

**Status Report as of 30 June, 2009 on the Implementation of the Recommendations of the Second Report of the Garda Síochána Inspectorate - “Review of Practices and procedures for barricade Incidents”**

	Recommendation	Recommendation Accepted(A); Accepted with Modification (AM); Rejected (R)	Comment and Current Status	Target Date for Implementation	Revised Target Date for Implementation	Responsibility
<b><u>Chapter 1: Overview of Barricade Incidents</u></b>						
2.1	The Garda Síochána should develop protocols clearly directing when local officers must summon specialist assistance.	A	<p>First responder training will set out further detailed protocols for summoning specialist assistance.</p> <p>CPD &amp; Phase 5 training commenced.</p> <p>Regional Support Unit - Manual completed.</p> <p>The revised On-Scene Commander Manual of Guidance will set out detailed protocols for summoning specialist assistance.</p> <p>HQ directive (9/08) setting out policy on mandatory assignment of trained on-scene commanders to manage critical incidents issued on 14 January 2008.</p>	<p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p> <p>Implemented</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p> <p>Assistant Commissioner Crime and Security</p> <p>Assistant Commissioner Strategy, Training &amp; Professional Standards</p>

2.2	The Garda Síochána should develop a more definitive personal safety policy and instruct all members in its application.	A	<p>A new personal safety policy is in place incorporating the personal safety hierarchy as recommended. First responder training is in accordance with this policy. The new manual for regional support units also covers safety policy.</p> <p>The revised On-Scene Commander Manual of Guidance will set out the safety hierarchy more definitively.</p>	Implemented	3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security
2.3	The Garda Síochána should assign responsibility to a senior officer at national level for co-ordination of all policy, planning, training, protocols, resourcing and reviews associated with barricade incidents. This officer should have lead responsibility for the implementation of the recommendations in this report.	A	Assistant Commissioner, Crime and Security, has overall responsibility in respect of critical incidents and the implementation of the Inspectorate's recommendations.	Implemented			Assistant Commissioner Crime and Security
<b><u>Chapter 2: Initial Response</u></b>							
2.4	Protocols backed by scenario-based training and taking account of the personal safety hierarchy, should be put in place to help front-line Gardaí determine what initial response is appropriate in the prevailing circumstances.	A	<p>First responder training as part of both probationers training (Phase 5) and continuing professional development includes scenario training that takes account of the personal safety policy, including the personal safety hierarchy.</p> <p>All Firearms authorisation card holders receive instruction for first responders, as per H.Q Directive 154/08, through FATS scenario-based training.</p>	Implemented			Assistant Commissioner Strategy, Training & Professional Standards

2.5	Police officers responding to calls involving armed subjects should, at a minimum, be equipped with the appropriate firearms and protective vests to manage a situation effectively until the appropriate backup resources arrive.	A	<p>All operational members other than those on extended leave have been issued with protective vests since roll-out began in December, 2006.</p> <p>The number and types of firearms available and the numbers of members authorised to carry firearms are the subject of review in light of new developments i.e. the establishment of Regional Support Units and first responder training (see 2.6, 2.62 and 2.63). The report on the review of firearms will be presented to the Commissioner in 3<sup>rd</sup> Quarter 2009.</p>	<p>Implemented</p> <p>2009</p>	3 <sup>rd</sup> Quarter 2009	<p>Executive Director of Finance</p> <p>Assistant Commissioner Crime and Security</p> <p>Assistant Commissioner Strategy, Training &amp; Professional Standards</p>
2.6	A second-tier local response must be established.	A	<p>The Inspectorate strongly supports the Garda Síochána proposals to establish Regional Support Units which will provide a second-tier response, as required, to barricade incidents. As second-tier responders those units will represent a significantly greater commitment of resources as compared with public order units. The units will be operational, fully trained and equipped for purpose.</p> <p>At present members from the Eastern Region are undergoing Regional Support Unit Training.</p> <p>In the Western Region, members are going through the pre-selection process and following training will be deployed in the 4<sup>th</sup> Quarter 2009.</p> <p>The phased roll out will continue for the Northern Region in the 2<sup>nd</sup> Quarter 2010.</p> <p>The phased roll out will continue for the South Eastern Region in the 3<sup>rd</sup> Quarter 2010.</p>	<p>Pilot implemented in Southern Region Q3 2008</p> <p>3<sup>rd</sup> Quarter 2009</p>	2 <sup>nd</sup> Quarter 2010	Assistant Commissioner Crime and Security
2.7	Public Order Units should be cross-trained to perform as second-tier responders.	AM			4 <sup>th</sup> Quarter 2009	

2.8	The Garda College, Emergency Response Unit (ERU) and Negotiation Unit should work to develop training and identify equipment needed by second-tier responders.	A	Equipment and training needs have been identified and form part of the Regional Support Unit implementation plan.	Implemented		Assistant Commissioner Crime and Security
2.9	Tactical firearms training should be provided for all second-tier responders, and selected members should be trained as tactical firearms advisers.	A	A thirteen-week training programme which includes tactical training has been developed for Regional Support Unit members and forms part of the implementation plan.	Implemented		Assistant Commissioner Crime and Security
<b><u>Chapter 3: On-Scene Command</u></b>						
2.10	The two-day scene command segment of the Superintendents' Development Course must be supplemented by periodic refresher training as part of a continuous professional development programme for superintendents with district officer responsibilities.	A	Arrangements for refresher training for Superintendents will be determined in the context of the implementation of the Training Review Group report which considered continuous professional development for members of the superintendent rank. (The report of the Training Review Group was presented to the Commissioner on the 26 <sup>th</sup> June 2009 and subsequently forwarded to the Minister for Justice, Equality and Law Reform.)	4 <sup>th</sup> Quarter 2008 (for publication of the Training Review Group's report)	Commence implementation of the Training Review Group report 1 <sup>st</sup> Quarter 2010	Assistant Commissioner Crime and Security  Assistant Commissioner Strategy, Training & Professional Standards
2.11	An individual who has successfully completed the five-day on-scene commander course should always relieve others who are less trained as soon as possible. Protocols should afford no discretion.	A	Mandatory take over is set out in HQ directive 9/08 issued on 14 January 2008.	Implemented		Assistant Commissioner Crime and Security

2.12	A duty roster of certified on-scene commanders should be established in each region.	A	Divisional command and control centres have contact details of all trained on-scene commanders in the country.	Implemented		Regional Commanders
2.13	Preferably, on-scene commanders would be called to respond to incidents in their own Garda region.	A	Current practice.	Implemented		Regional Commanders
2.14	A set number of on-scene commanders should be determined. A constant pool of thirty should be adequate.	AM	There are currently thirty-two trained on-scene commanders. The number of trained commanders will be kept under review to ensure the adequacy of available resources.	Implemented		Assistant Commissioner Crime and Security
2.15	Selection criteria should be developed to ensure that the best qualified candidates with the appropriate experience and personality traits are identified for the on-scene commander course.	A	In nominating candidates regional assistant commissioners will be guided by reference to the critical competencies identified in the On-Scene Commander course.	Implemented		Assistant Commissioner Crime and Security
2.16	Participants in the five-day course should be required to achieve a set minimum mark upon completion of training to qualify for placement on a panel of on-scene commanders.	A	Participants in the On-Scene Commander course are now required to achieve the required level in each of a number of specific competencies.	Implemented		Assistant Commissioner Crime and Security
2.17	Superintendents who have already attended the current five-day course should fulfil the requirements for certification before being placed on the panel of on-scene commanders.	A	Thirty-two superintendents who have attended the five day training course will be required to achieve certification at refresher training.	4 <sup>th</sup> Quarter 2008	4 <sup>th</sup> Quarter 2009	Assistant Commissioner Crime and Security  Assistant Commissioner Strategy, Training & Professional Standards

2.18	An annual refresher course, incorporating a re-certification process, should be developed and mandated for on-scene commanders.	A	An annual refresher training course has been developed, providing for re-certification for all on scene commanders on an annual basis.	Implemented		Assistant Commissioner Crime and Security  Assistant Commissioner Strategy, Training & Professional Standards
2.19	Participating in debriefings of actual incidents should be included in mandatory training of active on-scene commanders.	A	Live case studies delivered by those involved form an integral part of on-scene commander training at present.	Implemented		Assistant Commissioner Crime and Security  Assistant Commissioner Strategy, Training & Professional Standards
2.20	Newly-trained on-scene commanders should be deployed as observers whenever possible.	A	Where possible, newly-trained commanders will be deployed as observers.	Implemented		Assistant Commissioner Crime and Security
2.21	The five-day course should be offered to superintendents only.	AM	At present, twenty-two of the thirty-two trained on-scene commanders are members of the superintendent rank. The remainder are inspectors, who were chosen for the course because of the regularity of their attendance at scenes. It was accepted by the Inspectorate at a meeting on 30 August 2007 that for sound practical reasons inspectors could continue to be selected for on-scene command training.	Implemented		Assistant Commissioner Crime and Security

2.22	Protocols should be developed for relief and handover of command at protracted incidents.	A	Current procedure and practice is that the 'relieving' commander gets a full briefing from the on-scene commander on duty.  Revised On-Scene Commander Manual of Guidance will include protocols.	Implemented  3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security
2.23	Once briefed, a new commander should formally notify all personnel at the scene that the handover has occurred.	A	Current practice.  Revised On-Scene Commander Manual of Guidance will include notification protocols.	Implemented  3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security
2.24	The on-scene commander should wear some distinguishing item.	A	Current practice  Revised On-Scene Commander Manual of Guidance will include identification protocols.	3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security
2.25	The on-scene commander should remain at the scene at all times until formally relieved.	A	Current practice.  Revised On-Scene Commander Manual of Guidance will include relevant protocols.	Implemented  3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security
2.26	The On-Scene Commander Manual of Guidance should be reviewed annually in conjunction with refresher training and should also be reviewed following each serious incident.	A	The On-Scene Commander Manual of Guidance will be reviewed annually and an international expert will participate in the review.	3 <sup>rd</sup> Quarter 2008	4 <sup>th</sup> Quarter annually and following a serious incident	Assistant Commissioner Crime and Security
2.27	Clear protocols should be developed for post-incident investigations.	A	Existing criminal investigation procedures apply.  Relevant protocols will be included in the <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	Implemented  Implemented  3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security

2.28	No member who participated during a barricade incident should be included in the post-incident investigation team.	A	<p>Current practice.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p>
2.29	When any firearm has been discharged, all firearms and less lethal devices should be examined without delay. Any firearm that was fired should be examined forensically.	A	<p>Current practice.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p>
2.30	All logs and other police records such as tapes, photographs etc. should be impounded for inspection following an incident.	A	<p>Current practice.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p>
2.31	Protocols should anticipate the requirements of an investigation by the Garda Síochána Ombudsman Commission.	A	<p>Regional Support Unit manual and revised On-Scene Commander Manual of Guidance will include relevant protocols. Discussions are ongoing with the Ombudsman Commission.</p>	<p>2<sup>nd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p>



**Chapter 4: Negotiation**

2.32	Policy should require that a negotiator be relieved after no more than twelve hours of continuous duty.	A	<p>Current practice.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p> <p>Assistant Commissioner Crime and Security</p>
2.33	The Garda Síochána should explore the possibility of having negotiators participate in on-going, practical training by assisting on crisis help lines.	AM	Following discussions between the Garda Síochána and the Garda Inspectorate it was decided that greater benefit could be achieved for the foreseeable future by maximising negotiator time on dedicated negotiator training courses.	Implemented		Assistant Commissioner Crime and Security
2.34	Firm policy should state that negotiation with a barricaded person will be conducted by a trained Garda negotiator only.	A	<p>Current on-scene commander and negotiation training is based on this principle.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	Assistant Commissioner Crime and Security
2.35	As a general rule, the use of third party intermediaries should be avoided.	A	<p>Current on-scene commander and negotiation training is based on this principle.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	Assistant Commissioner Crime and Security

2.36	It must be clear to professional persons, such as doctors and lawyers that they are not to play the role of negotiator.	A	<p>Current on-scene commander and negotiation training is based on this principle.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	Assistant Commissioner Crime and Security
2.37	Professionals providing support to barricaded persons should confine discussion to their particular field of expertise, subject to the direction of the chief negotiator, upon approval of the on-scene commander.	A	<p>Current on-scene commander and negotiation training is based on this principle.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	Assistant Commissioner Crime and Security
2.38	The decision and reasons for using professional third-party intervention should be noted in the log.	A	<p>Current practice.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	Assistant Commissioner Crime and Security
2.39	The Inspectorate recommends that a suitable vehicle be provided for negotiators and those working in cooperation with them.	AM	Negotiators will have use of an on-scene command vehicle.	Implemented		Assistant Commissioner Crime and Security

**Chapter 5: Mental Health Professionals**

2.40	A roster of mental health professionals should be established to work in conjunction with the Garda Negotiation Team.	A	The Health Services Executive (HSE) concluded discussions with the Irish Hospital Consultants Association (IHCA) and the Health Service Employers Agency (HSEA) and submitted a proposal to the Department of Health and Children on formal arrangements for mental health professionals to be available, on a call out basis, to support the Garda Síochána in dealing with barricade incidents. The Department of Health and Children and the Department of Justice, Equality and Law Reform have discussed the proposal but an agreement has yet to be reached.  Informal arrangements are still in place whereby the Director of the Central Mental Hospital is available should his services be required by the Garda Síochána.	2 <sup>nd</sup> Quarter 2008	Pending consideration of HSE proposal	Assistant Commissioner Crime and Security,  Health Services Executive
2.41	Mental health professionals should be required to attend introductory and annual refresher training.	A				
2.42	A clear memorandum of understanding must be concluded without further delay between An Garda Síochána and the Health Service Executive on the assignment of mental health professionals in support of Garda negotiators.	A				
2.43	Mental health professionals should accompany and advise negotiators, but should, as a rule, not engage directly with subjects.	A	This is already current practice at incidents where mental health professionals are requested to provide assistance. Appropriate provision is included in the On-Scene Commander Manual of Guidance.	Implemented		Assistant Commissioner Crime and Security
2.44	On-scene commanders and negotiators should attempt to identify medical doctors, mental health professionals or counsellors who have treated the subject and those individuals should be debriefed.	A	Included in the On-Scene Commander Manual of Guidance.	Implemented		Assistant Commissioner Crime and Security

**Chapter 6: Emergency Response Unit (ERU)**

2.45	All members of the ERU should be trained in the use of less lethal weapons.	A	The policy is to train all members of the ERU in the use of less lethal weapons.	Implemented		Assistant Commissioner Crime and Security
2.46	Additional armoured rescue vehicles should be purchased and strategically placed throughout the country.	AM	Research is continuing in regard to full vehicle specifications with a view to purchase.	3 <sup>rd</sup> Quarter, 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security
2.47	A vehicle similar to a multi-purpose command post vehicle should be purchased and appropriately equipped for the ERU.	AM	One of the four on-scene command vehicles now available will be maintained by the ERU.	Implemented		Assistant Commissioner Crime and Security

**Chapter 7: Training**

2.48	The Inspectorate recommends that regional assistant commissioners and divisional officers receive training in strategic command as defined in the On-Scene Commander Manual of Guidance.	A	Regional assistant commissioners and chief superintendents will also receive training. Briefing on strategic command has been provided to 15 members of Assistant Commissioner and Chief Superintendent rank to date in 2009	4 <sup>th</sup> Quarter 2008	4 <sup>th</sup> Quarter 2009	Assistant Commissioner Strategy, Training & Professional Standards
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2.49	The Garda Síochána should develop tactical firearms training, including dynamic risk assessment, tailored to the needs of detective and uniformed members authorised to carry firearms.	A	The introduction of the Firearms Training System Simulator (FATS) provides training opportunities that include tactics and dynamic risk assessment.  Firearms training will be further enhanced on completion of a manual relating to tactical manoeuvres.	Implemented  2 <sup>nd</sup> Quarter 2009	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Strategy, Training & Professional Standards
2.50	The development of new ranges and the introduction of simulators should be project managed by a senior level individual assigned by the Commissioner.	A	This matter is being addressed by Assistant Commissioner Strategy with the Director of Training. Superintendent Specialist Training has specific responsibility for firearms training.	Implemented		Assistant Commissioner Strategy, Training & Professional Standards
2.51	Facilities appropriate for tactical firearms instruction should be incorporated into plans for range facilities.	A	FATS training on-going.  254 acres have been purchased at Dromard House, Clonmore, Co Tipperary for a new 'centre of excellence' facilitating operational training. The planned development of the facility is included in the organisation's overall accommodation strategy now being developed.  Two new indoor ranges based in Dublin and the Garda College are now available.	Implemented  2 <sup>nd</sup> Quarter 2008 for completion of a business case as part of the overall Garda accommodation plan  Implemented	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Strategy, Training & Professional Standards
2.52	Negotiators should take every opportunity to access training at home and abroad in the interest of adherence to leading-edge practices.	A	Refresher training and international gatherings have taken place throughout 2007-2009. Two members trained abroad in 2008 (Scotland and London). Two members attended an International Conference in October 2008 in Belgium. A negotiator course was held in Garda College in February 2009. One member is due to undergo training in Scotland in May 2009.	Implemented		Assistant Commissioner Crime and Security

2.53	Training for negotiators should incorporate debriefing on actual incidents.	A	<p>Current practice.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p>
2.54	The role of family liaison officer should be defined in the On-Scene Commander Manual of Guidance. The existing cadre of family liaison officers should receive training appropriate to the role.	A	<p>The National Hostage Negotiation Office, in consultation with Continuous Professional Development, is to devise a two-day programme for some Regional Family Liaison Officers (FLO) relevant to their role at barricade incidents.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>2009</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>Commence Implementation</p> <p>3<sup>rd</sup> Quarter 2009</p> <p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Strategy, Training &amp; Professional Standards</p> <p>Assistant Commissioner Crime and Security</p>
2.55	A short training course should be developed for log keepers.	A	All on-scene command refresher training now includes participation by each commander's designated log keeper in the event of a critical incident.	Implemented		Assistant Commissioner Crime and Security
2.56	A written guide for log keeping, preferably IT-based, should be kept at all Garda Stations and in the proposed multi-purpose command post vehicles.	A	<p>The current On-Scene Commander Manual of Guidance contains guidance on note taking and provides a log for recording events.</p> <p>A focus group was established to devise IT and telecommunications solutions for command vehicles. Procurement of an IT-based log system that is currently in use in police services elsewhere is under consideration.</p>	<p>Implemented</p> <p>2<sup>nd</sup> Quarter 2008</p>	<p>4<sup>th</sup> Quarter 2009</p>	Assistant Commissioner Crime and Security

<b>Chapter 8 Logistics and Equipment</b>						
2.57	The Garda Inspectorate recommends that the planned digital radio system be implemented as a top priority in order to enhance the safety and effectiveness of front-line police officers.	A	Roll out of the new national digital radio system is planned to commence in the Dublin Metropolitan Region during June 2009. It is planned to complete the roll-out in the DMR by the end of 3 <sup>rd</sup> Quarter 2009. Nationwide rollout is expected to be completed in 2011.	2011		Assistant Commissioner Strategy, Training & Professional Standards
2.58	An individual at a senior level should be assigned specific responsibility to project manage the introduction of the new radio system.	A	A project board under Assistant Commissioner Strategy has been established to manage the rollout.	Implemented		Assistant Commissioner Strategy, Training & Professional Standards
2.59	The project manager should report regularly to the Commissioner on progress of implementation of the new system against an implementation programme agreed with the contractor.	A	The Commissioner currently receives regular up-dates on this matter.	Implemented		Assistant Commissioner Strategy, Training & Professional Standards
2.60	The Garda should immediately purchase and equip multi-purpose vehicles to be used as command posts. At least one vehicle should be available in each of the six Garda regions.	AM	Acquisition of four on-scene command vehicles is completed.	Implemented		Assistant Commissioner Crime and Security

2.61	A minimum of three rescue vehicles should be purchased to ensure safe evacuation of hostages, civilians or police officers and facilitate safe deliveries to the siege location.	AM	Research is continuing in regard to full vehicle specifications with a view to purchase.	3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security
2.62	A review of the current state and number of firearms available in the Garda districts should be conducted with a view to ensuring appropriate numbers and types of weapons are available to initial responders.	A	The number and types of firearms available and the numbers of members authorised to carry firearms are the subject of review in light of new developments i.e. the establishment of Regional Support Units and first responder training (see 2.6 and 2.63). The report on the review of firearms will be presented to the Commissioner in 3 <sup>rd</sup> Quarter 2009.	2009	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security  Assistant Commissioner Strategy, Training & Professional Standards
2.63	A review of the number and deployment of Gardaí authorised to use a firearm should be conducted.	A	The number and types of firearms available and the numbers of members authorised to carry firearms are the subject of review in light of new developments i.e. the establishment of Regional Support Units and first responder training (see 2.6 and 2.62). The report on the review of firearms will be presented to the Commissioner in 3 <sup>rd</sup> Quarter 2009	2009	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security  Assistant Commissioner Strategy, Training & Professional Standards
2.64	Routine wearing of protective vests should be a mandatory requirement.	A	Wearing of vests is mandatory on operational duty as per HQ Directive 42/07.	Implemented		Executive Director of Finance



2.65	The issuance and maintenance of vests should be according to defined guidelines and replacement schedules.	A	Vests are guaranteed for ten years but a quality control process operates within that timeframe. This provides that samples of vests worn on operational duties will be submitted periodically for testing by an accredited company.	Implemented		Director of Finance
2.66	Ballistic shields should be available at least to second-tier responders and the Emergency Response Unit.	A	Ballistic shields are available to the Emergency Response Unit and Regional Support Units.	Implemented		Assistant Commissioner Crime and Security
2.67	The Inspectorate supports a proposal to provide a fourth less lethal option – a conductive energy device.	A	Conductive energy devices (CEDs) are issued to ERU.	Implemented		Assistant Commissioner Crime and Security
2.68	Deployment of conductive energy devices to personnel other than ERU should be the subject of careful consideration.	A	Conductive energy devices form part of Regional Support Unit equipment.	Implemented		Assistant Commissioner Crime and Security
2.69	The Garda Síochána should continually update the less lethal options available to the Emergency Response Unit. The Inspectorate recommends the introduction of the latest bean bag options affording extended range, and the procurement of CS sprays as well as OC sprays.	A	The Garda Síochána continuously reviews the range of equipment available.  The Emergency Response Unit has examined other less lethal options and they will be the subject of evaluation.	Implemented		Assistant Commissioner Crime and Security

2.70	Less lethal options should be available to second-tier response teams.	A	Less lethal options, including conductive energy devices, form part of Regional Support Unit equipment.	Implemented		Assistant Commissioner Crime and Security
2.71	OC spray should be made available to all Gardaí on operational duty.	A	The Minister for Justice, Equality and Law Reform approved the introduction of an incapacitant spray. Tenders for the procurement of a suitable spray are currently being evaluated.  Instructor training will commence in early August 2009. Nationwide training of front-line Gardaí will commence on a phased basis in September 2009.	3 <sup>rd</sup> Quarter 2009  3 <sup>rd</sup> Quarter 2009		Assistant Commissioner Crime and Security  Assistant Commissioner Strategy, Training & Professional Standards
2.72	Specialist dogs should be assigned to the ERU. The dogs should be familiar with the members of the Unit and train with them	A	Two specially trained dogs have been acquired by the Garda Síochána and two members of the Garda Dog Unit are trained in their use. Training with Emergency Response Unit personnel is continuing.	Implemented		Assistant Commissioner Crime and Security
2.73	Policy should require video recording of all protracted barricade incidents.	A	Current practice where possible.  Relevant protocols will be included in the <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	Implemented  Implemented 3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security
2.74	The Garda Síochána should acquire lighting capabilities.	A	The ERU and the on-scene command vehicles have lighting capability.  Local Garda management have the capacity to hire lighting as required.	Implemented  Implemented		Assistant Commissioner Crime and Security

2.75	Radio communications at barricade incidents should all be recorded when the technology is available.	A	This is contingent on the development of the National Digital Radio Project. (See recommendation 2.57) Full implementation of digital radio will be completed within two years of roll out.	Within 2 years of Framework Agreement being put in place	2011	Assistant Commissioner Crime and Security,  Assistant Commissioner Strategy
2.76	A wireless loud speaker system should be procured.	A	An INK (Initial Negotiation Kit) has been purchased in addition to field phones. A number of wireless loudspeaker systems used by other police forces have been tested and rejected. It is expected that a wireless loud speaker system will be procured and in use by the 1 <sup>st</sup> Quarter 2010.	1 <sup>st</sup> Quarter 2010		Assistant Commissioner Crime and Security,  Executive Director of ICT
2.77	Covert surveillance equipment particularly suited to siege situations should be procured.	A	Technical equipment has been acquired and is under continuous review.	Implemented		Assistant Commissioner Crime and Security;  Executive Director of ICT
<b><u>Chapter 9: Media</u></b>						
2.78	Clear protocols should be put in place to provide for the flow of appropriate, timely and accurate information to media organisations and the public.	A	Clear protocols for the flow of information to be included in revised On-Scene Commander Manual of Guidance.	3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security;  Director of Communications

2.79	Protocols should be developed in conjunction with representatives of the media during a properly facilitated discussion.	A	The development of protocols is being pursued in the context of developing a media communications strategy for the Garda Síochána.	3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security;  Director of Communications
2.80	Protocols should provide that media representatives should remain outside the outer police cordon at a barricade incident. The protocols should expressly preclude an over flight by the media of a siege location.	A	Protocols are currently being developed and will be included in On-Scene Commander Manual of Guidance.	3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security  Director of Communications
2.81	Protocols should outline arrangements for planned and ad hoc media conferences. A Garda spokesperson should be available to deliver news releases and respond to media questions at these conferences.	A	Protocols will be included in the revised On-Scene Commander Manual of Guidance.	3 <sup>rd</sup> Quarter 2008	3 <sup>rd</sup> Quarter 2009	Assistant Commissioner Crime and Security  Director of Communications
2.82	A Garda spokesperson should be available to respond to media queries between conferences.	A	A representative of the Garda Press Office will be available to the on-scene commander.	Implemented		Assistant Commissioner Crime and Security  Director of Communications

2.83	The on-scene commander should approve all news releases.	A	<p>Current practice.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p>
2.84	The on-scene commander should never be made available to the media during the incident.	A	<p>Current practice.</p> <p>Relevant protocols will be included in the</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual, and</li> <li>• Revised On-Scene Commander Manual.</li> </ul>	<p>Implemented</p> <p>Implemented</p> <p>3<sup>rd</sup> Quarter 2008</p>	<p>3<sup>rd</sup> Quarter 2009</p>	<p>Assistant Commissioner Crime and Security</p>