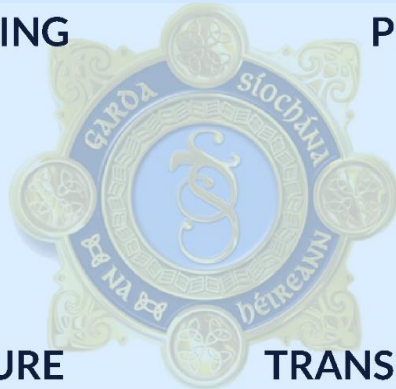


AN GARDA SÍOCHÁNA

OUR PEOPLE - OUR GREATEST RESOURCE

COMMUNITY
POLICING

PROTECTING
PEOPLE



A SECURE
IRELAND

TRANSFORMING
OUR SERVICE

A HUMAN RIGHTS FOUNDATION

KEEPING
PEOPLE SAFE

MISSION & STRATEGY 2019 - 2021

Tipperary Divisional Policing Plan 2019

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Regional Officer's Foreword

I am pleased to introduce the South Eastern Region Policing Plan 2019, the first of three plans developed in support of the Strategy Statement 2019-2021

In line with the National Policing Plan, this plan focuses on delivering a victim centred policing service, focussed on keeping people safe, protecting the most vulnerable and providing a consistently high standard of service.

It takes into account the challenges which face An Garda Síochána: Victim service delivery, increased vulnerability of victims, domestic abuse victims, growth and complexity of fraud and cyber-crime and increased and changing demands on Garda time.

The Community Policing, Protecting People and A Secure Ireland sections of the plan outline how we will deliver policing and security services in 2019. Keeping communities safe at home, on the streets, on our roads and on-line requires the collaboration of the specialist resources at our disposal. Community Gardai, Crime Prevention Officers, Forensic Investigators, Public Order and Roads Policing Management personnel complete the type of work that supports vulnerable people and offers strength and resilience to our communities.

The Transforming our Services, Our people - Our Greatest Resource and A Human Rights Foundation sections outline how we will provide the best possible policing service underpinned by our obligations under section 42 of the Irish Human Rights and Equality Act 2014.

Our Code of Ethics sets out what you, the public, can expect from us and encompasses the values of the organisation – honesty, integrity, equality and respect - as well as our commitment to protecting human rights.

- How we deliver policing has a direct impact on our communities and will influence the trust and confidence people have in us. How we deliver is as important as what we deliver.
- The Code of Ethics outlines how we will keep people safe. It sets out the standards of behaviour that our communities can expect from us and that Garda members and Garda staff should expect from each other.
- By following the Code of Ethics we will ensure we deliver the best possible service to our communities and each other.
- An Garda Síochána exists to keep people safe. We do this with honesty, integrity, equality and respect, and by upholding fundamental human rights, to make sure that everyone we come into contact can trust and support the service we provide.

I am confident that the ongoing dedication and professionalism of our members will help to ensure that the objectives of these programmes are achieved in this Region and provide a focus on areas which will assist in improving the service delivered to our communities.

Michael Finn
Assistant Commissioner

Divisional Officer's Foreword




I am delighted to welcome you to Tipperary's Divisional Policing Plan for 2019. In 2019, you can expect continued wholehearted commitment and resolve to improving and enhancing personal and community safety for members of the public by Gardaí in Tipperary. The last number of years have been challenging for An Garda Síochána, however, addressing those challenges will improve and strengthen the organisation and ultimately, will result in better service delivery to all of the communities we serve. I therefore intend to ensure that we continue to build on existing partnerships and processes through consultation and open communication. An Garda Síochána is committed to our public service positive duty obligations under section 42 of the Irish Human Rights and Equality Act 2014, which we will address in 2020 through initiatives relating to our diversity and inclusion strategy, hate crime policy and developing our human rights capacity.

My primary aim is to continue to maximise co-operation with the local community and other agencies to prevent and detect crime, apprehend those involved in criminal activity and improve quality of life for people within the community we serve. In 2019 our focus will continue to shift from reactive case driven response to a strategic proactive intelligence and knowledge led approach. Firstly, we will continue to grow and activate focused initiatives aimed at preventing fear creating crimes as well as high volume crime, particularly Burglary Crime. Furthermore, we aim to reduce theft, public order and anti-social behaviour in our communities and to prevent dangerous road behaviour threatening the lives and safety of all road users. We are focused on delivering a responsive, reassuring, reliable and respectful service experience, generating high levels of public satisfaction and confidence.

We are working on multiple complex projects across a wide range of service areas. We face challenges in a number of these areas and it will take considerable time to progress many of the structural and cultural reforms needed. The projects which will have the most significant positive impact for the organisation and the communities we serve will be prioritised.

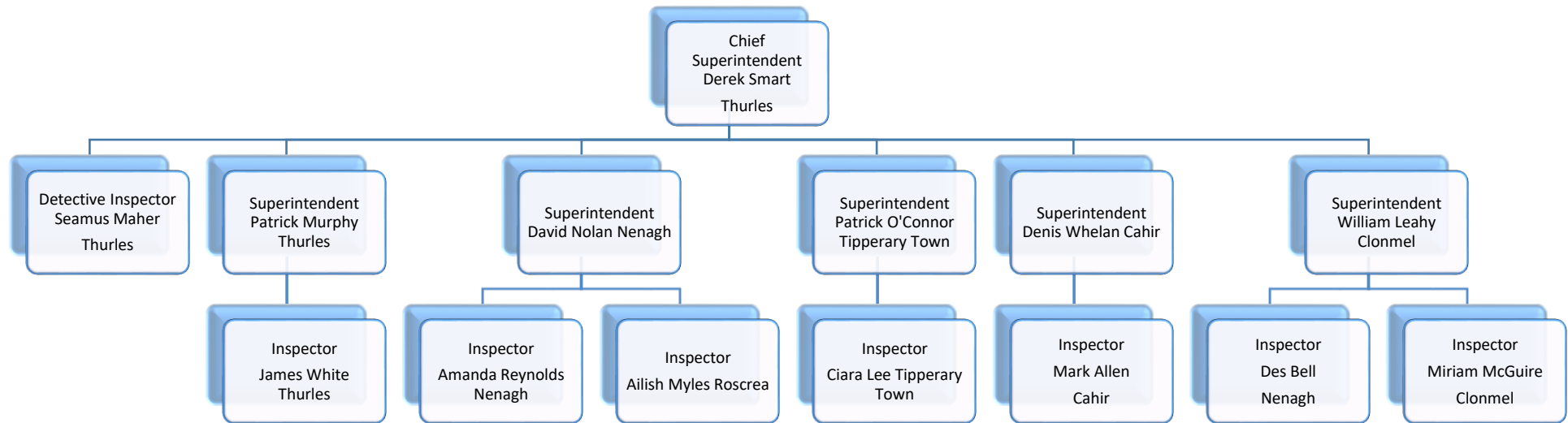
I would like to acknowledge the obvious dedication and commitment of An Garda Síochána in the Tipperary Division and it is these qualities that will be key to modernising and renewing An Garda Síochána in order to achieve the goal of becoming a world class policing and security service. I am confident of the ability and commitment of the workforce, both Gardaí and Garda Staff in the Tipperary Division, to meet the challenges that lie ahead in 2019.



Derek Smart, Chief Superintendent

Our People & Organisation

The Tipperary Division comprises of five Districts namely, Thurles (Divisional Headquarters), Nenagh, Tipperary Town, Cahir and Clonmel which are all open on a 24hr basis. Clonmel and Nenagh Districts have a Superintendent and two Inspectors while the other three Districts have a Superintendent and one Inspector. There is also a Detective Inspector based at Thurles Garda Station who provides support to each District Officer in crime investigations and other duties.









Stations within Tipperary Division

Thurles District Superintendent Patrick Murphy	Nenagh District Superintendent David Nolan	Tipperary District Superintendent Patrick O'Connor	Cahir District Superintendent Denis Whelan	Clonmel District Superintendent William Leahy
Thurles	Nenagh	Tipperary Town	Cahir	Clonmel
Ballingarry Sth	Ballingarry Nth	Bansha	Ardfinnan	Fethard
Holycross	Borrisokane	Cappawhite	Clogheen	Kilsheelan
Killenaule	Cloughjordan	Emly	Ballyporeen	Mullinahone
Littleton	Dolla	Golden	Cashel	Carrick on Suir
Borrisoleigh	Lorrha			
Moyne	Moneygall			
Shevry	Newport			
Templederry	Portroe			
Templetuohy	Toomevara			
Templemore	Roscrea			

1) Community Policing

Providing visible, responsive policing services tailored to community needs

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Perception of crime as a very serious or serious problem		Satisfaction with AGS. We listen to and response to community concerns		Perception that AGS treats all people equally	
Garda visibility		Perception that An Garda Síochána is helpful & community focussed		Perception that An Garda Síochána is managing crime locally	

1.1 Engaging with Communities (Inc. JPC Engagement)	
Work with our Joint Policing Committee (JPC), Community Groups (Neighbourhood Watch, Community Alert, Business Watch, Hospital Watch etc.) and other fora to identify local community needs and to ensure appropriate policing responses.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Engage with JPCs to continue to implement the 'Know your Patch' Divisional Initiative 2. Work with JPC to identify and resolve local policing issues 3. A dedicated open day to include all members of the community at Garda Stations in each of the Districts 4. Each District to hold a Neighbourhood Watch/Community Alert/Test Alert Seminar during 2019 5. Ensuring that Crime Prevention advice is updated in line with emerging crime trends 6. Engaging with communities through a variety of different media 7. Examine the feasibility of the re-launch of Business Watch in Tipperary Division 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Increased visibility

Tipperary Divisional Policing Plan 2019

1.2 Anti-Social Behaviour, Public Order & High Visibility Policing	
Providing a visible responsive proactive policing service, targeting antisocial behaviour/public order hotspots to improve quality of life for residents and visitors	
Activities	Outcomes
<ol style="list-style-type: none"> 1. High Visibility Policing throughout the Division through dedicated Patrols including beat and mountain bike patrols 2. The dedicated deployment of resources in the Division to 'Operation Rim', 'Operation Thor' and 'Operation Overwatch' 3. The strategic deployment of policing resources to ensure that all resources are utilised to maximum effect 4. Ensure that identified 'hot spots' in each District are policed to prevent anti-social behaviour 5. Targeting the illegal consumption of intoxicants in Public Places throughout the Tipperary Division 6. Repeat offenders to be identified and managed utilising Public Order Act, Anti-Social Behaviour Orders/Warnings, Exclusion Orders, etc. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.3 Engaging with minorities and other vulnerable groups (including hate crime initiatives)	
Working proactively with minority and vulnerable communities to ensure all persons requiring policing services feel comfortable accessing them, particularly those impacted by hate crimes/bias motivated crimes.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ethnic Liaison Officers and Immigration Officers to engage on a regular basis with minority groups 2. Continued engagement through the Restorative Justice Project and the Probation Service 3. Community Gardaí to engage with groups and associations on an ongoing basis 4. Establishment of the Protected Services Bureau in the Division to assist vulnerable members of society 5. Implement the National Crime Prevention and Reduction Strategy by encouraging all victims of hate crime to come forward and report such incidents 6. Ensure there are sufficient numbers of Ethnic Liaison Officers trained in each District 	<ul style="list-style-type: none"> • Increased satisfaction /An Garda Síochána: listens/responds to community concerns • Increased trust / Increased visibility • Increased perception that An Garda Síochána treats people equally • Improve perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

Tipperary Divisional Policing Plan 2019

1.4 Children and Young People	
Engage with and support young people, providing guidance to keep them safe	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Continue to foster positive relationships with children and young people by delivering the Garda Primary and Secondary Schools programmes 2. Utilise the Tipperary Facebook page and other media to engage with young people 3. Engage with Tusla and partner agencies in the implementation of children's first guidelines 4. Work collaboratively with the Road Safety Authority in promoting road safety to young people 5. Enhancing and improving our approach to Juvenile Offender Case Management 6. To review and strengthen targeted interventions to reduce offending and divert young people from the criminal justice system 7. To promote and increase the use of community measures, including restorative justice, for young people who offend 8. Maintain continued involvement with and promotion of the Garda Youth Awards 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

1.5 National Drug Strategy	
Execute the National Drugs Strategy through the implementation of the Divisional Drugs Strategy placing particular emphasis on 'Operation Overwatch'.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Work collaboratively and in support of individuals, families and communities to address drug issues 2. Engage with partner agencies to reduce supply and access to drugs 3. In accordance with the 'Better outcomes, brighter futures' national policy framework for children, engage in education and prevention to minimise the use of Drugs/Alcohol at a young age 4. Strengthen the role of Divisional Asset profilers working with CAB to target the proceeds of crime at local level 5. Engage with JPC to continue to promote and embed a community policing ethos to protect communities from the effects of drugs and drug crime 6. Maintain co-operation and mutual support with community representatives through Regional Drug and Alcohol Task Force 7. Continue to support the National Drugs Intimidation Reporting Programme to respond to the needs of drugs users and family members experiencing drug related intimidation 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2) Protecting People

Protecting people from crime and from injury on our roads

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Incidences of crime	↓	Fear of Crime	↓	Road deaths and injuries	↓
Crime Detections	↑	Victim Satisfaction	↑	Key Lifesaver Offence detections	↑
Perception of crime as a very serious or serious problem	↓	Satisfaction that AGS listens to and response to community concerns	↑	Perception that An Garda Síochána is managing crime nationally	↑
Standard of investigations	↑	Garda visibility	↑	Legislative compliance	↑

2.1 Investigation and Detection (Burglary, Robbery, Assault and Volume Crime)

A comprehensive approach to all aspects of crime investigation and detection, delivering improved investigative outcomes

Activities	Outcomes
<ol style="list-style-type: none"> 1. Managing crime utilising the Performance and Accountability Framework 2. Engaging with regional crime management structures 3. Reviewing undetected crime 4. Identifying and addressing reasons for non-detection of incidents 5. Ensuring mandatory investigative actions are completed 6. Enhancing the use of Crime Scene Investigation 7. Ensuring bail and curfew compliance 8. Management of Offenders in line with SAOR policy 9. Utilising forensic evidence 10. Utilising CCTV evidence 11. Implementation of national assault reduction plan initiatives 12. Leveraging the benefits of crime analysis services 13. Developing Divisional Protective Services Unit 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Tipperary Divisional Policing Plan 2019

2.2 Crime Prevention	
Reduce the incidence of crime through education, awareness and community collaboration	
Activities	Outcomes
<p>Utilise the following Crime prevention activities:</p> <ol style="list-style-type: none"> 1. Increased Criminal Interdiction Checkpoints and Patrols 2. Full deployment of Armed Support Units 3. Enhanced use of channel *400 4. Effective use of Text Alert to alert partners and stakeholders in relation to suspicious activity 5. Evaluation of Business Watch in consultation with Crime Prevention Officer and District Officers 6. Increased engagement with Social Media on Digital Platforms 7. Full Divisional Media Strategy across all platforms 8. Continued Engagement with partners implementing Garda Youth Strategy 9. Continued use of GSAS to identify crime trends and develop patrol strategies 10. Continued development of local CCTV projects in consultation with partners 11. Tipperary Gardai will continue to work with the PPN and the JPC to develop Community Safety Networks <p>Implement National Crime Prevention & Reduction Strategy initiatives as communicated by CEPS</p>	<ul style="list-style-type: none"> • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Tipperary Divisional Policing Plan 2019

2.3 Controlled Drugs	
Enforcement of drugs legislation, focussed on the sale and supply of controlled drugs	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Conduct Quarterly Divisional Drug Detection Strategy 2. Effective targeting of Organised Crime Gangs engaged in Drug Trafficking through Operation Overwatch 3. Enhanced engagement with Joint Policing Committees to identify local concerns 4. Drug Units will form an integral part of the Divisional Crime investigation teams 5. Drug Units will identify individuals whose assets are suitable for examination under proceeds of crime legislation 6. Target premises in relation to sale and supply and use of drugs 7. Full utilisation of Briefing and Tasking to increase intelligence and proactive policing in area of Drugs Offences 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased visibility

2.4 Organised Crime (including firearms offences, Human Trafficking and European Arrest Warrants)	
[REDACTED]	
Activities	Outcomes
[REDACTED]	[REDACTED]

2.5 Criminal Intelligence (Including CHIS)*	
[REDACTED]	
Activities	Outcomes
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	<ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]

2.6 Offender Management & Recidivism (including Child Diversion & SAOR)	
A reduction in offending through the effective implementation of SAOR and Child Diversion policies	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Monitor and Evaluate Juvenile Case Management 2. Continued Management of Operation Thor targets 3. Maintain focus of Curfew Checks as daily priority at Briefing and Tasking 4. Effective Bail Management 5. Juvenile Liaison Officers to engage fully in the Criminal Justice system 6. Develop SAOR training programme 7. Full Utilisation of Restorative Justice Programme 	<ul style="list-style-type: none"> • Reduced recidivism • Reduced fear of crime / Increased feelings of safety • Increased visibility • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Managing crime locally & nationally

Tipperary Divisional Policing Plan 2019

2.7 Victim Support	
Providing a responsive service to victims of crime, keeping all victims up to date on investigations, complying with both Garda victims policy and the Victims Act	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure compliance with HQ 11/16 and 29/12 2. Crime Prevention Officer to visit repeat victims of crime 3. Implementation of EU Directive on Victims' Rights 4. Family Liaison Officer to be appointed in line with policy 5. Implementation of Divisional Crime Prevention Strategy 6. Continue with Operation Thor quarterly days of action 	<ul style="list-style-type: none"> • Increased trust • Increased victim satisfaction • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased perception that An Garda Síochána treats people equally • Reduced fear of crime / Increased feelings of safety • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

2.8 Missing Persons	
Effective management of all missing persons cases in compliance with Garda policy	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Comply with Missing Persons Garda Policy 2. Ensure Tusla Referrals are completed 3. Ensure compliance with HQ 09/2012-"Missing Children in Care Protocols" 4. Ensure Compliance with HQ 38/2012-"Recording, Investigating and Management of Missing Persons" 5. Fully utilise the Garda PORTAL for the investigation of Missing Person cases 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Reduced fear of crime / Increased feelings of safety • Increased perception An Garda Síochána is well managed • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally

Tipperary Divisional Policing Plan 2019

2.9 Domestic Abuse	
Provision of an empathetic responsive service to all victims of domestic abuse, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Ensure call backs within one week 2. Ensure check in relation to access to firearms 3. Ensure Tusla Referrals to be completed where children are involved and that incidents are reviewed at daily PAF meetings 4. All members to be briefed on new Domestic Violence Act as part of Continuous Professional Development 5. Ensure pro arrest policy in relation to Breach of Orders 6. All Domestic incidents will be fully investigated and where possible prosecutions initiated in accordance with the Garda Policy on the Investigation of Domestic Incidents 	<ul style="list-style-type: none"> • Increased reporting of domestic violence related offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

2.10 Sexual Offences	
Provision of an empathetic responsive service to all victims of sexual crime, in line with relevant Garda policy and legislation	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Each District Inspector to manage sexual offences 2. Work in partnership with GNPSB to develop Divisional PSU 3. KPI's to be reviewed through Divisional and District PAF process to ensure effective governance 4. All sexual offences to be thoroughly investigated with support of District Detective Unit to ensure proper investigation 5. Continue to work in partnership with agencies as part of SORAM to monitor and review sex offenders 6. Divisional Inspector to continue to work with SOMIU to ensure robust management and monitoring of sex offenders in accordance with the Act 7. All Juvenile Victims of Sexual Crime will be interviewed by Child Specialist Interviewers 	<ul style="list-style-type: none"> • Increased reporting of sexual offences • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety

Tipperary Divisional Policing Plan 2019

2.11 Roads Enforcement Activities (including the National Roads Policing Operations Plan)	
Reduce collisions, road deaths and serious injuries through enforcement of key lifesaver offences (speeding, drink driving, seatbelt and mobile phone offences) and relevant legislation.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Increase lifesaver offence detections 2. Increase MIT breath tests performed 3. Implement National Roads Policing Operations Plan 4. Implement Divisional Road Policing operations 5. Multi-Agency checkpoints to be conducted assisted by Customs, Revenue, Social Welfare, RSA, Council Environment Section and other agencies 6. Each District to ensure that frontline operational units are contributing to lifesaver offences and roads policing operations 7. Monthly motorways checkpoints to be conducted 	<ul style="list-style-type: none"> • Safer Roads, reduced road deaths and serious injuries • Increased satisfaction with An Garda Síochána: • Listens/responds to community concerns • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility • Increase in Lifesaver Offences • Increases in MIT Checkpoints and MIT breathtests. • Reduction in number of Fatal and Serious Injury Road Traffic Collisions
2.12 Road Safety Education & Awareness	
Work in collaboration with other agencies to enforce our Road Policing Strategy	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Divisional Roads Policing to give presentations to 5th and 6th year students 2. Inspector White to go on local radio to discuss road safety matters on a regular slot on local radio 3. District Road Safety Teams in place in each District and ensure they meet on a minimum of an annual basis 4. Roads Policing Units to continue the Annual Road Safety Seminar for all Transition Year Students in Tipperary Division. 5. Roads Policing Units to continue to give Road Safety presentations/advice at community events and in Business premises throughout Tipperary Division. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Tipperary Divisional Policing Plan 2019

2.13 Event Management	
To provide a risk assessed response to all major events in Tipperary Division.	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Policing Plans put in place for major events held in Semple Stadium in line with threat assessment 2. Traffic Management plans put in place 3. Meetings held with all stakeholders including Fire Service, Business Community and event organisers and local residents associations 4. Events office to be created in Thurles District for managing Semple Stadium and Feile 5. Operational Orders to be submitted for every event thus reducing the risks posed by Public Order and Anti-Social behaviour 	<ul style="list-style-type: none"> • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed • Increased visibility • Reduction in number of traffic management issues arising out of major events.

3) A Secure Ireland

Ensure the security of the State, managing all possible threats, including but not limited to the threat of terrorism

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes					
Crime Detections	↑	A Secure State	↑	Fear of crime	↓
Perception that An Garda Síochána is managing crime nationally	↑	Perception of crime as a very serious or serious problem	↓		




3.1 Local Subversive Targets	
[Redacted]	
Activities	Outcomes
<ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] 	<ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted]

3.2 Major Emergency Management	
Activities	Outcomes
<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

4) Transforming Our Service

Providing consistent, efficient and effective policing services

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Trust in AGS		Perception that An Garda Síochána is well managed		Data Quality	
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4.1 Inspection and Review

Inspections will be conducted on a quarterly basis, evaluating performance at an operational, administrative and management level in compliance with HQ Directive 59/2014

Activities	Outcomes
<ol style="list-style-type: none"> Undertake 60 inspection and reviews in line with Garda policy on 59/2014 in 2019 Review of the implementation of PAF processes Risks raised into the divisional risk register incorporating steps for mitigation steps and recommendations implemented Strengthen governance and oversight mechanisms in the Division 	<ul style="list-style-type: none"> Increased trust Increased perception that An Garda Síochána is well managed Better management of risk

4.2 Risk Management

Ensure the effective management of risk within the Division to support the achievement of goals and objectives.

Activities	Outcomes
<ol style="list-style-type: none"> Ensure the ongoing, dynamic management of all risks within the Division, engaging relevant stakeholders. Undertake a quarterly review of the risk register in line with the development and evaluation of the annual Policing Plan. Discuss risk mitigation and 'off target' policing plan goals at Divisional PAF meetings Utilise organisational supports to add value to Divisional risk management. Ensure all risk registers are submitted on a quarterly basis in compliance with risk management policy and procedures. Avail of additional risk training and briefings and advice of the GMRU 	<ul style="list-style-type: none"> Improved perception of An Garda Síochána as well managed Increased trust Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> Managing crime locally & nationally

Tipperary Divisional Policing Plan 2019

4.3 Financial Management	
Effective management of all spending within the District , ensuring policing services are delivered within budget	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Review financial reports on an ongoing basis with a focus on controllable costs (OT, T&S, other non-pay related costs) 2. Manage the functions of the towing contract management in order to avoid unnecessary costs especially with regard to storage of vehicles 3. Review budgets at Divisional Management Meetings to establish and control main variable cost drivers 	<ul style="list-style-type: none"> • Increased perception that An Garda Síochána is well managed • Increased trust • Increased visibility

4.4 Data Quality	
Engaging in activities to support an improvement in organisational data quality	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Reduce the number of incidents with status of pulse review/clarification outstanding by July 1st 2019 and maintain for the remainder of the year 2. Reduce to 4000 the number of incidents recorded as active on PAF 3. Minimise the level of 'active' PAF incidents occurring in 2015, 2016 and 2017 by July 1st 2019 4. Review all undetected crimes over 6 months old and complete DS1/2 where appropriate 5. Utilise Management Dashboard to manage outstanding firearms, warrants, un actioned FCNs and drug incidents without a drug register number 6. Utilise the Investigation KPI to manage incidents with no review date, overdue review and with no investigating member 7. Utilise JLO reports on a monthly basis to determine and correct incidents in which proceedings have not been commenced after authorisation is granted by the Garda Youth Diversion Office 8. Utilise JLO reports on a fortnightly basis to determine and resolve outstanding information required by the Garda Youth Diversion Office 	<ul style="list-style-type: none"> • Increased trust • Increased perception that An Garda Síochána is well managed • Enhanced Data Quality

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4.5 Change Projects	
Full engagement will take place with all Change projects in Tipperary Division	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Implement the CAD programme in Tipperary Division 2. Investigative Management System to be deployed in Tipperary Division 3. Review Management Dashboard to reduce outstanding contacts with victims on a monthly basis 4. Review Management Dashboard to reduce outstanding letters not sent by the Victims Office on a monthly basis 5. Review all outstanding PAF Active domestic violence incidents to ensure all call backs are complete on a monthly basis 6. Use Pulse browser victim search to identify any overdue Superintendent considerations on a monthly basis 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ○ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ○ Helpful & Community focussed ○ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility Síochána

4.6 Estate Management / Station Upkeep	
To review the Divisional housing requirements to ensure the best use of state assets	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Each District to set a prioritised listing of major building works required and notify Housing Section and engage with the OPW 2. Pursue the completion of the cell refurbishment in Thurles and Nenagh 3. Pursue the establishment of a new Garda Station in Clonmel 4. In establishing the Divisional Protective Services Bureau and Divisional Court Presenters Offices ensure equipment and sufficient staffing levels are allocated 5. Pursue the expansion of the Divisional Property and Exhibits Management storage facility at Templemore Garda Station 	<ul style="list-style-type: none"> • Enhanced working environment • Improved perception of An Garda Síochána as well managed

5) Our People: Our Greatest Resource

Engage, support and listen to our people, providing continuous professional development

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Employee engagement		Employee wellness		Absence	
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5.1 Engagement, PALF and front line briefing

Effective engagement between managers and personnel, through unit briefings, PALF and other engagement opportunities

Activities	Outcomes
<ol style="list-style-type: none"> 1. All members trained in the PALF process 2. Managers effectively manage the PALF process throughout the year 3. Briefing time of 15 minutes to be utilised to clearly task all members of their specific roles and to ensure that all members are fully briefed on pertinent matters 4. Local management to attend and deliver briefing on a weekly basis during the 15 minute briefing period 5. Utilise PALF to enhance organisational performance and implementation of District Policing plans 6. Each member should have had a PALF review with their line manager 	<ul style="list-style-type: none"> • Improved perception of An Garda Síochána as well managed • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally

5.2 Health and Safety Compliance & Promotion

To ensure the Health and Safety of all members is of paramount importance in Tipperary Division

Activities	Outcomes
<ol style="list-style-type: none"> 1. Raise members awareness regarding 6 C's first responders safety principals 2. Ensure Risk Register is updated monthly with all identified risks 3. Intelligence led operation orders compiled for all events to ensure Garda members are not exposed to unnecessary risks 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally

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5.3 Absence Management and Employee Wellness	
Investing in the physical and mental wellness of our people	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Sickness absence will be monitored weekly in conjunction with Divisional Performance Accountability Framework 2. In addition the Divisional Welfare Committee will meet on a quarterly basis 3. A Quarterly conference will be held with HR Directorate/Chief Medical Officer to effectively manage absenteeism 4. It shall be a goal to reduce the level of absence through the promotion of health and safety 5. Health and wellness initiatives will be promoted twice yearly 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

5.4 Civilianisation	
Identification of roles suitable for civilianisation and reallocation of personnel to operational policing duties	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Civilianisation of suitable roles to maximise available Garda personnel 2. Reallocation of personnel to policing duties upon allocation of Garda staff 3. Retraining where appropriate of Garda personnel who are selected for reallocation 4. Identify new roles which may be suitable for civilianisation 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

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5.5 Garda Reserve Utilisation	
To utilise the Garda Reserve to enhance partnerships between An Garda Síochána and the local community	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Garda Reserves will be employed at major events to include concerts and major sporting fixtures. 2. In addition, Garda Reserves will be employed to support policing and community policing operations and events. 3. Media Liaison Officer will proactively promote the role of the Garda Reserve in media engagement with a view to encourage additional applicants. 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility




5.6 Training Initiatives	
Investing in the upskilling of all Gardai to ensure greater professionalism and encourage career development	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Completion of online youth referral e-learning course by all members 2. Establish with District Management and CPD opportunities to undertake training initiatives 3. Undertake a training needs assessment and application for courses at Divisional (CPD) and National (Garda College) level 4. Training of all members in IMS by the year end 5. Continue with the Divisional policy of completing re-certification of 33% of Divisional force in Baton, OC Spray and Handcuff training annually 6. Ensure Divisional Public Order Unit receives annual recertification training in accordance with HQ Directive 75/2017 	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

5.7 Reducing Complaints / GSOC Local initiative	
Reduce the number of complaints against members of An Garda Síochána	
Activities	Outcomes
<ol style="list-style-type: none"> 1. Utilise 15 minute briefing time to emphasise the necessity for members to show courtesy and respect at all times. 2. At briefings prior to major events where large numbers of personnel are gathered, the opportunity should be taken to address all present on their responsibilities to engage with the public in a professional manner at all times 3. Utilise PAF to monitor call backs to victims of crime thus reducing the risk of complaints against Gardai for this 	<ul style="list-style-type: none"> • Increased engagement with personnel • Increased trust • A better skilled workforce

6) A Human Rights Foundation

Embed human rights, ethical behaviour and equality into all of our policing and business activities

The activities outlined on the following pages will support An Garda Síochána in realising the following 3-year strategic outcomes

Trust in AGS		Perception that AGS treats people equally		Perception that AGS is a well-managed organisation	
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6.1 Ethics and Human Rights Initiatives

Ensure that all Gardai treat all persons they encounter the way they would expect to be treated themselves

Activities	Outcomes
<ol style="list-style-type: none"> 1. Absolutely uphold and maintain the human rights of all persons who interact with An Garda Síochána in Tipperary Division 2. Have more engagement with diverse groups in the Tipperary Division 3. Ensure the contents of the Code of Ethics is regularly discussed during the fifteen minutes briefing time 4. All members of staff encouraged to sign the Code of Ethics 5. Ensure all members of staff selected for promotion to have signed Garda Code of Ethics 	<ul style="list-style-type: none"> • Increased satisfaction with An Garda Síochána: <ul style="list-style-type: none"> ◦ Listens/responds to community concerns • Increased trust • Increased perception that An Garda Síochána treats people equally • Improved perception of An Garda Síochána as: <ul style="list-style-type: none"> ◦ Helpful & Community focussed ◦ Managing crime locally & nationally • Reduced fear of crime / Increased feelings of safety • Increased visibility

Garda Code of Ethics Commitments

The commitments of each Garda employee as outlined in the Code of Ethics for An Garda Síochána

Duty to Uphold the Law

I will uphold and obey the law and fulfill my responsibilities in a fair and impartial way.

Honesty & Integrity

I will be honest and will act with integrity.

I will always seek the truth by establishing and reporting facts in an honest and objective way.

I will not abuse my power or position and will have the courage to oppose and report any such abuses by colleagues.

I will act in the public interest and not allow circumstances to arise that might compromise, or appear to compromise, myself or the Garda Síochána.

I will appropriately declare and manage any actual or potential conflict of interest that might impair my ability to carry out my duty or weaken public confidence in the Garda Síochána. This includes any conflict that might arise from a personal or business relationship outside of my work in the Garda Síochána.

Respect & Equality

I will recognise and respect the dignity and equal human rights of all people.

I will treat people with courtesy and respect.

I will treat everyone with fairness at all times, and not discriminate wrongfully.

I will oppose and challenge any behaviour or language that demonstrates discrimination or disrespect, in particular with regard to vulnerable individuals or minority groups.

I will be sensitive to the vulnerabilities of individuals, for example because of their age or a disability. I will be sensitive to the difficult circumstances individuals may find themselves in when in contact with the Garda Síochána.

I will show appropriate understanding and empathy to people I come into contact with.

I will make accommodation for an individual's particular needs where possible. Wherever possible, I will take steps to improve relationships with the public, in particular with individuals or groups that may have previously had a limited or challenging relationship with policing services.

Examples of Wrongful Reasons for Discrimination

- | | | | |
|-----------------|---|------------------------------|-------------------------|
| • Age | • Marital status | • Colour | • Gender non-conformity |
| • Disability | • Membership of the Traveller Community | • Nationality | • Political opinion |
| • Family status | • Religion | • Ethnic or national origins | • Residence status |
| • Gender | • Race | • Sexual orientation | • Social origin |

Authority & Responsibility

I will act with self-control, even when provoked or in volatile situations.

I will take responsibility for my actions and omissions, and I will be accountable for them.

I will support my colleagues to the best of my ability as they carry out their duties and responsibilities.

I will only give instructions that I reasonably believe to be lawful and I will carry out lawful instructions to the best of my ability.

I will challenge instructions that I believe to be unlawful or contrary to the principles set out in this Code.

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	<p>I understand that any decision not to follow an instruction needs to be fully justified.</p> <p>I will make sure that I do not take - any substance, such as alcohol or drugs, that will make me unfit for work.</p> <p>I will report to a supervisor if I am unfit for work for any reason.</p> <p>I will use all information, training, equipment and management support I am provided with to keep myself safe and up to date with my role and responsibilities.</p> <p>I will endeavor to ensure the proper, effective and efficient use of public money and resources.</p> <p>I will not use social media and mobile communications in a manner that may be perceived as discriminatory, bullying, victimising or unprofessional.</p>
Police Powers	<p>I will respect the human rights of all people, including the right to life, to security of the person and bodily integrity; to freedom of expression; to freedom of assembly and association; to privacy; and to be free from arbitrary arrest or detention.</p> <p>When it is necessary to use police powers to achieve an objective, I will make sure that my actions are in accordance with the law and proportionate.</p> <p>Every time I make a decision as to whether or not to use police powers I will be prepared to account for my actions. Wherever possible, I will explain my decisions to individuals affected.</p> <p>When a situation requires me to use force I will, as soon as possible, make sure that the person I used force against is safe and receives any necessary assistance.</p>
Information & Privacy	<p>I will recognise and respect every person's right to privacy. I will interfere with this right only when it is lawful and necessary to achieve a legitimate objective.</p> <p>I will never hide, exaggerate, invent, interfere with or improperly destroy information or evidence.</p> <p>I will gather, retain, access, disclose or process information only in accordance with the law and principles of data protection.</p> <p>I will not improperly convey Garda information to the media or any third party.</p>
Transparency & Communication	<p>I will communicate and cooperate openly and effectively with colleagues, the public and with other organisations as much as possible.</p> <p>I will give timely and truthful information as long as this is in accordance with the law and does not compromise an ongoing investigation. Examples of this include updating victims and witnesses about investigations.</p> <p>I will fulfill any duty to disclose information and records, including information for accused people or for the Garda Ombudsman, in accordance with the law and in a timely, truthful and transparent manner.</p> <p>I will make sure those victims of crime are made aware of their rights as soon as possible.</p> <p>I will make sure that I communicate information in a manner that is respectful, easy to understand and sensitive to the circumstances.</p> <p>I will keep accurate, complete records, especially of all interviews and complaints.</p> <p>I will make sure that, unless the nature of an assignment prohibits it, I will openly display my Garda identification when I am at work.</p>
Speaking Up & Reporting Wrongdoing	<p>I will never ignore a colleague's unprofessional, unethical, illegal, or corrupt behaviour, regardless of the person's identity, role, rank or grade.</p> <p>I will protect the integrity of the Garda Síochána by rigorously opposing unprofessional, unethical, illegal, or corrupt behaviour. Where the seriousness of the issue warrants it, I will report, challenge or take action against such behaviour.</p> <p>I will support any colleague who speaks up in accordance with the law and this Code and challenge anyone who victimises a person for speaking up.</p>
	Additional Commitments of Managers

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I will encourage and facilitate speaking up and reporting wrongdoing at every level in the Organisation.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.

Leadership

I will contribute to a positive and healthy working environment.

I will maintain and promote professional standards and the standards of this Code.

I will aim to behave in a manner which brings credit on the Garda Síochána and myself thereby promoting public confidence in policing.

I will be accountable for orders or instructions I give to others, for the carrying out of those orders and for their consequences.

Additional Commitments of Managers

I will strive to make sure that people I work with carry out their duties in a way that follows this Code.

I will make sure that people I work with are effectively supported and guided in performing their duties and maintaining this Code.

I will do whatever I can, in my role, to protect and support the physical and mental wellbeing of people I work with.

I will ensure that matters brought to my attention are considered, are investigated where necessary, and the appropriate action taken.

I will be open to matters raised by colleagues and learn from feedback and from reports of wrongdoing.