 Days of Activism against Gender Based Violence is an annual international campaign that commenced on 25 November 2022, the International Day for the Elimination of Violence against Women, and ran until 10 December 2022 - Human Rights Day. In support of this year's campaign, a message to victims of domestic, sexual and gender based violence was circulated via An Garda Síochána through social media platforms in 16 languages, including Irish Sign Language.

Criminal Assets Bureau

In addition, during the month of December 2022, the Criminal Assets Bureau conducted searches targeting the assets of Organised Crime Groups suspected of being involved in property crime, and the sale and supply of controlled drugs. During these searches, documents and records were seized, in addition to revenue assessments being served on relevant persons.

Also during December 2022, the Criminal Assets Bureau secured orders, pursuant to Section 2 and Section 3 of the Proceeds of Crime Act 1996, as amended, in respect of two residential properties, five vehicles, luxury goods, €896,875, £20,750 and 9,682 Chinese RMB cash, and €145,000 and €17,575 held in financial institutions.

10. Community Engagement and Organisational Initiatives

The launch of new roadside drug testing device

On 1 December 2022, An Garda Síochána launched a new preliminary roadside drug driving testing device, which can test for a greater range of drugs at the roadside. The new Securetec[®] Drugwipe 6s roadside drug testing device, which has been introduced by the Medical Bureau of Road Safety (MBRS) and rolled out to Gardaí across the country, works like an antigen test. It is more portable, faster at delivering results and can not only test for cannabis, cocaine, benzodiazepines and opiates, but also, unlike its predecessor, this device can test for amphetamine and methamphetamine.



Christmas and New Year intelligence-led operational policing plan targeting lifesaver offences

From 1 December 2022 to 4 January 2023, an intelligence-led operational policing plan targeting lifesaver offences was put in place on a national basis to cover the Christmas and New Year period, aimed at reducing the number of deaths and serious injuries on our roads. Returns were monitored by the Garda National Roads Policing Bureau, in liaison with the Garda Press Office and weekly updates were provided to the media. During the campaign, there were 7,405 checkpoints conducted. Early detection figures show that there were 14,704 drivers detected for speeding offences, 256 non-wearing of seatbelt offences, 932 drivers caught holding a mobile phone while driving and 746 drivers arrested on suspicion of driving under the influence of alcohol and drugs.

Support for charity event in aid of the Laura Lynn Foundation

On 1 December 2022, Gardaí in the North Western Region supported a charity event in aid of the Laura Lynn Foundation. Members performed a Garda escort for the truck carrying Santa and assisted with the running of the event where local children got to meet Santa, Mrs. Claus and their helpers.



Purple Lights Campaign

On 3 December 2022, An Garda Síochána marked the UN International Day of Persons with Disabilities with the Purple Lights Campaign. As in previous years, Garda Headquarters was lit up purple to celebrate this day and show our support for people living in Ireland with disabilities. Representatives from An Garda Síochána were joined by the Disability Federation of Ireland and founder of Purple Lights, Mr. Gary Kearney to mark the occasion.



'Leading Lights in Road Safety' Awards, 2022

On 13 December 2022, two members of the DMR Roads Policing Unit were presented with a Special Recognition Award at the Road Safety Authority's 'Leading Lights in Road Safety Awards' 2022. The special recognition award emanated from the commitment and effort put into the relaunch of the Bike Safe initiative. Bike Safe was successfully relaunched in 2021 in response to a notable rise of fatalities in the number of fatal and serious injury motorcycle collisions, and will be launched on a national basis later in 2023.



Little Blue Heroes Foundation National Christmas Event

On 20 December 2022, An Garda Síochána was honoured to assist in the Little Blue Heroes Foundation National Christmas Event for seriously ill children and their families at Westmanstown. Honorary Gardaí met two very important people, the Garda Commissioner and of course, Santa Claus! Adding to the festive day, the heroes saw a number of national units on display, including the Garda Mounted Unit, Garda Dog Unit, Garda Water Unit and the Garda Air Support Unit. They were also accompanied by their 'buddy' Gardaí who supported them throughout the year.

The event also marked the launch of 'Sarah's Christmas Gift', in memory of Hero, Sarah Robinson, who passed away peacefully in 2019, following a battle with cancer. Before she passed, Sarah made arrangements to give something back to the charity to support other families of Little Blue Heroes. In Sarah's memory, this year's aid initiative supported over 300 families of Little Blue Heroes with over €120,000. Sarah's Christmas Gift included shopping vouchers for food, vouchers for toys and 'Yule Fuel' vouchers to fuel the journeys to hospital appointments over the festive season.





Christmas Card Initiative by the Community Policing Unit in Athlone

Throughout the month of December 2022, the Community Policing Unit in Athlone ran a Christmas card initiative, which was circulated to all schools in the district and was advertised on local media and radio. The initiative asked children to design Christmas cards with a positive message. Community policing teams visited nursing homes and local retirement groups, delivering over 600 Christmas cards to residents and members of these community groups.

The Christmas cards were also brought to people residing on their own and to vulnerable people that community policing teams engaged with throughout the year. These visits allowed Gardaí to visit vulnerable people living in urban and rural areas, and created a basis for updating and checking the list of older people living in the district.
11. Operating Model

Business Services and Performance Assurance Functional Areas

A total of 18 divisions have commenced the implementation of the Business Services Functional Area. Implementation of the Performance Assurance Functional Area standardised processes in the six fully 'stood up' Operating Model divisions is ongoing and continues.

Regional Office Implementation

Planning continues for implementation of the regional office standardised processes. Commencement of implementation in two regions is provisionally scheduled for early 2023.

Operating Model Planning 2023

Planning for the continued rollout of the Operating Model during 2023 is ongoing, in consultation with the relevant stakeholders to ensure project alignment and cognisance of the capacity of the organisation. The plan will include the continued roll out of the Operating Model in the remaining divisions, along with the implementation of the regional office standardised processes in the four regions during 2023. This entails the establishment of the four Functional Areas; Business Services, Performance Assurance, Community Engagement and Crime.

Appendix A – Schedule of Expected Vacancies

Rank	Foreca	orecast of total number of vacancies based on compulsory retirements and other known leavers, including voluntary retirements, resignations, career breaks, consequential vacancies, etc.											
								2023					
	Jan	Feb	Mar	April	May	June	July	August	Sept	Oct	Nov	Dec	Total to end 2023
Assistant Commissioner	0	1	0	0	0	0	0	0	0	0	0	0	1
Chief Superintendent	0	1	1	1	1	2	0	1	0	0	1	0	8
Superintendent	1	2	4	1	1	3	0	0	1	0	2	1	16
Total	1	4	5	2	2	5	0	1	1	0	3	1	25

	Data as at the end of December 2022												
Rank	ECF	Position at end of last month	Appointed in Month – December	Career E	Break	Resignations	Retiren	nents	Demoti ons	Con sequential vacancies	Net Change Increase (+), Decrease (-)	Total at end of Month	Total Number of Vacancies at end of Month
		November 2022	2022	Commenced	Return		Compulsory	Voluntary	y				
Assistant Commissioner	8	8	0	0	0	0	0	0	0	0	0	8	0
Chief Superintendent	47	46	1	0	0	0	1	0	0	0	0	46	1
Superintendent	168	168	0	0	0	0	1	0	0	0	-1	167	1
Total	223	222	1	0	0	0	2	0	0	0	-1	221	2

Appendix C – Breakdown of Garda Leave – Garda Members

	Data as at the end of December 2022									
As at 31.12.22	Gender	Work Share	Career Break	Maternity Leave	Unpaid Maternity	Paternity Leave	Parental Leave	SWY	Carers	
Garda	Male	2	33	0	0	11	26	0	2	
	Female	80	19	48	35	0	95	0	7	
Sergeant	Male	1	2	0	0	0	2	0	0	
	Female	1	0	3	7	0	5	0	1	
Inspector	Male	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	0	
Superintendent	Male	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	0	
	Total Male	3	35	0	0	11	28	0	2	
	Total Female	81	19	51	42	0	100	0	8	
	Total	84	54	51	42	11	128	0	10	

ppendix D – Breakd	own of Garda Leave	– Garda Staff							
As at 31.12.22	Gender	Work Share	Career Break	Maternity Leave	Unpaid Maternity	Parental Leave	Paternity Leave	SWY	Carers
СО	Male	5	7	0	0	3	0	0	0
	Female	230	22	15	9	54	0	0	2
EO	Male	1	0	0	0	2	0	0	0
	Female	38	15	7	5	29	0	0	5
AO	Male	0	0	0	0	0	0	0	0
	Female	0	0	1	0	0	0	0	0
HEO	Male	0	1	0	0	0	0	0	0
	Female	5	2	2	1	6	0	0	0
AP	Male	0	0	0	0	1	0	0	0
	Female	1	1	1	0	0	0	0	0
PO	Male	0	0	0	0	0	1	0	0
	Female	0	0	0	0	0	0	0	0
Teacher	Male	0	0	0	0	1	0	0	0
	Female	2	0	0	0	0	0	0	0
Cleaner	Male	0	0	0	0	0	0	0	0
	Female	4	1	0	0	0	0	0	0
Accountant	Male	0	0	0	0	0	0	0	0
	Female	1	0	0	0	0	0	0	0
Researcher	Male	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0
Chef	Male	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0
Catering Manager	Male	0	0	0	0	0	0	0	0
	Female	1	0	0	0	0	0	0	0
Service Attendant	Male	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0
	Total Male	6	8	0	0	7	1	0	0
	Total Female	282	41	26	15	89	0	0	7
	Total	288	49	26	15	96	1	0	7

Appendix E – Garda Members and Garda Staff unavailable for duty due to sick

	Ga	Garda		eant	-	tor and ove	Total	
	01*	IOD**	OI	IOD	OI	IOD	OI	IOD
Dec 2022	1,833	185	171	12	19	2	2,023	199
Nov 2022	1,802	178	153	12	22	2	1,977	192
Oct 2022	1,701	170	126	11	18	2	1,845	183
Sept 2022	1,670	179	139	8	19	1	1,828	188
Aug 2022	1,475	181	106	10	12	1	1,593	192
July 2022	1,471	174	135	12	14	1	1,620	187
June 2022	1,460	187	138	11	13	1	1,611	199
May 2022	1,514	190	122	13	16	1	1,652	204
Apr 2022	1,516	180	114	12	11	1	1,641	193
Mar 2022	1,606	185	131	15	13	1	1,750	201
Feb 2022	1,320	193	112	15	16	1	1,448	209
Jan 2022	1,113	188	100	15	9	1	1,222	204
Dec 2021	1,377	189	130	17	12	1	1,519	207

Garda Members – unavailable for duty due to sick leave *OI = Ordinary illness **IOD = Injury on duty

Garda Members – Instances of Absence

	Gai	rda	Serge	eant	•	tor and ove	Tot	al
	OI	IOD	OI	IOD	OI	IOD	OI	IOD
Dec 2022	1,970	188	182	12	20	2	2,172	202
Nov 2022	1,939	180	167	12	23	2	2,129	194
Oct 2022	1,816	171	135	11	18	2	1,969	184
Sept 2022	1,786	181	147	8	19	1	1,952	190
Aug 2022	1,544	181	110	10	12	1	1,666	192
July 2022	1,563	174	137	13	16	1	1,716	188
June 2022	1,572	188	147	11	13	1	1,732	200
May 2022	1,626	192	131	14	17	1	1,774	207
Apr 2022	1,605	181	118	12	11	1	1,734	194

Mar 2022	1,725	188	136	15	13	1	1,874	204
Feb 2022	1,401	193	116	15	15	1	1,532	209
Jan 2022	1,178	191	106	15	9	1	1,293	207
Dec 2021	1,462	190	137	17	12	1	1,611	208

Garda Members – Number of Days Absent

	Ga	rda	Sergeant		Inspector and above		Total	
	OI	IOD	OI	IOD	OI	IOD	OI	IOD
Dec 2022	16,730.5	5,476.5	1,659.5	372	297	62	18,687	5,910.5
Nov 2022	15,313	5,049	1,472.5	360	326.5	60	17,112	5,469
Oct 2022	16,900.5	4,980.5	1,299.5	274	303	62	18,503	5,316.5
Sept 2022	14,825	4,986.5	1,414	240	302	30	16,541	5,256.5
Aug 2022	13,782	5,258.5	1,516.5	254	207	31	15,505.5	5,543.5
July 2022	14,104.5	5,071	1,683.5	348	263.5	31	16,051.5	5,450
June 2022	12,461	5,195.5	1,480.5	304	212	30	14,153.5	5,529.5
May 2022	13,567	5,435.5	1,313	351.5	160	31	15,040	5,818
Apr 2022	13,185.5	5,108	1,185	335	241	30	14,611.5	5,473
Mar 2022	13,719.5	5,220	1,282	370.5	193.5	31	15,195	5,621.5
Feb 2022	11,239	4,990	1,106.5	393	196	28	12,541.5	5,411
Jan 2022	11,109	5,519.5	1,083.5	446	147	31	12,339.5	5,996.5
Dec 2021	13,453.5	5,546.5	1,498	504	213	31	15,164.5	6,081.5

Garda Members – Ordinary Illness

Month	No. of Days Absent	Variance	% Variance
Dec 2022	18,687.00	1,575.00	9.20%
Nov 2022	17,112.00	-1,391.00	-7.52%
Oct 2022	18,503.00	1,962.00	11.86%
Sept 2022	16,541.00	1,035.5	6.68%
Aug 2022	15,505.50	-546.00	-3.40%
July 2022	16,051.50	1,898.00	13.41%

June 2022	14,153.50	-886.50	-5.89%
May 2022	15,040.00	428.50	2.93%
Apr 2022	14,611.50	-583.50	-3.84%
Mar 2022	15,195.00	2,653.50	21.15%
Feb 2022	12,541.50	202.00	1.63%
Jan 2022	12,339.50	-2,825.00	-18.63%
Dec 2021	15,164.50	324.50	2.19%

Garda Members – Injury on Duty

Month	No. of Days Absent	Variance	% Variance
Dec 2022	5,910.50	441.50	8.07%
Nov 2022	5,469.00	152.50	2.87%
Oct 2022	5,316.50	60.00	1.14%
Sept 2022	5,256.50	-287.00	-5.18%
Aug 2022	5,543.50	93.50	1.72%
July 2022	5,450.00	-79.50	-1.44%
June 2022	5,529.50	-288.50	-4.96%
May 2022	5,818.00	345.00	6.30%
Apr 2022	5,473.00	-148.50	-2.64%
Mar 2022	5,621.50	210.50	3.89%
Feb 2022	5,411.00	-585.50	-9.76%
Jan 2022	5,996.50	-85.00	-1.40%
Dec 2021	6,081.50	541.50	9.77%

Garda Members – Lost Time Rate (LTR) – Ordinary Illness

Month	No. of Days Absent	LTR
Dec 2022	18,687.00	4.96%
Nov 2022	17,112.00	4.53%
Oct 2022	18,503.00	4.89%
Sept 2022	16,541.00	4.36%
Aug 2022	15,505.50	4.08%
July 2022	16,051.50	4.21%
June 2022	14,153.50	3.72%
May 2022	15,040.00	3.94%

Apr 2022	14,611.50	3.84%
Mar 2022	15,195.00	3.98%
Feb 2022	12,541.50	3.28%
Jan 2022	12,339.50	3.23%
Dec 2021	15,164.50	3.99%

Garda Staff – Numbers who availed of sick leave

Date	No.
Dec 2022	528
Nov 2022	457
Oct 2022	418
Sept 2022	393
Aug 2022	321
July 2022	358
June 2022	355
May 2022	377
Apr 2022	330
Mar 2022	363
Feb 2022	340
Jan 2022	319
Dec 2021	346

Garda Staff – Instances of Absence

Date	Administrative Grades	Technical and Professional	Total
Dec 2022	578	5	583
Nov 2022	509	5	514
Oct 2022	454	5	459
Sept 2022	432	4	436
Aug 2022	340	4	344
July 2022	368	6	374
June 2022	389	6	395
May 2022	397	6	403
Apr 2022	348	2	350

Mar 2022	398	1	399
Feb 2022	371	2	373
Jan 2022	330	3	333
Dec 2021	364	6	370

Garda Staff – Number of days absent

Date	Administrative	Technical and	No. of Days	Monthly	% Variance
	Grades	Professional	Absent	Variance	
Dec 2022	4,443.00	74	4,517.00	652.50	16.88%
Nov 2022	3,799.50	65	3,864.50	-149.00	-3.71%
Oct 2022	3,962.50	51	4,013.50	505.50	14.41%
Sept 2022	3,474.00	34	3,508.00	51	1.48%
Aug 2022	3,392.00	65	3,457.00	-294.00	-7.84%
July 2022	3,683.00	68	3,751.00	339.00	9.94%
June 2022	3,370.00	42	3,412.00	-8.00	-0.23%
May 2022	3,363.00	57	3,420.00	-309.00	8.29%
Apr 2022	3,669.00	60	3,729.00	66.50	1.81%
Mar 2022	3,580.00	82.50	3,662.50	326.50	9.78%
Feb 2022	3,336.00	0	3,336.00	162.00	5.10%
Jan 2022	3,114.00	60	3,174.00	-350.50	-9.94%
Dec 2021	3,440.50	84	3,524.50	-652.00	-15.61%

Garda Staff – Lost Time Rate (LTR) – Ordinary Illness

Date	Days Absent	LTR
Dec 2022	4,517.00	5.82%
Nov 2022	3,864.50	4.96%
Oct 2022	4,013.50	5.17%
Sept 2022	3,508.00	4.52%
Aug 2022	3,457.00	4.55%
July 2022	3,751.00	4.83%
June 2022	3,412.00	4.40%
May 2022	3,420.00	4.40%
Apr 2022	3,729.00	4.78%
Mar 2022	3,662.50	4.67%

Feb 2022	3,336	4.23%
Jan 2022	3,174	4.03%
Dec 2021	3,524.50	4.48%

Number of Garda Members absent due to mental health

Date	Number of Garda Members absent due to mental health	Number of days absent due to mental health
Dec 2022	14	412
Nov 2022	19	468
Oct 2022	22	579.5
Sept 2022	23	478.5
Aug 2022	16	416
July 2022	18	493
June 2022	21	559
May 2022	21	544
Apr 2022	18	497
Mar 2022	18	523
Feb 2022	19	488
Jan 2022	18	451.5
Dec 2021	25	720

Sick leave statistics as recorded on SAMS. These are compiled using the mental health illness subcategory, based on illness classification on medical certification. Statistics for mental health are included in the ordinary illness category.

Commentary Sick Absence – December 2022

Sick absence days for both Garda members and Garda Staff reflect an increase in the last month. Likewise, instances of sick absence leave and the number of Garda members and Garda Staff availing of sick absence leave display an increase in comparison to the previous month. Comparing December 2022 to December 2021, year on year ordinary illness days have significantly increased for Garda members by 23.23% and for Garda Staff by 28.16%. It should be noted that during the same period in December 2021, special paid leave was applied to all COVID-19 related absence, which is not the case in December 2022, so the latter figure is expected to be higher on a year on year basis.

Injury on duty sick absence shows an increase this month. However, comparing December 2022 to December 2021, year on year injury on duty has decreased by 2.81%. The number of days in the respective months is a contributory factor in variances, month on month. The figures are correct at the time each monthly report is run. If sick absence is recorded for the period in a subsequent month, this variance will be captured in the annual report. Sick absence is broadly categorised as injury on duty (members only) and ordinary illness (Garda members and Garda Staff).

Injury on Duty

Overall, injury on duty for Garda members shows an increase in the last month over the number of sick absence days at 8.07%. Instances of sick absence reflect an increase of 4.12%. Similarly, the number of Garda members availing of sick absence leave month on month displays an increase of 3.65%.

Ordinary Illness

The number of sick absence days, month on month, shows an increase of 9.2% for Garda members and a substantial increase of 16.88% for Garda Staff. The instances of sick absence, month on month, show an increase both for Garda members at 2.02% and for Garda Staff at 13.42%. The number of members availing of sick absence leave reflects a similar trajectory of a 2.33% increase for Garda members and a 15.54% increase for Garda Staff.

Since November 2020, we have included an extract from the ordinary illness category, specific to mental health for Garda members. The number of members reporting illness in this category this month is 14, which reflects a 26.32% decrease from November 2022. The number of sick day absences for Garda members in December 2022 was 412 days, which shows a decrease from November 2022 that can be seen at 11.97%.

COVID-19 Pandemic

As outlined previously, the Department of Public Expenditure and Reform issued guidance on the recording of absence as a result of the COVID-19 pandemic. Absence is not recorded as sick absence, but as special paid leave for seven days from 1 July 2022 and applies in the following circumstances;

• Employees that had a positive COVID-19 test.

After the seven-day period of special paid leave, the absence will be recorded as an ordinary absence. Any increase in sick absence related to the COVID-19 pandemic will be reflected in the reported figures from July.

Addendum

2022 National Policing Plan

Overview

- (i) Significant progress was made under each pillar of the 2022 National Policing Plan, such as deployment of the Garda Operating Model, addressing violence in organised crime, promoting inclusion, improving work culture, and using modern technology to improve engagement and administration. An annual review of the 2022 Policing Plan will be conducted.
- (ii) Progress has been restricted in certain areas, primarily due to resourcing, investment, accommodation and external dependencies. In evaluating these actions, 12 targets were identified for reiteration and further progression under the 2023 National Policing Plan.

2022 National Policing Plan Achievements

Community

- The Garda National Diversity and Integration Unit (GNDIU) in conjunction with Facing Facts / CEJI and the Irish Network Against Racism developed a comprehensive online Hate Crime Training Course to be undertaken by all Garda Staff and Garda members in the organisation.
- Diversity within An Garda Síochána was further supported by the launch of the Garda Access programme, an internship developed for school leavers and college graduates from under-represented groups of our society.
- The Rural Safety Plan (2022-2024) was launched by Assistant Commissioner, Roads Policing and Community Engagement and the Minister of State at the Department of Justice at the National Ploughing Championships on 21 September 2022.
- A digital mapping application has been developed in Mayo to assist Garda personnel, on patrol, in being aware of the geographical location of older residents. This mapping application has been shortlisted as a project for recognition by Age Friendly Ireland in their Recognition and Achievement Awards 2022.
- The results of the 2020 online Garda survey have been published. While the circumstance of this survey means data cannot be compared to previous Public Attitude Surveys, the higher proportion of younger respondents and victims can provide useful insights of highly urbanised groups of people.
- The 2021 An Garda Síochána Public Attitudes Survey was also published in 2022. The generally positive survey results, which showed a continuation of the high level of public trust in An Garda Síochána, are a strong reflection of the hard work and dedication of Garda personnel nationwide.

Tackling Crime & Preventative Policing

- Ireland has been ranked as the eighth safest country in the world to holiday in, according to the latest Global Peace Index (GPI), with relatively low crime rates boosting its score and ranking by three places since 2021 (May 2022).
- An Garda Síochána continues to make progress on priority items under 'Connect An Garda Síochána Digital Strategy (2019-2023)'. A modern Data Centre has been established, and

remote networking improved through the deployment of Garda mobility devices and the roll out of applications, such as Teams.

- An Garda Síochána Property App was launched. The App was developed to assist and encourage members of the public to record their property details on their own smartphones that can be retrieved and passed onto Gardaí should the owner of the property wish to report it lost or stolen.
- Operations aimed at tackling serious and organised crime continue, enhanced by close cooperation with our international law enforcement partners.

Victims & the Vulnerable

- The Garda National Protective Services Bureau and the Garda Press Office worked together to launch a media campaign in January 2022 to highlight the significant progress made under Operation Faoiseamh.
- A partnership was established with Men's Aid and Safe Ireland to mark 'Go Purple Day' 29 April 2022, to help raise awareness about domestic abuse and the local domestic abuse support services available to those affected in Ireland.
- An Garda Síochána published a new 'Human Rights Strategy 2022-2024' and signed-off on a new 'Anti-Corruption Strategy 2022-2024'.
- 500 Garda personnel commenced the Policing and Human Rights Law in Ireland Course in September 2022. On completion, this will bring the number of Human Rights Champions within the organisation to 2000.
- A Joint Implementation Plan has been developed in partnership with the Department of Justice, to give effect to recommendations set out in the Garda Inspectorate Report "Countering the Threat of Internal Corruption." On 16 September 2022, the Minister for Justice published the implementation plan.

Sustainable Change & Innovation

- Progress has continued with the Operating Model to the extent that five Divisions have fully stood up the four Functional Areas (Community Engagement, Crime, Performance Assurance and Business Services) in 2022 (Kerry, Cork City, Limerick, Galway, Mayo/Roscommon/Longford), with a sixth Division (DMR SC) preparing to go live.
- An Garda Síochána was awarded funding from the Department of Public Expenditure and Reform Innovation Fund to pilot a virtual ID parade. The implementation of this system in An Garda Síochána would significantly benefit criminal investigations. An electronic identification process provides a capability for video identification parades as part of a fully managed and secure identification parade service
- On 21 February 2022, Part A of the second An Garda Síochána Culture Audit went live. Every
 employee of An Garda Síochána was invited to participate in the Culture Audit. The findings
 of the second Garda Culture Audit were published on 8 September 2022. Some of the positive
 results included increased trust in senior managers and pro-social motivation. Focus groups
 are being held, the outcomes of which will support the development of a plan to address the
 findings of the Culture Audit.
- A new Garda Energy Performance Officer (EPO) has been appointed and commenced the development of a comprehensive and robust three-year Garda Environmental Sustainability Plan. This plan will outline the steps that An Garda Síochána intends to undertake in the short and medium term in partnership with all necessary stakeholders and will provide a clear

roadmap for the organisation in decarbonisation. A final draft of the new An Garda Síochána Environmental Sustainability Plan is expected in Q2 2023.

Challenges to the 2022 National Policing Plan

• A comprehensive mid-year review of Policing Plan 2022 was undertaken at the end of Q2 2022.

This involved identifying the risks impacting targets and agreeing appropriate mitigating actions and/or identifying targets that required reiteration going forward.

The high level risks that impact the overarching plan relate to resources, investment, accommodation and external dependencies, with approximately two-thirds of the targets on the plan being impacted by staffing constraints.

Milestones under 12 targets were identified as requiring reiteration, these related to areas such as the cybercrime hubs, change support network/toolkit, and health and wellbeing.

- Maintaining the workforce level, recruitment and retention is a priority for An Garda Síochána. This is further exacerbated by the attrition rate, diminishing sources of recruitment, and increasing number of eligible retirements year on year.
- At Q2 2022, 19 targets had a 'Status and Trending' RAG of Amber (at-risk) or Red (off target), 16 of which had a primary risk related to resource constraints. The 'Status and Trending' RAG has improved in 16 actions since Q2 2022 due to the mid-year review exercise conducted and the mitigating actions undertaken.
- Seven targets continue to have a 'Status and Trending' RAG of Amber (at-risk), these are:
 - > 2.1 Proactive, intelligence-led responses
 - > 2.3 National Criminal Intelligence Framework
 - > E5.1 2022 ICT Roadmap
 - > E5.2 Data quality process
 - > 5.3 Strategically manage resources
 - > 5.4 Environmental Sustainability Plan
 - > E1.3 Health and Wellbeing Strategy initiatives