

**Status Report as of 30 June, 2011 on the Implementation of the Recommendations of the Second Report of the Garda Síochána Inspectorate - “Review of Practices and Procedures for Barricade Incidents”**

	<b>Recommendation</b>	<b>Recommendation Accepted(A); Accepted with Modification (AM); Rejected (R)</b>	<b>Comment and Current Status</b>	<b>Target Date for Implementation</b>	<b>Revised Target Date for Implementation</b>	<b>Responsibility</b>
<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	The procedures for first responders and the circumstances in which they summon specialist assistance are contained in a HQ directive.	Implemented		Assistant Commissioner Crime and Security  Assistant Commissioner Strategy, Training & Professional Standards
2.2	The Garda Síochána should develop a more definitive personal safety policy and instruct all members in its application.	A	The personal safety policy for first responders is set out in Headquarter Directive 154/08.  Instruction on safety policy commenced in 2009 through the continuous professional development programme and the core ‘in service’ programme and will continue until completed in 2010.	Implemented  4 <sup>th</sup> Quarter, 2010		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 national responsibility in respect of critical incidents and for the co-ordination of all policy, planning, training, protocols, resourcing and reviews associated with barricade incidents. The Assistant Commissioner is responsible for the implementation of the Inspectorate's recommendations.	Implemented		Assistant Commissioner Crime and Security
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**Chapter 2: Initial Response**

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, which includes scenario training, takes account of personal safety policy and personal safety hierarchy, is delivered as part of both probationer training (Phase 5) and the continuous professional development programme.</p> <p>All firearms authorisation card holders receive instruction for first responders, as per H.Q Directive 154/08, through FATS (Firearms Automated Training System) scenario-based training.</p>	Implemented		Assistant Commissioner Strategy, Training & Professional Standards
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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	The Garda Síochána operates a three-tiered response model with commensurate training and equipment to manage an unfolding critical incident. In particular, first responders are trained and equipped with personal protective equipment to establish initial containment pending the arrival of specialist second-tier response, namely the Regional Support Unit (outside the DMR), or SDU/ERU (within the DMR). Second and third-tier responders are equipped with enhanced protective equipment, less lethal capability and firearms.	Implemented		<p>Executive Director of Finance</p> <p>Assistant Commissioner Crime and Security</p> <p>Assistant Commissioner Strategy, Training &amp; Professional Standards</p>
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2.6	A second-tier local response must be established.	A	The Inspectorate strongly supported the Garda Síochána proposals to establish Regional Support Units (RSU) which provides a second-tier response, as required, to barricade incidents. As second-tier responders those units represent a significantly greater commitment of resources as compared with public order units. The units are operational, fully trained and equipped for purpose.			Assistant Commissioner Crime and Security
2.7	Public Order Units should be cross-trained to perform as second-tier responders.	AM	<p>The pilot RSU was implemented in the Southern Region in September, 2008.</p> <p>The Eastern Region RSU was established in September ,2009.</p> <p>The Western Region RSU was established in April, 2010.</p> <p>The Northern Region. RSU was established in September, 2010</p> <p>The phased rollout for the South Eastern Region RSU is continuing and full establishment is scheduled for August ,2011.</p>	<p>Implemented</p> <p>Implemented</p> <p>Implemented</p> <p>Implemented</p>	3 <sup>rd</sup> Quarter, 2011	
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 RSU 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	<p>The current two-day on-scene command segment of the Superintendents' development programme has been supplemented by a simulation exercise for assistant commissioners, chief superintendents and superintendents. These exercises commenced in February, 2010 and are continuing.</p> <p>It is now planned to include on-scene command in a new more-broadly based command training programme. This programme is currently at design stage. The programme will provide modular training for on-scene command, firearms command and public order command. The final programme will be introduced following the approval of the Commissioner.</p>	Implemented		<p>Assistant Commissioner Crime and Security</p> <p>Assistant Commissioner Strategy, Training &amp; Professional Standards</p>

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	This is current practice in accordance with HQ directive 9/08.	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.	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 twenty-eight trained on-scene commanders. The number of trained commanders will be kept under review.	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 are 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	All on-scene commanders have attended refresher training and are certified.	Implemented		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	Twenty-two of the thirty-two trained on-scene commanders are members of superintendent rank. The remainder are inspectors, who were chosen for the course because of the regularity of their attendance at scenes. It is accepted by the Inspectorate 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	Protocols are included in the <i>Crisis Incident Response - Manual of Guidance</i> .	Implemented		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. Protocols are included in the <i>Crisis Incident Response - Manual of Guidance</i> .	Implemented		Assistant Commissioner Crime and Security
2.24	The on-scene commander should wear some distinguishing item.	A	Current practice. Protocols are included in the <i>Crisis Incident Response - Manual of Guidance</i> .	Implemented		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. Protocols are included in the <i>Crisis Incident Response - Manual of Guidance</i> .	Implemented		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 <i>Crisis Incident Response - Manual of Guidance</i> will be reviewed annually and an international expert will participate in the review. The manual will also be reviewed following a serious critical incident.	Implemented		Assistant Commissioner Crime and Security
2.27	Clear protocols should be developed for post-incident investigations.	A	<p>Existing criminal investigation procedures apply.</p> <p>Relevant protocols are included in:</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual.</li> <li>• HQ directive 209/08.</li> <li>• Protocols agreed between the Garda Síochána and the Garda Síochána Ombudsman Commission on post-incident procedures.</li> <li>• <i>Crisis Incident Response – Manual of Guidance</i>.</li> </ul>	Implemented		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 are included in:</p> <ul style="list-style-type: none"> <li>• HQ directive 209/08.</li> <li>• Protocols agreed between the Garda Síochána and the Garda Síochána Ombudsman Commission on post-incident procedures.</li> <li>• <i>Crisis Incident Response – Manual of Guidance.</i></li> </ul>	Implemented		Assistant Commissioner Crime and Security
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 are included in:</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual.</li> <li>• HQ directive 209/08.</li> <li>• Protocols agreed between the Garda Síochána and the Garda Síochána Ombudsman Commission on post incident procedures.</li> <li>• <i>Crisis Incident Response - Manual of Guidance.</i></li> </ul>	Implemented		Assistant Commissioner Crime and Security

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 are included in:</p> <ul style="list-style-type: none"> <li>• HQ directive 209/08.</li> <li>• Protocols agreed between the Garda Síochána and the Garda Síochána Ombudsman Commission on post-incident procedures.</li> <li>• <i>Crisis Incident Response - Manual of Guidance.</i></li> </ul>	Implemented		Assistant Commissioner Crime and Security
2.31	Protocols should anticipate the requirements of an investigation by the Garda Síochána Ombudsman Commission.	A	<p>Relevant protocols are included in:</p> <ul style="list-style-type: none"> <li>• Regional Support Unit manual.</li> <li>• HQ directive 209/08.</li> <li>• Protocols agreed between the Garda Síochána and the Garda Síochána Ombudsman Commission on post-incident procedures.</li> <li>• <i>Crisis Incident Response - Manual of Guidance.</i></li> </ul>	Implemented		Assistant Commissioner Crime and Security

**Chapter 4: Negotiation**

2.32	Policy should require that a negotiator be relieved after no more than twelve hours of continuous duty.	A	Current practice. Provision is made in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		Assistant Commissioner Crime and Security
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	Current practice. Provision is made in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		Assistant Commissioner Crime and Security
2.35	As a general rule, the use of third party intermediaries should be avoided.	A	Current practice. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		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	Current practice. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		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	Current on-scene commander and negotiation training is based on this principle. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		Assistant Commissioner Crime and Security
2.38	The decision and reasons for using professional third-party intervention should be noted in the log.	A	Current practice. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		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 provision of consultant psychiatrist support to Gardaí for critical incidents is in place since January 2011	Implemented	.	Assistant Commissioner Crime and Security,  Health Services Executive
2.41	Mental health professionals should be required to attend introductory and annual refresher training.	A	Mental health professionals attend introductory critical incident training with the Garda Síochána on an annual basis.			
2.42	A clear memorandum of understanding must be concluded without further delay between 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	Current practice. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	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	Current practice. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	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	Current Garda 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	A number of armoured vehicles have been acquired by ERU and are available nationwide for use if required.	Implemented		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 four on-scene command vehicles is available to 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	Each regional management team has undergone a command simulation exercise. These exercises commenced in February, 2010 and are continuing.	Implemented		Assistant Commissioner Strategy, Training & Professional Standards
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 FATS training includes tactical training and dynamic risk assessment. A manual of training on tactical manoeuvres, which informs training and operational procedures, is completed.	Implemented		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	Superintendent, Crime Training Faculty, Garda College has been appointed as project manager for the development of simulators and new firearms ranges.	Implemented		Assistant Commissioner Strategy, Training & Professional Standards
2.51	Facilities appropriate for tactical firearms instruction should be incorporated into plans for range facilities.	A	Development of new range facilities is being considered in the context of the long term accommodation strategy for the Garda Síochána.  The Garda Síochána 'Long-Term Accommodation Strategy' has been completed however its full implementation is subject to sufficient funding being made available.	2 <sup>nd</sup> Quarter, 2008	Implementation of this recommendation is dependent on the availability of finance. The position will be reviewed 1 <sup>st</sup> Quarter, 2012.	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	A negotiator course was held in the Garda College in February, 2009. One member underwent training in Scotland in May 2009. One member attended an International Negotiators Working Group in Tokyo in December, 2009. In May, 2010, one member trained in Scotland. Six refresher courses were held in 2010. The Garda Síochána will continue to explore and research 'leading edge' negotiation practices.	Implemented		Assistant Commissioner Crime and Security
2.53	Training for negotiators should incorporate debriefing on actual incidents.	A	Current practice.	Implemented		Assistant Commissioner Crime and Security



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	The role and functions of the family liaison officer is included in the <i>Crisis Incident Response - Manual of Guidance</i> and appropriate training will be provided to all current and future liaison officers.	Implemented		Assistant Commissioner Strategy, Training & Professional Standards  Assistant Commissioner Crime and Security
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	Guidelines are included in the <i>Crisis Incident Response - Manual of Guidance</i> and hard copy logs are available in all Garda regions.	Implemented		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	The roll-out of the new national digital radio system to all regions was completed in 1 <sup>st</sup> Quarter, 2011.	Implemented		Assistant Commissioner Strategy, Training & Professional Standards & Executive Director ICT

2.58	An individual at a senior level should be assigned specific responsibility to project manage the introduction of the new radio system.	A	Assistant Commissioner Strategy, Training and Professional Standards is responsible for the management of the National Digital Radio project.	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 updates 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	A number of armoured vehicles have been acquired by the ERU and are available nationwide for use if required.	Implemented		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	An initial review of the number and types of weapons available to first responders was undertaken as part of the Critical Incident Programme. The existing types and numbers of weapons were considered adequate for the specific role of an initial responder to a critical incident but the matter will be examined in greater depth in the context of a strategic examination of the Garda Síochána's firearm capability, weaponry type, geographic deployment and current threat assessment.	Implemented		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	Following consideration of the results of the review, carried out as part of recommendation 2.62, a more in-depth strategic review of the roles and functions of personnel issued with firearms authorisation cards was conducted. The results and conclusion of the review informed the development of an Organisation Firearm Strategy which was approved by the Commissioner. Planning for implementation of the strategy has commenced.	2009	3rd Quarter, 2011 (For update on implementation)	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 protective vests on operational duty is mandatory 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		Executive 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 will continue to examine other less lethal options on an ongoing basis.	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	Front-line Gardaí are now equipped with incapacitant spray.	Implemented		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. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		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	Section 5.8 of the Crisis Incident Manual states that incidents should be audio and visually recorded together with radio transmissions. Within the Tetra Radio System a specific crisis incident channel exists which facilitates the recording of radio communications at barricade incidents.	Implemented		Assistant Commissioner Crime and Security,  Assistant Commissioner Strategy, Training & Prof. Standards
2.76	A wireless loud speaker system should be procured.	A	Initial Negotiation Kits have been procured.	Implemented		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	Protocols are included in the <i>Crisis Incident Response - Manual of Guidance</i> .	Implemented		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.	AM	Protocols included in the <i>Crisis Incident Response -Manual of Guidance</i> allow for coordination with media representatives during each Critical Incident.	Implemented		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 included in the <i>Crisis Incident Response - Manual of Guidance</i> .	Implemented		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 are included in the <i>Crisis Incident Response - Manual of Guidance</i> .	Implemented		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	Current practice. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		Assistant Commissioner Crime and Security

2.84	The on-scene commander should never be made available to the media during the incident.	A	Current practice. Protocols are included in the <i>Crisis Incident Response -Manual of Guidance</i> .	Implemented		Assistant Commissioner Crime and Security
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