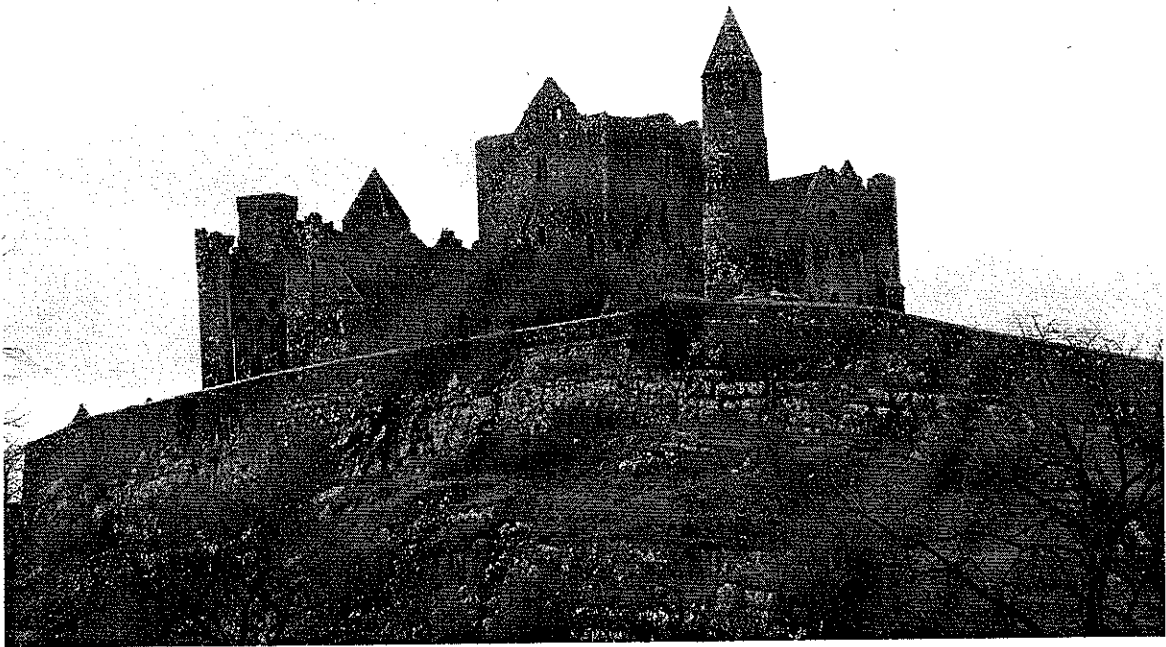
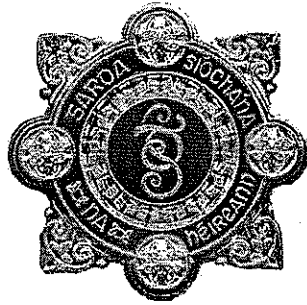


An Garda Síochána



Tipperary Garda Division Divisional Policing Plan 2007

For further information contact:

Chief Superintendent's Office,

An Garda Síochána,

Thurles,

Co. Tipperary.

Tel. 0504 25111

Tipperary Garda Division Divisional Policing Plan 2007

Table of Contents

	<i>Page</i>
An Garda Síochána Strategic Goals 2007	2
Foreword from Chief Superintendent T.P. Murray Tipperary Divisional Officer	3
Strategic Goal One - National and International Security	4
Strategic Goal Two - Crime	8
Strategic Goal Three – Traffic and Road Safety	18
Strategic Goal Four – Public Order	22
Strategic Goal Five - Ethnic and Cultural Diversity	26
Strategic Goal Six - Community Engagement	28
Divisional Contact Details	34

An Garda Síochána Strategic Goals 2007

1 – National and International Security

To maintain National and International Security.

2 – Crime

To significantly reduce the incidence of crime and criminal behaviour.

3 - Traffic and Road Safety

To significantly reduce the incidence of fatal and serious injuries and improve road safety.

4 - Public Order

To significantly reduce the incidence of public disorder and anti-social behaviour in our communities.

5 - Ethnic and Cultural Diversity

To provide equal protection and appropriate service, while nurturing mutual respect and trust.

6 - Community Engagement

To build a Garda service that reflects the needs and priorities of the people in Ireland.

Foreword from Chief Superintendent T.P. Murray

Divisional Officer Tipperary Garda Division

In this document I have formulated a Policing Plan with specific reference to Tipperary Division. This Plan is designed to meet the individual needs of the six Garda Districts of Thurles, Cahir, Clonmel, Nenagh, Templemore and Tipperary, and the Garda Central Vetting Unit.

This Policing Plan will be used as a working handbook for District Officers to assist them in setting out their management priorities for 2007

The aim of the Plan is to:



- Continue the process of implementing the goals of our Corporate Strategy 2007-2009, which commits to "Excellent people delivering 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 on the standard of service they are entitled to.
- Take account of the priorities identified through a consultation process and the public attitude survey 2006 and identify what needs to be done to match customer priorities.
- Address the priorities identified in the Governments Policing Priorities.
- Set measurable targets that can be monitored. These will be drawn from the Garda Corporate Strategy 2007-2009, the six strategic goals detailed in this document, the Garda Síochána Act, 2005, SMI identified priorities, Quality Service Initiatives (GSEM) and reviews and action priorities in this plan.
- 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 its mandate and democratic legitimacy from community priorities identified in the Public Attitude Surveys. (available on www.garda.ie) I have abstracted key points and performance indicators from the National Policing Plan to focus on the particular needs of Tipperary Division and to achieve the objectives of the six strategic goals set out in the Garda Corporate Strategy 2007- 2009. District Policing Plans will be prepared to focus on the achievement of this Policy.

Our 2007 Tipperary Policing Plan commits to a partnership approach to engagement with stakeholders, such as County Development Boards, Local Authorities, RAPID Programmes and Community Groups within the Division. The Gardaí within Tipperary Division will continue to strive to provide the highest attainable level of service quality to the communities that we serve.

I welcome feedback on any aspect of the plan.

(T.P. MURRAY)
CHIEF SUPERINTENDENT
January 2007

National and International Security	
Divisional Action	Divisional Performance Indicators
Analyse the risk to National Security and initiate intelligence led operations against terrorist/radical extremist groups and individuals.	<ul style="list-style-type: none"> • Number of threat assessments prepared in each District. • Number of groups and individuals identified and profiled. • Number of operations initiated. • Number of prosecutions arising.
Enhance the capability in the Division for reporting and targeting terrorist oriented risks and threats.	<ul style="list-style-type: none"> • Number of intelligence reports to Crime & Security. • Number of training programmes delivered. • Number of persons trained. • Number of operations initiated. • Circulation of intelligence bulletins and alerts throughout the Division. • Ensure accuracy and veracity of all intelligence entries onto PULSE system.
Identify and target groups and individuals with integrated criminal/subversive links.	<ul style="list-style-type: none"> • Number of groups identified and profiled. • Number of individuals identified and profiled. • Number of operations initiated. • Number of persons arrested. • Number of prosecutions initiated. • Update existing profiles of targets groups and individuals.
Develop our emergency response planning and capability.	<ul style="list-style-type: none"> • Number of live exercises. • Number of table top exercises. • Number of emergency response training programmes implemented.

National and International Security					
Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
•	•	•	•	Each District Officer in liaison with the nominated Divisional Inspector and Detective Sergeants.	A Secure Democracy. Response capability benchmarked against best international practice.
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in liaison with the nominated Divisional Inspector and Detective Sergeants.	
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in liaison with the nominated Divisional Inspector and Detective Sergeants.	
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in liaison with the nominated Divisional Inspector and Detective Sergeants.	
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in liaison with the nominated Divisional Inspector and Detective Sergeants.	
•	•	•	•		
•	•	•	•		

National and International Security	
Divisional Action	Divisional Performance Indicators
Implement the Garda Code of Practice on the Management of Covert Human Intelligence Sources (CHIS).	<ul style="list-style-type: none"> • Implement fully the CHIS Code of practice. • Number of members trained in CHIS.
Ensure, where appropriate, intelligence is channelled through Crime & Security for Law Enforcement and Security agencies worldwide.	<ul style="list-style-type: none"> • Ensure a two way flow of information through Crime and Security using the services of Interpol and Europol where appropriate.
To maintain National and International Security	<ul style="list-style-type: none"> • Use of the Garda Criminal Records Database and PULSE System in conducting all criminal records background checks for all organisations registered to receive Garda Vetting. • Liaison with Northern Ireland and UK Police Authorities in vetting of applicants to work with Children and Vulnerable Adults so as to ensure a safer environment. • To support Mutual Assistance by conducting Criminal Records background checks when requested by International authorities.

National and International Security							
Timeframe				Divisional Ownership	Divisional Outcome		
Q1	Q2	Q3	Q4				
•	•	•	•	Each District Officer in liaison with the nominated Divisional Inspector and Detective Sergeants.	A Secure Democracy.		
•	•	•	•				
•	•	•	•	Each District Officer in liaison with the nominated Divisional Inspector and Detective Sergeants.			
•	•	•	•	Inspector In Charge, Garda Central Vetting Unit			
•	•	•	•				
•	•	•	•				

Crime	
Divisional Action	Divisional Performance Indicators
Formulate a Divisional Crime reduction and prevention strategy.	<ul style="list-style-type: none"> • Crime reduction and prevention strategy formulated, assessed and implemented in line with National plan.
The Criminal Intelligence Officer in conjunction with Detective Sergeants shall continue to monitor, identify and collate crime trends / high risk areas within the Division. This information shall be utilised when drawing up crime prevention strategies.	<ul style="list-style-type: none"> • Number of targeted policing operations carried out. • Number of crime prevention checkpoints at strategic locations in Tipperary Division.
Risk assessments of high risk and vulnerable targets in the Division shall continue to be identified and conducted.	<ul style="list-style-type: none"> • Number of risk assessments carried out. • To combat opportunities for crime against children and vulnerable adults by the Garda Vetting of an increased number of employees who work in the sector. • To augment the above vetting will be extended on a phased basis throughout the year to an increasing number of organisations who employ personnel in a full time, part time and/or voluntary capacity to work with children and vulnerable adults.
Business Watch, Hospital Watch and Neighbourhood Watch schemes shall continue to be informed of crime trends in each Garda District, by District Force and by Crime Prevention Officer, and all opportunities to issue crime prevention advice shall be availed of, including the continued use of local media.	<ul style="list-style-type: none"> • Number of Radio program contributions. • Number of Liaison Sergeants / Garda Assigned to Community Schemes.
The services of the Divisional Scenes of Crime Unit shall be fully utilised, ensuring that all crime scenes are technically examined.	<ul style="list-style-type: none"> • Number of crime scenes technically examined and number of positive matches.

Crime					Divisional Outcome
Timeframe				Divisional Ownership	
Q1	Q2	Q3	Q4		
•	•	•	•	Chief Superintendent and Senior Management Team.	Overall crime reduced by 2% in 2007.
•	•	•	•	Criminal Intelligence Officer in conjunction with Detective Sergeants.	
•	•	•	•		
•	•	•	•	Detective Sergeants in conjunction with Crime Prevention Officer.	
•	•	•	•		
•	•	•	•		
•	•	•	•	Crime prevention officer and Detective Sergeants, Sergeants in charge of stations and Liaison Gardai.	
•	•	•	•		
•	•	•	•	Sergeant in charge of Divisional Scenes of Crime Unit.	Overall detection rate increased by 2% in 2007.

Crime	
Divisional Action	Divisional Performance Indicators
Persons detained at Garda Stations shall be fingerprinted and photographed where legislation permits and where appropriate.	<ul style="list-style-type: none"> The number of persons fingerprinted during detentions at Tipperary Garda Stations.
Management shall ensure that Section 28 of the Criminal Justice Act 1984 shall continue to be implemented regarding the fingerprinting of persons convicted of indictable offences.	<ul style="list-style-type: none"> The number of persons per Garda District be fingerprinted in accordance with this section.
Management shall continue to facilitate the training of personnel in the taking of fingerprints.	<ul style="list-style-type: none"> Target of 4 additional members of each District force to be trained in the taking of fingerprints.
Management shall maintain the number of accredited Scenes of Crime Examiners trained in Tipperary Garda Division.	<ul style="list-style-type: none"> The number of accredited Scenes of Crime Examiners attached to Tipperary Divisional Scenes of Crime Unit. 10% increase in the number of suspects identified per crime scene examined.
Management shall continue to focus on reducing the availability of controlled drugs for sale in the Division, through targeted and planned policing by the Divisional Drugs Unit, and continued commitment of resources to this unit.	<ul style="list-style-type: none"> The number and type of targeted policing operations conducted against Drug Dealers and drug users. 5% increase in the number of seizures of illegal drugs.
Management shall continue to focus on reducing the availability of firearms in the Division, through targeted and planned policing.	<ul style="list-style-type: none"> 2% reduction in incidents involving use of a firearm. 3% increase in the number of firearms seized.

Crime					
Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
•	•	•	•	Detective Sergeants and Sergeants in charge of stations.	Overall crime reduced by 2% in 2007
•	•	•	•	Each District Officer and Detective Sergeants.	
•	•	•	•	Sergeant in charge of the Divisional Scenes of Crime Unit in conjunction with each District Officer	
•	•	•	•	Chief Superintendent and Senior Management Team.	Overall detection rate increased by 2% in 2007
•	•	•	•		
•	•	•	•	Sergeant in charge of Divisional Drugs Unit and Detective Sergeants.	
•	•	•	•		
•	•	•	•	Each District Officer and Detective Sergeants.	
•	•	•	•		

Crime	
Divisional Action	Divisional Performance Indicators
District Officers shall ensure that six individuals or groups suspected of involvement in crime / drugs in their Garda Districts are identified, profiled and targeted.	<ul style="list-style-type: none"> • Number of Individuals / Groups profiled.
Ensure that this information and profiles are available, as appropriate, to the Divisional Force by means of Criminal Intelligence Bulletins prepared and circulated by the Criminal Intelligence Officer.	<ul style="list-style-type: none"> • Number of Criminal Intelligence Bulletins disseminated by CIO featuring profiles of prominent suspects in the Division.
Detective Sergeants, Sergeant in charge of Divisional Drugs Unit and Unit Sergeants shall target these individuals or groups and adopt a zero tolerance approach to offences they commit and ensure the fast tracking of all before the courts.	<ul style="list-style-type: none"> • Number of detections for offences committed by nominated suspects in Tipperary Garda Division.
Detective Sergeants, Sergeant In Charge of Divisional Drugs Unit and the Criminal Intelligence Officer shall identify individuals within the Division during 2007 who are suspected of profiting from criminality. The services of the Divisional Criminal Assets Profiler and Money Laundering Investigation officers shall be utilised in this regard, and reports shall be forwarded to either the Money Laundering Investigation Unit or Criminal Assets Bureau.	<ul style="list-style-type: none"> • Number of Persons nominated for Criminal Asset profiling, and number of profiles prepared for C.A.B. and M.L.I.U.
In accordance with the code of practice for the management of Covert Human Intelligence Sources, each district shall increase the numbers of CHIS registered.	<ul style="list-style-type: none"> • Number of CHIS registered within the Tipperary Garda Division.

Crime					Divisional Outcome
Timeframe				Divisional Ownership	
Q1	Q2	Q3	Q4		
•	•	•	•	Each District Officer Detective Sergeants and Sergeants in charge of stations.	Overall crime reduced by 2% in 2007.
•	•	•	•	Criminal Intelligence Officer.	
•	•	•	•	Detective Sergeants and Sergeant in charge of Divisional Drugs Unit.	
•	•	•	•	Divisional Profiler and Money Laundering.	
•	•	•	•	Chief Superintendent and Divisional Management Team	Overall detection rate increased by 2% in 2007.

Crime	
Divisional Action	Divisional Performance Indicators
Management in association with the Criminal Intelligence Officer shall ensure that relevant information and intelligence received by Garda management is available as appropriate to all members of the Divisional Force.	<ul style="list-style-type: none"> • Criminal Intelligence Officer shall continue to disseminate monthly Intelligence Bulletin to all stations within the Division.
The Criminal Intelligence Officer shall liaise with continuing professional development personnel and have an input to Continuous Professional Development, with a view to increasing the number of intelligence reports forwarded to the Criminal Intelligence Officer	<ul style="list-style-type: none"> • Number of lectures delivered by the Criminal Intelligence Officer. • Number of Intelligence Reports forwarded to C.I.O.
Management shall continue to develop serious crime investigation management capability in the Tipperary Division by nominating members of the Divisional Force for crime investigation management courses.	<ul style="list-style-type: none"> • The number of members trained in specialist crime investigation techniques. • Number of Garda personnel trained in crime investigation management. • The appointment of a Detective Inspector in Tipperary Division in 2007.
Management shall continue to target high volume crime categories.	<ul style="list-style-type: none"> • 2% reduction in theft from MPV incidents. • 2% reduction in the number of burglary incidents. • 2% reduction in theft from shop incidents. • 2% reduction in criminal damage incidents. • 2% reduction in other thefts.

Crime							
Timeframe				Divisional Ownership	Divisional Outcome		
Q1	Q2	Q3	Q4				
•	•	•	•	Criminal Intelligence Officer.	Overall crime reduced by 2% in 2007.		
•	•	•	•	Criminal Intelligence Officer and Sergeant in Charge of Continuous Professional Development.			
•	•	•	•				
•	•	•	•	Chief Superintendent and Senior Management Team.	Overall detection rate increased by 2% in 2007.		
•	•	•	•				
•	•	•	•				
•	•	•	•	Chief Superintendent and Senior Management Team. Detective Sergeants in conjunction with Sergeants in charge of stations.			
•	•	•	•				
•	•	•	•				
•	•	•	•				
•	•	•	•				

Crime	
Divisional Action	Divisional Performance Indicators
Management shall ensure that a co-ordinated approach is adapted to crime investigation through monthly co-ordination meetings of Detective Sergeants, Criminal Intelligence Officer, Divisional Drugs Unit Sergeant, Crime Prevention officer and Sergeant in charge of Divisional Scenes of Crime Unit.	<ul style="list-style-type: none"> • Number of Divisional crime co-ordination meetings held.
To reduce the incidence of crime and criminal behaviour	<ul style="list-style-type: none"> • To combat opportunities for crime amongst children and vulnerable adults by Garda Vetting of an increasing number of employees who work in that sector. • To extend vetting on a phased basis throughout the year to an increasing number of organisations who employ personnel in full-time, part-time and/or voluntary capacity to work with children and vulnerable adults

Crime					
Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
•	•	•	•	Detective Sergeants and Divisional Drugs Unit Sergeant, Criminal Intelligence Officer, Crime Prevention Officer, and Sergeant in charge of the Divisional Scenes of Crime Unit	Overall crime reduced by 2% in 2007 Overall detection rate increased by 2% in 2007
•	•	•	•	Inspector In Charge, Garda Central Vetting Unit	
•	•	•	•		

Traffic and Road Safety	
Divisional Action	Divisional Performance Indicators
Produce an Annual Garda Road Safety and Traffic Implementation Plan.	<ul style="list-style-type: none"> • Annual Tipperary Divisional Garda Road Safety and Traffic Implementation Plan. • Number of meetings with relevant stakeholders to identify contributing factors in respect of Collision Prone Zones and to develop appropriate responses. • Consultations with key external and internal stakeholders to improve road safety.
Build traffic policing capability and enhance results.	<ul style="list-style-type: none"> • Monthly traffic policing results published. • Dedicated Traffic Inspector appointed in Tipperary Division. • Number of members and vehicles allocated to the Garda Traffic Corps per quarter. • Increase the number of members trained in Tipperary division in Forensic Collision Investigation.
Targeted enforcement of road traffic and road transport legislation.	<ul style="list-style-type: none"> • 10% increase in the number of Mandatory Alcohol Tests conducted. • 10% increase in the number of detections for drink driving. • 10% increase for the number of detections for drug driving. • 10% increase in the number of detections for careless and dangerous driving. • 10% increase in the number of detections for speeding offences. • 10% increase for the number of FCPS notices issued. • 10% increase in the number of detections for failure to wear seat belts. • 10% increase in the number of detections in Collision Prone Zones Tipperary Division. • 10% increase in the number of detections of offences under Road Transport Regulations.

Traffic and Road Safety					
Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
•	•	•	•	Each District Officer in Consultation with Divisional Traffic Corps.	To Reduce Fatal and Serious Injury Traffic Collisions in Tipperary Division in Line with Government Road Strategy.
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in Consultation with Divisional Traffic Corps.	
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in Consultation with Divisional Traffic Corps.	
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•		

Traffic and Road Safety	
Divisional Action	Divisional Performance Indicators
Further develop a collision and incident analysis capability to improve road safety.	<ul style="list-style-type: none"> • 10% increase in the number of intelligence-led covert and high visibility operations focused on offending young drivers. • A traffic management strategy developed. • Standard Operating Procedures for the management of road traffic in emergencies and at public events. • Number of collision Prone Zones identified and categorised in Tipperary Division.
Develop and deploy a Garda Road Safety Awareness and Education Strategy.	<ul style="list-style-type: none"> • Tipperary Division Garda Road Safety Awareness Communications Programme developed. • Number of Visits to Schools engaged in Road Safety Awareness projects. • Focus Road Safety Awareness Communications Programme to Transition Year Students. • Consult with local media in relation to road traffic initiatives undertaken in Tipperary Garda Division.

Traffic and Road Safety					
Timeframe				Divisional Ownership	Divisional Outcome
Q1	Q2	Q3	Q4		
•	•	•	•	Each District Officer in Consultation with Divisional Traffic Corps.	To Reduce Fatal and Serious Injury Traffic Collisions in Tipperary Division in Line with Government Road Strategy.
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in Consultation with Divisional Traffic Corps.	
•	•	•	•		
•	•	•	•		
•	•	•	•		

Public Order	
Divisional Action	Divisional Performance Indicators
Consult with community and statutory stakeholders on the establishment of interagency initiatives against anti-social behaviour, including the deployment of CCTV in urban areas.	<ul style="list-style-type: none"> • The number of interagency consultation meetings and recorded agreements. • The number of interagency anti-social behaviour initiatives implemented at Divisional level. • To participate fully in Joint Policing Committees. • To finalise the review of local policing arrangements in communities in the RAPID Program Areas where local residents are seeking to have issues such as persistent vandalism, low and high level intimidation and other anti-social behaviour more effectively addressed. • To continue the expansion of Garda Youth Diversion Schemes. • The number of interagency prevention and diversion programs per Division.
District Officers will maintain regular liaison with owners/managers of fast food outlets with a view to reducing incidents of public disorder.	<ul style="list-style-type: none"> • The number of closure orders applied for per Division for businesses identified as contributors to public disorder and anti-social behaviour.
Proactively enforce the law relating to underage drinking and substance abuse in both public places and licensed premises.	<ul style="list-style-type: none"> • Measure the level of underage drinking and illegal drug use at local level • Volume of intelligence on levels and patterns of trading in alcohol to underage persons per Division • Volume of intelligence on levels and patterns of trading in alcohol to underage persons per Division • Number of meetings held with Vintners Association per District.
The Public attitude Survey will measure the "Feeling of Safety" within each Garda Division	<ul style="list-style-type: none"> • Feeling of Safety survey conducted

Public Order						
Timeframe				Divisional Ownership	Divisional Outcome	
Q1	Q2	Q3	Q4			
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeant in Charge in District Headquarters and Sub-District Stations.	A Garda Service that reflects the needs and priorities of the people in Tipperary Division.	
•	•	•	•			
•	•	•	•			
•	•	•	•			
•	•	•	•			
•	•	•	•			
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeant in Charge in District Headquarters and Sub-District Stations.		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeant in Charge in District Headquarters and Sub-District Stations.		
•	•	•	•			
•	•	•	•			
•	•	•	•			
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeant in Charge in District Headquarters and Sub-District Stations.		

Public Order	
Divisional Action	Divisional Performance Indicators
There will be a continuous assessment of Divisional strength of Public Order Unit.	<ul style="list-style-type: none"> No. of personnel allocated to the Divisional Public Order Unit.
CCTV will be utilised to enhance public order initiatives.	<ul style="list-style-type: none"> Number of Garda CCTV systems installed per District.
Management will identify Public Order "Hot-Spots" and review deployment of Gardaí and policing strategies on a quarterly basis to achieve the required results.	<ul style="list-style-type: none"> Number of prosecutions for Public Order Offences and assault per District.

Public Order					Divisional Outcome
Timeframe				Divisional Ownership	
Q1	Q2	Q3	Q4		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeant in Charge in District Headquarters and Sub-District Stations.	A Garda Service that reflects the needs and priorities of the people in Tipperary Division.
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeant in Charge in District Headquarters and Sub-District Stations.	
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeant in Charge in District Headquarters and Sub-District Stations.	

Ethnic And Cultural Diversity	
Divisional Action	Divisional Performance Indicators
Provide protection and redress against racist incidents.	<ul style="list-style-type: none"> • Record and investigate all racist incidents. • Number of prosecutions associated with racist incidents. • Number of referrals to victim support organisations relating to racist incidents.
Build trust and confidence with ethnic and culturally diverse communities.	<ul style="list-style-type: none"> • Conduct open day/meeting with culturally diverse groups (including traveller, refugee and migrant communities) in each district during each quarter. • Number of ethnic liaison officer meetings and evaluation reports prepared. • Carry out audit of immigration service being provided in each District – 3 audits during the first 6 months and 3 during the second 6 months.
Communicate effectively with ethnic and culturally diverse communities.	<ul style="list-style-type: none"> • Number of meetings in the Division with ethnic and culturally diverse communities. • Number of ethnic and cultural issues addressed in the context of the joint policing committees. • Volume of Garda multilingual information material.
Ensure that the Garda service is representative of the community we serve.	<ul style="list-style-type: none"> • Ensure that Divisional and District Officers and Divisional Training Staff provide support for members from ethnic and culturally diverse communities. • Ensuring equal access to Garda Vetting service by all communities in Ireland. • Ensuring the accurate maintenance of data received from foreign jurisdictions in respect of all residents of this country.

Ethnic And Cultural Diversity				
Timeframe				Divisional Outcome
Q1	Q2	Q3	Q4	
•	•	•	•	Divisional Officer and each District Officer
•	•	•	•	
•	•	•	•	
•	•	•	•	Each District Officer and Ethnic Liaison Officer.
•	•	•	•	
•	•	•	•	
•	•	•	•	Each District Officer and Ethnic Liaison Officer.
•	•	•	•	
•	•	•	•	
•	•	•	•	Divisional Officer, each District Officer, Inspector In Charge, Garda Central Vetting Unit, Divisional Training Staff and Ethnic Liaison Officers.
•	•	•	•	
•	•	•	•	

Public Confidence increased by 2%.

Community Engagement	
Divisional Action	Divisional Performance Indicators
Support the development of the Garda Síochána National Model of Community Policing.	<ul style="list-style-type: none"> • The number of Public consultations to inform the development of the Garda Síochána National Model of Community Policing. • Participation in the Pilot of the Garda Síochána National Model of Community Policing at Divisional level. • The number of Gardaí employed full time on Community Policing • The number of active Community Alert/Neighborhood Watch schemes in operation
Develop a Youth Strategy to advance appropriate Garda services for children and young people.	<ul style="list-style-type: none"> • Assessment of Garda youth-related services in the Division. • The number of consultations with youth service providers to inform proposed new strategy for services for young people. • The production of a draft strategy for consideration. • The implementation of approved Youth strategy at Divisional level.
Enhance victim-related services.	<ul style="list-style-type: none"> • The number of referrals to victim support organisations. • The number of Family Liaison Officers appointed and trained at Divisional level. • 2% reduction in the level of repeat victimization.
Engage fully in Joint Policing Committees and local policing fora as initiative is rolled out.	<ul style="list-style-type: none"> • Garda policy on Joint Policing Committees developed and supported. • The number of public meetings held at District level with local community and interest groups. • The number of community group meetings attended by Gardaí. • The number of recommendations from Joint Policing Committees agreed for inclusion in Divisional and District Policing plans for 2008. • The number of community based CCTV systems supported

Community Engagement					Divisional Outcome
Timeframe				Divisional Ownership	
Q1	Q2	Q3	Q4		
•				Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	A Garda service that reflects the needs and priorities of the people in Tipperary Division.
		•			
•	•	•	•		
•	•	•	•		
•	•			Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	
	•				
		•			
			•		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	
•	•	•	•		
•	•	•	•		
•				Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	
•	•	•	•		
			•		
•	•	•	•		

Community Engagement	
Divisional Action	Divisional Performance Indicators
Ensure a visible public Garda presence within the community and particularly in RAPID areas.	<ul style="list-style-type: none"> • 5% increase in the satisfaction with Garda visibility across all Districts. • The number of visible patrols within Districts. • The number of visible patrols in RAPID areas. • The number of Initiatives implemented in RAPID areas.
District Officers will utilise Daily Review Meetings to target opportunities to enhance public confidence in the policing service being provided locally.	<ul style="list-style-type: none"> • The number of initiatives per District taken to enhance public confidence arising from the Daily Review meetings. • Number and type of networks developed locally in each District to enhance public confidence.
District Officers and Supervisory personnel will work towards increasing the time spent on uniform outdoor supervisory duty.	<ul style="list-style-type: none"> • Percentage of Garda management time on uniform outdoor supervisory duty.
Management and supervisory personnel will ensure an immediate response to emergency calls for assistance.	<ul style="list-style-type: none"> • Number of complaints regarding emergency response service.
District Officers will ensure that all correspondence with victims of crime is dealt with promptly.	<ul style="list-style-type: none"> • Number of letters to crime victims generated by the PULSE system. • To achieve a 10% increase in the number of follow-up letters issued to crime victims regarding significant case developments. • Number of letters from crime victims responded to within 10 days.
In consultation with the professionals at Tipp FM and Tipp Mid-West Radio Stations efforts will continue to make Garda interaction with our customers interesting, relevant and beneficial through these very important communications channels	<ul style="list-style-type: none"> • Number of Garda Local Radio broadcasts per Quarter.

Community Engagement					Divisional Outcome
Timeframe				Divisional Ownership	
Q1	Q2	Q3	Q4		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	A Garda service that reflects the needs and priorities of the people in Tipperary Division.
•	•	•	•		
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	
•	•	•	•		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	
•	•	•	•		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	
•	•	•	•		
•	•	•	•		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	

Community Engagement	
Divisional Action	Divisional Performance Indicators
We will continue our liaison with and support for local print media in communicating with our customers and increasing public confidence in the policing service being provided to the community.	<ul style="list-style-type: none"> The maintenance of a professional and constructive rapport with local newspapers on local Garda matters, initiatives and community relations.
The National 'Crime-Call' T.V. programme on R.T.E. will continue to be fully utilised.	<ul style="list-style-type: none"> Number of Divisional crimes / incidents featured on "Crime Call" per Quarter.
<p>We will continue our support for and participation in the important work of the County Development Boards, RAPID and Local community led schemes.</p> <p>In addition we will continuously seek to improve and enhance the quality of service being provided to all our customers to enhance our delivery of service.</p>	<ul style="list-style-type: none"> Number of meetings attended per Quarter.

Community Engagement					Divisional Outcome
Timeframe				Divisional Ownership	
Q1	Q2	Q3	Q4		
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	A Garda service that reflects the needs and priorities of the people in Tipperary Division.
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	
•	•	•	•	Each District Officer in liaison with Divisional Inspectors and Sergeants in Charge in each District Headquarters.	

Divisional Contact Details:

Chief Superintendent T.P. Murray

An Garda Síochána

Thurles

Co. Tipperary

Telephone	(0504) 25111
E-mail Address	pat.murray@garda.ie
Fax	(0504) 25181
Garda Website	www.garda.ie

Superintendent A.J. Cogan

An Garda Síochána

Thurles

Co. Tipperary

Telephone	(0504) 25116
E-mail Address	anthony.cogan@garda.ie
Fax	(0504) 25182
Garda Website	www.garda.ie

Superintendent J. Mc Cann

An Garda Síochána

Clonmel

Co. Tipperary.

Telephone.	(052) 77640
E-mail Address	john.mccann@garda.ie
Fax	(052) 77645
Garda Website	www.garda.ie

Superintendent P. Clavin

An Garda Síochána

Cahir

Co. Tipperary.

Telephone	(052) 41222
E-mail Address	pat.clavin@garda.ie
Fax	(052) 45635
Garda Website	www.garda.ie

Divisional Contact Details: *(continued)*

Superintendent Paul Moran

An Garda Síochána
Tipperary Town
Co. Tipperary

Telephone.	(062) 80677
E-mail Address	paul.p.moran@garda.ie
Fax	(062) 80675
Garda Website	www.garda.ie

Superintendent R. Noonan

An Garda Síochána
Nenagh
Co. Tipperary

Telephone.	(067) 50457
E-mail Address	robert.noonan@garda.ie
Fax	(067) 50455
Garda Website	www.garda.ie

Superintendent J. Mulligan

An Garda Síochána
Templemore
Co. Tipperary

Telephone.	(0504) 32637
E-mail Address	james.mulligan@garda.ie
Fax	(0504) 32635
Garda Website	www.garda.ie

Inspector P. Burke

Garda Central Vetting Unit.
Race Course Rd,
Thurles,
Co. Tipperary

Telephone.	(0504) 27300
E-mail Address	patrick.j.burke@garda.ie
Fax	(0504) 27300
Garda Website	www.garda.ie