



Tipperary Division Policing Plan 2012



'Working with our Communities'

'Working with our Communities'

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 Communities*

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Foreword

It is my pleasure to present the Divisional Policing Plan 2012 for the Tipperary Division. This plan sets out our strategic priorities during the final year of our Corporate Strategy (2010-2012).

The goals as set out in this plan reflect those which are outlined in An Garda Síochána's National Policing Plan entitled "Working with our Communities".

The Divisional Plan reflects the actions required to achieve the expected outcomes of the six strategic objectives for the final year of Corporate Strategy Statement (2010-2012). It also outlines the strategic goals and priorities determined for An Garda Síochána by the Minister for Justice and Law Reform under Section 20 of the Garda Síochána Act 2005.

The Plan builds on our successes and learning in 2011 and sets out key actions and performance measures to be achieved in a manner that reflects the human rights principals of legality, necessity, proportionality, non discrimination and accountability. This approach will be guided by our core values of Honesty, Accountability, Respect and Professionalism.

The overall aim of the Tipperary Policing Plan is to improve the quality of life for our communities through working collaboratively with, supporting and strengthening partnerships and engaging fully with the Joint Policing Committees.

We will achieve our objectives through our commitment to community involvement, intelligence led operations, high visibility patrolling and effective and efficient use of our resources. We are committed to ensuring safer roads through effective Roads Policing and by engaging with and educating young people in schools through out the Tipperary Division.



We will proactively target and provide an effective response to the challenges of fear related crime, protecting our most vulnerable and responding sensitively to the victims of crime and anti-social behaviour. We will continue to tackle, disrupt and prosecute those involved.

On a personal note I want to thank you for your commitment and support throughout the past year. Your engagement with us has been instrumental in the solving of serious crime, drugs and anti-social behaviour. With your help and support we can make a difference to the lives of others in our community.

Our commitment to you is to protect and serve.

Catherine M. Kehoe

(Catherine M Kehoe)

**Chief Superintendent
Tipperary Division.**

Policing Priorities for An Garda Síochána for 2012 *Determined by the Minister for Justice and Equality*

Background

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

- (a) preserving the peace and public order,
 - (b) protecting life and property
 - (c) vindicating the human rights of each individual
 - (d) protecting the security of the State,
 - (e) preventing crime
 - (f) bringing criminals to justice, including by detecting and investigating crime,
 - (g) 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 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, human trafficking, youth justice, victims of crime, road safety, and on domestic and sexual violence.

Priorities for 2012

The Minister has determined the following matters as priorities for the Garda Síochána for 2012, 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 and white collar crime.

Policing Communities

To provide a policing service which meets the needs of local communities.

Roads Policing

To continue to reduce the number of deaths and serious injuries on our roads arising from collisions.

Efficient use of resources

To promote efficiencies in resource allocation and deployment so as to enhance the policing service to the public.

Victims of Crime

To support and protect all victims of crime and treat them with dignity, and to keep all victims of crime informed about the progress of their cases.

Domestic and Sexual Violence

To prevent domestic, sexual and gender-based violence and to effectively tackle such violence when it occurs.

Human Trafficking

To prevent and detect human trafficking.

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
Continue to identify and analyse the threats to the State emanating from terrorist and extremist groups and take appropriate action	<p>The provision of Tactical and Strategic Intelligence Assessments to inform local management and National Units of emerging patterns, trends and thus assist in critical decision making</p> <p>The maintenance of awareness within the Garda organisation of the prevailing threat from terrorist groupings by delivery of training through appropriate forums</p>	<p>Enhanced intelligence gathering to support targeted operations against terrorist and dissident groups. <i>(this includes monitoring commemorations and rallies for Intelligence gathering)</i></p> <p>Amount of Criminal Intelligence Office Reports issued on terrorist/dissident groups</p> <p>C.I.O. Booklet disseminated to Divisional Force</p> <p>Monthly meetings and reports to Divisional Officer (in respect of terrorist and dissident groups) held and chaired by Detective Superintendent South Eastern Region. <i>(This goal is discussed monthly at Divisional Officer's P.A.F. Management Meeting)</i></p>	<p>Each Superintendent</p> <p>Detective Superintendent</p> <p>Detective Inspector</p>	A secure nation
Continue to identify and analyse threats to other countries emanating from terrorist and extremist elements within this jurisdiction	<p>Working with International Security and Police partners in combating terrorist procurement, financing and operational activities</p> <p>The timely dissemination of intelligence to support operational management in the targeting of terrorist and extremist elements</p>	<p>Number of dissidents within Tipperary Division profiled and monitored by Detective Gardaí / Plain Clothes Gardaí</p> <p>Number of operations through Liaison and Protection</p>	<p>Each Superintendent</p> <p>Detective Superintendent</p> <p>Detective Inspector</p>	
Continue to disrupt the connection between organised crime gangs and subversive/terrorist groups	Continued assessment and dissemination of intelligence relative to the organised crime and terrorist interface	Number of Intelligence reports gathered and disseminated	Each Superintendent	

<p>Consolidate organisational requirements emerging from the “Framework for Major Emergency Management in Ireland”</p>	<p>Implementation of the Major Emergency Management Programme 2012</p>	<p>The number of successful interventions in thwarting terrorist grouping operational activity</p> <p>The implementation in the use of the CHIS Charter System</p> <p>Monthly reports to Divisional Officer of successful interventions carried out in Tipperary Division in tackling links between organised groups and terrorist organisations</p> <p>Risk assessment of major emergency hazards conducted in each District</p> <p>Minimum of one major emergency planning exercise to be conducted in Tipperary Division by year end</p>	<p>Detective Superintendent</p> <p>Detective Inspector</p> <p>Each Superintendent</p> <p>Inspector P. DeBurca</p>	<p>An active role in enhancing national security</p>
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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
Tackle property crime	Crime prevention, targeting suspect offenders, especially repeat offenders using “Fast Track” and “Case” management system	Reduced property crime as per Corporate Strategy Statement 2010-2012 Increased detections for property crime	Divisional Officer, Tipperary Division	Reduced crime and the fear of crime
Tackle crimes against the person	Targeting crime ‘hotspots’ as identified by analysis Pro-active and analysis led policing of the night time economy	Reduced crimes against the person Increased detections for crimes against the person	Each Superintendent	
Tackle crimes against the person	Actively engaging with the community and relevant stakeholders in the prevention and reduction of crime	Number of meetings held	Detective Inspector	
Tackle crimes against the person	To ensure that all Arrest, Bench and Committal Warrants are executed without delay	Number of Arrest, Bench and Committal Warrants executed with time-frames inserted		
Tackle crimes against the person	Tackling of sexual crimes, human trafficking and crimes against children using expertise at National Support Services to support investigations	Number of Human Trafficking offences identified and investigated as part of Operation Café	Inspector Kevin Bowen	
Tackle crimes against the person	Enhancing the organisations capability of managing the risks associated with sex offenders	Quarterly reporting to Divisional Officer of Monitoring and Risk Management of the Tipperary Division Sex Offenders		
Tackle crimes against the person		Meetings of the Sex Offender Risk Assessment and Management committee (SORAM); Pilot Project - Tipperary Division	Each Superintendent	
Divert young people from crime	On-going consultation with agencies supporting victims of sexual abuse and domestic violence	Number of meetings held		

	<p>Working with other agencies to ensure that young people do not become involved in crime. Specifically, this will be achieved by challenging the behaviour of youths who offend, through the use of the Diversion Programme and Diversion Projects and where appropriate the Criminal Courts</p>	<p>Number of Garda Youth Diversion Project committee meetings for year</p> <p>Number of Juvenile Diversion Programme Referrals</p>	<p>Each Superintendent (wherein a Garda Youth Diversion Project exists)</p> <p>Each J.L.O.</p>	
<p>Tackle organised crime</p>	<p>Using intelligence and analysis to inform operations against organised crime groups</p> <p>To deploy the South Eastern Regional Support Unit along with other armed units to disrupt the activities of criminal gangs</p>	<p>Number of Intelligence reports generated relating to organised crime</p> <p>Number of intelligence led operations carried out</p>	<p>Each Superintendent Detective Inspector</p>	
<p>Tackle e-crime by</p>	<p>Work in partnership with Europol and other national and international agencies</p> <p>Focusing on reducing e-crime by using leading edge technology and through active engagement with the community and business stakeholders</p>	<p>Number of Joint investigations undertaken with Revenue/Customs</p> <p>Increased knowledge and competence in dealing with e-crime</p> <p>Increase of e-crime cases detected</p>	<p>Each Superintendent Detective Inspector</p>	<p>Reduced crime and the fear of crime</p>
<p>Tackle white collar crime in all its forms</p>	<p>Proactive targeting of criminal organisations and individuals who engage in financial crime in areas of business, money laundering, terrorist financing and card payments</p> <p>Working in co-operation with the Director of Corporate Enforcement and other regulatory bodies to fully investigate complex commercial fraud cases using all the skills and resources at National Support Services including the Garda Bureau of Fraud Investigation and the Criminal Assets Bureau</p>	<p>Number of production orders served pursuant to the Bankers Book Evidence Act and Sections 52 Criminal Justice (Theft and Fraud Offences) Act, 2001</p> <p>Full utilisation of the Money Laundering (Terrorist Financing) Act 2010</p> <p>Reduced incidents of fraud and increased detections</p> <p>The number of major investigation files submitted for consideration by the Director of Public Prosecutions in respect of criminal charges</p> <p>Number of tax assessments raised against persons who have gained financially from criminal conduct (CAB)</p> <p>Number of fraud investigations commenced</p>	<p>Each Superintendent Detective Inspector</p>	

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 our Strategy Statement. We will develop and implement initiatives which deny the use of our roads for criminal activity.

Key actions	This will be achieved by	Performance Indicators	Process Owner	Outcome
Continued reduction in the incidents of fatal and serious injury collisions	The continued implementation of High Visibility Strategy through the enforcement of roads policing and road safety operations based on targeted intelligence and analysis	Continued reduction in the number of road deaths and serious injury collisions through; <ul style="list-style-type: none"> • continued compliance with speed limits • continued compliance with drink/drug driving legislation • continued use of MAT checkpoints • continued enforcement of Road Traffic Operations and Legislation • continued enforcement of Dangerous and Careless Driving legislation • continued enforcement of Road Transport Legislation 	Divisional Officer	Safer roads and improved road user behaviour leading to a reduction in deaths and serious injuries
	Use of new technologies, such as the Automatic Number Plate Recognition (ANPR) system to deny the use of our roads for criminal activity	Quarterly review of traffic detections by ANPR Quarterly review of hits on ANPR of travelling criminals	Each District Officer Insp DeBurca Divisional Traffic Inspector	
The roll out of the Criminal Interdiction Programme to all Traffic Corps members	All Traffic Corps personnel trained in the Criminal Interdiction Programme when rolled out nationally and implemented by all members when trained	Sergeant I/C Traffic Corps, Thurles Sergeant I/C Traffic Corps, Cahir		
Speed enforcement carried out in speed enforcement zones using speed detection vehicles	The deployment of the Regional “Robot” speed detection vehicle for one week duration, 3 times per quarter	Divisional Officer		
To continue to deny the use of our roads network for criminal activity	The implementation of The Roads Policing Operations Plan as presented by GNTB	To implement the following – <ul style="list-style-type: none"> • Four School Bus Safety operations • Two Pedestrian Road Safety Awareness operations • Ten Commercial Vehicle operations • Six Operation Bank Holiday Weekends • Seven Taxi/PSV operations 	Each District Officer Insp DeBurca Divisional Traffic Inspector	

	<p>To continue to educate young drivers in relation to road safety and include traffic awareness on all School Programmes</p> <p>Continue to promote key messages on road safety through Local Radio and the Print Media</p> <p>Continue to confront and change the behaviour of young persons who commit road traffic offences</p> <p>Continue inter-departmental co-operation through bi-lateral and multi-agency operations</p>	<ul style="list-style-type: none"> • Two Pedal Cycle operations. • Two Road Safety Events <p>Delivery of the Schools Programme to all transition year students. To be measured on a quarterly basis</p> <p>Road Safety advice to be delivered to all Primary Schools in the Division by Regular Units</p> <p>Road Safety messages delivered through Local Media. Bank Holiday Press Releases and Local Media Campaigns. The continued use of Road Safety Stands at key events</p> <p>Co-branding of road safety messages in conjunction with the Road Safety Authority developed and completed</p> <p>Garda Road Safety Programme on TippFM twice a month. (<i>Garda Naomh Dooley & Garda Annastatia Murphy</i>)</p> <p>Each District to stage :</p> <ul style="list-style-type: none"> • One large scale Casualty Simulation Exercise • Road Safety Awareness event, with Garda Regional P.R. Stand and distribution of Road Safety information leaflets and high-visibility attire <p>Delivery of Restorative Justice Road Safety Programme to young persons who have committed Road Traffic Offences. Number of young persons engaged with restoratively measured quarterly</p> <ul style="list-style-type: none"> • One bi-lateral agency checkpoint conducted each week. (Reported weekly) • One multi agency checkpoint conducted quarterly. i.e Customs/Revenue/Waste Management/Social Welfare/Health & Safety. (Reported quarterly) 	<p>Sergeant I/C Traffic Corps, Thurles</p> <p>Sergeant I/C Traffic Corps, Cahir</p> <p>Each Superintendent</p> <p>Each Superintendent</p> <p>Insp DeBurca Divisional Traffic Inspector</p> <p>Sergeant I/C Traffic Corps, Thurles</p> <p>Sergeant I/C Traffic Corps, Cahir</p> <p>Each Superintendent</p> <p>Each J.L.O.</p>	
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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 and criminal damage	<p>Positive and assertive approach to be taken in each District to reduce the incidents of public disorder and criminal damage</p> <p>Deployment of Divisional Resources to the fullest potential in the policing of events taking place in the Tipperary Division in 2012 where large attendances are anticipated</p> <p>Continued high visibility patrolling of area hotspots at peak times through foot, mountain bike and marked vehicle patrols</p>	<p>Public disorder reduced</p> <p>Criminal damage reduced</p> <p>Assaults reduced</p>	Each Superintendent	Safer and more peaceful local communities.
Improve the feeling of safety in the community	<p>Full utilisation of powers available to Gardaí in the use of behaviour warnings and good behaviour contracts with a view to reducing the incidents of anti-social behaviour</p> <p>Continued enforcement of liquor licensing legislation by proactively encouraging the use of the age card and through inspections of licensed premises with specific operations to target underage drinking</p> <p>Identification and monitoring of targeted public disorder areas and by regularly meeting with resident/community groups / business owners in these areas in order to reduce public disorder incidents</p>	<p>The number of behaviour warnings and good behaviour contracts issued</p> <p>Number of alcohol test purchase operations conducted in each District</p> <ul style="list-style-type: none"> • Number of targeted public disorder areas • Number of meetings held <p>Increased feelings of safety in the community</p>	Each Superintendent	

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
Continue meaningful engagement with young people	<p>The implementation of the Garda Youth and Children Strategy 2012-2014 and the continued delivery of Garda Primary and Secondary School Programmes</p> <p>Proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people</p>	<p>Year One of the Garda Youth and Children Strategy to be implemented and continue to deliver the Garda Primary and Secondary School Programmes in each District in the Tipperary Division</p> <p>Pilot Youth Fora areas to be evaluated in the Tipperary Division</p> <p>Continued proactive co-operation with all relevant Departments, organisations and agencies to improve the safety of children and young people in the Tipperary Division</p>	<p>Divisional Officer, Tipperary</p> <p>&</p> <p>Each Superintendent Tipperary Division</p>	Trust and Confidence in the Garda Service
Ensure the protection of vulnerable persons and groups	<p>Continued implementation of the Garda Diversity Strategy 2009-2012, the Garda Older People Strategy, and the Safer Communities Campaign</p>	<p>Final year of the Garda Diversity Strategy to be implemented in each District in the Tipperary Division. H.Q. 121/10</p> <p>Continued implementation of the Garda Older People Strategy – Each District in the Tipperary Division to organise at least one event aimed at Older Persons in their respective districts</p> <p>Two Supporting Safer Community Campaigns to be delivered in the Tipperary Division</p>		
Improved understanding and responsiveness to community needs	<p>Continued implementation of the National Model of Community Policing in the areas of Neighbourhood Watch and Community Alert</p>	<p>New Neighbourhood Watch, and Community Alert, guidelines to be developed in the Tipperary Division within the context of the National Community Policing Model</p> <p>Quarterly returns for submission to Divisional Office re. number of NHW, CA & Business Watch/Campus Watch meetings, initiatives</p>	<p>Divisional Officer</p> <p>Each Superintendent Tipperary Division</p> <p>Inspector Bernard Barry</p>	

<p>Recognising and responding to the needs of the victims of crime</p>	<p>Continue to actively participate in Joint Policing Committees (JPCs) and work in partnership with community groups to understand their needs and expectations</p> <p>Continued Implementation of the Garda Victims Charter and engagement in partnership with Government funded Victim Support groups</p> <p>Actions necessary to implement draft EU Directive on Victims identified and an implementation plan agreed</p>	<p>Each District in the Tipperary Division to actively participate in all established JPCs and Local Policing Fora</p> <p>Number of JPC Meetings attended and submission of JPC 1 Forms to Divisional Office, Thurles</p> <ul style="list-style-type: none"> • Each District in the Tipperary Division to continue to implement the Garda Victims Charter (H.Q. 92/2010) • To engage in partnership with Government Funded Victim Support Groups. • Engagement to be monitored on a Quarterly Basis. • Number of PULSE Crime Victim Letters 1 and 2 <p>Actions for implementation of draft EU Directive on Victims of Crime to be identified and an implementation plan agreed in the Tipperary Division</p>	<p>Each Superintendent</p>	
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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 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
Workforce Planning	Continued implementation of the Public Service (Croke Park) Agreement 2010-2014. This includes the continued programme of civilianisation with the aim of maximising the number of Gardaí available for operational duty	Delivery within the set timeframes of :- <ul style="list-style-type: none"> • New Rostering system that more closely matches the availability of staff with policing demands and complies with the EU Working Time Directive. (to be introduced as and from 7.00am 30th April 2012) • appropriate reporting arrangements between An Garda Síochána & civilian support staff 	Each Superintendent	Highly motivated people
Organisational Reform	Improved procedures for the reporting of sickness absences and injury on duty to facilitate earlier intervention by Occupational Health Service, Employee Assistance Service and HR	<ul style="list-style-type: none"> • Reduced absences • Inclusion of Sickness Absence Management System (H.Q. 139.10) on monitoring basis at daily P.A.F. Meetings at District level and at weekly Divisional P.A.F. Meeting • Monthly audit of Sickness Absence Management System at each District Office 	Each Superintendent	Improvement in the overall welfare of our members (Garda and Civilian) Better service to citizens
Ensure value for money and the innovative use of resources	Delivery of Policing within the Garda budget, including the effective use of resources Continued achievement of savings through procurement strategies	<ul style="list-style-type: none"> • Monthly Financial Audits of Overtime spending/allocation - Discover Programme • Monthly Financial Audits of Subsistence/Travelling spending/allocation • Implementation of the Towing Management Contract by year -end • Implementation of the Prisoner Escort Contract by year-end • Divisional Cleaning of Garda Stations Contract to be advertised by year-end on 'e-Tenders' web-site. (Business case completed) 	Each Superintendent Each District Finance Officer Inspector Paul O'Driscoll Each Superintendent	Value for Money More effective use of resources

<p>Enable smart processes and technologies to support frontline policing delivery</p>	<p>Reducing the environmental impact of An Garda Síochána through the continued implementation of organisational Environmental Strategy</p> <p>Implementation of identified interventions under the strategic review of the operational effectiveness and resilience under the GRACE programme (Garda Response to a Changing Environment)</p> <p>Continued use of technology to support operational policing</p>	<p>Continued implementation/monitoring of the Garda Síochána Environmental Strategy, with quarterly reviews to take place</p> <p>Weekly monitoring of Overtime hours expended on Court attendance</p> <p>Use of 1st & 2nd Schedules of Arrest, Charge and Caution (Section 6, Criminal Justice (Miscellaneous Provisions) Act, 1997 to reduce Court Overtime</p> <p>Financial savings and efficiencies achieved through GRACE recommendations</p> <p>Full implementation of station closures programme</p> <ul style="list-style-type: none"> • Closure of Ballinure Garda Station (Thurles District) • Closure of Ballinderry Garda Station (Nenagh District) completed by 30th March 2012 <p>Crime Intelligence Office Bulletins to be e-mailed to each Divisional member's e-mail</p> <p>Continued use of OLM dissemination</p> <p>Supporting the introduction of the Performance Accountability Learning Framework (PALF) Performance Management System</p> <p>Daily inputting of members' working hours to the IT system to support new Roster system (from 30th April 2012)</p>	<p>Each Superintendent</p> <p>Inspector Paul O'Driscoll</p> <p>Each Sergeant In-Charge</p> <p>Each Superintendent</p> <p>Superintendent – Thurles Superintendent - Nenagh</p> <p>Detective Inspector</p> <p>Each District Officer Each Sergeant In-Charge</p> <p>Each Superintendent</p>	<p>More effective use of resources</p>
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