



POLICING PLAN

2009

D.M.R NORTH CENTRAL

“A safer place to live, work and visit in 2009”

MISSION

**To achieve the highest attainable level of;
Personal protection,
Community Commitment and
State Security.**

VISION

“Excellent People Delivering Policing Excellence”

VALUES

**Having respect for people and accepting diversity in all its
forms.**

**Protecting human rights and adhering to the principles of
fairness and justice.**

Maintaining partnerships with the community.

**Individual responsibility and transparent public
accountability.**

Honesty, professionalism and ethical leadership.

Continuously learning and embracing change.

STRATEGIC GOALS 2009

1. **National/International Security** - To maintain national and international security.
2. **Crime** - To significantly reduce the incidence of crime and criminal behaviour.
3. **Traffic** – To significantly reduce the incidence of fatal and serious injury collisions and improve road safety.
4. **Public Safety** - 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 of Ireland.

STRATEGY STATEMENT



On the 1st of January 2009, we, in the D.M.R, North Central (Store Street, Fitzgibbon Street and Bridewell Districts) embarked on a results orientated, target driven policing strategy with a view to achieving our Divisional aim,

‘To Make each District in the Division a safer place to live, work and visit in 2009’

Our policing strategy in 2009 reflects the needs and requirements of our local stakeholders, the Garda Commissioner and the Minister for Justice, Equality and Law Reform. It has taken into account the ‘report of the task force on the public service’, *‘Transforming public services – Citizen centred – performance focused’* and is underpinned by the eight fundamental concepts of excellence in policing.

Our strategy includes a significant increase in resources allocated to community policing, the deployment of community policing teams under the direction of a named inspector to manage policing at sectoral level to cover every street in the Division and a customer focused, problem solving approach to address the quality of life issues in all of our communities.

The Community Policing Forum (C.P.F), the Ethnic Community Forum, the Joint Policing Committee and stakeholders from the political, economic, social, technological, educational and legal environment will be central to the strategic and tactical focus of policing in the Division in 2009. Through a robust engagement process it is our express intention to deliver better services and outcomes to the public in our area within sustainable levels of expenditure. We are grateful to the many individuals and organisations that made submissions as part of the development of this years policing plan and we undertake to keep you updated on its progress on a regular basis.

Patrick. F. Leahy Chief Superintendent

FUNDAMENTAL CONCEPTS UNDERPINNING OUR STRATEGY.

CUSTOMER FOCUS.

The general public and the communities in the D.M.R North Central are the final arbiters of the service we provide. Our stakeholders and customers have needs, expectations and requirements, which we will strive to meet and exceed. By means of continuous, meaningful engagement and customer-satisfaction measurements we will find out how well we are doing at any given time and we will purposefully manage our relationships to ensure beneficial outcomes for our communities.

RESULTS ORIENTATION.

The ultimate goal for our team is to achieve excellent results for all our stakeholders, namely, the communities we serve, the Garda Commissioner, the Minister for Justice, Equality and Law Reform and the Government who are our budget providers. This approach highlights the importance that is attached to the added value of the results for which a good balance must be maintained between financial and crime/quality of life results. The results will be the consequence of well-deployed innovative approaches.

LEADERSHIP AND CONSTANCY OF PURPOSE.

Leadership is the *Conditio-sine-qua-non* for success. The management team of the North Central Division will see to it that everyone has a clear idea of the direction in which we are going and the way we want to evolve over time. The commitment of the people in a leadership role and their willingness to develop their leadership characteristics will be the first step to excellent results because leaders have an immense impact on the results of people and the processes and strategies that are employed to achieve our objectives.

STAFF INVOLVEMENT, EMPOWERMENT AND DEVELOPMENT.

The management team of the North Central Division will offer its staff the possibility to develop themselves continually. By means of participative management, our staff are and will be further involved in decision-making. Working in a team context, self-organising teams, e.t.c. are a few examples of how our staff will assume their responsibility in the accomplishment of the objectives set out in our plan.

MANAGEMENT BY PROCESSES AND FACTS.

Being process-oriented means that it is more important to manage processes than individual functions within the Division. We view a process as a chronological sequence of activities and decisions with consequential results that are important for our customers, staff and society in general. Facts, figures and information will form the basis for correct management decisions and all decisions will be made in the context of making our communities safer for everyone in 2009. The word “management” focuses the attention on the importance of the ‘steering’ of each District and the Division by means of structured activities.

PARTNERSHIP DEVELOPMENT.

The Gardaí attached to the North Central Division are endeavouring to enter into partnerships which offer a win-win situation for all parties and that ultimately assist in the achievement of our vision. This partnership approach will be enhanced by our restructuring into sectors which will be serviced by community policing teams headed up by a named inspector.

SOCIAL RESPONSIBILITY.

It is extremely important for the members attached to the North Central Division to behave ethically as they carry out their duties. By exceeding the requirements and expectations of our customers, stakeholders and the public in general we will become more credible and enhance the confidence of the people who live, work and visit our Division.

CONTINUOUS LEARNING INNOVATION AND IMPROVEMENT.

Continuous learning is necessary for us to constantly develop better methods, which in turn leads to better results. Thus, learning also implies changing. Creativity and innovation will be the foundation for the continual development of better and newer services, which will enable us to adapt to changing surroundings. Continual improvement is the daily assignment of everyone attached to the North Central Division. By working preventatively and pro-actively, we will prevent the development of problems, which keep us from obtaining excellent results. By adopting certain approaches and adapting them to our own situation, our Division can improve continually.

MANAGEMENT AND MEASUREMENT SYSTEM.

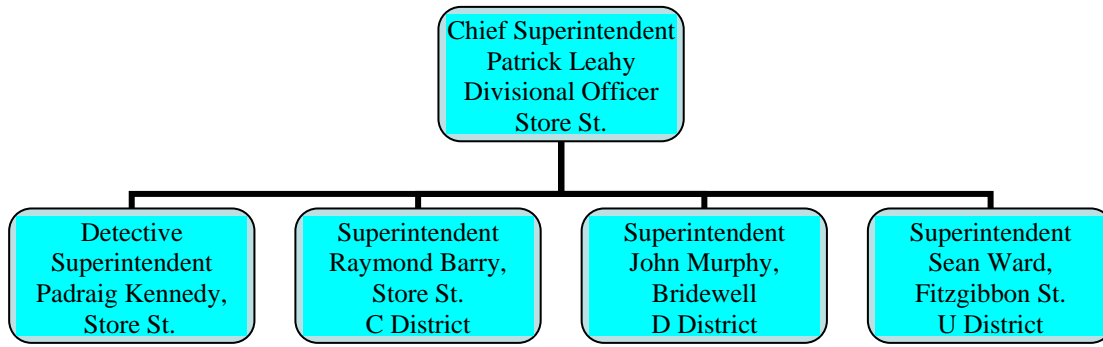
Results; At the beginning of January we determined the results required for the next twelve months. The interim results must show positive trends and / or sustained good performance; appropriate targets have been set and must now be met or exceeded.

Approach; At the beginning of January we planned and developed an integrated set of sound approaches to help us to deliver on our objectives.

Deployment; We are continuing to deploy the approaches in a systematic way to ensure full implementation. The approaches are being implemented in relevant areas, in a systematic way.

Assessment & Review; At each weekly and monthly conference we are assessing and reviewing the approaches followed based on monitoring and analysing the results and on analysing learning activities. Based on this, we will identify, prioritise, plan and implement improvements where needed.

DIVISIONAL PROFILE



This Division consists of three Districts, the C District (Store St. station), the D District (Bridewell station) and the U District (Fitzgibbon St. and Mountjoy station).

NORTH CENTRAL DIVISIONAL GARDA RESOURCES							
	C/SUPT	SUPT	INSP	SGT	GDAI	RESERVE	CLERICAL
STORE STREET	1	2	6	37	266	4	21
FITZGIBBON STREET		1	5	26	194	5	16
BRIDEWELL		1	8	31	141	9	14
DIVISIONAL TOTAL	1	4	19	94	601	18	51

Economic profile:

While National income or output figures are not available for small areas such as the North Central area, the CSO 2006 Census of Population provides a detailed profile of those working in the centre city.

EMPLOYMENT BY SECTOR, DUBLIN CITY CENTRE 2006	
SECTOR	NUMBERS EMPLOYED
Commerce	72,958
Public administration and defence	20,255
Education, health and social work	17,473
Transport storage and communications	10,423
Manufacturing	5,992
Construction	2,764
Other	16,550
Unknown	10,315
TOTAL	156,730

At the time of publishing, these 156,730 persons working in Dublin City Centre represented 7.7% of overall employment in the State. This may however understate Dublin city centre's contribution to the national economy. The CSO estimated that in 2005 Dublin city and county, with just under 30% of the State's workforce, contributed just under 40% of national value added. It is suggested that; using appropriate grossing figures Dublin's city centre workforce could actually be producing in excess of 10% of national output. The two largest sectors are Commerce and Public Administration and Defence.

Commerce:

The largest commercial employer is the IFSC. It is the fourth largest funds centre in Europe and employs approximately 25,000 persons. It is the eighth largest banking centre in the world, the fourth largest reinsurance centre and the leading European cross-border centre for life assurance. In 2005, one-sixth of Ireland's 100 most profitable companies were either IFSC or post-IFSC international service firms.

The second largest commercial employer in the city centre is retail. There are approximately 4,000 shops and 10 department stores and shopping centres in the city centre providing 4.5million square feet of retail space.

Finally, the third most important commercial sector in the city centre is tourism. In 2007 it is estimated that Dublin attracted 5.8m tourists, both foreign and domestic. Dublin is now the largest tourist region in Ireland and attracts a fairly even distribution of overseas tourists throughout all the non-peak months. In 2007, 4.4million overseas tourists to Dublin contributed €1.45bn in tourist revenue to the economy. Dublin Tourism plans to attract one million extra tourists to Dublin in the medium-term.

Public Administration and Defence:

The second-largest sector of workers in the city centre are in Public Administration and Defence. In the 2006 Census, they totalled 20,255. While local authority employee numbers are significant {such as those working in Dublin City Council (DCC)}, the vast majority are civil servants employed in Government Departments. Of the 15 Departments, 13 are headquartered in Dublin city centre. Of the total of 156,730 working

in the centre city, approximately 34,230 walk or cycle to work, and 122,500 use motorised transport modes.

Residential Profile:

Resident population statistics are available for the North Central area and these show that there is a total of approximately 60,056 persons resident in the Division. This represents an increase of 15,145 since 1996. The Division is home to a Non-Irish National resident population of 21,020 some of which is reflected in the increase. Approximately 6,875 of the resident population is aged 14 years or younger and 1,769 are aged 65 years or older. Approximately 4,751 of the resident population left school at or before the age of 15 years. The unemployment rate stands at approximately 14% representing 4,200 persons resident in the Division. Lone parent households are estimated to be 3,236 and local authority tenants number approximately 4,031. The number of resident persons with disabilities is estimated to be 6,119.

RESIDENT POPULATION STATISTICS	NUMBERS
Resident population	60,056
Population Change 1996-2006	15,145
Non-Irish Nationals	21,020
Population aged 14 years and younger	6,875
People aged 65+ years and living alone	1,769
Population who have left school at or before the age of 15 yrs	4,751
Number of lone parent households:	3,236
Total number unemployed	4,200
Unemployment rate	14.15%
People with a disability	6,119
Local authority tenants:	4,031

The Division is home to a significant amount of critical infrastructure, national venues and places of special interest including the prisons at Mountjoy, St Patrick’s, Arbour Hill and the Dochas Centre. It services the Mater, Temple Street, Rotunda and St Brendan’s Hospitals and is home to Croke Park, Dalymount Park and the O2 Arena. It is also the hub for Busaras, Connolly Station, the Port Tunnel and Dublin Port.

The D.M.R North Central has responsibility for the Criminal Courts at all levels, the Family Law Court and the Children’s Court. It services Garda Headquarters, Army Headquarters and Kings Inns. It hosts the historically significant General Post Office (GPO), the Garden of Remembrance and the National Writer’s Museum. The Division also includes the Department of Education, the Department of the Environment and the Department of Social and Family Affairs.

The eclectic mix that is the D.M.R North Central provides significant challenges for the policing team who are committed to enhancing economic activity and improving the quality of life for those people who live in, work in or visit the area.

STRATEGIC GOAL 1 (National/International Security)		
OBJECTIVE	MEASURE	TARGET
WHAT THE STRATEGY IS TRYING TO ACHIEVE	HOW PERFORMANCE AGAINST THE OBJECTIVE IS GOING TO BE MEASURED	LEVEL OF PERFORMANCE OR RATE OF IMPROVEMENT NEEDED
TO MAINTAIN NATIONAL AND INTERNATIONAL SECURITY	<p>ACTUAL RESULTS 2009</p> <p>- v -</p> <p>ACTUAL RESULTS 2008</p>	<p>ZERO TERRORIST ATTACKS OCCURRING &</p> <p>ONE MAJOR EMERGENCY EXERCISE CONDUCTED</p>
ACTIONS		
WHAT WE NEED TO DO TO ACHIEVE OUR OBJECTIVES AND REACH OUR TARGET		
<ol style="list-style-type: none"> 1. Greater monitoring of subversive targets within the division through increased liaison with the Special Detective Unit 2. Increased number of reports forwarded from this division to the Assistant Commissioner Crime and Security relating to criminals and subversives, in particular those utilising explosive devices 3. Positive action will be taken in relation to threats issued to persons residing/working within the Division 4. A database of persons under threat will be created and actioned using the latest information available 5. Monthly divisional meetings will be held to assess threats active in each district chaired by D/Supt. Kennedy 6. The division will seek to further enhance its intelligence capability by providing a forum to Covert Human Intelligence Source (CHIS) agents on a quarterly basis to attend, instruct and inform members on the code of practice relevant to CHIS 7. Advances made in 2008 in the collation of all CCTV systems currently operational within the division will be completed by the creation of a CCTV database relating to each district 8. The divisions response to major emergencies will be tested in 2009 by the completion of an interagency live exercise 		
DIVISIONAL RESPONSIBILITY: D/SUPT. KENNEDY		

PERFORMANCE INDICATORS

HOW PERFORMANCE IS MONITORED AND MANAGED

Number of	MEASURE	WEEK 1	WEEK 2	WEEK 3	WEEK 4	MONTH						
INTEL. REPORTS FORWARDED	AVERAGE 2008											
	ACTUAL 2009											
	% CHANGE											
Number of												
THREATS TO LIFE RECEIVED	AVERAGE 2008											
	ACTUAL 2009											
	% CHANGE											
Per District												
ONE D/INSP. SDU LIASION MONTHLY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
THREATS DATABASE CREATED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
MONTHLY DIVISIONAL THREAT ASSEMENTS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
QUARTERLY CHIS SEMINARS	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
ONE EMERGENCY EXERCISE - PROGRESS -	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
CCTV DATA BASE COMPLETE	Quarter 1			Quarter 2			Quarter 3			Quarter 4		

STRATEGIC GOAL 2 (CRIME)								
OBJECTIVE	MEASURE	TARGET						
WHAT THE STRATEGY IS TRYING TO ACHIEVE	HOW PERFORMANCE AGAINST THE OBJECTIVE IS GOING TO BE MEASURED	LEVEL OF PERFORMANCE OR RATE OF IMPROVEMENT NEEDED						
TO SIGNIFICANTLY REDUCE THE INCIDENCE OF CRIME AND CRIMINAL BEHAVIOUR IN DMR NORTH CENTRAL	ACTUAL RESULTS 2009 - v - AVERAGE RESULTS 2008	REDUCE CRIME IN THE DMR NORTH CENTRAL BY 5%						
ACTIONS								
WHAT WE NEED TO DO TO ACHIEVE OUR OBJECTIVES AND REACH OUR TARGET								
1. Aggressively target property crime and high volume crime; in particular.								
<table border="1"> <thead> <tr> <th>THEFT FROM SHOPS</th> <th>THEFT FROM PERSONS</th> <th>THEFT FROM MPV</th> </tr> </thead> <tbody> <tr> <td>THEFT OTHER</td> <td>BURGLARY</td> <td>CRIMINAL DAMAGE</td> </tr> </tbody> </table>			THEFT FROM SHOPS	THEFT FROM PERSONS	THEFT FROM MPV	THEFT OTHER	BURGLARY	CRIMINAL DAMAGE
THEFT FROM SHOPS	THEFT FROM PERSONS	THEFT FROM MPV						
THEFT OTHER	BURGLARY	CRIMINAL DAMAGE						
2. Sectorise each district and deploy policing teams to each sector. Develop area and stakeholder profiles. Develop sector specific crime strategy based on frequency of incident type, location, time and day analysis. Complete appropriate risk assessment and deploy resources.								
3. Engage commercial/retail stakeholders and aggressively tackle theft from shops.								
4. Use case management system for all adult and juvenile prolific offenders.								
5. Profile all known serious criminals in each district and deploy an aggressive (risk rated) strategy to disrupt and prevent serious criminal activity. Vigorously pursue operations Saw and Chisel in 2009.								
6. Case manage all known serious criminals in each district.								
7. Use criminal assets and Housing Miscellaneous Provisions legislation to support proactive and aggressive strategies against serious criminals.								
8. Use Divisional drugs unit to aggressively target street-level possession offenders and mid-level dealers and traffickers in each District.								
9. Profile and case manage all known and/or registered sex offenders in each district and develop appropriate monitoring and management strategy based on risk assessment.								
10. Use effective intelligence management system to efficiently and effectively deploy resources tactically against serious criminal behaviour.								
11. Deploy Divisional Crime Scene personnel to ensure maximum crime scene examination including on-site/street examination of MPV's where appropriate.								
12. Robust performance and accountability framework meetings, operation Anvil, crime management meetings and digital pin mapping will be used to analyse, risk assess, deploy and manage effective resource deployment including financial management.								
RESPONSIBILITY: SUPERINTENDENTS, BARRY, WARD, MURPHY AND KENNEDY								

PERFORMANCE INDICATORS						
HOW PERFORMANCE IS MONITORED AND MANAGED						
	MEASURE	WEEK 1	WEEK 2	WEEK 3	WEEK 4	MONTHLY
THEFT SHOP	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
THEFT PERSON	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
THEFT OTHER	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
THEFT MPV	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
BURG	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM DAM	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
FRAUD	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
ROB PERSON	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
ROB ESTABL	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
DRUGS SEC 3 ARREST	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
DRUGS SEC 15 ARREST	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
F/ARMS RECOVER	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
ALL CRIME CATEGORIES % OVERALL DIVISIONAL PERFORMANCE REPORTED						
ALL CRIME CATEGORIES % OVERALL DIVISIONAL PERFORMANCE DETECTED						

PERFORMANCE INDICATORS													
HOW PERFORMANCE IS MONITORED AND MANAGED													
SECTORAL RESOURCES	C1	C2	C3	C4	C5	D1	D2	D3	D4	U1	U2	U3	U4
INSPECTOR													
SERGEANT													
GARDA													
RETAIL CONFERENCE COMPLETED & STRATEGY DEPLOYED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NO OF ADULT PROLIFIC OFFENDERS IDENTIFIED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NO OF ADULT PROLIFIC OFFENDERS CASE MANAGED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NO OF JUVENILE PROLIFIC OFFENDERS IDENTIFIED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NUMBER OF JUVENILE PROLIFIC OFFENDERS CASE MANAGED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NUMBER OF SERIOUS CRIMINALS RESIDENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NUMBER OF SERIOUS CRIMINALS PROFILED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NUMBER OF SERIOUS CRIMINALS CASE MANAGED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
FULL RISK RATED STRATEGY DEPLOYED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
CRIMINALS SUBJECT OF:	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
CRIMINAL ASSETS													
HOUSING MISC/PROV													

PERFORMANCE INDICATORS

HOW PERFORMANCE IS MONITORED AND MANAGED

NUMBER OF SEX OFFENDERS RESIDENT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
NUMBER OF SEX OFFENDERS PROFILED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
NUMBER OF SEX OFFENDERS CASE MANAGED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
NUMBER OF SEX OFFENDER RISK RATED STRATEGIES DEPLOYED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
FULL INTEL SYSTEM, MANAGER AND TEAM DEPLOYED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
LOCAL CRIME SCENE PROCESSES REVIEWED AND UPDATED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
FULL DIGITAL PIN-MAPPING AND INCIDENT ANALYSIS SYSTEM DEPLOYED.	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
FULL P.A.F, ANVIL AND CRIME MGT SYSTEM DEPLOYED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

STRATEGIC GOAL 3 (TRAFFIC)

OBJECTIVE	MEASURE	TARGET
WHAT THE STRATEGY IS TRYING TO ACHIEVE	HOW PERFORMANCE AGAINST THE OBJECTIVE IS GOING TO BE MEASURED	LEVEL OF PERFORMANCE OR RATE OF IMPROVEMENT NEEDED
TO SIGNIFICANTLY REDUCE THE INCIDENCE OF FATAL AND SERIOUS INJURY COLLISIONS AND IMPROVE ROAD SAFETY IN THE NORTH CENTRAL DIVISION.	<p align="center">ACTUAL RESULTS 2009</p> <p align="center">- v -</p> <p align="center">AVERAGE RESULTS 2008</p>	<p align="center">REDUCE ROAD TRAFFIC FATALITIES TO</p> <p align="center">ZERO</p> <p align="center">REDUCE SERIOUS INJURY COLLISIONS BY</p> <p align="center">10%</p>

ACTIONS

WHAT WE NEED TO DO TO ACHIEVE OUR OBJECTIVES AND REACH OUR TARGET

- Aggressively target road user behaviour in particular;

PEDAL CYCLISTS	PEDESTRIANS	DRINK DRIVING
DRUG DRIVING	HGV's	SEC 41 VEHICLES
SEAT BELTS	SPEEDING	FCPS
- Sector Inspectors to develop sector specific traffic policing strategy based on frequency of incident type, location, time and day analysis. Complete appropriate risk assessment and deploy resources. A named member to have responsibility for roads policing in each sector.
- Continue to use planned and managed Mandatory Alcohol Testing Checkpoints.
- Maintain levels of roadside breath testing (all units).
- Maintain usage of speed detection equipment by all members.
- Promote road safety in respect of cyclists and pedestrians through schools programme.
- Monitor and increase seat belt compliance rates (front and rear seats).
- Use roads policing strategies to interrupt and engage criminal and public disorder activity.
- Use effective consultation and engagement to ensure that robust stakeholder focused traffic management strategies are in place at major events and large gatherings.

RESPONSIBILITY: SUPERINTENDENTS, BARRY, WARD, MURPHY & INSPECTOR O' HALLORAN

PERFORMANCE INDICATORS						
HOW PERFORMANCE IS MONITORED AND MANAGED						
CAUTION	MEASURE	WEEK 1	WEEK 2	WEEK 3	WEEK 4	MONTHLY
PEDAL CYCLIST	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SUMMONS						
PEDAL CYCLIST	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CAUTION						
P/STRIAN	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SUMMONS						
P/STRIAN	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
ARREST						
DRINK DRIVE	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
ARREST						
DRUG DRIVE	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SUMMONS						
HGV's	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEIZE						
SEC 41 V/CLES	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CAUTION						
SEAT BELTS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SUMMONS						
SEAT BELTS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SUMMONS						
SPEED	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
ISSUED						
FCPS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
NUMBER OF ROAD TRAFFIC FATALITIES PERCENTAGE INCREASE/DECREASE						
NUMBER OF SERIOUS INJURY COLLISIONS. PERCENTAGE INCREASE/DECREASE						

PERFORMANCE INDICATORS													
HOW PERFORMANCE IS MONITORED AND MANAGED													
SECTORAL TRAFFIC STRATGY DEVELOPED AND DEPLOYED	C1	C2	C3	C4	C5	D1	D2	D3	D4	U1	U2	U3	U4
NUMBER OF MAT CHECK POINTS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NUMBER OF ALL ROADSIDE BREATH TESTS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
ARRESTS AS A RESULT OF MAT CHECK POINTS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
SCHOOL VISITS WHERE ROAD SAFETY IS PROMOTED	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
SEAT BELT FRONT SEAT COMPLIANCE RATE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
SEAT BELT REAR SEAT COMPLIANCE RATE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NUMBER OF PUBLIC ORDER RELATED ARRESTS.	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
NUMBER OF CRIME RELATED ARRESTS.	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
RESPONSIBILITY: SUPERINTENDENTS, BARRY, WARD, MURPHY AND INSPECTOR O' HALLORAN													

PERFORMANCE INDICATORS

HOW PERFORMANCE IS MONITORED AND MANAGED

NUMBER OF PLANNED MAJOR EVENTS KNOWN IN JANUARY 2009	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
NUMBER OF MAJOR EVENTS TO ACTUALLY TAKE PLACE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
NUMBER OF MEMBERS EMPLOYED AT MAJOR EVENTS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
NUMBER OF MANHOURS EXPENDED AT MAJOR EVENTS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
COST TO AN GARDA SIOCHANA OF POLICING MAJOR EVENTS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
COST OVERTIME	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
COST SUB AND TRAVEL	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
COST SALARY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

RESPONSIBILITY: SUPTS, BARRY, WARD, MURPHY AND INSPECTOR O' HALLORAN

STRATEGIC GOAL 4 (PUBLIC ORDER)

OBJECTIVE	MEASURE	TARGET
WHAT THE STRATEGY IS TRYING TO ACHIEVE	HOW PERFORMANCE AGAINST THE OBJECTIVE IS GOING TO BE MEASURED	LEVEL OF PERFORMANCE OR RATE OF IMPROVEMENT NEEDED
TO SIGNIFICANTLY REDUCE THE INCIDENCE OF PUBLIC DISORDER AND ANTI-SOCIAL BEHAVIOUR IN DMR NORTH CENTRAL COMMUNITIES	ACTUAL RESULTS 2009 - v - AVERAGE RESULTS 2008	REDUCE ASSAULT CAUSING HARM BY 10% REDUCE MINOR ASSAULTS BY 10% INCREASE FEELING OF SAFETY IN D.M.R N/C

ACTIONS

WHAT WE NEED TO DO TO ACHIEVE OUR OBJECTIVES AND REACH OUR TARGET

1. Aggressively target public disorder and anti-social behaviour, focussing in particular on;

PUBLIC ORDER SEC 4 (P.O)ACT 1994 INTOXICATION	PUBLIC ORDER SEC 5 (P.O)ACT 1994 DISORDERLY CONDUCT	PUBLIC ORDER SEC 6 (P.O) ACT 1994 THREAT BEHAVIOUR.
PUBLIC ORDER SEC 8 (P.O) ACT 1994 LOITERING	PUBLIC ORDER SEC 3(1)(C.J.P.O)ACT 2003. EXCLUSION ORDERS,	PUBLIC ORDER SEC 4(2)(C.J.P.O)ACT 2003. NOTICES,
PUBLIC ORDER SEC 4(1)(C.J.P.O)ACT 2003. CLOSURE ORDERS	LICENSING SEC 4(1) LIC (C.D.A) ACT 1997 COURT APPLICATIONS	LICENSING SEC 4(2) LIC (C.D.A) ACT 1997 LIC / WARNINGS
LICENSING SEC 18(1) LIC (C.D.A) ACT 1997 APPLICATIONS	LICENSING SEC 18(2) SEC 18(1) LIC (C.D.A) ACT 1997 LICENSEE WARNINGS	LICENSING SEC 4(1) INTOXICATING LIQUOR ACT 2003 PROSECUTIONS
CRIM/JUSTICE ACT 2006 ADULTS BEHAVIOUR WARNINGS	CRIM/JUSTICE ACT 2006 JUVENILES BEHAVIOUR WARNINGS	CRIM/JUSTICE ACT 2006 ADULTS CIVIL ORDERS
CRIM/JUSTICE ACT 2006 ADULTS CAUTIONS	CRIM/JUSTICE ACT 2006 JUVENILES BEHAVIOUR ORDERS	CRIM/JUSTICE ACT 2006 JUVENILES BEHAVIOUR CONTRACTS

2. Sector Inspectors to develop sector specific public order policing strategy based on frequency of incident type, location, time and day analysis. Complete appropriate risk assessment and deploy resources. A named member to have responsibility for public order policing in each sector.
3. Develop and deploy strategic, district specific policing strategies to manage the night-time economy and reduce the fear associated with alcohol related public disorder. The stakeholders associated with the night-time economy will be identified and engaged in a partnership approach to this strategy.
4. Profile and case manage all known prolific public order and anti-social behaviour offenders in each district and develop appropriate anti-social management and elimination strategy based on risk assessment.
5. Robust performance and accountability framework meetings and public order/anti-social behaviour (offender) case management meetings will be used to analyse, risk assess, deploy and manage effective resource deployment to reduce fear in local communities and thoroughfares.

RESPONSIBILITY: SUPERINTENDENTS, BARRY, WARD AND MURPHY.

PERFORMANCE INDICATORS						
HOW PERFORMANCE IS MONITORED AND MANAGED						
SEC 4	MEASURE	WEEK 1	WEEK 2	WEEK 3	WEEK 4	MONTHLY
NO. OF CHARGES/ SUMMONS POA 1994	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 5						
NUMBER CHARGES/ SUMMONS POA 1994	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 6						
NUMBER CHARGES/ SUMMONS POA 1994	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 8						
NUMBER CHARGES/ SUMMONS POA 1994	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
TOTAL						
ALL PUBLIC ORDER ARRESTS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 3(1)						
C.J.P.O 2003 EXCL/ ORDERS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 4(2)						
C.J.P.O 2003 NOTICES	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 4(1)						
C.J.P.O 2003 CLOSURE ORDERS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 4(1)						
LIC/C.D.A ACT 1997 COURT APPLIC	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 4(2)						
LIC/C.D.A ACT 1997 LIC/ WARN	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 18(1)						
LIC/C.D.A ACT 1997 APPLIC	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 18(2)						
LIC/C.D.A ACT 1997 LIC/ WARN	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					

PERFORMANCE INDICATORS						
HOW PERFORMANCE IS MONITORED AND MANAGED						
CRIM/JUS ACT	MEASURE	WEEK 1	WEEK 2	WEEK 3	WEEK 4	MONTHLY
2006 BEHAVIOUR WARNINGS ADULTS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
2006 BEHAVIOUR WARNINGS JUVENILES	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
2006 CIVIL ORDERS ADULTS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
2006 BEHAVIOUR CONTRACT ADULTS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
2006 CAUTIONS ADULTS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
2006 BEHAVIOUR ORDERS JUVENILES	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
2006 BEHAVIOUR CONTRACTS JUVENILES	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
SEC 4(1)						
NUMBER PROSECUTIONS INTOX/ LIQ 2003	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
ASSAULTS CAUSING HARM	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
ASSAULTS MINOR	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
CRIM/JUS ACT						
POSSESSION OF OFFENSIVE WEAPONS	AVERAGE 2008					
	ACTUAL 2009					
	% CHANGE					
PULIC CONFIDENCE IN DMR NORTH CENTRAL						
FEELING OF SAFETY IN DMR NORTH CENTRAL						

PERFORMANCE INDICATORS

HOW PERFORMANCE IS MONITORED AND MANAGED

SECTORAL PUBLIC ORDER AND ANTI-SOCIAL BEHAVIOUR STRATEGY DEVELOPED AND DEPLOYED	C1	C2	C3	C4	C5	D1	D2	D3	D4	U1	U2	U3	U4
STRATEGIC DISTRICT POLICING STRATEGY DEVELOPED AND DEPLOYED TO MANAGE THE NIGHT-TIME ECONOMY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
	'C'												
	'D'												
	'U'												
NUMBER OF PROLIFIC ANTI-SOCIAL BEHAVIOUR OFFENDERS IDENTIFIED IN EACH DISTRICT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
	'C'												
	'D'												
	'U'												
NUMBER OF PROLIFIC ANTI-SOCIAL BEHAVIOUR OFFENDERS BEING CASE MANAGED IN EACH DISTRICT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
	'C'												
	'D'												
	'U'												
ANTI-SOCIAL BEHAVIOUR CASE MANAGEMENT CONFERENCES HELD IN 2009	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
RECIDIVIST RATES FOR CASE MANAGED OFFENDERS PER QUARTER	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
RESPONSIBILITY: SUPERINTENDENTS, BARRY, WARD AND MURPHY.													

STRATEGIC GOAL 5 (ETHNIC AND CULTURAL DIVERSITY)

OBJECTIVE	MEASURE	TARGET
WHAT THE STRATEGY IS TRYING TO ACHIEVE	HOW PERFORMANCE AGAINST THE OBJECTIVE IS GOING TO BE MEASURED	LEVEL OF PERFORMANCE OR RATE OF IMPROVEMENT NEEDED
TO PROVIDE EQUAL PROTECTION AND APPROPRIATE SERVICE, WHILE NURTURING MUTUAL RESPECT AND TRUST.	ACTUAL RESULTS 2009 - v - ACTUAL RESULTS 2008	DEVELOP AND MAINTAIN A ROBUST, PROBLEM SOLVING ETHNIC COMMUNITY FORUM IN 2009

ACTIONS

WHAT WE NEED TO DO TO ACHIEVE OUR OBJECTIVES AND REACH OUR TARGET

1. Sector Inspectors to develop sector specific diversity strategy based on demographics. Complete appropriate risk assessment and deploy resources. A named member to have responsibility for the diversity strategy in each sector.
2. Engage with ethnic and culturally diverse communities by means of quarterly meetings of the Forum for New Communities held on a Divisional basis
3. Develop and produce solutions/service packs to address repeating issues affecting members of new communities
4. One initiative developed for new communities in each District in 2009
5. 100% of Community Gardaí trained as Ethnic Liaison Officers
6. One day human rights seminar provided for 50 members from each District
7. All community policing personnel to receive diversity training in 2009
8. Garda Diversity Strategy implemented and evaluated as it pertains to this Division
9. Devise a District specific method of analysing all pulse incidents with respect to racist incidents
10. Measure all racist incidents and monitor detection rates

RESPONSIBILITY: SUPERINTENDENTS, BARRY, WARD, MURPHY

PERFORMANCE INDICATORS

HOW PERFORMANCE IS MONITORED AND MANAGED

	MEASURE			WEEK 1	WEEK 2	WEEK 3	WEEK 4	MONTHLY				
RACIST INCIDENTS REPORTED	AVERAGE 2008											
	ACTUAL 2009											
	% CHANGE											
TOTAL COMMUNITY POLICE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
ETHNIC LIAISON TRAINED												
GARDA DIVERSITY TRAINED												
DIVERSITY STRATEGY IMPLEMENT												
QUARTERLY FORUM FOR NEW COMMUNITIES												
SERVICE PACKS DEVELOPED												
HUMAN RIGHTS SEMINAR DELIVERED												
STRATEGY DEPLOYED AND EVALUATED												
DISTRICT ANALYSIS OF ALL RACIST INCIDENTS												

STRATEGIC GOAL 6 (COMMUNITY ENGAGEMENT)		
OBJECTIVE	MEASURE	TARGET
WHAT THE STRATEGY IS TRYING TO ACHIEVE	HOW PERFORMANCE AGAINST THE OBJECTIVE IS GOING TO BE MEASURED	LEVEL OF PERFORMANCE OR RATE OF IMPROVEMENT NEEDED
TO BUILD A GARDA SERVICE THAT REFLECTS THE NEEDS AND PRIORITIES OF THE COMMUNITIES IN THE NORTH CENTRAL DIVISION.	<p>ACTUAL RESULTS 2009</p> <p>- v -</p> <p>ACTUAL RESULTS 2008</p>	<p>COMMUNITY POLICING NUMBERS INCREASED BY 100%</p> <p>VICTIMS/CUSTOMER SERVICE TEAM FULLY DEPLOYED</p>
ACTIONS		
WHAT WE NEED TO DO TO ACHIEVE OUR OBJECTIVES AND REACH OUR TARGET		
1. Increased interaction with the community and in particular with crime victims		
2. Sector – stakeholder analysis – develop a community engagement and problem solving strategy that addresses the quality of life issues associated with each sector		
3. Survey senior citizens to determine satisfaction levels and levels of fear within the community using current senior citizen contact lists (Christmas functions CDU etc)		
4. Develop a divisional customer service team to manage communications with victims of crime		
5. Deploy and fully implement a customer satisfaction survey for victims of crime		
6. Four family liaison Officers appointed and maintained in each District		
7. Develop and agree a strategic policing plan for DMR North Central with the Joint Policing Committee		
8. Develop and agree an operational/tactical plan for each district with the Community Policing Forum		
9. Increase personnel allocated to Community Policing Units by 100%		
10. Increase Primary School Visits (Schools Programme)		
11. Increase Secondary School Visits (Schools Programme)		
12. Greater monitoring of sectoral policing including patrols by senior management team members (Chief Superintendent & Superintendent)		
RESPONSIBILITY: SUPERINTENDENTS BARRY, WARD, MURPHY		

PERFORMANCE INDICATORS

HOW PERFORMANCE IS MONITORED AND MANAGED

	MEASURE	WEEK 1	WEEK 2	WEEK 3	WEEK 4	MONTHLY							
PRIMARY SCHOOL VISITS	AVERAGE 2008												
	ACTUAL 2009												
	% CHANGE												
SECONDARY SCHOOL VISITS	AVERAGE 2008												
	ACTUAL 2009												
	% CHANGE												
SENIOR MANAGEMENT PATROLS OF SECTORS	AVERAGE 2008												
	ACTUAL 2009												
	% CHANGE												
SECTORS DEPLOYED ANALYSED	C1	C2	C3	C4	C5	D1	D2	D3	D4	U1	U2	U3	U4
SURVEY SENIOR CITIZENS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
DEVELOP A VICTIMS/CUSTOMER SERVICE TEAM	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
SURVEY CUSTOMERS AND VICTIMS OF CRIME	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
4 FAMILY OFFICERS PER DISTRICT	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
STRATEGY AGREED WITH JPC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
TACTICAL PLAN AGREED WITH CPF	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
INCREASE COM POL PERSONNEL	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	

OVERTIME BY ROSTER 2009

ROSTER		C	D	U	DMR NC
11/1/09	ALLOCATED				
	SPEND				
8/2/09	ALLOCATED				
	SPEND				
8/3/09	ALLOCATED				
	SPEND				
5/4/09	ALLOCATED				
	SPEND				
3/5/09	ALLOCATED				
	SPEND				
31/5/09	ALLOCATED				
	SPEND				
28/6/09	ALLOCATED				
	SPEND				
26/7/09	ALLOCATED				
	SPEND				
23/8/09	ALLOCATED				
	SPEND				
20/9/09	ALLOCATED				
	SPEND				
18/10/09	ALLOCATED				
	SPEND				
15/11/09	ALLOCATED				
	SPEND				
13/12/09	ALLOCATED				
	SPEND				

OVERTIME BY WEEK 2009

WEEK		C	D	U	DMR NC
WEEK 1	ALLOCATED				
	SPEND				
WEEK 2	ALLOCATED				
	SPEND				
WEEK 3	ALLOCATED				
	SPEND				
WEEK 4	ALLOCATED				
	SPEND				

TRAVEL AND SUBSISTENCE 2009					
MONTH		C	D	U	DMR NC
31/1/09	ALLOCATED				
	SPEND				
28/2/09	ALLOCATED				
	SPEND				
31/3/09	ALLOCATED				
	SPEND				
30/4/09	ALLOCATED				
	SPEND				
31/5/09	ALLOCATED				
	SPEND				
30/5/09	ALLOCATED				
	SPEND				
31/6/09	ALLOCATED				
	SPEND				
31/7/09	ALLOCATED				
	SPEND				
30/8/09	ALLOCATED				
	SPEND				
31/9/09	ALLOCATED				
	SPEND				
31/10/09	ALLOCATED				
	SPEND				
30/11/09	ALLOCATED				
	SPEND				
31/12/09	ALLOCATED				
	SPEND				

The following people are acknowledged for their contribution to the policing plan 2009.

DEPUTY	DEPUTY	SENATOR	SENATOR	COUNCILOR
Cyprian Brady	Joe Costello	David Norris	Pascal Donohoe	Christy Burke
COUNCILOR	COUNCILOR	COUNCILOR	COUNCILOR	COUNCILOR
Mary Fitzpatrick	Tom Stafford	Mary O'Shea	Mick Rafferty	Nicky Kehoe
COUNCILOR	COUNCILOR	COUNCILOR	COUNCILOR	COUNCILOR
Paddy Bourke	Brendan Carr	Emer Costello	Maurice Ahern	Aodhan O'Riordain
CITY MANAGER	DCCBA	FORUM (CPF)	FORUM	I.C NETWORK
John Tierney	Tom Coffey	Marie Metcalf	Siraj Zaidi	Ken McCue
SPIRASI	DOCKLANDS	ROMANIAN C	C.YOUTH CARE	NIGERIAN C
Andreas Mokake	Donal Barron	Lucian Senchea	Roberto Samson	Evaristus Okafor
CHINESE I.C				
Catherine Chan Mullen				

DIVISIONAL CONTACTS			
CHIEF SUPERINTENDENT			
PAT LEAHY STORE STREET 01-6668090			
SUPERINTENDENT	SUPERINTENDENT	SUPERINTENDENT	D/SUPERINTENDENT
RAY BARRY STORE STREET 01-6668080	SEAN WARD FITZGIBBON STREET 01-6666480	JOHN MURPHY BRIDEWELL 01-6668280	PADRAIC KENNEDY STORE STREET 01-6668078

