



# ANNUAL REPORT AN GARDA SÍOCHÁNA

100 Years of Keeping People Safe






ANNUAL REPORT  
POLICING PLAN  
2022



## NATIONAL POLICING

### Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p><b>Pillar: Tackling Crime and Preventative Policing</b></p> <p><b>2.1 Deliver proactive, intelligence-led responses to volume crime.</b></p> <p>TARGET ACHIEVED </p>	<p>Large scale operations such as Operation Thor, targeting burglary, and Operation Tara, targeting drug trafficking networks, successfully continued in 2022 with the support of the Garda Síochána Analysis Service (GSAS) analysts. In addition, GSAS provided monthly information on policing performance and emerging crime trends to support action on key policing initiatives, changes in policing emphasis and early interventions.</p> <p>A focus for 2022, under this target, was building organisational capability for predictive analytics to support policing responses. This involved the recruitment of analysts, and procurement and training in modern analytical software.</p>
<p><b>Pillar: Tackling Crime and Preventative Policing</b></p> <p><b>2.2 Address recent increases in fraud and cyber-enabled crimes.</b></p> <p>TARGET ACHIEVED </p>	<p>Increases in, primarily digital, fraud have been reported from 2020 onwards. To address this trend, multiple operations to target fraud and cyber-enable crime were progressed in 2022, with notable successes reported on throughout the year. In addition, targeted crime prevention advice was provided through media campaigns and engagement with relevant public and private sector stakeholders.</p> <p>Investigative capability throughout the organisation was improved through the provision of support for investigations by the Garda Economic Crime Bureau and training, on such areas as the complexities of money laundering and financial crime.</p> <p>It was not possible to establish any further Cybercrime Hubs in 2022 due to accommodation constraints, however, the four facilities previously established have begun to address the backlog of seized devices, reducing the risk associated with the length of time to complete relevant investigations.</p>
<p><b>Pillar: Tackling Crime and Preventative Policing</b></p> <p><b>2.3 Complete and review the pilot of the National Criminal Intelligence Framework and the Serious Organised Crime Threat Assessment and develop a plan for continued roll-out.</b></p> <p>TARGET PARTIALLY ACHIEVED </p>	<p>The National Criminal Intelligence Framework helps define roles and processes for the handling and decision making on information collected on persons or groups of interest involved in criminal activity. A model aligned with the Garda Operating model restructure was piloted and evaluated in 2022, with recommendations and plans for further roll-out currently under consideration.</p> <p>An Garda Síochána also piloted and evaluated the Organised Crime Group Threat Assessment Tool. Based on international best practice, the tool uses gathered intelligence to assign levels of risk to groups of interest, helping An Garda Síochána in managing resources and prioritisation in terms of organised crime.</p>

YEAR END TARGET	PROGRESS MADE
<p><b>Pillar: Tackling Crime and Preventative Policing</b></p> <p><b>2.4 Proactively disrupt Organised &amp; Serious Crime.</b></p> <p><b>TARGET ACHIEVED</b> ✓</p>	<p>In collaboration with national and international partners, An Garda Síochána has continued to successfully progress operations targeting Organised Crime Groups (OCGs) operating in Ireland. A particular emphasis has been placed on cooperation through the European Multidisciplinary Platform Against Criminal Threats (EMPACT), a permanent and key EU instrument for structured multidisciplinary cooperation to fight organised and serious international crime.</p> <p>Operations have been progressed targeting Passport fraud, employment of persons that are illegally in the state, the distribution of false travel documents, human trafficking, as well as money laundering, fraud, and the drug trade.</p>
<p><b>Pillar: Victims and the Vulnerable</b></p> <p><b>3.1 Improve our capability to support victims of domestic violence, including coercive control, with particular focus on building on the progress achieved under Operation Faoiseamh and the roll-out of the Divisional Protective Services Units.</b></p> <p><b>TARGET ACHIEVED</b> ✓</p>	<p>Domestic abuse and sexual offences have been a major focus for An Garda Síochána in recent years. Divisional Protective Services Units have been established across the country and are now being reviewed to ensure appropriate training and resourcing. Victims continue to be supported by maintaining high levels of consistent contact and a standardised approach to risk evaluation through the roll-out of the Domestic Abuse Risk Evaluation Tool. Awareness campaigns, including 16 Days of Activism against Gender-Based Violence and ‘Safe Pharmacy’ have run throughout the year to support victims and encourage them to seek help through a range of multidisciplinary reporting options.</p>
<p><b>Pillar: Victims and the Vulnerable</b></p> <p><b>3.2 Embed the implementation of a system of outcomes-based measurement for sexual offences, in addition to standard statistical reporting of crime.</b></p> <p><b>TARGET ACHIEVED</b> ✓</p>	<p>A pilot was progressed throughout 2022 to design a standard set of reasons why an incident did not progress for prosecution. While originally planned to account for sexual offences only, based on positive feedback from Garda members, the pilot was expanded in 2022 to capture reasoning across all crime types. A deeper understanding of reasons an incident did not progress to prosecution will be used to provide victims with more detailed information on an incident, while also helping inform further policy, legislative and victim support guidelines.</p>
<p><b>Pillar: Victims and the Vulnerable</b></p> <p><b>3.3 Ensure appropriate supports are provided to victims and vulnerable people interacting with An Garda Síochána, considering independent recommendations, internal and external feedback.</b></p> <p><b>TARGET ACHIEVED</b> ✓</p>	<p>To ensure appropriate supports are provided to victims and vulnerable people interacting with An Garda Síochána, the development of eLearning, which outlines responsibilities and victims’ rights within the Victims of Crime Act 2017, has been advanced throughout the year. This eLearning will be finalised and rolled out to the organisation once the relevant policy and procedure documents are approved and disseminated. Garda victim services offices throughout the country are being reviewed for training needs in the interim.</p> <p>The Victim letters provided by the organisation are under review to improve the type of information provided in a more user friendly manner. Proposals have also been put forward for the development of Victim Engagement Apps that would improve the amount and speed of information available to a large number of victims.</p> <p>An Garda Síochána has also continued to liaise with the HSE and National Office for Suicide Prevention regarding the current joint working protocol on Death by Suspected Suicides.</p>

## NATIONAL SECURITY AND INTELLIGENCE

### Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p><b>Pillar: Protecting the Security of the Irish State</b></p> <p><b>4.2 Maintain preparedness for Major Emergencies through continued participation in MEM interagency structures and promoting awareness of MEM in An Garda Síochána.</b></p>	<p>Coordination of the Covid-19 response and potential risk remained on the major emergency management agenda for An Garda Síochána in 2022. In addition, several interagency exercises took place to ensure preparedness for various types of major emergencies such as natural disasters and rescue operations. An Garda Síochána participated in a number of interagency engagements and awareness campaigns.</p> <p>An Garda Síochána also resumed Chemical, Biological, Radiological and Nuclear (CBRN) training to maintain sufficient levels of response for such an event.</p>

## COMMUNITY SAFETY

### Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p><b>Pillar: Community</b></p> <p><b>1.1 Develop a proactive approach to problem solving with communities through the review and continued roll-out of the Community Policing Framework.</b></p>	<p>The Community Policing Framework provides a structure for Community Policing Teams (CPTs) and defines support systems and structures for those teams both divisionally and nationally putting community policing at the heart of the organisation</p> <p>Every Division has been mapped into sectors into which a Community Garda will be designated, this mapping exercise was completed ahead of schedule. 10 Divisions were identified for go-live of the framework in 2022, with roll-out being supported by presentations to senior management and training for nominated personnel. Senior management briefings were held with seven out of the 10 Divisions identified, with training for nominated personnel conducted in nine out of the 10 Divisions.</p> <p>Community Policing Framework training modules were developed in 2022 and are available to all members of An Garda Síochána on the Garda Learning Management System. National training rates note the course was completed by approximately 54.45% of Garda members allocated as Community Gardaí as of 2 December 2022. A SARA (Scan, Analyse, Respond, Assess) model of problem solving with communities was developed and agreed with stakeholders and community groups. This model is available as training for Community Gardaí and briefings were also provided to a number of local Joint Policing Committees in 2022.</p>

TARGET PARTIALLY ACHIEVED 

YEAR END TARGET	PROGRESS MADE
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**Pillar: Community**

**1.2 Strengthen engagement with vulnerable and minority communities to better understand their needs.**

TARGET ACHIEVED 

To better understand the needs of vulnerable and minority communities, An Garda Síochána has worked with representative groups to develop cultural awareness and hate crime identification training. Hate Crime training was rolled out, with content covering interviews with victims and support groups, ensuring awareness of the negative effects on communities. The next phase of training, cultural awareness, was developed in 2022 and will be rolled out to Garda personnel in 2023. Training was also provided throughout the year to Garda Diversity Officers. There are currently 465 Garda Diversity Officers nationwide.

An Garda Síochána continued to provide representation at diversity events and engagements throughout the year, promoting dialogue and approachability of Garda members and strengthening our engagement with vulnerable and minority communities. This was particularly evident with the support provided to refugees from Ukraine during 2022, with translated crime prevention media and signposting to supports.

Work also took place throughout the year to develop the next Equality, Diversity and Inclusion Strategy. This will continue in 2023.

**Pillar: Community**

**1.3 Continue to support people reporting Hate Crime by increasing awareness within An Garda Síochána and affected communities.**

TARGET ACHIEVED 

2022 saw the roll-out of Hate Crime eLearning training across the organisation, developed in conjunction with Facing Facts/CEJI and the Irish Network Against Racism. The training helps to ensure awareness in identifying and recording hate motivated related crimes, and the detrimental effects this can have on individuals, families and communities. Over 80% of the organisation had completed this training at year end.

Hate related bias was included as a motivation for recorded incidents and the first year of statistics was published mid-2022. To further improve reporting of hate crimes, third party referral forms have been developed to allow victims to submit incidents through diversity support groups.

An Garda Síochána continues to work with the Department of Justice regarding the draft Criminal Justice Hate Crime Bill, 2021. This engagement will support the development of a balanced piece of legislation that reflects the lived experiences of people impacted by hate crimes, while ensuring that it is effective in securing convictions for hate crime prosecutions.



YEAR END TARGET	PROGRESS MADE
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**Pillar: Community**

**1.4 Continue to combat drug trafficking and the harm caused by drug dealing in communities.**

TARGET ACHIEVED



Throughout 2022, An Garda Síochána engaged with partners as the lead agency on a number of Actions under the National Drugs Strategy 2017-2025. These actions included; capacity building measures to support the role of law enforcement authorities in monitoring drug markets etc.; the Drug Related Intimidation (DRI) Reporting Programme; and considering alternative approaches to the possession of drugs for personal use.

In addition to targeting and disrupting drug trafficking networks, An Garda Síochána has focused on drug related intimidation in 2022 and the harm caused in communities. All incidents where drug related intimidation is a motivating factor are managed through Operation Tara. There is also a nominated Garda Inspector in every Garda Division to respond to the issue of Drug Related Intimidation and help manage the Drug Related Intimidation (DRI) Reporting Programme. Contact details for Drug Related Intimidation Inspectors can be found on the Garda website.

An Garda Síochána has also worked throughout the year with the DRIVE (Drug Related Intimidation and Violence Engagement) Project, which was established in early 2022 to be rolled out in every Regional and Local Drug and Alcohol Task Force area nationwide. The DRIVE committee engaged in an educational roll-out process nationally and regular consultation with An Garda Síochána and partners agencies such as the HSE, and institutions assisting research.

**Pillar: Victims and the Vulnerable**

**3.4 Continue to promote and enforce responsible behaviour on our roads working in partnership with the Road Safety Authority and partner agencies.**

TARGET ACHIEVED



An Garda Síochána is dedicated to supporting the Government Road Safety Strategy 2021- 2030 “Our Journey Towards Vision Zero” and we remain on track to achieve our targets.

An Garda Síochána adopted a new approach to the implementation of the National Roads Policing Operations Plan (RPOP) in 2022. What was an annual plan is now a quarterly plan, which is subject to weekly review and evaluation. The plan reflects trends in serious injury and fatal road traffic collisions, addressing identified high-risk behaviours, and high-risk times or places for road users. The RPOP runs in tandem with Operation Teorainn, our national high visibility roads policing enforcement operation, targeting key lifesaver offences. Targeted operations and revisions to the RPOP were undertaken in 2022 based on trends identified through data analysis.

An Garda Síochána has continued to align our road safety media messaging with the Road Safety Authority, reflecting enforcement operations and trends in dangerous road behaviour. Media campaigns were developed throughout 2022, accompanied by enforcement activities to ensure safe behaviour on roads.




An Garda Síochána launched the new DrugWipe 6S drug testing device in Q4 2022. The pocket-size DrugWipe can test for cannabis, cocaine, opiates benzodiazepines and amphetamines (including methamphetamine and MDMA) with results received rapidly at the roadside.

YEAR END TARGET	PROGRESS MADE
<p><b>Enabler: Partnerships</b></p> <p><b>E2.1 Ongoing engagement with partners to continue to develop multi-disciplinary approaches.</b></p> <p><b>TARGET ACHIEVED</b> ✓</p>	<p>Several projects have progressed under this target during 2022, to support the continued development of multi-disciplinary approaches. Pilots of Local Community Safety Partnerships were established in DMR North Central, Waterford and Longford Garda Divisions and these continued to meet throughout 2022. These partnerships will feature local representatives from state agencies as well as representation from community bodies. To support the work of the pilots, An Garda Síochána engaged with the Department of Justice throughout 2022 to develop appropriate data sharing mechanisms and establish reporting guidelines. It is anticipated that formal reporting will commence in 2023. A pilot of Community Access Support Teams is being progressed by a joint steering group between An Garda Síochána Limerick Division and the HSE mid-west. The purpose of this pilot is to create a specialist Garda unit who will work conjointly with health professionals to provide a rapid and integrated 24/7 response to persons with mental health issues. The Project Proposal contains a framework of the three pillars of the pilot; Dispatch Control Call Handling, Multi-Agency Support Team, and Support Hubs. The proposal was formally approved by An Garda Síochána and the HSE in 2022. The Project Initiation Document, which sets out the plan for implementation in its entirety, was approved for implementation throughout 2023. An Garda Síochána continues to work with Department of Justice on Youth and Adult Offender Management and as well as Anti-Social Behaviour. Actions tasked under national fora to An Garda Síochána were progressed throughout the year to help address anti-social behaviour. These included development of a Rural Safety Strategy 2022 – 2024, launched in September 2022, as well high visibility operations around public holidays to reduce anti-social behaviour. In terms of offender management, An Garda Síochána continued to work with the Probation Service, the Prison Service and the Department of Justice under various sub groups to ensure high-risk offenders are managed appropriately. Governance structures for youth and offender management are currently being evaluated with consideration being given to the objectives of a dedicated Offender Management Office, and structures and experiences in other policing organisations.</p>
<p><b>Enabler: Engagement</b></p> <p><b>E3.1 Continue to strengthen two-way engagement with national and local level partners, listening to and understanding the needs of our communities.</b></p> <p><b>TARGET ACHIEVED</b> ✓</p>	<p>An Garda Síochána continued to strengthen our two-way engagement by conducting numerous engagements throughout the year, in collaboration with partner agencies, encouraging community safety practice while listening to and understanding the needs of our communities. Crime prevention advice was also disseminated through television, radio and social media appeals e.g. crime call, local radio, Garda Instagram etc. throughout 2022.</p> <p>During 2022, An Garda Síochána launched the Rural Safety Strategy 2022 - 2024, a document outlining priorities and actions to improve safety in rural areas. The launch of the strategy was in tandem with the Garda Property App, a mobile phone application for property marking that helps facilitate reporting in instances where items might have been stolen. Collaborative approaches were also progressed with Age Friendly Ireland, such as road safety initiatives and other locally developed initiatives. An Older Persons Register was developed in the Mayo Division to capture comprehensive location details of older and vulnerable residents via a digital survey deployed on Garda Mobility Devices. Garda members are able to access this register and map while on patrol to assist check ins with older person identified as vulnerable. Schools programmes continued across the country, encouraging messages of safety on roads and during public holidays.</p>



## CROSS-ORGANISATION SERVICES

### Key performance indicators

YEAR END TARGET	PROGRESS MADE
<p><b>Pillar: Sustainable Change and Innovation</b></p> <p><b>5.1 Enhance Change Capacity and Capability in An Garda Síochána through the implementation of the Change Management capacity building plan.</b></p>	<p>Two key elements of the Change Management Capacity Building Plan are the development and launch of a Change Support Network and a Change Support Toolkit.</p> <p>A Change Support Toolkit including templates, tools, hints and tips on how best to manage change in An Garda Síochána has been developed. This will support personnel to understand, prepare for, embed and sustain change in the organisation. In addition, structures for a Change Support Network were developed and approved. This network will provide a standardised approach to support improved communications, feedback and local support for change initiatives. Both the toolkit and the network will be piloted in 2023.</p>
<p>TARGET ACHIEVED </p>	
<p><b>Pillar: Sustainable Change and Innovation</b></p> <p><b>5.2 Develop and implement the An Garda Síochána innovation strategy, aligning to the Public Sector Innovation Strategy.</b></p>	<p>Innovation in all facets is ongoing in An Garda Síochána, however, there is no overarching strategy in place to support innovation across the organisation.</p> <p>To inform our approach for developing an Innovation Strategy, research was conducted in respect of how other police forces have harnessed innovative ideas as well as considering academic research and international best practice. External support for the development of the strategy was secured in late 2022 and an approach to development has been agreed. It is expected that this strategy will be finalised and begin implementation in 2023.</p>
<p>TARGET PARTIALLY ACHIEVED </p>	
<p><b>Pillar: Sustainable Change and Innovation</b></p> <p><b>5.3 Develop the capacity of An Garda Síochána to strategically manage resources.</b></p>	<p>The implementation of multi-year actions to improve financial management systems and structures for An Garda Síochána continued throughout 2022. Progress to date has been impacted by external dependencies and resource constraints. A Workforce Planning capacity exercise for the Finance and Procurement Function was conducted. Significant resource gaps have been identified and additional resources will be required.</p> <p>Engagement is ongoing with the Department of Justice and the Department of Public Expenditure and Reform with regard a structure for multi annual budgeting. A proposed methodology for costing policing has been reviewed and shared with stakeholders. The Cost Centre Hierarchy of Financial Systems, on which future costing of activity will be based, is being restructured in line with the Operating Model. A review of the Roster and Duty Management System (RDMS) activity data is being conducted to understand how it can also inform the costing of policing. Retirement processes, which will allow for retirement of the paper A85 Form, have been signed off. This will begin the process for retirement of paper A85 form as RDMS continues to be rolled out to the organisation.</p>
<p>TARGET PARTIALLY ACHIEVED </p>	

YEAR END TARGET	PROGRESS MADE
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A draft Memorandum of Understanding (MOU) between An Garda Síochána, the Department of Justice, and the Office of Public Works was developed to support the management of Garda Stations and other elements of the Garda estate, aligned with long term policing strategies. A draft capital plan aligning works with capital funding, made available under the National Development Plan for the period 2022 to 2030, is under discussion with the OPW.

The development of the Corporate Procurement Plan is ongoing, and is expected to be completed in 2023.

**Pillar: Sustainable Change and Innovation**

**5.4 Develop a three-year Garda environmental sustainability plan, building on progress already made, to achieve targets under the government Climate action and environment plan.**

A working group was established in 2022 to assess the current activities in the organisation supporting sustainability. Through the work undertaken by this group, it became apparent that An Garda Síochána should seek to align the development of our environmental sustainability plan with that of the Department of Justice. It was not feasible to finalise the development of An Garda Síochána environmental sustainability plan in 2022 and this work will be progressed in 2023.

An Garda Síochána continues to progress several energy saving initiatives, in line with the Public Sector Climate Action Mandate 2022, including the roll-out of electric Garda Patrols cars, instalment of relevant charging infrastructure, and refurbishment of Garda stations to improve energy efficiency.

TARGET PARTIALLY ACHIEVED 

**Enabler: People and Purpose**

**E1.1 Enhance our Human Resources capacity, developing a strategic workforce plan to support us in realising our future workforce needs.**

An Garda Síochána completed the development of a Workforce Plan in 2022. This plans supports the organisation in strategically assess evolving demand and planning for the necessary resourcing required to meet the priorities and objectives outlined in Strategy Statement 2022-2024. This plan is reported on quarterly to the Policing Authority to outline progress against key actions and to document future short term plans in line with the overall Workforce Plan. A business case validation process is being developed and implemented to ensure fair evaluation and transparency in decision making regarding human resource requirements.

TARGET ACHIEVED 

Regular meetings of the Garda Executive to review known demand were conducted during 2022. Meetings with Assistant Commissioners and Executive Directors to establish their ongoing resourcing requirements were progressed in Q3/Q4 2022.

Work is continuing to finalise management structures within the area of Human Resources aligned with the structures of the wider Garda Operating model. Due to capacity constraints, elements of this work were realigned to be progressed in 2023.

YEAR END TARGET	PROGRESS MADE
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**Enabler: People and Purpose**

**E1.2 Promote the development of a workforce which is reflective and representative of the diverse communities of Ireland.**

TARGET PARTIALLY ACHIEVED 

The pilot of the Garda Access Programme commenced in November 2021 and the first intake successfully completed their internships in 2022. This programme sought the participation of persons from traditionally underrepresented groups, allowing them to work a paid internship alongside Garda personnel in various areas of An Garda Síochána. Interns were honoured at a closing ceremony, and as a demonstration of success, a number of participants have applied for the Garda Trainee program and Civil Service competitions. Experiences of line managers and interns have been compiled into a lessons learned report to inform further implementation of the programme going forward. Preparations are underway for the recruitment of a further intake of interns to commence in 2023.

An Garda Síochána is a pilot organisation for the Our Public Service: Action-16 Maturity Model. A resource pack to support public service organisations in progressing equality, diversity and inclusion in a coherent and effective manner is being compiled to form a practical Data Diversity toolkit for civil and public service HR Managers. As part of this, An Garda Síochána is looking to capture the overall diversity profile of our workforce through partnership on an innovative initiative with the Central statistics Office.

**Enabler: People and Purpose**

**E1.3 Continue to roll-out Health and Wellbeing Strategy initiatives.**

TARGET ACHIEVED 

Progression of initiatives under the Health and Wellbeing strategy were heavily dependent on the resourcing of a Garda National Health and Wellbeing Office. Valuable work was progressed during 2022, including the development and launch of a mobile app to sign post support services for Garda personnel and their families alongside topical health considerations. Significant progress was also made on the piloting of Mental Health First aid training and the development of menopause guidelines. A senior manager was appointed to Garda National Health and Wellbeing Office in October 2022, with further supporting positions awaiting assignment.

**Enabler: People and Purpose**

**E1.4 Develop and implement a Training, Learning and Development Strategy, supporting our personnel in succeeding in their roles.**

TARGET PARTIALLY ACHIEVED 

The Expert Review Group on Recruit Education, Entry Pathways and Learning and Development provided strategic advice, and made recommendations to An Garda Síochána in respect of areas that are fundamental to the successful delivery of learning and development in the organisation. A report on the group's recommendations has been submitted for consideration to the Garda Executive alongside a draft strategy for Training, Learning and Development. An impact assessment is to be conducted to support the organisation in determining the most appropriate way to implement the strategy and recommendations. Progress on the implementation of accepted recommendations will be dependent on resources and budget allocations for the Garda College.

YEAR END TARGET	PROGRESS MADE
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**Enabler: Partnerships**

**E2.2 Explore collaboration with specialists and thought leaders, universities and research hubs to strengthen our service and effectiveness.**

TARGET ACHIEVED ✓

To strengthen our service and effectiveness, An Garda Síochána is progressing the development of a framework and methodology to identify and address future challenges for the organisation. Enhancing our capability in the area of futures thinking and strategic foresight will allow An Garda Síochána to enrich our understanding of how future developments will impact our work. In 2022, the services of a vendor were secured to build on activities in the organisation to date and to support the development of a framework and methodology for futures thinking. This work will be finalised in 2023.

Engagement also commenced with the Policing Authority to explore the potential of a joint research project in 2023. Aspects of this project were scoped out, including how collaboration could be approached, thematic areas for consideration, potential budget requirements, and potential timelines. This work will be progressed in 2023.

**Enabler: Partnerships**

**E2.3 Maintain ongoing co-operation with U.K. Law Enforcement Agencies in line with the parameters set out in the E.U. U.K. Withdrawal Agreement with particular emphasis on close cooperation with the Police Service of Northern Ireland.**

TARGET ACHIEVED ✓

An Garda Síochána has maintained ongoing co-operation with U.K. Law Enforcement Agencies with particular emphasis on close cooperation with the Police Service of Northern Ireland (PSNI) during 2022. Through the Cross Border Joint Agency Task Force (JATF), which consists of a Strategic Oversight Group and an Operations Co-ordination Group, An Garda Síochána continues to build on existing frameworks and to increase the collective effectiveness.

Operations under the Cross Border Joint Agency Task Force successfully progressed throughout the year alongside joint days of action to protect all communities from cross border crime including rural crime, drug trade, financial crime, excise fraud as well as human trafficking and immigration crime. This collaboration between law enforcement on both sides of the border has facilitated the gathering of intelligence and in turn helped progress investigations.

**Enabler: Engagement**

**E3.2 Increased use of the Public Attitudes Survey to enhance our understanding of how our work is perceived by the communities we serve, developing appropriate responses.**

TARGET ACHIEVED ✓

The Public Attitudes Survey informs us about the perceptions of the Irish population on crime and policing in Ireland. It enhances our understanding of areas, such as crime types that the public wants to see prioritised, fears about crime and victimisation and how this impacts quality of life, and perceptions of Gardaí, regarding fair and equitable treatment.

The full Public Attitudes Survey 2021 report was completed and published on the Garda website on 29 November 2022. This survey resumed face to face collection following the public health restrictions of 2020 and early 2021. The adult sample size of 7,600 for the 2021 report is nationally representative on the basis of age, gender, social class and nationality. Some of the key findings from the 2021 survey noted that trust in An Garda Síochána remains high (91%) and that 78% of respondents were satisfied with Garda services provided to local communities. There continued to be an increase in the number of people who said that An Garda Síochána is community focused (77%), effective in tackling crime (72%), well managed (69%), and modern and progressive (75%). Work has commenced on the collection of data for 2022.

YEAR END TARGET	PROGRESS MADE
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**Enabler: Engagement****E3.3 Conduct a Cultural Audit within An Garda Síochána, assessing and responding to its results.**

TARGET ACHIEVED



The second Garda Culture Audit took place in 2022, with the findings published on 8 September 2022. A survey was deployed to Garda personnel seeking views on a range of matters including wellbeing, job satisfaction, supervision, and openness to organisational change. Among the findings, it was highlighted that Garda personnel are motivated to serve communities and protect people from harm; job satisfaction is high; and there is increased trust in senior leadership from the first Culture Audit. However, there is a perceived lack of organisational fairness and justice; and feelings of organisation support – how much the organisation values an individual's contribution – are below average for Gardaí.

Work has begun to arrange focus groups throughout the organisation to support the development of an action plan to respond to the audit's findings, with a particular emphasis on fatigue and organisational support.

**Enabler: Empowerment and Trust****E4.1 Continue to enhance professionalism amongst An Garda Síochána personnel, embedding Human Rights and ethical decision-making.**

TARGET ACHIEVED



An Garda Síochána has continued to embed the Code of Ethics and the Garda Decision Making Model, through training and awareness, to enhance ethical decision-making in the organisation. The Garda Code of Ethics outlines commitments related to upholding the law with honesty and integrity, respecting proper use of policing powers, responsibilities and policy and speaking up in terms of wrongdoing. The Garda Decision Making Model helps Garda personnel make informed decisions by structuring consideration of intelligence, risks and operational environments, and consultation with community bodies and stakeholders, use of legal powers, and policy procedure and practice. Work was progressed in 2022 to develop and roll-out an eLearning refresher training, computer screensavers, and banners on the internal Garda website to embed awareness.

A Lessons Learned Working Group was established in 2022. The purpose of this group is to create awareness of the consequences for personnel when policy is not adhered to. The first of a series of videos has been developed, the theme of the first video being 'Inappropriate use of Garda Systems'.

The Policing and Human Rights Law in Ireland training course, developed in collaboration between An Garda Síochána and University Limerick, continued to be rolled out in 2022. The Level 8 micro credential module is one of the first of its kind in Europe, and helps ensure awareness of human rights law and procedure, and their incorporation into various types of operational considerations. By end of 2022, 2000 Garda personnel have completed the course, with plans for a further 1000 to be trained in 2023. This training is further embedded by short videos developed and circulated to those that have completed the course outlining various case studies to maintain awareness of human rights consideration. A new Human Rights Strategy 2022-2024 was published in 2022, following a widespread consultation process, and sets out a range of measures to ensure the organisation is delivering a human rights focused policing and security service.

YEAR END TARGET	PROGRESS MADE
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**Enabler: Empowerment and Trust**

**E4.2 Enhance the Garda Anti-Corruption Unit to continue to promote integrity professionalism across its business areas.**

TARGET ACHIEVED ✓

The Garda Anti-Corruption Unit was established in November 2020 to support Garda personnel and the organisation by keeping personnel safe from vulnerability to corruption. This continues to build on the organisation’s tradition of policing with integrity. A Joint Implementation Plan 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.”, was published on 16 September 2022. The implementation plan outlines significant progress already made by the Garda Anti-Corruption Unit on addressing a number of the recommendations, and clear timelines have been set out for those that are outstanding. The Anti-Corruption Strategy 2022 -2024 was approved by the Garda Commissioner. Two key pieces of work that progressed in 2022 are the introduction of Substance Misuse (Controlled Drugs) Testing for Garda personnel and In-Career Vetting. Legislation has been enacted to support the introduction of workplace substance misuse testing, regulations for which are awaiting finalisation by the Department of Justice. A ‘High-Level’ In-Career Vetting Steering Group was convened to progress the implementation of this function. A significant implementation plan has been drafted, with dependencies such as resourcing, ICT, and legislation highlighted.

**Enabler: Empowerment and Trust**

**E4.3 Establish a centralised process to track the implementation of independent recommendations.**

TARGET ACHIEVED ✓

Feedback and review is invaluable to continuous improvement of the service to the public that An Garda Síochána provides. To help ensure all recommendations received are properly considered, and where accepted are implemented, the organisation has compiled, themed, prioritised, and assigned corporate sponsors to all recommendations dating back to 2005. This equates to 2,389 recommendations up to year end 2022, of which 1,073 are considered to be open recommendations. Engagement with policy owners to determine progression, where applicable, is ongoing on a continuous basis.

**Enabler: Empowerment and Trust**

**E4.4 Continue the roll-out of the new An Garda Síochána operating model.**

TARGET ACHIEVED ✓

The Garda Operating Model is one of the most significant transformations undertaken in the history of An Garda Síochána. The Operating Model involves the restructuring of An Garda Síochána at National, Regional and Divisional levels to better enable the delivery of community policing. The model will also bring increased consistency of high-quality policing services, increase the number of frontline Gardaí and deliver a more localised service to communities. All procedures in the organisation are being reviewed to improve efficiency and ensure a standard approach is taken nationwide. Structures are being put in place within Divisions to centralise processes of governance and administration.

By year end 2022, six divisions have fully stood up all elements of the new Operating Model structure, i.e. the establishment of Community Engagement, Crime, Performance Assurance, and Business Services Functional Areas. The Business Services Functional Area has been established in the majority of divisions in An Garda Síochána while remaining Functional Areas will be established in waves over 2023 and 2024.



YEAR END TARGET	PROGRESS MADE
<p><b>Enabler: Information-Led Policing</b></p> <p><b>E5.1 Continue to realise the An Garda Síochána Information and Communications Technology Vision through the implementation the 2022 ICT Roadmap.</b></p>	<p>Priority projects identified under the ICT Roadmap, such as the roll-out of the Garda SAFE system (Computer Aided Dispatch 2 - CAD2), Roster and Duty Management System (RDMS) and Investigation Management System (IMS) continued to make progress in 2022. RDMS was deployed in 10 Divisions and a number of specialist sections, with IMS deployed in eight Divisions by year end 2022. Work continued on the development of CAD2 in preparation for go-live in Q1 2023.</p> <p>In addition, ICT supported the roll-out of the Operating Model, the decant of Harcourt Square and led on preparations for the Schengen Information System (SIS) recast enabling Ireland to declare technical readiness. ICT also successfully established a new Data Centre during 2022, which will be a foundation for future digital modernisation in An Garda Síochána.</p> <p>The key challenges in implementing the ICT Roadmap during 2022 related to resources and funding constraints which impact on the number, scope and timing of projects, and the pace at which the overall ICT Data and Technology vision can be realised.</p>
<p>TARGET ACHIEVED ✓</p>	
<p><b>Enabler: Information-Led Policing</b></p> <p><b>E5.2 Improve the consistency of our data by operationalising the data quality process.</b></p>	<p>Progress was made in 2022, against the Data Quality Action Plan, to improve the transparency, consistency and quality of data in An Garda Síochána.</p> <p>An Garda Síochána began publishing Data Quality Dashboards on a monthly basis on the Garda website. The Data Quality Dashboard is aimed at improving transparency around PULSE data quality processes in An Garda Síochána. New metrics were added to the dashboard throughout 2022. A new call handling system was launched in 2022 to better facilitate calls by Garda members seeking GISC support. An independent Review of the Data Quality Framework was also progressed in 2022, for completion in early 2023.</p> <p>Sanction has been received to recruit more staff to the Garda Information Services Centre in 2023.</p>
<p>TARGET ACHIEVED ✓</p>	
<p><b>Enabler: Information-Led Policing</b></p> <p><b>E5.3 Enhance the capabilities of Garda mobility devices by developing further applications and expanding their use.</b></p>	<p>The deployment of Garda networked mobile devices continued in 2022 alongside the development of applications to support Garda personnel in their roles. Approximately 12,000 devices were deployed in the organisation by the end of 2022.</p> <p>Remote conferencing software was deployed and is now in use supporting remote management meetings, briefings, and investigative support for frontline Gardaí. The Garda Property App was launched, to track property and assist reporting where a logged item is reported as stolen. Roll-out of the Roster and Duty Management System (RDMS) App continued in 2022. The electronic Fixed Charge Notice system continued to be the dominant method for issuing charge notices, improving time in processing and provision to persons being charged.</p>
<p>TARGET ACHIEVED ✓</p>	