

An Garda Síochána Health and Wellbeing Strategy 2026 - 2030



An Garda Síochána
Ag Coinneáil Daoine Sábháilte - Keeping People Safe
KEEPING OUR PEOPLE SUPPORTED

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Acknowledgments

Commissioner's Foreword



I am pleased to introduce this Health and Wellbeing Strategy for An Garda Síochána. The safety and security of our communities depend on the dedication, professionalism and resilience of our people. It is therefore both a responsibility and a priority for us to ensure that the health, wellbeing and welfare of Garda personnel are protected and actively supported across our organisation.

I would like to sincerely thank all personnel of the organisation who participated in our recent Health and Wellbeing Survey. Achieving a participation rate of 41.9% reflects a strong level of engagement and a shared commitment to shaping a healthier working environment. Your feedback has been invaluable in informing this Strategy and ensuring it reflects the real experiences, challenges and needs of our workforce.

Modern policing and security challenges present significant and evolving demands. Our personnel operate in an environment characterised by complexity, increased public expectations, exposure to traumatic incidents and rapid societal change. These pressures can have a cumulative impact on physical and psychological health and wellbeing. It is essential that, as an organisation, we recognise these challenges and respond proactively with meaningful supports.

This Strategy is firmly aligned with our organisational priorities as set out in our Strategic Plan 2026–2028. In particular, it supports our commitment to expanding mental health supports and strengthening our occupational health services, ensuring that accessible, confidential and professional assistance is available to those who need it. These enhancements are not standalone initiatives but form part of a broader, integrated approach to workforce health and wellbeing.

This Strategy has the full support of the Garda Executive and Senior Leadership Team. Health and wellbeing is not solely an individual responsibility; it is a leadership responsibility. We are committed to fostering a culture where people feel supported, respected and empowered to seek help when required. We will continue to build an environment where health and wellbeing is embedded into how we work, lead and serve.

Delivering on this Strategy will require sustained effort, open dialogue and collective ownership. Together, we can create a workplace that not only meets the demands of modern policing and security, but also safeguards the people who carry out this vital work every day.

I look forward to implementing this Strategy and continuing to strengthen the health, wellbeing and welfare of our organisation.

Justin Kelly

Commissioner

An Garda Síochána

Introduction by Chief Medical Officer (CMO)

The **Health and Wellbeing Strategy 2026–2030** marks the next chapter in our continued commitment to supporting the health and wellbeing of Garda personnel working in An Garda Síochána.

This Strategy builds on the significant progress made since 2018, when the *Report of the Commission on the Future of Policing in Ireland* identified the need for a fundamental shift in how the organisation addresses health and wellbeing of Garda personnel. Specifically, *Recommendation 34* called for the development of a comprehensive and proactive approach to supporting Health and Wellbeing in An Garda Síochána.

Since then, we have laid important foundations through our earlier strategy, enhancing existing supports, adding new supports, and addressing stigma in relation to mental health in the organisation. The feedback gathered during our national Health and Wellbeing Survey in November 2024 represent an important step in shaping our future direction and proactively putting in place national programmes and initiatives to promote and support the health and wellbeing of Garda personnel.

We extend our sincere thanks to everyone who participated in the survey and engaged with the development of this Strategy. Your voices, your experiences, and your insights have informed and strengthened our collective vision.

This 2026–2030 Strategy focuses on four interlinked priorities identified through the survey results:

- 1. Communicating, Enhancing, and Expanding Existing Resources –**
We will improve awareness and accessibility of the supports currently in place, while reviewing gaps and introducing new services to meet evolving needs.
- 2. Psychological Wellbeing and Mental Health –**
We will continue to address stigma, provide early interventions, and ensure that our people can access confidential, high-quality psychological supports when and where they need them.
- 3. Physical Health –**
We will promote a healthy working environment, encourage preventive health behaviours, and deliver tailored physical health initiatives relevant to the demands of policing roles.
- 4. Connection and Empowerment –**
We will build a culture that prioritises trust, inclusion, and respect—where people feel valued, heard, and supported in both their individual and team health and wellbeing journeys.

“At its core, this Strategy is the result of listening to and responding to the voices of our people on the interplay between their work and their health and wellbeing. This, for us as an organisation, makes investing in the health and wellbeing of our people not just a moral obligation but a strategic obligation, and our collective responsibility as well.”

Dr Oghenovo Oghuvbu,

Emerging trends

An emerging trend significantly impacting the health and wellbeing of Garda personnel is the growing prevalence of negative social media exposure as part of their role. Increased public scrutiny, online abuse, and the rapid spread of misinformation can have profound psychological effects on Garda personnel, including heightened stress, anxiety, and reputational harm. This digital pressure can extend beyond the individual, affecting their families who may also experience distress. To address these challenges, tailored support mechanisms are essential, including digital resilience training, access to psychological support services, clear protocols for managing online harassment, and proactive communication with staff and their families. Strengthening peer support networks and offering family-inclusive wellbeing supports will be crucial in promoting and safeguarding the health and wellbeing of the policing workforce.

At its core, this Strategy is about listening to and responding to the voice of our people. **We recognise that policing is a tough job—but it is also a job worth doing**, and worth doing well. To ensure our people can continue to serve with professionalism, compassion, and resilience, we must ensure the right structures, supports, and culture are in place to protect their health and wellbeing throughout their careers.

02

*Build and scale
our capabilities*

Our People

We will ensure that our people feel supported, valued and recognised, and can thrive in an inclusive culture of health and wellbeing.

Our

Organisation

We will enhance the capability of our organisation to deliver effective and efficient services at scale.

Our Future

We will work to identify, understand and prepare for the strategic threats, challenges and disruptions of the future.

Investment in the health and wellbeing of our personnel is not just a moral obligation — it is also a strategic one. It aligns directly with the **Our People** enabler in our organisation’s overarching Strategic Plan for 2026-2028, reinforcing our commitment to building a professional, sustainable, and values-led policing service.

The vision of the **Occupational Health and Wellbeing Directorate** for An Garda Síochána remains clear: **to keep our people supported (KOPS), so that together, we can continue to keep people and communities safe**. Through this Strategy, we aim to build a healthier, more connected, and informed organisation where every individual can thrive in their health and wellbeing.

Dr Oghenovo Oghuvbu,
Chief Medical Officer / Executive Director,
Occupational Health and Wellbeing,
An Garda Síochána

Health and Wellbeing Survey 2024

Since 2018, An Garda Síochána has been committed to implementing the Commission on the Future of Policing in Ireland (CoFPI) recommendations to prioritise employee health and wellbeing. A key initiative was the 2021-2025 Health and Wellbeing Strategy, which aimed to embed a culture of support under the “Keeping Our People Supported” (KOPS) framework.

To inform the next health and wellbeing Strategy (2026+), An Garda Síochána commissioned Sia to conduct a Health and Wellbeing Survey in 2024, building on the 2019 survey. Issued to 17,795 personnel, the survey assessed general & mental health, lifestyle factors, workplace stressors, and the effectiveness of existing supports.

The survey explored key health influences, including:

- Lifestyle: Diet, sleep, alcohol consumption, smoking, and sedentary behaviour.
- Workplace Factors: Stress, trauma, social media exposure, organisational culture, and access to equipment and facilities.
- Wellbeing Supports: Use and satisfaction with internal and external support services.

Survey Responses & Demographics

The survey was carried out between 25th November and 16th of December 2024. 7,459 responses were received, resulting in a participation rate of 41.9%. The number of surveys completed was 6,112 which resulted in a completion rate of 34.4%. An additional 802 partially complete surveys met the criteria to be included according to the methodology, which resulted in a total of 6,914 surveys included in the analysis, 39% of the target population of the survey.

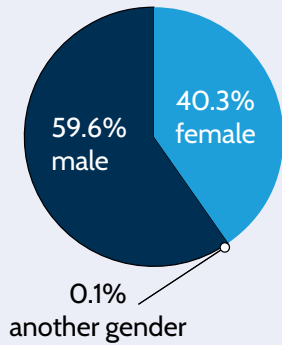
Key demographic insights:	
Roles	75% of respondents were Garda Members, while 25% were Garda Staff.
Gender	59.6% were male, 40.3% were female, and 0.1% identified as other.
Work Schedule	66% of all respondents worked in shift-based roles.
Years of Service	65% of all respondents have over 10 years of service.

The breakdown between Garda Members and Garda Staff respondents was in keeping with the ratio of the total workforce and this ensured that the results were statistically significant, and representative of the organisation as a whole.

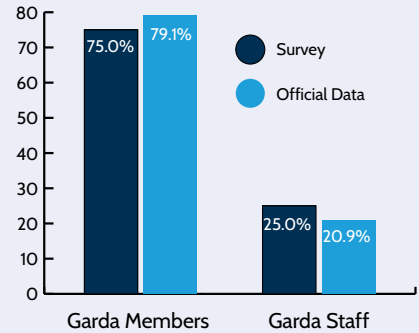
The full report on the results of the survey was published in October 2025 and is available on the Garda portal.

Survey Results at a glance

Demographics

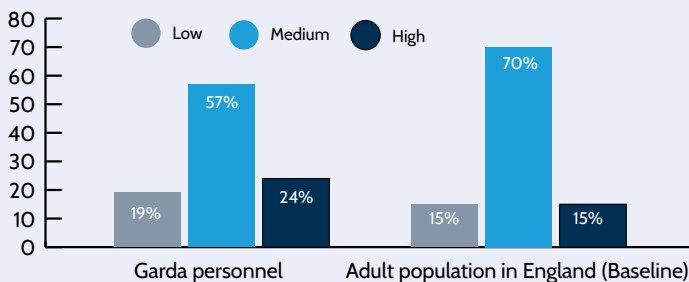


Participation Rate
7,459
Responses
Participation rate of
41.9%



Mental Health & Wellbeing

An Garda Síochána distribution of Mental Wellbeing vs. SWEMWS benchmarks



The short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWS) is an objective tool for measuring wellbeing



The average self-assessed mental health score on a scale from 1 to 10 was

6.7

(where 1 is the least healthy and 10 is the healthiest)

General Health

59%

of all respondents self-reported to be in good or very good general health

55%
Garda Members

70%
Garda Staff

are in good or very good health

Lifestyle Factors



The greatest barrier to a healthier diet is time restraints









36% of respondents sleep for 7-9 hours per night, recommended for healthy sleeping



There is a small, not statistically significant decrease in the % of individuals who neither smoke nor vape, from 81% in 2019 to 79% in 2024

Workplace Factors

49%		49% of respondents reported being exposed to social media in relation to their role. Of those respondents 40% have experienced negative emotions as a result
66%		66% of respondents described their work as fairly or very emotionally demanding
62%		62% of respondents would not be comfortable with disclosing mental health issues
86%		Moods fared well, with 86% rating their mood as fair, good or excellent
66%		66% of respondents experienced stress to the point that it has an impact on their health and wellbeing
74%		74% of Garda Members experienced this type of stress

Health and Wellbeing Supports

	Respondents have a strong preference for non-organisation supports (for example: family, GP, friends)
	Barrier to using organisational supports included: <ul style="list-style-type: none"> • Stigma • Lack of Trust • Workload Demands • Time Constraints
	The most accessed non-clinical supports: <ul style="list-style-type: none"> • Inspire Wellbeing 24/7 (now Lena by Inspire) • Garda Employee Assistance Service (EAS) • Peer Support Network

Additional insights used

A rapid evidence assessment of interventions to promote the resilience, mental health and well-being of An Garda Síochána members and staff.

In 2024, An Garda Síochána and the Policing Authority commissioned a rapid evidence assessment (REA) to understand ‘what works’ in enhancing the wellbeing, mental health and resilience of first responders/ blue light service personnel (i.e. police, fire service, ambulance, and search and rescue). The REA was undertaken by an independent team of researchers from the University of Huddersfield.

A REA is a structured and rigorous approach that involves searching for and summarising existing evidence on a particular topic. In this case, the focus was on studies that tested the effectiveness of strategies and interventions designed to promote the health and wellbeing of police, fire, ambulance, or search and rescue personnel. In addition to summarising study findings, the REA also appraised the quality of the research methods used. This is important because ‘better quality’ studies are more likely to provide reliable information about how effective a strategy or intervention really is.

The Vision

This document sets out a comprehensive roadmap for building a modern, people-centred policing organisation where Garda personnel feel supported, informed, and resourced to thrive in their health and wellbeing. It outlines four interconnected focus areas—Communication & Resources, Psychological Wellbeing, Physical Health, and Connection & Empowerment - each aligned with the overarching vision of Keeping Our People Supported in line with the policing mission to Keep People Safe.

The Strategy seeks to enhance existing supports, promotes self-care, addresses mental health stigma, enhances organisational culture, and embeds health and wellbeing into all levels of the organisation.

This Strategy outlines a sustained commitment to improving working conditions, mental health awareness, and overall health and wellbeing will be essential to ensuring that every employee of An Garda Síochána has the support they need to thrive, both personally and professionally.



Occupational Health and Work Ability

Work ability refers to the extent to which an individual is able to perform their work, now and in the future, in relation to the demands of their job, their health and functional capacity, their skills and competencies, and the support provided by the organisation.

It recognises that sustainable work performance is achieved when there is a good balance between work demands and an employee's physical, mental, and social resources.

The concept of work ability is underpinned by a holistic and preventative approach, acknowledging that health, wellbeing, competence, work environment, leadership, and organisational culture all play a role in enabling people to remain healthy, engaged, and productive at work across their working lives, taking into account the requirements of their policing role which may include exposure to trauma, shift work, high risk situations, public scrutiny, and complex decision making under pressure.

The Occupational Health pillar of the Work Ability framework provides a critical link between An Garda Síochána's occupational health service and the wider Health and Wellbeing Strategy. This pillar focuses on supporting employees to maintain and improve their ability to work by proactively addressing physical, psychological, and social health factors. In addition to enhancing access to clinical occupational health support, this pillar will incorporate targeted health and wellbeing initiatives that promote awareness, education, and early intervention.

A work ability approach recognises that maintaining operational effectiveness depends on proactively supporting both physical and mental health, building competence and resilience, and providing a supportive working environment and leadership culture. Occupational health plays a central role within this framework, offering specialist clinical support to prevent work-related ill health, manage injury on duty and long term conditions, and facilitating timely rehabilitation and return to work. This is complemented by wider health and wellbeing initiatives, including health education, awareness programmes, and targeted interventions such as the menopause in the workplace awareness programme and prostate health awareness programmes, ensuring an inclusive approach that reflects the diverse needs of a modern policing workforce.

By embedding work ability into the Health and Wellbeing Strategy, An Garda Síochána commits to a preventative, joined up model that supports Garda personnel throughout their careers, enhances wellbeing and engagement, and sustains a capable, resilient, and effective policing service for the communities it serves.



work with purpose > take annual leave > manage your time > manage your stress > physical fitness

Focus Area 1: Communicating, Enhancing, and Expanding Existing Resources

We will improve awareness and accessibility of the supports currently in place, while identifying gaps and introducing new services to meet evolving needs.

No	Goals	Actions Ref	Actions	Timeline
1.1	Continue to promote, enhance and strengthen existing supports available within AGS	1.1.1	Develop, in partnership with <i>Lena</i> by Inspire, a clear tiered pathways guide that illustrates the end-to-end health and wellbeing supports. Programme name – “ Your Health and Wellbeing, Your Way ” – tools to thrive.	Q2 2026
		1.1.2	Continue to outline a clear definition of what each health and wellbeing support service offers to Garda personnel and how to access that services	Ongoing
		1.1.3	Continue to promote, enhance and strengthen existing supports available within AGS such as the Peer Support Network, Employee Assistance Officers, Employee Support Programme (ESP), Psychological Supervision Programme (PSP), KOPS Wellbeing App, MHFA Programme, Garda Occupational Health Service.	Ongoing
1.2	Promotion of Health and Wellbeing and Work Ability	1.2.1	Ongoing engagement with management on the impact of organisational stressors on Garda personnel health and wellbeing, by providing quarterly reporting on organisational stressors to management, using survey results, Clinical Trackers and OH trends to identify priorities	Q4 2026
		1.2.2	Embed an annual national Health and Wellbeing Event into the organisational calendar of events, to provide a platform for health and wellbeing knowledge exchange and innovation	Q2 2026
		1.2.3	Promotion of the KOPS App via internal newsletters and portal with fortnightly updates with fresh content to boost engagement.	Ongoing
		1.2.4	Develop and deliver a national Your Health in the Workplace Programme - to support the physical, mental, and social wellbeing of all Garda personnel across the policing service by delivering targeted health education and awareness programmes, such as Menopause in the Workplace, Prostate Cancer Awareness, early-intervention supports, and culturally relevant health and wellbeing campaigns.	Q4 2026
		1.2.5	Update Garda National Wellbeing Office name as part of new Strategy – Garda National Health and Wellbeing Office (GNHWO)	Q2 2026

No	Goals	Actions Ref	Actions	Timeline
1.3	Enhance Services	1.3.1	Further development of the Employee Support Programme (ESP) - increase engagement with the service, encouraging staff to access support at an earlier stage, and to further build trust in the programme.	Ongoing
		1.3.2	Given the unique pressures of policing, we are particularly keen for the ESP to be recognised not only as a source of support in times of need but also as a positive, proactive health and wellbeing check-in service.	Ongoing
		1.3.3	Engage with Coiste Siamsa and publish list of AGS sports/social formal and informal networks	Q4 2026
		1.3.4	Enhance our processes to improve timely access to clinical Occupational Health services to include response times, appointment times etc.	Ongoing
		1.3.5	Increase awareness and usage of KOPS, ESP, and MHFA.	Ongoing
1.4	Expanding Existing Resources	1.4.1	Embed Local Health and Wellbeing Partners - Consolidation of the operation of the Local Health and Wellbeing Partnership to drive health and wellbeing at a local level, gaining grassroot and middle management buy-in.	Q4 2026
		1.4.2	Aim for one Health and Wellbeing Partner in each Division/Bureau/Section.	Q4 2026
		1.4.3	Aim for each Health and Wellbeing Partner to deliver one education session and one wellbeing initiative per year locally	Q4 2026
		1.4.4	Development and launch of a KOPS Health and Wellbeing Standard	Q1 2029
1.5	Additional Family Supports	1.5.1	Creation of Family Support Resource Pack for family members of Garda personnel through the development of a Family Resource Hub on KOPS to signpost to available supports.	Q3 2026
		1.5.2	Engage with Hugs @ Home to evaluate feasibility of implementing a family support programme for Garda personnel – Pilot Scheme (Funding)	Q1 2027
1.6	National Financial Wellbeing Programme	1.6.1	Partner with relevant stakeholders and subject matter experts to develop a National Financial Wellbeing Programme . As financial wellbeing has been identified as a health and wellbeing domain and highlighted in the health and wellbeing survey 2024, the objective of the programme is to create awareness and to support Garda personnel in managing financial pressures that may impact health and wellbeing, performance, and retention. The programme will provide practical tools and education to build financial wellbeing and will help reduce stigma around seeking help with money matters.	Q1 2028

Focus Area 2: Psychological Wellbeing and Mental Health

We will continue to reduce stigma, provide early interventions, and ensure that our people can access confidential, high-quality psychological supports when and where they need them.

No	Goals	Actions Ref	Actions	Timeline
2.1	Improve awareness of mental health & reduce stigma around mental health & accessing supports within the organisation	2.1.1	Provide mental health wellbeing tools through the delivery of Mental Health First Aid (MHFA) Workshops - online and in-person	Ongoing
		2.1.2	Delivery of MHFA Workshops by our internal MHFA facilitators (accredited as part of last strategy) to agreed targets every year.	2026 / 2027 / 2028
		2.1.3	Delivery of MHFA Workshops after Phase 1 of the probation period at Divisional level to all new Garda Probationers.	Q4 2026
		2.1.4	Deliver a national communication campaign via KOPS and local Health and Wellbeing Partners, addressing fears around confidentiality and organisational consequences and align actions with survey findings on trust barriers.	Ongoing
2.2	People Leader Health and Wellbeing Programme	2.2.1	<p>Develop and deliver a programme of support for senior management based on findings from the Health and Wellbeing survey</p> <p>Sample Programme outline:</p> <ul style="list-style-type: none"> - Module 1 - Workplace Fundamentals - Apply the WHO & Healthy Ireland Healthy Workplace Models and understand your role in the wellbeing ecosystem. - Module 2 - Effective Conversations - Master the CHECK-IN model for structured health and wellbeing discussions and learn when to refer to support services. - Module 3 - Workload & Boundaries - Apply the recovery principle and implement ""Right to Disconnect"" approaches that actually work. - Module 4 - Team Practices - Create sustainable health and wellbeing practices that integrate with existing work processes, not as add-ons. - Module 5 - Psychological Safety - Build safety using Edmondson's research framework with practical communication techniques. - Module 6 - Measuring Impact - Use simple, effective approaches to track progress and create continuous improvement cycles. " 	Q1 2027 / Q4 2028
		2.2.2	Develop a Health and Wellbeing Self Care Programme – Fatigue, Nutrition, Exercise, Connections, Natural environment.	Q4 2026

No	Goals	Actions Ref	Actions	Timeline
2.3	Psychoeducational Workshops	2.3.1	Develop, in partnership with <i>Lena</i> by Inspire, Psychoeducational Workshops as an effective means of providing support to the personnel involved in traumatic instances. The workshops will be grounded in best practice for post-incident care and will be facilitated by clinical specialists with experience in trauma-informed care in collaboration with internal Employee Assistance Officers, the aim is to normalise psychological trauma responses and promote support pathways.	Q1 2027
2.4	Adopt the HSE “Make Every Contact Count Programme”	2.4.1	Adopt the HSE “Make Every Contact Count Programme” as part of clinical occupational health services delivery.	Q3 2026
		2.4.2	Explore psychological health and wellbeing concerns in the context of clinical contact and ensure Garda personnel are signposted to appropriate supports as required	Q3 2026

Focus Area 3: Physical Health

We will promote a healthy working environment, encourage self-care and preventive health behaviours, and deliver tailored physical health initiatives relevant to the demands of policing roles.

No	Goals	Actions Ref	Actions	Timeline
3.1	Supporting Sleep Hygiene Amongst AGS Personnel	3.1.1	Develop and deliver a “Sleep Smart” campaign through the creation of two bespoke sleep hygiene education modules for AGS personnel which are tailored towards non-shift work rosters and shift work rosters	Q3 2026
3.2	Promoting Physical Health	3.2.1	Launch “Movements that Matter” Programme to promote physical mobility during the working hours, promote physical health and reduce MSK risks.	Q2 2026
3.3	Promotion of healthy diet	3.3.1	Develop and publish “Fuel to Perform” nutrition guidance for shift & non-shift staff - Updated dietary advice for AGS personnel to focus on enabling healthy diets and removing cited barriers mentioned in the Health and Wellbeing Survey.	Q4 2026
		3.3.2	Review and renew local vending machines and canteen options in partnership with local health and wellbeing partners.	Q1 2029
3.4	Adopt the HSE “Make Every Contact Count Programme”	3.4.1	Adopt the HSE “Make Every Contact Count Programme” as part of clinical occupational health services delivery to include lifestyle check-ins during Occupational Health appointments	Q3 2026
		3.4.2	Explore physical health concerns in the context of clinical contact and ensure Garda personnel are signposted to appropriate supports as required	Q3 2026

Focus Area 4: Connection and Empowerment

We will contribute to an organisational culture that prioritises trust, inclusion, and respect by supporting individuals and teams in their health and wellbeing journeys.

No	Goals	Actions Ref	Actions	Timeline
4.1	Connect and Protect Programme	4.1.1	Develop an educational health promotion campaign to educate on the importance of personal responsibility and self-care for health and wellbeing and the impact this has on life within work.	Q3 2028
		4.1.2	Launch the Connect and Protect Programme - Policing specific self-care programme enhancing connections to self, others and natural environment in order to optimise health and wellbeing and build personal development. A policing-specific self-care and empowerment programme: - Connect to self: emotional intelligence, self-awareness - Connect to others: empathy, civility, teamwork - Connect to nature: grounding, balance, recovery	Q2 2027
		4.1.3	Supporting a Positive Working Environment - Support the development of a module in partnership with P&D for delivery via local partnership on importance of civility and collegiality in the workplace.	Q1 2028
4.2	Explore opportunities for learning from the shared experience of other Irish blue light organisations	4.2.1	Establish working partnership with Irish emergencies response/blue-light organisations including the Defence Forces, paramedics, and the Fire Brigade to create opportunities for learning	Ongoing
4.3	Occupational Health and HR (People and Development) Partnership	4.3.1	Establish a coordinated working model between Human Resources and Occupational Health to deliver a single, early-intervention support pathway for employees and managers. This will include shared referral processes, joint case management for complex absence, agreed information-sharing protocols, combined manager guidance and regular service review meetings. Using aligned data and collaborative decision-making, the partnership will advance proactive absence management to improve employee experience, enabling timely return to work and enhancing overall quality and consistency of health and wellbeing supports across the organisation.	Ongoing
4.4	Working Partnerships	4.4.1	Enhance partnership with the National Office of Suicide Prevention (NOSP) to ensure the organisation has up to date guidance and expert knowledge in this area.	Ongoing
		4.4.2	Continue to work with Healthy Ireland and their work on the Healthy Workplace Framework .	Ongoing
		4.4.3	Continue ongoing engagement and collaboration with the Health and Wellbeing Stakeholders Forum .	Ongoing

No	Goals	Actions Ref	Actions	Timeline
5.1	Additional APSFF item		Continue to advocate for Dedicated Funding for Health and Wellbeing - Finance project - per APSFF Scaling Phase Document: “develop plan to implement Health and Wellbeing Strategy across AGS with dedicated funding” (originally appears in APSFF as “Align resources to support PSRS policy”). The relevant recommendation from COFPI is “We recommend that dedicated funding is made available to resource a wellness (Health and Wellbeing) programme and a proactive approach to the wellness (Health and Wellbeing) of all Garda personnel, sworn and non-sworn.	Ongoing

No	Goals	Actions Ref	Actions	Timeline
6.1	Check In Survey		Conduct a Snap Health and Wellbeing Survey in early 2028 to assess how effectively the organisation is meeting the health and wellbeing needs of its people. This survey will provide valuable insights into current levels of health and wellbeing, highlight areas of success, and identify any emerging needs or priorities. The findings will inform the ongoing development of our Health and Wellbeing Strategy and will help shape targeted health and wellbeing programmes and initiatives to ensure that support remains relevant and impactful through to 2030.	Q1 2028

Acknowledgements

We would like to thank all those who contributed to the development of this Health and Wellbeing Strategy.

- Assistant General Secretary, Garda Representative Association
- Fórsa
- General Secretary, Association of Garda Sergeants and Inspectors
- Association of Garda Superintendents
- Association of Higher Civil and Public Servants
- Chief Superintendents Association
- People & Development - Employee Relations
- People & Development - Health & Safety
- People & Development - HR Directorate
- Garda Employee Assistance Service
- Health and Wellbeing Partners (in their individual capacity)
- Ethics and Culture Bureau
- Garda Occupational Health Service
- Garda College
- Strategic Transformation Office
- Garda National Health and Wellbeing Office
- Coiste Siamsa An Garda Síochána

Key contributors were members of the Health and Wellbeing Stakeholder Forum, which was established in 2019. The aim of the Forum is to provide key stakeholders with an opportunity to feed into the project. This collaborative approach has allowed for the exchange of ideas and discussion among stakeholders which will ultimately benefit all personnel in An Garda Síochána.

Individual representation on the Forum has changed over the course of the Health and Wellbeing Strategy implementation.

Strategic Alignments

This strategy is aligned to the following strategies / plans –

An Garda Síochána Strategic Plan for 2026 to 2028

[CLEAN - An Garda Síochána Strategic Plan 2026-2028 17.12.25](#)

This Strategic Plan sets our organisational intent for the next three years, centred on our commitment to delivering effective policing and security services that will achieve our mission of Keeping People Safe. This plan also outlines how we will invest in and enhance our capabilities as an organisation, with our people at its core.

Sharing the Vision: A Mental Health Policy for Everyone

[Government of Ireland Implementation Plan 2025 – 2027 - Sharing the Vision - A Mental Health Policy for Everyone](#)

The ambition of Sharing the Vision – A Mental Health Policy for Everyone (2020-2030) is not just to improve mental health services and supports for those who need them, but to fundamentally change the way we view mental health in this country. Sharing the Vision aims to put the people who use services and their families to the front and centre of our focus.

Pathways to Wellbeing – National Mental Health Promotion Plan

[Pathways to Wellbeing – National Mental Health Promotion Plan](#)

“Pathways to Wellbeing” is Ireland’s first cross-government plan to improve mental health and wellbeing from 2024 to 2030, with the aim of promoting positive mental health for all individuals across the population.

Healthy Workplace Framework

[Healthy Ireland @ Work - A National Framework for Healthy Workplaces in Ireland](#)

Workplaces directly influence the physical, mental, economic and social wellbeing of workers and in turn, the health of their families, communities and society. With more than two million people employed in Ireland, the workplace offers an ideal setting and infrastructure to support the promotion of health and wellbeing to a large audience.

Please contact the Garda National Health and Wellbeing Office at Well.Team@garda.ie for further information.



An Garda Síochána
Ag Coinneáil Daoine Sábháilte - Keeping People Safe
KEEPING OUR PEOPLE SUPPORTED

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