

An Garda Síochána

Division of Tipperary

'Working with our Communities'



Tipperary Divisional Policing Plan
2010



VISION

Excellent people delivering
policing excellence`

MISSION

Working with Communities to Protect and Serve

VALUES

Honesty – Being honest and ethical and adhering to the principles of fairness and justice

Accountability – Accepting individual responsibility and ensuring public accountability

Respect – Having respect for people, their Human Rights and their needs

Professionalism – Providing a professional policing service to all

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FOREWORD

The Tipperary Divisional Policing Plan 2010 is the first step towards the implementation of the Garda Síochána Corporate Strategy 2010 - 2012, - 'Working with our Communities'. It brings forward a clear, coherent strategy for the policing of County Tipperary, along with corresponding structures for its implementation. This plan sets out clear objectives for An Garda Síochána in the Tipperary Division, working in partnership with our local communities, to deliver our policing services and to contribute to public safety - thus making our communities safer.



An Garda Síochána in the Tipperary Division acknowledge the need for a strategic partnership approach to policing, and we will work to build and maintain these partnerships with our local communities and to support shared objectives. The strengthening of these bonds with our local communities will heighten the confidence in the service delivery of An Garda Síochána.

The core objective of our new Corporate Strategy 2010 - 2012, is 'working with our communities', and while this is not exclusively the sole pillar upon which we purpose to deliver our service, it is a firm commitment to the people of Tipperary of the importance and value placed upon community involvement. To fulfil this objective, our Community Policing teams will be taking a primary and proactive role in developing and delivering on a collaborative approach to policing within this Division.

The other pillars which support our service delivery include State Security, Crime Prevention & Reduction, Illicit Drug Dealing, Roads Policing, and Ensuring Peaceful Communities, and I wish to assure you that all Garda actions in these areas will be grounded in the human rights principles of legality, necessity, proportionality and non-discrimination.

It is the publicly stated commitment and duty of the Gardaí in the Tipperary Division to provide a high quality and accountable police service that conforms to the high standards of service delivery, which is in a helpful, respectful, courteous and professional manner.

In attaining our core purpose, I am confident that An Garda Síochána in the Tipperary Division can be to the forefront in delivering an excellent policing service.

I thank you for your ongoing support and co-operation and I look forward to working with all concerned for the benefit of providing a safer community.

D.J. Sheahan

**Chief Superintendent
Division of Tipperary.**

Priorities for the Garda Síochána for 2010 Determined by the Minister for Justice, Equality and Law Reform

Background

The function of An Garda Síochána under section 7 of the Garda Síochána Act 2005 is to provide policing and security services for the State with the objective of:

- Preserving peace and public order
- Protecting life and property
- Vindicating the human rights of each individual
- Protecting the security of the State
- Preventing crime
- Bringing criminals to justice, including by detecting and investigating crime
- Regulating and controlling road traffic and improving road safety

and carrying out such other functions conferred by law, including those relating to immigration.

In producing his Policing Plan the Garda Commissioner is required to have regard to the priorities of the Minister for Justice, Equality and Law Reform and to the Garda Strategy Statement. The Commissioner is also required to have regard to relevant Government policy. This includes the provisions of the Programme for Government and the specific Government strategies in relation to drugs, youth justice, and victims of crime, road safety and on domestic and sexual violence.

Priorities for 2010

The Minister has determined the following matters as priorities for An Garda Síochána for 2010 in accordance with Section 20 of the Garda Síochána Act 2005.

Security

To protect the State and the people against terrorism in all its forms.

Crime

To combat serious crime, in particular organised crime.

Policing Communities

To achieve the maximum levels of safety for local communities.

Customer Service

To complete and implement a Garda charter which will improve the Garda response to calls for service and which will contain commitments on the level of community policing service which the public can expect from Gardaí.

Roads Policing

To police the roads, in particular to reduce the number of deaths and serious injuries arising from collisions.

Human Trafficking

To prevent and detect human trafficking and to protect victims.

GOAL 1: ENSURING OUR NATION'S SECURITY

Ensuring our national security is a core commitment for An Garda Síochána. This goal demonstrates our unwavering focus on guarding national security and in playing an active role in strengthening international security.

We are fully committed to maintaining a secure nation for all our communities.

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
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<p>Identify and analyse any threat to national and international security and respond appropriately</p>	<p>Continued development of Divisional intelligence gathering capability</p> <p>Identify potential subversive group(s)</p> <p>Focused targeting of identified subversive group(s)</p> <p>Intelligence and information shared with other Divisions and National Units as appropriate</p>	<p>Zero Terrorist attacks within Division</p> <p>Number of sources and quality of intelligence enhanced through the use of CHIS</p> <p>Quarterly audit of Criminal Intelligence Information Management System</p>	<p>Each District Officer</p> <p>Detective Inspector (Divisional Level)</p>	
<p>Enhance our capability to respond to national and international security threats</p>	<p>Identify potential security threat(s)</p> <p>Focused targeting of identified security threats</p> <p>Utilisation of intelligence led operations against terrorist groups</p>	<p>Ensure that any new subversive persons are identified and threat assessed</p> <p>Ensure that all security threats are identified</p> <p>Ensure that each emerging threat is assessed (H.Q. Dir. 200/07)</p>	<p>Criminal Intelligence Officer (Divisional Level)</p> <p>Crime Prevention Officer (Divisional Level)</p>	<p>A Safe and Secure Division</p> <p>A Positive contribution to Regional and International Security</p>
<p>Break any association between subversive, terrorist and organised crime gangs</p>	<p>Intelligence led operations based on threat assessments</p> <p>Ongoing liaison with appropriate National Units</p> <p>Conduct Risk Assessments in respect of all Cash and Explosive Escorts</p>	<p>Number of persons arrested as a result of intelligence led operations</p> <p>Increased number of Security Surveys conducted by Crime Prevention Officer</p> <p>Increased number of Risk Assessments carried out</p>		

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Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p>Maintain and develop An Garda Siochana's Major Emergency Plans / capabilities</p>	<p>Review the deployment of the Major Emergency Management Plan for Tipperary Division</p> <p>Draw up recommendations made from review of Major Emergency Management Plan for Tipperary Division</p> <p>Evaluation of Major Emergency Management exercise</p>	<p>Hold one Major Emergency Management exercise in the Division in 2010</p> <p>Hold a Divisional Training day on the roles & responsibilities of all Garda Stakeholders</p>	<p>Each District Officer</p> <p>Inspector P. DeBurca, (Divisional Level)</p> <p>Continuous Professional Development (Divisional Level)</p>	<p>A Safe and Secure Division</p> <p>A Positive contribution to Divisional, Regional and International Security</p>

GOAL 2: CONFRONTING CRIME

In achieving this goal, An Garda Síochána will continue to confront crime in all its forms. Our aim, in reducing crime and the fear of crime, is to ensure that people feel safe in their homes and in their communities.

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
<p><i>Tackle Organised Crime by;</i></p> <p>Identifying, Profiling and targeting organised crime gangs</p> <p>Targeting Drug Trafficking and low level street dealing</p> <p>Identifying and targeting assets which are proceeds of crime</p> <p>Targeting human trafficking networks</p>	<p>Utilising all available legislation, including recently enacted law, to target groups and individuals involved in Organised Crime Gangs</p> <p>Increased engagement and co-operation with National Units and other Divisions bordering Tipperary Division</p> <p>Profile targeted individuals for organised crime</p> <p>Asset profile of targeted individuals</p> <p>Identify areas in communities to target sale/supply of controlled drugs</p> <p>Utilise Regional Crime Analysts to identify emerging crime trends and crime hotspots</p>	<p>Number of focussed intelligence led operations against crime identified gangs/individuals within Tipperary Division</p> <p>Number of intelligence led operations against those engaged in Drug Trafficking</p> <p>Increase number of Sec.3 detections (See Target1)</p> <p>Increase number of Sec.15 detections (See Target 1)</p> <p>Increase number of Sec.15A detections (See Target 1)</p> <p>Increase the value of drugs seized (See Target 1)</p> <p>Intelligence led checkpoints</p>	<p>Each District Officer</p> <p>Detective Inspector (Divisional Level)</p> <p>Detective Sergeants (District Level)</p> <p>Sergeant IC Divisional Drug Unit (Divisional Level)</p> <p>Criminal Intelligence Officer (Divisional Level)</p>	<p>Reduce Crime in Tipperary Division</p>
<p><i>Target high volume property crime and crimes against the person, including;</i></p> <p>Crimes involving prohibited weapons</p> <p>Crimes of a Sexual Nature</p>	<p>Effective use of available resources</p> <p>Utilise Garda Síochána Analysis Service to identify trends and crime hotspots</p> <p>Specific targeted intelligence led operations using all available resources with emphasis upon crimes against the person</p> <p>Increased Crime Prevention and Reduction activities</p> <p>Media (Prevention Advice & Appeals for information)</p>	<p>Property crime reduced (See Target 2)</p> <p>Increased detections for property related crime and in particular burglary (See Target 3)</p> <p>Reduction in crimes against the person</p> <p>Increased detections for Crimes against the Person</p> <p>Increase in detection rates for sexual offences (See Target 4)</p> <p>Number of seminars, talks and advice given to prevent and reduce instances of crime</p> <p>Number of local and national media outlets utilised</p>	<p>Crime Prevention Officer (Divisional Level)</p> <p>Continuous Professional Development (Divisional Level)</p>	

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Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Domestic Violence incidents	<p>Working in unison with key stakeholders to enhance the services provided to the victims of domestic violence and sexual crimes</p> <p>Ensure crime files are kept in relation to all crimes</p> <p>Active Community Engagement</p> <p>Working in unison with key stakeholders to enhance the services provided to the victims of domestic violence and sexual crimes</p> <p>Utilise Fast Tracking System effectively</p> <p>Proactive execution on Bench Warrants</p> <p>Effective management of Bail conditions</p>	<p>Fully implement the Garda Policy on Domestic Violence and monitor PULSE to ensure same(See Target 5)</p> <p>Continuous audit and assessment of crime files</p> <p>An increased number of threat assessments will be conducted</p> <p>Full implementation of Fast Tracking initiative</p> <p>Increase in number of Bench Warrants executed</p> <p>Increase in the monitoring of incidents of Breach of Bail conditions</p>	<p>Each District Officer</p> <p>Detective Inspector (Divisional Level)</p> <p>Detective Sergeants (Divisional Level)</p> <p>Criminal Intelligence Officer (Divisional Level)</p> <p>Divisional Asset Profilers (Divisional Level)</p> <p>Crime Prevention Officer (Divisional Level)</p>	Reduce Crime in Tipperary Division
Enhance organisational capability in managing risks associated with sex offenders	<p>Risk Assessment of each Sex Offender within Tipperary Division (High, Medium or Low risk) subject to the provisions of the Sex Offenders Act 2001</p> <p>Timely updating of Divisional Sex Offenders Register</p>	<p>Every Sex Offender registered will be risk assessed</p> <p>An increased number of members will be trained in Risk Assessment (See Target 6)</p>	<p>Insp. K Bowen (Divisional Level)</p>	
Support the Forensic Science Laboratory	<p>Assess number of e-mail requests for certificate of analysis to the Drugs Section at Forensic Science Laboratory</p>	<p>Increase number of e-mail requests to Forensic Science Laboratory through the Sgt I/C, Divisional Drugs Unit</p>	<p>Sgt. S. Maher (Divisional Level)</p>	

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	<p>Effective management of new Presumptive Testing initiative</p> <p>Ensure all members are aware of need to use Automated Fingerprint Identification System (AFIS) System throughout the Division</p>	<p>Ensure all Section 3 seizures of cocaine/cannabis are subject to presumptive testing</p>	<p>Sgt. S. Maher (Divisional Level)</p> <p>Divisional Officer</p>	
<p>Deliver appropriate training in the management and investigation of crime</p>	<p>Install AFIS system in the Division</p> <p>Investigative Interview of Witnesses and Suspects</p> <p>Training of Specialist Child Interviewers</p> <p>Rollout of Crime Investigation Package</p> <p>Increase the training and development of investigative capabilities of members</p>	<p>Delivery of Training to all members in the Tipperary Division</p> <p>An increased number of Specialist Child Interviewers will be trained by year end</p> <p>Increased number of Crime Investigation Packages available for use by Divisional force</p> <p>Continued training and development courses – to be recorded on a quarterly basis</p>	<p>Each District Officer</p> <p>Detective Inspector (Divisional Level)</p> <p>Detective Sergeants (District Level)</p> <p>Criminal Intelligence Officer (Divisional Level)</p> <p>Sergeant In-Charge Divisional Scenes of Crime Unit (Divisional Level)</p> <p>Sergeant In-Charge, Divisional Search Team (Divisional Level)</p> <p>Continuous Professional Development (Divisional Level)</p>	<p>Reduce Crime in Tipperary Division</p>

GOAL 3: – EFFECTIVE ROADS POLICING

An Garda Síochána is committed to making our roads safer and improving the behaviour of all road users. We are dedicated to achieving a reduction in the incidence of fatal and serious collisions on our roads during the lifetime of this Strategy. We will develop and implement initiatives which deny the use of roads for criminal activity.

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Intelligence led enforcement of Road Traffic and Road Transport Legislation	<p>Continue to deliver High Visibility Enforcement by targeting road user behaviour</p> <p>Continued enforcement of Road Transport Legislation</p> <p>Implementation of Garda National Traffic Bureau (GNTB) Road Policing Plan 2010</p>	<p>The number of persons arrested under Drink Driving and Drug Driving Legislation will be closely monitored and determined by utilising available data (See Target 7)</p> <p>Decrease in the number of Fatal & Serious Injury Collisions, year on year (See Target 8)</p> <p>Increase in number of prosecutions for Dangerous Driving</p> <p>Increase in use of Mandatory Alcohol Testing (M.A.T.) checkpoints</p> <p>Increase in number of notices issued for Speeding, seat belts and mobile phones will be recorded</p> <p>Number of checkpoints conducted as defined in GNTB Policing Plan 2010</p>	<p>Divisional Officer</p> <p>Each District Officer</p> <p>Insp. DeBurca, Divisional Traffic Inspector</p> <p>Sergeant In-Charge, Traffic Corps, Thurles</p> <p>Sergeant In-Charge, Traffic Corps, Cahir</p>	Reduce Fatal & Serious Injury Traffic Collisions, in line with The Road Safety Strategy 2007 – 2012
Develop a cohesive approach to road safety campaign	<p>Regular meetings of the District Collision Prevention Team</p> <p>Targeted media campaigns during high risk periods and at major events</p> <p>Delivery of road safety education</p> <p>Cooperation with relevant stakeholders, including consulting with Local Authorities</p>	<p>Quarterly Collision Prevention Team meetings held will be recorded</p> <p>Increased number of recommendations to local authorities on engineering improvements will be submitted</p> <p>Increased number of identified engineering improvements made will be recorded</p> <p>Twice yearly meeting with relevant stakeholders – Fire brigade, Ambulance and Gardaí on dealing with road traffic collisions and fatal road traffic collisions on motorways</p>	<p>Divisional Officer</p> <p>Each District Officer</p> <p>Insp. DeBurca, Divisional Traffic Inspector</p> <p>Sergeant In-Charge, Traffic Corps, Thurles</p> <p>Sergeant In-Charge, Traffic Corps, Cahir</p>	

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Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
	<p>Engaging with Young Drivers & offering road safety advice will continue</p> <p>Continued use of Local Radio & Media to deliver & promote the Road Safety Strategy at critical times of the year</p>	<p>Number of Garda road safety talks to each Transition Year class to be increased</p> <p>Increase in number of Garda Primary Schools Programmes delivered in identified schools</p> <p>Number of Road Safety Leaflets and hi-vis vests given to all road users including pedestrians to be recorded</p>	Divisional Officer	
Increase roads policing capability in An Garda Síochána to deny the use of our roads for criminal activity	<p>Conducting intelligence led checkpoints</p> <p>Continued development of Automated Number Plate Recognition (ANPR)</p> <p>Increasing levels and quality of intelligence</p>	<p>Increase in number of Intelligence led checkpoints and patrols</p> <p>Increase in number of intelligence collations</p> <p>Increase in number of young drivers of modified cars advised / cautioned / prosecuted</p> <p>Increase in number of incidents ANPR utilised</p>	<p>Each District Officer</p> <p>Insp. DeBurca, Divisional Traffic Inspector</p> <p>Sergeant In-Charge, Traffic Corps, Thurles</p> <p>Sergeant In-Charge, Traffic Corps, Cahir</p>	Reduce Fatal & Serious Injury Traffic Collisions, in line with The Road Safety Strategy 2007 – 2012
Further develop the organisational capability in Road Policing	Increase the Divisional Traffic Corps in line with national policy	<p>Number of members trained in O.V.S.T (Out of Vehicle Safety Training)</p> <p>Number of members trained in use of A.N.P.R. System will continue</p> <p>Number of members trained in Road Transport Legislation will continue</p>		

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Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
	<p>Deployment of transport and equipment to Divisional Traffic Corp Units, in line with National Policy will be monitored</p> <p>Review duty hours to ensure high visibility & enforcement on road network during peak traffic hours</p> <p>Role Specific Training provided to Traffic & District members</p> <p>Evidential Breath Testing machine to be installed by year end</p> <p>Completion of Roads Policing Manual</p>	<p>Number of members trained in use of ROBOT Speed Detection equipment will continue</p> <p>A member of Sergeant rank will evaluate and quality control Fatal & Serious Injury Traffic Collision case investigation files</p>	<p>Divisional Officer</p> <p>Each District Officer</p> <p>Insp. DeBurca, Divisional Traffic Inspector</p> <p>Sergeant In-Charge, Traffic Corps, Thurles</p> <p>Sergeant In-Charge, Traffic Corps, Cahir</p> <p>Continuous Professional Development (Divisional Level)</p>	<p>Reduce Fatal & Serious Injury Traffic Collisions, in line with The Road Safety Strategy 2007 – 2012</p>

GOAL 4: ENSURING A PEACEFUL COMMUNITY

*An Garda Síochána recognises the need to engage directly with communities to understand and respond to their concerns
And to ensure a peaceful and safe environment for everyone. Working with our communities will enhance public confidence
In our service by improving feelings of safety in the community.*

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Reduce public disorder, assaults and criminal damage	<p>Identifying and proactively targeting local 'Hot Spots'</p> <p>District Officer objecting to applications for Special Exemptions if CCTV does not meet required standards</p> <p>An increase in the use of Behaviour Warnings and Civil Orders (Anti-Social Behaviour Orders)</p> <p>The introduction of a Youth Crime Case Management System</p> <p>Pro-Arrest & immediate charge of offenders not being dealt with by Adult Caution System or Juvenile Liaison Officer Scheme</p> <p>Up-skill members of Divisional Public Order Unit & recruit new members to maintain status quo</p> <p>The design and implementation of a Divisional Public Order Model in partnership with the licensed trade and other relevant stakeholders, in order to create local alliances to manage the night time economy and to reduce alcohol and drug related public disorder</p>	<p>Increase in number of operations targeting 'Hot Spots'</p> <p>A fall in the number of public order incidents year on year. (See Target 9)</p> <p>Assaults reduced (See Target 10)</p> <p>A higher rate of detections for Assaults than 2009 (See Target 11)</p> <p>Criminal damage reduced (See Target 12)</p> <p>Youth Crime Case Management System introduced in each District</p> <p>Introduction of Community Policing in each District</p> <p>A fall in the number of Adult & Juvenile Cautions for public order lower than year of 2009</p> <p>Effective tactical management of major public order incidents & potentially volatile situations</p> <p>Quarterly meetings with all stake-holders</p>	<p>Each District Officer</p> <p>Inspector K. Bowen, (Divisional Level)</p>	<p>Safer and more peaceful local communities</p>

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Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Improved understanding and responsiveness to community needs	<p>Invoke pertinent Acts which provide for legislative powers to deal with public order, anti-social behaviour, possession of offensive weapons and under-age alcohol consumption</p> <p>Targeting under-age alcohol supply & consumption</p> <p>Adopting a low tolerance stance to alcohol and drug-related anti-social behaviour and youth crime</p> <p>Supporting applications for Town Centre CCTV</p> <p>Utilising crime prevention through environmental design to assist in troubled areas</p> <p>Adopting a community policing approach in partnership with relevant external stakeholders</p> <p>Support the use of Behaviour Warnings, Good Behaviour Contracts, Anti-Social Behaviour Orders and Exclusion Orders as a mechanism of achieving a reduction in Public Order incidents within the Division</p>	<p>Increase in applications for Closure Orders under Section 4 Criminal Justice (Public Order) Act, 1994/2003</p> <p>Increase in Detection Rates of Offensive Weapon possession & use</p> <p>Increase in Detection Rates of offences associated with underage drinking incidents</p> <p>Garda attendance at all meetings held with Community Groups, RAPID, Joint Policing Committees (J.P.C's) & County Development Boards (C.D.B's)</p> <p>Number of locally identified 'hot spots' targeted through specific operational plans</p> <p>Increase in number of Behaviour Warnings, Good Behaviour Contracts, Anti-Social Behaviour Orders (ASBO's), and Exclusion Orders</p> <p>Mountain-Bike courses completed and increase in number of members trained</p>	<p>Each District Officer</p> <p>Inspector K. Bowen, (Divisional Level)</p> <p>Sergeants In Charge of Community Policing Units (District Level)</p>	<p>Safer and more peaceful local communities</p>

GOAL 5: WORKING WITH COMMUNITIES

This goal acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service.

We will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland.

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Work with and support all sections of our community	Ensure rollout of the Garda National Model of Community Policing	Delivery of National Model of Community Policing	Divisional Officer	Safer and more peaceful local communities
	Develop Community Safety Teams in each District	Each District to have Community Safety Team in place	Each District Officer	
	Foster Community Policing as a Policing philosophy in every District	Feedback to be sought from all relevant stakeholders	Inspector Barry, (Divisional Level)	
	Continued commitment to event organising and delivery of community actions within Tipperary Division	Asses all new Community Policing Units after the 3 rd quarter of inception	Divisional Officer	
	All Active Community Policing Units to organise a community based event during 2010	Establishing of new dedicated Community Policing Units within each District	Each District Officer	
	Cultivate and Foster Garda Youth Diversion Strategy		Each Uniform Sergeant I/C (District Level)	
	Task Community Policing Unit Members to continue to liaise closely with Juvenile Offenders and their families	Increase in support of Garda Special Projects by Gardaí within each district being aware that the fall off of Student Garda numbers may have depreciated perceived Garda involvement in projects	Each Community Policing Sergeant (District Level)	
	Engage effectively with strategic partners under umbrella of National Youth Justice Strategy 2008-10	Appoint Liaison Gardaí to Diversion Projects	Each Juvenile Liaison Officer (District Level)	
Develop a Garda Charter		Implement Garda Charter when developed	Continuous Professional Development (Divisional Level)	

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Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
	<p>Effective and regular engagement with schools</p> <p>Co-operation with National Education Welfare Board</p> <p>Understand role of Educational Welfare Officer</p>	<p>Number of Regular School visits to be carried out in each district</p> <p>Returns to be transmitted quarterly to Divisional Officer for onward transmission to Community Relations</p>		
A partnership approach to solving community problems	<p>Effective liaising with interest groups and local authorities and targeting groups where engagement has been limited previously</p> <p>Regular presence of high visibility uniformed personnel</p> <p>Ensure newly appointed probationer Gardaí undergo the 'Diversity Works' training programme</p> <p>Ensure newly transferred members to Tipperary Division undergo the 'Diversity Works' training programme, if not previously trained</p>	<p>Continued expansion of JPCs</p> <p>Active engagement in all JPCs within the Division</p> <p>Submitting of relevant returns on JPC1s to Chief Superintendent</p> <p>Number of high visibility patrols both on foot and mountain bike of town centre and local authority estates</p> <p>Number of high visibility mobile patrols to be carried out on every working tour daily</p> <p>Number of Probationer Gardaí trained in Diversity Works Programme</p> <p>Number of members trained in Diversity Works Programme</p>	<p>Ever District Officer</p> <p>Each District Officer</p> <p>Sergeant I/C Community Policing (District Level)</p> <p>Each Sergeant I/C of regular units (District Level)</p> <p>Continuous Professional Development (Divisional Level)</p>	Trust and confidence in the Garda Service
Engaging with and supporting victims of crime	PULSE crime victim letters sent in all appropriate cases	<p>Number of initial & subsequent letters sent to crime victims</p> <p>One Family Liaison Officer to be trained per District in 2010</p>	Divisional Officer	

GOAL 6: AN EXCELLENT ORGANISATION

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of all its people at all levels.

We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of an Garda Síochána.

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
The continued development of an excellent organisation	Promoting the Garda Employee Assistance Programme (E.A.P.) Targeted Training initiatives introduced to improve organisational competence. Supporting the organisation’s Core Values. Greater use of Excellent Police Work commendations (Form E.P.W.1)	Daily District management meetings Daily Accountability Briefings Display of Posters in Stations Increase the number of new Training Courses delivered throughout the year Decrease in the number of Complaints Increase in the submission of Forms E.P.W.1 to Divisional Commendation Committee	Each District Officer Sergeant In-Charge, Continuous Professional Development (Divisional Level)	Highly motivated staff Better service to communities
Enable smart processes and technologies to support frontline policing delivery	Development of Standard Operating Procedures for various policing activities Continued referral to Garda Portal by all members for up-to-date Policy directives Ensuring all operational members update their knowledge of all PULSE Incidents on commencement of daily tours of duty Continued referral to PULSE e-mail facility of On-Line Messaging activity Increase use of PULSE On-Line Messaging facility	Number of Standard Operating Procedures developed Increase in the number of ‘hits’ to Garda Portal Daily Briefing sessions of all Units Daily Accountability meetings Weekly Management meetings Daily Briefing sessions of Units Increase in number of On-Line Messaging Incidents	Each District Officer	More effective use of resources

GOAL 6: AN EXCELLENT ORGANISATION

An Garda Síochána, in implementing this goal, will maintain our focus on the development of a highly professional organisation which acknowledges the contribution of all its people at all levels.

We will use the resources available to us in effective and innovative ways. In developing our people to be highly motivated, we will ensure improved service to all members of the community, which will assist in achieving the policing and community centred objectives of an Garda Síochána.

Key Actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Ensure value for money in the management of resource	<p>Strict application of Budgetary Controls</p> <p>Efficacy in management of Overtime, Subsistence Allowance and Travelling Expenses of all members</p> <p>Financial Management of all Critical Incident Investigations</p> <p>Alignment of Divisional Policing Plan 2010 with Garda Budget</p> <p>‘Return to Work Assessment’ meetings between District Officer and members who have resumed a period of non-effectiveness {Garda Code 11.32(2)(a)}</p>	<p>Fully adherence to National Procurement Policy</p> <p>Weekly monitoring of Overtime , Subsistence Allowance and Travelling Expenses spend</p> <p>Delivery of costings for each Critical Incident</p> <p>Policing Priorities financed within Budgetary controls</p> <p>‘Return to Work Assessment’ meetings will take place in all cases of non-effectiveness</p>	<p>Each District Officer</p> <p>Detective Inspector (Divisional Level)</p>	<p>Highly motivated staff</p> <p>Better service to communities</p>
Improve the data quality of information collected by An Garda Síochána in order to support it’s key operations	<p>All Incidents to be created by G.I.S.C.</p> <p>Rollout of Divisional plan to increase Data Quality within each District</p>	<p>Improvement of quality of data</p> <p>Data Quality Plan to be implemented in each District</p>	<p>Each District Officer</p>	<p>More effective use of resources</p>



Tipperary Divisional

Policing Plan 2010

Technical Notes

Target 1

Increase the number of Section 3/15/15A Misuse of Drugs Act Detections and in street value of Drugs seized

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Levels for 2010 higher than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purpose of this target property offences cover:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
1022	Section 3 Misuse of Drugs Act 1977/84	547
1021	Section 15 Misuse of Drugs Act 1977/84	113
	Section 15A Misuse of Drugs Act 1977/84	9
	Street Value of Drugs Seized in 2009	€74,911

A combined increase in incident types is required to meet this target (the *total* of all incidents covered above need to be higher).

Target 2

Property crime reduced – and in particular Burglary

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Levels for 2010 lower than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purpose of this target property offences cover:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
0611	Robbery of an establishment or institution	10
0612	Robbery of cash or goods in transit	0
0613	Robbery from a person	16
0711	Aggravated burglary	15
0712	Burglary (not aggravated)	648
0713	Possession of an article (with intent to burgle, steal, demand)	4
0811	Theft/Unauthorised taking of a vehicle	176
0812	Interfering with a vehicle (with intent to steal item or vehicle)	28
0821	Theft from a person	28
0822	Theft from a shop	400
0823	Theft from a vehicle	226
0824	Theft/Unauthorised taking of a pedal cycle	26
0826	Theft of other property	465
0831	Handling or possession of stolen property	30

A combined decrease in incident types is required to meet this target (the *total* of all incidents covered above need to be lower – there does not necessarily need to be a decrease against each one of these).

Target 3

Detection rates for property crime increased and in particular burglary

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Detection levels for 2010 higher than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purposes of this target, property offences cover:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
0611	Robbery of an establishment or institution	60%
0612	Robbery of cash or goods in transit	-
0613	Robbery from a person	56%
0711	Aggravated burglary	67%
0712	Burglary (not aggravated)	25%
0713	Possession of an article (with intent to burgle, steal, demand)	100%
0811	Theft/Unauthorised taking of a vehicle	22%
0812	Interfering with a vehicle (with intent to steal item or vehicle)	25%
0821	Theft from a person	21%
0822	Theft from a shop	78%
0823	Theft from a vehicle	24%
0824	Theft/Unauthorised taking of a pedal cycle	32%
0826	Theft of other property	30%
0831	Handling or possession of stolen property	100%

The target has the element of increasing the detection rates for the group as a whole but particular emphasis will be placed on the detection rate for burglary.

Target 4

Increase the Detection Rates for Sexual Offences

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Detection levels for 2010 higher than those for 2009

Frequency of reporting: Monthly

Definition of Key Terms

For the purpose of this target, Sexual offences cover:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
0211	Rape (Inc Rape Sec 4)	63%
0212	Defilement	75%
0213	Sexual Assault of a Mentally Impaired Person	-
0214	Aggravated Sexual Assault	-
0215	Sexual Assault	44%

A combined increase in the Detection Rates for these categories is required to meet this target. It is not necessary to achieve an increase in Detection rates for all of the targets but the increase should be for the group in total.

Target 5

The number of arrests at Domestic Violence Incidents increased

Indicator

Data set used:	PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03
Baseline:	2009 Calendar Year (As set out below)
Target year:	2010 Calendar Year
Minimum movement:	Levels for 2010 higher than those for 2009
Frequency of reporting:	Monthly

Definition of Key Terms

There is no specific incident type that is specifically designated as Domestic Violence. Rather, Domestic Violence is identified as an aggravating factor in a range of incidents, eg. Assault. On the PULSE system, it is identified through the MO Tab. If the MO Tab indicating Domestic Violence is not ticked then for the purposes of this target it will not be counted.

Incidents where the MO Domestic Violence Tab has been ticked will be counted and cross checked against prisoner logs for the same incident. Thus where a tick and prisoner log are in place on the same incident, it will be counted towards this target.

International research has shown that a pro-arrest strategy is effective in reducing Domestic Violence.

Target 6

All persons subject to the provision of the Sex Offenders Act 2001 risk assessed.

Indicator

Data set used:	PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03
Baseline:	2009 Calendar Year (As set out below)
Target year:	2010 Calendar Year
Minimum movement:	Levels for 2010 lower than those for 2009
Frequency of reporting:	Monthly

Definition of key terms

The only information on the whereabouts of sex offenders in Ireland which is held centrally by the Gardaí is a certificate issued by the court in relation to those convicted by the court of sexual offences. This certificate states that the convicted person is now subject to the requirements of the Sex Offenders Act, 2001. The Garda Domestic Violence and Sexual Assault Unit also receive a copy of the *Sex Offenders Notification Form* from the Garda station in whose area the sex offender resides. This means that details of everyone subject to the requirements of the Sex Offenders Act 2001 are held centrally.

This target requires that all individuals on the register are risk assessed.

Target 7

Increase the number of detections for drivers under the influence of an intoxicant

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Levels for 2010 higher than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purposes of this target, property offences cover:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
0412	Driving/In charge of a vehicle under the influence of alcohol	519
0413	Driving/In charge of a vehicle under the influence of drugs	81

For the purpose of this target, it is to promote higher rates of compliance with drink driving legislation rather than increased detections.

Target 8

The number of fatal and serious road collisions reduced.

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Levels for 2010 lower than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purpose of this target, all incidents defined as Traffic Collision (fatal) and Traffic Collision (serious injury) will contribute.

Offence/PULSE Incident Type	2009 Baseline
Fatal Collisions	11
Fatalities	13
Serious Injury Collisions	22

A combined decrease in incident types is required to meet this target (the *total* of both targets need to be lower – there does not necessarily need to be a decrease against each one of these).

Target 9

Incidents of public disorder reduced.

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Levels for 2010 lower than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purpose of this target public order offences cover:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
1312	Public Order Offences	1,237
1313	Drunkenness Offences	202

A combined decrease in incident types is required to meet this target (the *total* of all incidents need to be lower – there does not necessarily need to be a decrease against each one of these).

Target 10

Crimes against the person reduced (assaults).

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Levels for 2010 lower than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purpose of this target, assaults cover:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
0321	Assault causing harm	110
0324	Minor assaults	339

A combined decrease in incident types is required to meet this target (the *total* of all these incidents need to be lower – there does not necessarily need to be a decrease against each one of these).

Target 11

Increase detection rate for crimes against the person (assaults).

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Detection levels for 2010 higher than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purpose of this target, assaults cover:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
0321	Assault causing harm	82%
0324	Minor assaults	74%

The target has the element of increasing the detection rate for assaults within the Division.

Target 12

Criminal Damage reduced.

Indicator

Data set used: PULSE recorded crime – crime counting rules applied as per HQ Directive 139/03

Baseline: 2009 Calendar Year (As set out below)

Target year: 2010 Calendar Year

Minimum movement: Levels for 2010 lower than those for 2009

Frequency of reporting: Monthly

Definition of key terms

For the purpose of this target, criminal damage covers:

ICCS Code	Offence/PULSE Incident Type	2009 Baseline
1211	Arson	65
1212	Criminal damage (not arson)	774

The target has the element of decreasing the incidents of criminal damage within the Division.

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