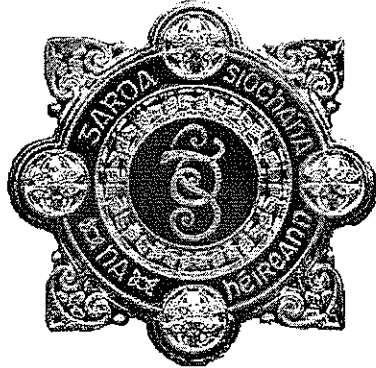


# An Garda Síochána



## **Divisional Policing Plan 2005 for the Tipperary Garda Division.**

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### Government Policing Priorities

1. **Organised Crime**  
**Objective:** To continue to target organised crime.
2. **Terrorism**  
**Objective:** To place continued emphasis on combating paramilitary activities, with specific regard to dissident republicans, and on co-operation in fighting international terrorism.
3. **National Drugs Strategy 2001-2008**  
**Objective:** To reduce the volume of illicit drugs available and reduce access to such drugs.
4. **Crime Prevention and Reduction**  
**Objective:** To continue to focus on crime prevention and crime reduction, including the prevention, in co-operation with local authorities and interaction with local communities, of public order offences, with particular emphasis on those resulting from alcohol and substance misuse.
5. **Road Traffic Law Enforcement**  
**Objective:** To establish the Garda Traffic Corps and to give a high priority to the enforcement of road traffic legislation and the achievement of the targets set out in the National Road Safety Strategy.
6. **Public Confidence**  
**Objective:** To take measures to promote public confidence in An Garda Síochána, including an increased emphasis on high visibility policing.  
**Objective:** To relieve Gardaí of clerical and routine administrative duties and free them up for core policing activity through greater use of technology and civilian staff including outsourcing through Garda – supervised civilian support services.
7. **EU / International**  
**Objective:** To continue to participate actively in the development of police co-operation at the level of the European and other international fora.
8. **Illegal Immigration**  
**Objective:** To continue to place emphasis on combating illegal immigration and trafficking.

### An Garda Síochána Strategic Goals 2005

1. **National / International Security:** To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.
2. **Crime:** To reduce the incidence of organised, drug-related and serious crime and criminal behaviour.
3. **Traffic:** To reduce the incidence of fatal and serious injury collisions and improve traffic flow.
4. **Public Safety:** To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.
5. **Public Confidence:** To improve confidence in An Garda Síochána.
6. **Ethnic and cultural diversity:** To build the capability of An Garda Síochána to fulfil emerging policing needs of our diverse ethnic and multi-cultural communities.

## Divisional Policing Plan 2005 – Tipperary Division

### Foreword by Chief Superintendent T.P. Murray, Divisional Officer, Tipperary Garda Division

Taking a lead from the Garda National Policing Plan 2005 and our Corporate Strategy Policy 2005 – 2007 I have, in this document, endeavoured to formulate a Policing Plan which accords with national policing policy while also addressing the specific needs of Tipperary Garda Division.

This Policing Plan is to be used as a working handbook for District Officers to assist them in setting out their management priorities for 2005.



The aim of the Plan is to:

- Start the process of implementing the goals of the Corporate Strategy 2005-2007, which commits to “A Safer Ireland through Policing Excellence”.
- Achieve the twin imperatives of public confidence and public safety throughout the Division by confronting and challenging public violence, criminal behaviour, subversive activity and dangerous road user behaviour.
- Inform the public of the standard of service they are entitled to.
- Take account of the priorities identified through a consultation process and the public attitude surveys and identify what needs to be done to match customer priorities.
- Address the issues identified in the Governments Policing Priorities.
- Set measurable targets that can be monitored. These will be drawn from the Garda Corporate Strategy 2005-2007, the six strategic goals detailed in this document, the Garda Síochána Bill and SMI identified priorities.
- Set out to provide excellence in performance to our stakeholders in the delivery of our policing service.

The National Policing Plan for An Garda Síochána takes it’s mandate and democratic legitimacy from community priorities identified in the Public Attitude Surveys. (available on [www.garda.ie](http://www.garda.ie)) I have abstracted key points and performance indicators from the National Policing Plan to focus on the particular needs of the Tipperary Division and to achieve the objectives of the six strategic goals set out in the Garda Corporate Strategy 2005- 2007. District Policing Plans will be prepared to focus on the achievement of this Policy.

Our 2005 Tipperary Policing Plan commits to a partnership approach of engagement with stakeholders, such as County Development Boards, Local Authorities, RAPID Programmes and Community Groups within the Division. We in An Garda Síochána will continue to provide the highest attainable level of service quality to the communities we serve.

I welcome feedback on any aspect of this Plan to my office at Thurles – phone number 0504 – 25111.

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(T.P. MURRAY)  
CHIEF SUPERINTENDENT  
January, 2005.

Divisional Policing Plan 2005 – Tipperary Division

<b>An Garda Síochána Policing Plan 2005</b>	
<b>Strategic Goal One</b>	<b>National Performance Indicators</b>
<p><b>National/International Security:</b></p> <p>To reduce the threat of subversive and terrorist activity through intelligence-led policing and international cooperation.</p>	<ul style="list-style-type: none"> <li>➤ The prevention of terrorist outrages in the State.</li> <li>➤ Daily assessment of likely subversive and terrorist threats.</li> <li>➤ Provision of current and timely threat assessments to the Minister for Justice, Equality and Law Reform.</li> <li>➤ Number of persons prosecuted for subversive/terrorist activity.</li> <li>➤ Containment of Irish dissident/paramilitary terrorist activity.</li> <li>➤ Support of international efforts to counter terrorism.</li> <li>➤ Volume of feedback from foreign intelligence agencies.</li> <li>➤ Introduction of revised procedures for intelligence source handling.</li> <li>➤ Volume of intelligence reports generated by the Garda organisation.</li> <li>➤ Number of joint operations/meetings between An Garda Síochána and the Defence Forces in relation to State security.</li> <li>➤ Number of joint operations/meetings between An Garda Síochána and other police services and law enforcement agencies.</li> <li>➤ Number of security assessments in respect of persons and state installations.</li> <li>➤ Number of security operations in relation to visiting VIPs.</li> </ul>

## Divisional Policing Plan 2005 – Tipperary Division

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> <li>• <b>Process Managers</b> for this goal are the Superintendents in each District in liaison with Divisional Inspectors, in particular, Inspector P. Feeney and Detective Sergeants.</li> <li>▪ Management will ensure that all members of Tipperary Garda Division are fully conversant with protocols relating to subversive/terrorist activities.</li> <li>▪ Management and supervisory personnel will enhance awareness within An Garda Síochána of the need for widespread participation and the role of all members in the Intelligence gathering process.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued emphasis on combating paramilitary and terrorist activities and evaluation in our performance in this area.</li> <li>• Intelligence gathering and improving on quality of intelligence sent to the Criminal Intelligence Officer.</li> <li>• In addressing this issue, searches for weapons and explosives will continue. The Criminal Intelligence Officer will maintain lists of subversives and terrorists in each District, and our members will continue to submit intelligence on these subjects.</li> <li>• Government Buildings and other sensitive installations/locations /premises will continue to receive the highest attainable level of protection.</li> <li>• Visiting V.I.P.s will receive the appropriate level of Garda attention and protection in line with the risk assessment for these persons.</li> <li>• Major events will be properly policed and policing plans drawn up in advance. Specific arrangements are to be in place for VIPs attending such events.</li> <li>• Records will be kept of all contacts with Police Officers from foreign Police Forces on official duties.</li> <li>• Crime Prevention Officer will conduct security surveys, as appropriate, within the Division.</li> <li>• Effective liaison will be maintained with Defence forces on security arrangements.</li> </ul>



Divisional Policing Plan 2005 – Tipperary Division

<b>An Garda Síochána Policing Plan 2005</b>	
<b>Strategic Goal Two</b>	<b>National Performance Indicators</b>
<p><b>Crime:</b></p> <p>To reduce the incidence of organised, drug related and serious crime, and criminal behaviour.</p>	<ul style="list-style-type: none"> <li>➤ Number of recorded headline crimes per 1,000 population and percentage detected.</li> <li>➤ Number of headline sexual offences recorded and percentage detected.</li> <li>➤ Number of crime prevention initiatives commenced.</li> <li>➤ Number of referrals to National Juvenile Office, informal and formal cautions administered and prosecutions initiated.</li> <li>➤ Number of persons reported missing, number traced and untraced.</li> <li>➤ Drug supply offences recorded: number of searches, proceedings commenced and convictions.</li> <li>➤ Number of recorded domestic burglaries per 1,000 dwellings.</li> <li>➤ Percentage of recorded domestic burglaries detected.</li> <li>➤ Number of recorded commercial burglaries.</li> <li>➤ Number of recorded commercial burglaries detected.</li> <li>➤ Number of repeat burglaries within 12 months.</li> <li>➤ Vehicle crime* per 1,000 population.</li> <li>➤ Percentage of vehicle crime detected and percentage of vehicles located.</li> <li>➤ Number of reported domestic violence incidents.</li> <li>➤ Number of breaches of orders made under the Domestic Violence Act, 1996/02.</li> <li>➤ Number of repeat victims of domestic violence incidents in previous twelve months.</li> <li>➤ Implementation of the relevant actions of the Government Drugs Strategy 2001–2008.</li> <li>➤ Seizure of the proceeds of crime by the Criminal Assets Bureau.</li> <li>➤ Effectiveness of information generated by Coastal Watch schemes.</li> <li>➤ Number of operations targeting organised crime.</li> <li>➤ Identification of the most active criminals and criminal gangs operating nationally.</li> <li>➤ Number of crimes perpetrated against persons from ethnic/religious minority groups.</li> <li>➤ Number of referrals to the Victim Support organisation.</li> <li>➤ Number of Juvenile Liaison Officers who have received training in mediation.</li> </ul> <p>* Vehicle Crime includes theft of mechanically propelled vehicles (MPVs), theft from MPVs and unauthorized taking of MPVs.</p>

## Divisional Policing Plan 2005 – Tipperary Division

<b>Divisional Policing Plan 2005</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• <b>Process Managers</b> for this goal are the Superintendents in each District in liaison with Divisional Inspectors and Detective Sergeants in particular Inspector John Lynagh and Sergeant Michael Hennebry who have direct responsibility for drugs.</li> <li>• Management will ensure that high level risk assessments of vulnerable targets/areas in each District are conducted.</li> <li>• Management will utilise risk assessment results and profiles of targeted individuals / gangs to inform crime prevention strategies.</li> <li>• Management will ensure that relevant information/intelligence received by An Garda Síochána is available as appropriate throughout the Organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Target a 5% increase in crime detection with the aim of achieving an annual detection rate of 44% of recorded crime in 2005.</li> <li>• Emphasis on immediate response to victims of crime.</li> <li>• Emphasis on prevention and detection of violent crime, assaults etc.</li> <li>• Emphasis on inputting quality and accurate data, information onto PULSE on date incident/crime is reported. To be evaluated in validation process.</li> <li>• Targeted patrolling to be used to reduce the opportunity for crime. Success to be evaluated against overall level of crime committed.</li> <li>• Criminal Intelligence Officer to continue circulating quality information and intelligence on prolific offenders, who will be targeted at all times.</li> <li>• Individual offenders to be identified and targeted through the use of planned policing.</li> <li>• Crime Prevention Officer will be deployed in support of prevention strategy and management will oversee implementation of his recommendations.</li> <li>• Scenes of all domestic burglaries to be fingerprinted and technically examined by Divisional Scenes of Crime Unit.</li> <li>• Every opportunity will be availed of to issue crime prevention advice through meetings with the business sector and community. The public will also be encouraged to make greater use of the Garda confidential phone numbers.</li> </ul> <p style="margin-left: 20px;"><b>Attacks on the Elderly</b></p> <ul style="list-style-type: none"> <li>• As set out in strategic goal 4, the register of all elderly and vulnerable people in the Division to be maintained.</li> <li>• The Crime Prevention Officer and Sergeants in charge of stations, will continue to work in close liaison with the Community Alert and Neighbourhood Watch coordinators and other statutory and voluntary bodies involved in procuring security grants for the elderly.</li> </ul> <p style="margin-left: 20px;"><b>Tourist Crime</b></p> <ul style="list-style-type: none"> <li>• Tourist attractions, in each District, will be targeted for proactive policing especially during summer months.</li> </ul>



## Divisional Policing Plan 2005 – Tipperary Division

- Crime Prevention Officer in liaison with local District Officers will ensure Tourist Security leaflets are available in all Hotels, Hostels, Guesthouses and other locations where tourist frequent.
- Criminal Intelligence Officer will prepare a list of offenders who specialise in crime on tourists and circulate in each District.
- Local management will continue to refer all Tourists, who are victims of crime, to Tourist Victim Support.

### **Drugs**

- The focus in 2005 is to reduce the availability of controlled drugs for sale and supply in the Division. Reference should be made to the National Drugs Strategy 2001-2008 with particular attention to individual District problems.
- Each District Officer will prepare a District Drug Policing Plan aimed at reducing the availability of illicit drugs in the community. Together with suspects, known hotspots, where drug dealing is prevalent, are to be targeted.
- Rigorous enforcement of the legislation on controlled drugs will be pursued by all members.
- Licensed premises suspected to be engaging in drug dealing to be targeted for enforcement of the legislation.
- The two Juvenile Liaison Officers will interact with the National Juvenile Office to formulate strategies to address juvenile crime.
- South Tipperary County Council in their submission to the Garda Síochána Policing Plan, 2005, have requested the establishment of a Garda Youth Diversion Project in Carrick-on-Suir. Consideration will be given to such a project should additional funding become available.
- A Divisional Scenes of Crime Unit is currently being established. The services of this Unit will further enhance quality technical examinations being carried out at all relevant crime scenes.

Divisional Policing Plan 2005 – Tipperary Division

<b>An Garda Síochána Policing Plan 2005</b>	
<b>Strategic Goal Three</b>	<b>National Performance Indicators</b>
<p><b>Traffic</b></p> <p>To reduce the incidence of fatal and serious injury collisions and improve traffic flow.</p>	<ul style="list-style-type: none"> <li>➤ Twenty-five per cent reduction in the number of fatal road collisions.</li> <li>➤ Number of road traffic collisions involving death or serious injury per 1,000 population.</li> <li>➤ The number of detections of speeding vehicles in each Garda division.</li> <li>➤ The number of detections for non-wearing of seat belts in each Garda division.</li> <li>➤ Amount of time spent by members of An Garda Síochána attending Court.</li> <li>➤ Number of arrests in each Garda division for driving while intoxicated.</li> <li>➤ Number of breath tests conducted in each Garda division.</li> <li>➤ Number of prosecutions for driving while under the influence of drugs.</li> <li>➤ Number of offences of dangerous driving and careless driving prosecuted.</li> <li>➤ Number of vehicles seized under Section 41 of the Road Traffic Act, 1996.</li> <li>➤ Number of drivers under twenty-five years of age involved in road collisions.</li> <li>➤ Satisfaction level of those involved in road collisions with Garda traffic collision investigation.</li> <li>➤ The number of days spent on high visibility traffic policing/enforcement.</li> <li>➤ The number of days spent on high visibility traffic-flow management by Gardaí.</li> <li>➤ The number of designated traffic Gardaí in each Garda region/division.</li> <li>➤ The number of detections of overweight vehicles in each Garda region/division.</li> <li>➤ The number of detections of offences involving unauthorised use of Bus Lanes/Quality Bus Corridors.</li> </ul>

## Divisional Policing Plan 2005 – Tipperary Division

<b>Divisional Policing Plan 2005</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• <b>Process Managers</b> for this goal are the Superintendents in each District in liaison with Divisional Inspectors and Sergeants, in particular, Inspector John Courtney and Sergeant Louis Curley who have direct responsibility for traffic.</li> <li>• Management will ensure that the targets set out in the Government Road Safety Strategy, 2004 – 2006, are adequately reflected in each District Policing Plan, so that the aim of a 25% reduction in road collision fatalities can be achieved.</li> <li>• The Divisional Traffic Inspector will continue to liaise with print and broadcast media in promoting public awareness on Road Safety issues.</li> <li>• Management will ensure that traffic and road safety issues are included on the agendas of County Development Board and Joint Policing Committee meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Fatal Road Traffic Collisions, in the Tipperary Garda Division, in 2004 = 22 fatalities in 17 collisions. Our objective is to achieve a 25% reduction in fatal traffic collisions.</li> <li>• All fatal road traffic collisions will be thoroughly investigated and overseen by a member of Sergeant rank. District Officers will convene and chair conferences while an investigation is in place and ensure a professional investigation file is forwarded to the State Solicitor. Use will be made of the specialist services available i.e. PSV Inspector etc.</li> <li>• Traffic Inspector will prepare and implement a monthly schedule of traffic initiatives, with particular emphasis on enforcement of the specific offences highlighted in Operation Lifesaver.</li> <li>• Juvenile Liaison Officers and Liaison Gardaí to continue visits to both primary and secondary schools to address students on road safety generally.</li> <li>• Full support and cooperation to be provided to road safety campaigns undertaken by the National Safety Council and Local Authorities, in particular identifying how pedestrian deaths and injuries can be reduced.</li> <li>• The policy of handing out advisory Road Traffic information leaflets to young drivers (male &amp; female) at check-points will continue throughout the Division.</li> <li>• Patrolling of locations which are frequented by 'boy racers' should be carried out on a daily basis.</li> <li>• The use of high visibility Policing will act as a deterrent.</li> <li>• Drink Driving prosecutions for 2004 totalled 444. Our target is to achieve a 15% increase in detection of drink driving offences during 2005.</li> <li>• In 2004, 622 seat-belt offences were detected. Our target is to achieve a 90% compliance rate for 2005 through rigorous enforcement of legislation</li> <li>• Speed detections in 2004 amounted to 4,030. Our target is to achieve a 15% increase in detection of speeding offences during 2005.</li> <li>• 'Review of traffic and parking facilities in urban centers'. (<i>Submission made by North Tipperary County Council to Garda Síochána Policing Plan, 2005</i>). This submission will be acted upon by relevant District Officers in consultation with Local Authorities.</li> <li>• All operational Garda staff will be trained in the new Fixed Charged Processing System technology.</li> </ul>

Divisional Policing Plan 2005 – Tipperary Division

An Garda Síochána Policing Plan 2005	
Strategic Goal Four	National Performance Indicators
<p><b>Public Safety:</b></p> <p>To ensure public safety by reducing the incidence of public disorder and anti-social behaviour.</p>	<ul style="list-style-type: none"> <li>➤ Perceptions of public safety as indicated in the Public Attitude Survey 2005.</li> <li>➤ Number of public order incidents per 1,000 population.</li> <li>➤ Number of proceedings for drunkenness.</li> <li>➤ Number of proceedings for assault.</li> <li>➤ Number of proceedings for failing to obey directions of a Garda.</li> <li>➤ Number of offensive weapons seized.</li> <li>➤ Number of proceedings under Sections 31, 32, 33 Intoxicating Liquor Act 1988.</li> <li>➤ Number of violent crimes* per 1,000 population and percentage detected.</li> <li>➤ Number of attacks on the elderly (over sixty-five years of age) and number of persons prosecuted.</li> <li>➤ Number of Neighbourhood Watch and Community Alert Schemes operating and number of meetings held.</li> <li>➤ Number of CCTV programmes completed.</li> <li>➤ Number of headline and non-headline offences perpetrated against tourists.</li> <li>➤ Number of Garda interventions at major events e.g. concerts, football matches etc.</li> <li>➤ Number of prosecutions of license holders under the licensing laws.</li> <li>➤ Number of applications for closure orders in respect of licensed premises.</li> <li>➤ Issue the new Garda operational uniform and safety equipment in first half of 2005.</li> </ul> <p>* All offences in the headline offence groups used in the Garda Síochána Annual Report: Group 1 Homicides, Group 2 Assaults, Group 3 Sexual Offences, Group 8 Robberies and the following offences, manslaughter (traffic fatality), Dangerous driving causing death, Dangerous driving causing serious bodily harm, Concealment of birth, Aggravated burglary, Abandoning a child and child neglect or cruelty.</p>

## Divisional Policing Plan 2005 – Tipperary Division

Divisional Policing Plan 2005	
Divisional Actions	Divisional Performance Indicators
<ul style="list-style-type: none"> <li>• Process Managers for this goal are the Superintendents in each District in liaison with Inspectors and Sergeants.</li> <li>• Management will deploy high visibility policing in locations of identified public order ‘hot spots’.</li> <li>• All personnel will work with community and voluntary groups to protect the elderly and other vulnerable groups in the community, through Neighbourhood Watch and Community Alert schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• Each District Officer shall ensure that all locations attracting large numbers of patrons are analysed and potential ‘hot spots’ identified and adequately supervised by high visibility public order patrols.</li> <li>• Divisional Crime Prevention Officer/Community Relations Officer will continue to liaise with Muintir na Tire, Community Alert &amp; Neighbourhood Watch Groups and other Agencies (I.C.A., Active Retirement Groups, etc.). The C.P.O. will also continue to visit the elderly in the Day-Care Centres to advise on personal safety and home security.</li> <li>• Members will be assigned in each sub-district to maintain and continuously update the Register on Elderly &amp; Vulnerable People and endeavour to increase visits to these people.</li> <li>• Repeat and persistent Public Order offenders should be known to all operational members. A pro-active policing approach shall be adopted to diffuse any possible outbreak of public disorder.</li> <li>• Persistent ‘<i>after-hours</i>’ offending licensees will be targeted and prosecuted. Court enforcement of ‘Closure Orders’ should act as a major deterrent in this regard.</li> <li>• All licensed premises in each sub-district shall be inspected by members in respect of under-age drinking and in particular during certain events throughout the year, e.g. Junior Cert / Leaving Cert results, Debs Functions, under-age sporting events.</li> <li>• All off-licenses within each sub-district shall also be visited to ensure compliance with age card requirements and Liquor Licensing legislation, particularly sale of alcohol to under-age persons.</li> <li>• District Officers will maintain regular liaison with the Vintners Association within his / her respective Districts. A formal meeting should be convened at least once a year or more often if deemed necessary to discuss issues of local importance, under-age drinking, major events, drugs, public order, drunkenness on premises etc.</li> <li>• District Officers will maintain regular liaison with owners / managers of fast-food outlets within their Districts with a view to reducing incidents of public disorder occurring.</li> </ul>



## Divisional Policing Plan 2005 – Tipperary Division

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|  | <ul style="list-style-type: none"><li>• Liaise with Local Authorities relative to Estate Management and Tenant Liaison arrangements for the purpose of curbing anti-social behaviour. <i>(Submission made by North Tipperary County Council to Garda Síochána Policing Plan, 2005)</i></li><li>• Management will identify areas of co-operation between An Garda Síochána and relevant State Agencies which would help reduce public order and related incidents. <i>(Submission made by North Tipperary County Council to Garda Síochána Policing Plan, 2005)</i>. This might be an opportunity to establish Anti-Social Committees with Local Authorities in a joint multi-agency effort to combat this problem.</li><li>• South Tipperary County Council in their submission to the Garda Síochána Policing Plan, 2005, have welcomed the implementation of 'Operation Delphi', a recent Community Policing / Public Order type initiative in Clonmel. Other District Officers will consider implementing similar type initiatives.</li><li>• Clonmel RAPID Programme have made the following submissions to the Garda Síochána Policing Plan, 2005 : (1) Continued support to the RAPID process through meaningful engagement at a strategic level along with direct engagement with the community and it's representatives. (2) Increase in patrols on foot, bicycle, motor-cycle and car/van in the RAPID areas. (3) Concentrated focus on Policing activity in the RAPID estates at regular intervals, e.g. 'Operation Delphi', Clonmel. District Officers in South Tipperary will be cognisant of this when developing strategy.</li><li>• Where local Bye-Laws are in place, relating to consumption of alcohol in public places, they will be strictly enforced by all members.</li><li>• Where these Bye-Laws are not in place, consideration should be given to consulting with Local Authorities in seeking to evaluate the need for enactment of such Bye-Laws</li><li>• There will be a ongoing assessment of the personnel numbers in the Divisional Public Order Unit so that that Divisional strengths be maintained.</li></ul> |
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## Divisional Policing Plan 2005 – Tipperary Division

<b>An Garda Síochána Policing Plan 2005</b>	
<b>Strategic Goal Five</b>	<b>National Performance Indicators</b>
<p><b>Public Confidence:</b></p> <p>To improve confidence in An Garda Síochána.</p>	<ul style="list-style-type: none"> <li>➤ Achieve the 2005 recruitment quota in line with Government targets.</li> <li>➤ Percentage of emergency calls responded to within 15 minutes.</li> <li>➤ Conduct a Public Attitude Survey in 2005.</li> <li>➤ Assess the quality of Garda response in terms of timeliness, helpfulness, competence, sensitivity, politeness and interest.</li> <li>➤ Number of complaints made against members of An Garda Síochána.</li> <li>➤ Increase the number of referrals to Victim Support.</li> <li>➤ Assess the satisfaction rating among victims of crime with being kept informed of case-progress.</li> <li>➤ Participation in City and County Development Boards, R.A.P.I.D., and local community-led schemes.</li> <li>➤ Assess public perception of Garda performance at local level (segmented by housing tenure), via the Public Attitude Survey.</li> <li>➤ Assess the business community's perception of Garda performance at local level (segmented by retail, manufacturing, financial, and other service enterprises), via the Public Attitude Survey.</li> <li>➤ Proportion of Garda time spent on outdoor duty.</li> <li>➤ Number of Gardaí available for operational duty per 1,000 population.</li> <li>➤ Percentage satisfaction with response to incidents requiring an immediate response in each division.</li> <li>➤ Ensure certification/validation of all PULSE entries within one month of the end of each quarter</li> <li>➤ Increase the accuracy rate in PULSE data capture, via the PULSE Quality Board by 5%.</li> <li>➤ Increase timeliness of data entry on PULSE by 5%.</li> <li>➤ Ensure integrity of PULSE database by active supervisory review of records.</li> <li>➤ Raise awareness of the quality of the service An Garda Síochána delivers.</li> <li>➤ Build on the EFQM Excellence Model pilots at the Garda College and DMR South Central.</li> <li>➤ Satisfaction with how a telephone query was handled, speed of answering, whether the respondent identified the station and gave his/her name.</li> <li>➤ Percentage of emergency calls answered within 10 seconds.</li> <li>➤ Percentage of letters answered within ten working days.</li> <li>➤ Maintain financial projections within budget for planned policing activities.</li> </ul>

## Divisional Policing Plan 2005 – Tipperary Division

<b>Divisional Policing Plan 2005</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• <b>Process Managers</b> for this goal are the Superintendents in each District in liaison with Inspectors and Sergeants.</li> <li>• Management and supervisory personnel will ensure an immediate response to emergency calls for assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• A study of the Public Attitude Survey 2004 will be undertaken by each District Officer with a view to improving satisfaction ratings where the survey identifies such a need for improvement.</li> <li>• Emergency calls will continue to receive priority, with monitoring of response times.</li> <li>• Clonmel RAPID Programme have, as one of their submissions to the Garda Síochána Policing Plan, 2005, asked that a targeted Garda Public Attitude Survey of all the RAPID areas in the country be undertaken to establish the views on the ground. This will be conducted as part of the National Garda Public Attitude Survey 2005.</li> <li>• District Officers will assess service complaints in terms of timeliness, helpfulness, competence, sensitivity, politeness and interest.</li> <li>• The Garda ‘Crime-Line’ radio programme on TippFm and Tipp Mid West Radio Stations will continue to be fully utilised and supported by the Divisional Force and feedback considered and acted upon.</li> <li>• The National ‘Crime-Call’ T.V. programme on R.T.E. will also continue to be fully utilised.</li> <li>• We will continue our participation in County Development Boards, RAPID and local community led schemes to enhance our delivery of service.</li> <li>• District Officers will assess the satisfaction rating among victims of crime with being kept informed of case progress.</li> <li>• District Officers will ensure the certification and validation of all PULSE entries within one month of the end of each quarter.</li> <li>• All personnel to continue to endeavour to increase the accuracy rate in PULSE data capture and timeliness in data entry.</li> <li>• Management and Supervisory Personnel will continue to ensure the integrity of PULSE data base by active supervisory review of records.</li> <li>• Management and Supervisory Personnel will strive to create a wider public awareness of the quality of service delivered by An Garda Síochána.</li> <li>• All personnel will work towards significantly increasing the amount of internal and external correspondence answered within 10 working days.</li> <li>• Management and Supervisory Personnel will maintain financial projections within budget for planned policing activities.</li> </ul>

**Divisional Policing Plan 2005 – Tipperary Division**

<b>An Garda Síochána Policing Plan 2005</b>	
<b>Strategic Goal Six</b>	<b>National Performance Indicators</b>
<p><b>Ethnic and Cultural Diversity:</b></p> <p>To build the capability of An Garda Síochána to fulfil the emerging policing needs of our diverse ethnic and multi-cultural communities.</p>	<ul style="list-style-type: none"> <li>➤ Satisfaction levels with Garda service provided to members of ethnic/religious minority groups as indicated by the Public Attitude Survey for this period.</li> <li>➤ Number of complaints from members of ethnic/religious minority groups relating to Garda service.</li> <li>➤ Number of reported racially motivated offences.</li> <li>➤ Steps taken to encourage members of ethnic and multi-cultural communities to join An Garda Síochána.</li> <li>➤ Steps taken to remove constitutional, equivalence, and linguistic barriers which restrict entry to An Garda Síochána.</li> <li>➤ Further improve the Garda service in immigration matters to all persons.</li> <li>➤ Extent of increased interaction at national level between ethnic and multi-cultural communities and the Garda Racial and Intercultural Office and also at local level with Ethnic Liaison Officers.</li> <li>➤ Enhance the foreign language capability within An Garda Síochána.</li> <li>➤ Number of Gardaí undertaking foreign language courses.</li> <li>➤ Establishment of a database of language skills.</li> <li>➤ Number of joint meetings between ethnic and multi-cultural communities and An Garda Síochána.</li> </ul>

## Divisional Policing Plan 2005 – Tipperary Division

<b>Divisional Policing Plan 2005</b>	
<b>Divisional Actions</b>	<b>Divisional Performance Indicators</b>
<ul style="list-style-type: none"> <li>• <b>Process Managers</b> for this goal are the Superintendents in the Division in liaison with Divisional Inspectors the Sergeant in Charge in each District and Sub-District HQ station.</li>   <li>• Management will ensure that anti-racism and cultural diversity awareness is developed and that training to increase knowledge levels is delivered where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Management will be proactive in developing the role of Ethnic Minority Liaison Officers in each District so as to raise awareness of the issues facing culturally and ethnically diverse groups and the policing challenge this presents to An Garda Síochána</li> <li>• Racist attitudes and behaviour will be challenged by all members in a proactive manner and all reported incidents of racist attacks will be promptly and thoroughly investigated.</li> <li>• Recommendations for dealing with human rights strategies in relation to policing will be adhered to. These include:             <ol style="list-style-type: none"> <li>1) Liaison with the Garda Human Rights Office and the Racial and Inter-Cultural Office.</li> <li>2) Implementation of the Garda Human Rights Initiative.</li> <li>3) Ensure form C.72 is available in several languages in each station. A review to be conducted of the most common languages used.</li> <li>4) Ensure all official correspondence complies with Human Rights Standards.</li> <li>5) Disseminate Human Rights information throughout the Division.</li> <li>6) Develop and enhance arrangements for liaison with ethnic groups.</li> <li>7) Develop ways to overcome language barriers.</li> <li>8) Update the Divisional database of members language skills.</li> <li>9) Tackle institutional biases towards ethnic minorities.</li> <li>10) Protect the human rights of our staff.</li> <li>11) Facilitate visits to Divisional stations by the Committee for the Prevention of Torture.</li> </ol> </li> <li>• District Officers will examine the Public Attitude Survey with respect to Garda service provided to members of ethnic and multi-cultural communities and take remedial action, where necessary.</li> <li>• District Officers will evaluate the number and classification of complaints from members of ethnic and multi-cultural communities, and take appropriate action to reduce cause for complaint.</li> </ul>

## Divisional Policing Plan 2005 – Tipperary Division

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Divisional Policing Plan 2005 – Tipperary Division

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