



CIGIREACHT AN GHARDA SÍOCHÁNA
GARDA SÍOCHÁNA INSPECTORATE

Report of the Garda
Síochána Inspectorate

PROGRESS ON IMPLEMENTATION OF RECOMMENDATIONS

REVIEW OF PRACTICES AND PROCEDURES FOR BARRICADE INCIDENTS

FEBRUARY
07

A REVIEW OF THE IMPLEMENTATION STATUS OF RECOMMENDATIONS
CONTAINED IN THE SECOND REPORT OF THE GARDA SÍOCHÁNA
INSPECTORATE ON PRACTICES AND PROCEDURES FOR BARRICADE
INCIDENTS

REVIEW OF REPORT FEBRUARY 2021

*Progress on Implementation of Recommendations Contained in the Second Report of the Garda Síochána Inspectorate
Review of Practices and Procedures for Barricade Incidents*

Recommendation Number	Recommendation	Accepted (A); Accepted with Modification (AM); Rejected (R).	<i>Inspectorate Assessment of the Progress of the Recommendation</i>
1	The Garda Síochána should develop protocols clearly directing when local officers must summon specialist assistance.	A	The recommendation is implemented.
2	The Garda Síochána should develop a more definitive personal safety policy and instruct all members in its application.	A	The recommendation is implemented.
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	The recommendation is implemented.
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	The recommendation is implemented.
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 recommendation is implemented.

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6	A second-tier local response must be established.	A	This recommendation is implemented.
7	Public Order Units should be cross-trained to perform as second-tier responders.	AM	This recommendation is implemented.
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	The recommendation is implemented.
9	Tactical firearms training should be provided for all second-tier responders, and selected members should be trained as tactical firearms advisers.	A	The recommendation is implemented.
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	This recommendation is implemented.
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 recommendation is implemented.
12	A duty roster of certified on-scene commanders should be established in each region.	A	The recommendation is implemented.
13	Preferably, on-scene commanders would be called to respond to incidents in their own Garda region.	A	This recommendation is implemented.

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14	A set number of on-scene commanders should be determined. A constant pool of thirty should be adequate.	AM	This recommendation is implemented.
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	The recommendation is implemented.
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	The recommendation is implemented.
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	This recommendation is implemented.
18	An annual refresher course, incorporating a re-certification process, should be developed and mandated for on-scene commanders.	A	This recommendation is implemented.
19	Participating in debriefings of actual incidents should be included in mandatory training of active on-scene commanders.	A	The recommendation is implemented.
20	Newly-trained on-scene commanders should be deployed as observers whenever possible.	A	This recommendation is implemented.
21	The five-day course should be offered to superintendents only.	AM	This recommendation is implemented.

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22	Protocols should be developed for relief and handover of command at protracted incidents.	A	The recommendation is implemented.
23	Once briefed, a new commander should formally notify all personnel at the scene that the handover has occurred.	A	The recommendation is implemented.
24	The on-scene commander should wear some distinguishing item.	A	This recommendation is implemented.
25	The on-scene commander should remain at the scene at all times until formally relieved.	A	This recommendation is implemented.
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 recommendation is implemented.
27	Clear protocols should be developed for post-incident investigations.	A	This recommendation is implemented.
28	No member who participated during a barricade incident should be included in the post-incident investigation team.	A	This recommendation is implemented.
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	The recommendation is implemented.
30	All logs and other police records such as tapes, photographs etc. should be impounded for inspection following an incident.	A	The recommendation is implemented.

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31	Protocols should anticipate the requirements of an investigation by the Garda Síochána Ombudsman Commission.	A	This recommendation is implemented.
32	Policy should require that a negotiator be relieved after no more than twelve hours of continuous duty.	A	This recommendation is implemented.
33	The Garda Síochána should explore the possibility of having negotiators participate in on-going, practical training by assisting on crisis help lines.	AM	The recommendation is implemented.
34	Firm policy should state that negotiation with a barricaded person will be conducted by a trained Garda negotiator only.	A	This recommendation is implemented.
35	As a general rule, the use of third party intermediaries should be avoided.	A	This recommendation is implemented.
36	It must be clear to professional persons, such as doctors and lawyers that they are not to play the role of negotiator.	A	The recommendation is implemented.
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	The recommendation is implemented.
38	The decision and reasons for using professional third-party intervention should be noted in the log.	A	This recommendation is implemented.

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39	The Inspectorate recommends that a suitable vehicle be provided for negotiators and those working in cooperation with them.	AM	This recommendation is implemented.
40	A roster of mental health professionals should be established to work in conjunction with the Garda Negotiation Team.	A	The recommendation is implemented.
41	Mental health professionals should be required to attend introductory and annual refresher training.	A	This recommendation is implemented.
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	This recommendation is implemented.
43	Mental health professionals should accompany and advise negotiators, but should, as a rule, not engage directly with subjects.	A	The recommendation is implemented.
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	The recommendation is implemented.
45	All members of the ERU should be trained in the use of less lethal weapons.	A	This recommendation is implemented.
46	Additional armoured rescue vehicles should be purchased and strategically placed throughout the country.	AM	This recommendation is implemented.

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47	A vehicle similar to a multi-purpose command post vehicle should be purchased and appropriately equipped for the ERU.	AM	The recommendation is implemented.
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	This recommendation is implemented.
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	This recommendation is implemented.
50	The development of new ranges and the introduction of simulators should be project managed by a senior level individual assigned by the Commissioner.		The recommendation is implemented.
51	Facilities appropriate for tactical firearms instruction should be incorporated into plans for range facilities	A	The recommendation is implemented.
52	Negotiators should take every opportunity to access training at home and abroad in the interest of adherence to leading-edge practices.	A	This recommendation is implemented.
53	Training for negotiators should incorporate debriefing on actual incidents.	A	This recommendation is implemented.
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 recommendation is implemented.

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55	A short training course should be developed for log keepers.	A	This recommendation is implemented.
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	This recommendation is implemented.
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 recommendation is implemented.
58	An individual at a senior level should be assigned specific responsibility to project manage the introduction of the new radio system.	A	The recommendation is implemented.
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	This recommendation is implemented.
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	This recommendation is implemented.
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	The recommendation is implemented.

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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	This recommendation is implemented.
63	A review of the number and deployment of Gardaí authorised to use a firearm should be conducted.	A	While some progress has been made, a subsequent inspection found that the recommendation was not yet fully implemented. As it is the subject of an additional recommendation in a subsequent Inspectorate report, the recommendation in this report will not be subject to further monitoring.
64	Routine wearing of protective vests should be a mandatory requirement.	A	This recommendation is implemented.
65	The issuance and maintenance of vests should be according to defined guidelines and replacement schedules.	A	This recommendation is implemented
66	Ballistic shields should be available at least to second-tier responders and the Emergency Response Unit.	A	The recommendation is implemented.
67	The Inspectorate supports a proposal to provide a fourth less lethal option – a conductive energy device.	A	The recommendation is implemented.
68	Deployment of conductive energy devices to personnel other than ERU should be the subject of careful consideration.	A	This recommendation is implemented.

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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	This recommendation is implemented
70	Less lethal options should be available to second-tier response teams.	A	The recommendation is implemented.
71	OC spray should be made available to all Gardaí on operational duty.	A	This recommendation is implemented.
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	This recommendation is implemented.
73	Policy should require video recording of all protracted barricade incidents.	A	The recommendation is implemented.
74	The Garda Síochána should acquire lighting capabilities.	A	The recommendation is implemented.
75	Radio communications at barricade incidents should all be recorded when the technology is available.	A	This recommendation is implemented.
76	A wireless loud speaker system should be procured.	A	This recommendation is implemented
77	Covert surveillance equipment particularly suited to siege situations should be procured.	A	The recommendation is implemented.

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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	This recommendation is implemented.
79	Protocols should be developed in conjunction with representatives of the media during a properly facilitated discussion.	AM	This recommendation is implemented.
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	The recommendation is implemented.
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	The recommendation is implemented.
82	A Garda spokesperson should be available to respond to media queries between conferences.	A	This recommendation is implemented.
83	The on-scene commander should approve all news releases.	A	This recommendation is implemented
84	The on-scene commander should never be made available to the media during the incident.	A	The recommendation is implemented.