

Requester Name:

Commissioner Office Files - File 2 FOI-000125-2025

Page No	Date	Description of Document	Deletions	Relevant Section of FOI Acts	Reason for Redaction	Decision Maker's decision
1	28.02.24	Corr From Insp McArdle to Exec Dir HRPD	1	Part 1(n) Schedule 1	Out of Scope	Part-Grant
2-5	23.02.24	Email Thread Between Commissioners Office, Exec Dir. HRPD & Workplace Planning	10	Part 1(n) Schedule 1	Out of Scope	Part-Grant
6-13	*June 2023	Resourcing Proposal & Business Case	3	Section 37	Personal Information	Part-Grant
14-32	20.06.23	Email Thread Between Commissioners Office, Exec Dir. HRPD & Workplace Planning	44	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
33-39	*May 2023	Resourcing Proposal & Business Case - Draft May 2023	3	Section 37	Personal Information	Part-Grant
40-46	23.05.23	Email Thread Between Commissioners Office, Exec Dir. HRPD & Workplace Planning	15	Section 37	Personal Information	Part-Grant
47-48	22.12.20	Corr From C/Supt Dollard to The Policing Authority	3	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
49-50	21.012.20	Corr From Commissioners Office to Dept of Justice	3	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
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56	14.01.21	Corr from the Policing Authority to C/Supt Dollard	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant

57-58	25.02.21	Corr From Exec Dir HRPD to Dept of Justice	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
59	10.03.22	Corr Between Dept of Justice & Industrial Relations Officer	5	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
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66	12.11.20	Corr From Commissioners Office to CAO	1	Part 1(n) Schedule 1	Out of Scope	Part-Grant
67-68	15.09.20	Corr From C/Supt Dollard to CAO	3	Part 1(n) Schedule 1	Out of Scope	Part-Grant
69	10.09.20	Corr From A/Supt Kenny to C/Supt Dollard	6	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
70	07.05.15	Corr From Supt Walsh to Exec Dir HRPD	1	Part 1(n) Schedule 1	Out of Scope	Part-Grant
71	28.04.15	Corr From A/Supt. Kenny to Supt Walsh	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
72	18.02.22	Garda Executive Meeting	4	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
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74	21 & 22 March 2022	Garda Executive Meeting	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
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76	13.04.22	Garda Executive Meeting	3	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
77	10.05.22	Garda Executive Meeting	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
78	24.05.22	Garda Executive Meeting	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
79	21.06.22	Garda Executive Meeting	3	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
80	05.07.22	Garda Executive Meeting	4	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
81	21.07.22	Garda Executive Meeting	5	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
82-83	10.08.22	Garda Executive Meeting	5	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
84	03.09.24	Garda Executive Meeting	1	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
85	22.11.22	Garda Executive Meeting	1	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
86	14.02.23	Garda Executive Meeting	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
87	28.03.23	Garda Executive Meeting	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
88	23.05.23	Garda Executive Meeting	1	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant

89	27.06.23	Garda Executive Meeting	2	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
90	29.08.23	Garda Executive Meeting	1	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
91	03.10.23	Garda Executive Meeting	4	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
92	02.07.24	Garda Executive Meeting	0			Grant
93	11.02.25	Garda Executive Meeting	4	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant
94	04.03.25	Garda Executive Meeting	1	Part 1(n) Schedule 1 & Section 37	Out of Scope & Personal Information	Part-Grant



# An Garda Síochána

Oifig an Choimisinéara  
Gnóthaí Corparáideacha  
An Garda Síochána  
Páirc an Fhionnuisce  
Baile Átha Cliath 8  
D08 HN3X



Office of the Commissioner  
Corporate Affairs  
Garda Headquarters  
Phoenix Park  
Dublin 8  
D08 HN3X

Tel/Teileafón: (01) 66 62016/20/26  
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Luaigh an uimhir tharaghta seo a leanas  
le do thoil:  
Please quote the following ref. number:

Láithreán Gréasáin / Website:  
[www.garda.ie](http://www.garda.ie)

Ríomhpost / E-mail:  
[commissioner@garda.ie](mailto:commissioner@garda.ie)

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A/Executive Director  
Human Resources and People Development

**RE: Recruitment to the Garda Band – Request for Update**

I am directed by the Commissioner in relation to the above.

The Commissioner has requested an update in relation to the matter of recruitment to the Garda Band. Previous email correspondence from this office of 2 and 23 February 2024 also refers.

Please report by return for the information of the Commissioner, no later than Monday, 4 March 2024.

**MICHAEL MCARDLE  
INSPECTOR  
COMMISSIONER'S OFFICE**

28 February 2024

c.c. Chief Administrative Officer

Lyons, Megan

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From: Commissioner  
Sent: Friday 23 February 2024 15:05  
To: HRPD.ExecutiveDirector,  
Subject: REMINDER [REDACTED] Recruitment to the Garda Band  
Attachments: FW: Re: Business Case the Garda Band

Categories: Red Category

REMINDER  
[REDACTED]

Executive Director  
Human Resources and People Development

I refer to the below email from this office dated 2 February 2024.

I am to enquire if there is an update on this matter please?

Sent on behalf of the Office of the Commissioner

Megan Lyons | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3XI +353 1 666 2003 | [Megan.Lyons@garda.ie](mailto:Megan.Lyons@garda.ie)



**Archived:** Friday 2 February 2024 16:23:43  
**From:** Commissioner  
**Sent:** Friday 2 February 2024 16:15:13  
**To:** HRPD.ExecutiveDirector,  
**Subject:** FW: [REDACTED] Recruitment to the Garda Band  
**Response requested:** Yes  
**Importance:** Normal

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[REDACTED]  
**Executive Director**  
**Human Resources and People Development**

**RE: Recruitment to the Garda Band**

Reference above and your response of 1 Feb 2024.

By way of clarity, the specific update sought by the Commissioner is in respect of the engagement with the Policing Authority and relevant Government Departments on recruitment for the Garda Band.

Reply required by return.

**Sorcha Fitzpatrick | Chief Superintendent | Office of the Commissioner**  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2026 | 087 0601766 | [sorcha.m.fitzpatrick@garda.ie](mailto:sorcha.m.fitzpatrick@garda.ie)



**Archived:** Thursday 1 February 2024 14:43:32  
**From:** [HRPD.ExecutiveDirector](#),  
**Sent:** Thursday 1 February 2024 14:42:10  
**To:** [Commissioner](#)  
**Subject:** FW: [REDACTED] Recruitment to the Garda Band  
**Response requested:** Yes  
**Importance:** Normal

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**Office of the Commissioner**

**Re: Business Case the Garda Band**

With reference to the above and below correspondence received from your office, dated 19<sup>th</sup> January 2024.

An update has been received from Workforce Planning in regards to this request for additional resources within the An Garda Síochána Band, it is advised that it is still under review and due to go before the Garda Executive at the next Demand Prioritisation Meeting on 15 February 2024 for further discussion.

Forwarded for your information.

Thar ceann an Stiúrthóir Feidhmiúcháin Gníomhach, Acmhainní Daonna agus Forbairt Daoine  
(Sent on behalf of the Acting Executive Director, Human Resources and People Development)

Le dea-ghuif / Kind regards,  
Jodie

**Jodie Dempsey**  
Clerical Officer  
Office of the Executive Director Human Resources and People Development  
An Garda Síochána, Garda Headquarters Phoenix Park, D08 HN3X | 01-6661639 | [Jodie.dempsey@garda.ie](mailto:Jodie.dempsey@garda.ie)



**From:** [HRM.WorkforcePlanning](#) <[HRM.WorkforcePlanning@garda.ie](mailto:HRM.WorkforcePlanning@garda.ie)>  
**Sent:** Thursday 1 February 2024 14:15  
**To:** [HRPD.ExecutiveDirector](#), <[hrpd.executedirector@garda.ie](mailto:hrpd.executedirector@garda.ie)>  
**Cc:** [Hughes, Winnie F](#) <[winnie.f.hughes@garda.ie](mailto:winnie.f.hughes@garda.ie)>  
**Subject:** FW: [REDACTED] Recruitment to the Garda Band

[REDACTED]

Executive Director  
Human Resources and People Development

**RE: Recruitment to the Garda Band**

With reference to below, this request for additional resources within the An Garda Síochána Band is still under review and due to go before the Garda Executive at the next Demand Prioritisation Meeting on 15 February 2024 for further discussion.

A decision will issue to relevant stakeholders in due course.

Sent on behalf of Chief Superintendent, HRM

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Hazel O'Dowd  
Executive Officer HRM Workforce Planning

Phone: 01 6662748  
Mobile: 085 8797465  
Email: hazel.odowd@garda.ie

Garda HQ, Phoenix Park, Dublin 8

IS É ÁR MISEAN  
AG COINNEÁIL  
DAOINE  
SÁBHÁILTE

OUR MISSION IS  
KEEPING  
PEOPLE  
SAFE

A POLICING SERVICE  
FOR OUR FUTURE



From: HRPD.ExecutiveDirector, <[hripd.executivedirector@garda.ie](mailto:hripd.executivedirector@garda.ie)>  
Sent: Friday 19 January 2024 14:24  
To: HRM.WorkforcePlanning <[HRM.WorkforcePlanning@garda.ie](mailto:HRM.WorkforcePlanning@garda.ie)>  
Subject: FW: [REDACTED] Recruitment to the Garda Band

Chief Superintendent  
Human Resource Management

Re: Business Case the Garda Band

With reference to the above and below correspondence received from the Commissioner's office.

An update has been requested in respect to the attached Business Case which was forwarded in June 2023.

Forwarded for your attention, please.

Thar ceann an Stiúrthóir Feidhmiúcháin Gníomhach, Acmhainní Daonna agus Forbairt Daoine  
(Sent on behalf of the Acting Executive Director, Human Resources and People Development)

Le dea-ghuí / Kind regards,  
Jodie

Jodie Dempsey  
Clerical Officer

Office of the Executive Director Human Resources and People Development

An Garda Síochána, Garda Headquarters, Phoenix Park, Dublin 8, D08 HN3X | 01-6661639 | [Jodie.dempsey@garda.ie](mailto:Jodie.dempsey@garda.ie)



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Band of An Garda Síochána  
Resourcing Proposal and Business Case

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Date: \_\_ June 2023



## 1. Introduction

The purpose of this business case is to seek approval for the recruitment of much needed backfills of Garda musicians for allocation to the Garda Band with additional responsibility for frontline operational duties under a new hybrid deployment model.

In November 2015, the Garda Inspectorate published its report 'Changing Policing in Ireland' and made the following recommendations in regards to the Garda Band:

*"The Garda Band is staffed with Regulation 7 and Regulation 14 personnel. The band is a cultural institution that holds a significant place in the history of the Garda Síochána and Ireland. In 2012, staffing costs for the Garda Band were approximately €1.2 million. Whether the Garda Síochána should place up to 26 full-time sworn members to perform in the band is a decision for garda management that should be analysed under a workforce planning process. Other police organisations have similar groups that volunteer their services or are assigned part-time to musical duties, while the remainder of their time is used for operational purposes. As it applies to the Garda Band, the use of volunteers and part-time staffing with garda staff and/or retired garda members should be considered. However, this decision should be made in the overall context of the policing requirements of the Garda Síochána. A strong workforce planning process will enable identification of the skills needed by the organisation, along with the most efficient recruitment strategy to obtain them. The staffing of positions that require specialised skills, now and in the future, should be evaluated within the context of the overall workforce plan. The Inspectorate believes that under a modern workforce staffing plan, using Regulation 7 and Regulation 14 to confer sworn powers to persons appointed to non-operational specialised positions is not efficient or effective and should cease."*

The report also states the following in regard to Regulation 7 & 14 Positions:

*"The Garda Síochána has recruited members (known as Regulation 7 and Regulation 14 positions) with specialised skills. The majority of these members are in the organisation's Telecommunications Section and in the Garda Band. These members serve in the Garda Síochána with full powers and benefits accorded any member of the Garda Síochána. Members recruited under Regulation 7 received full garda training and upon completion were allocated to their respective specialist posts. However, Regulation 14 members did not receive the same training programme, with some only receiving a few weeks of training. There is corporate risk in designating personnel with less than full training as a member of the Garda Síochána. Conferring sworn powers to non-operational staff with specialist skills which are available in the civilian population is inefficient"*.

This business case aligns with the recommendations of the Garda Inspectorate and a decision has been taken by the Garda Executive following a robust workforce planning process to seek approval for the recruitment of members to the Garda Band to fill current critical vacancies. The adoption of a new hybrid model for new members in the Garda Band will see up to 50% of their working year committed to operational policing duties. It is proposed that the new Band members will undergo the full Garda trainee programme. This proposal will address the risk identified by the Garda Inspectorate whereby personnel with less than full training were conferred with Garda powers.

## 2. Current Arrangements

Since its first public performance on Dun Laoghaire Pier in the Dublin Metropolitan District (DMD) on Easter Monday – 1923, the Garda Band has represented An Garda Síochána and its membership throughout Ireland and abroad for over a century. The Garda Band provides a high-profile community engagement function for An Garda Síochána, improving links between the organisation and the people of Ireland. The Band is comprised of sworn uniformed Garda members that reflects An Garda Síochána's unique international position as a uniformed unarmed service underpinned by an internationally renowned Community Policing ethos.

In its current diminishing composition it performs unique musical performances at the pleasure of the Commissioner, attired in uniform exemplifying the professionalism associated with serving the public as members of An Garda Síochána. The current members attached to Garda Band were selected following a competitive Public Appointments Service (PAS) process.

Arising from the distinctive sworn position of the members, the Band has been re-deployed to augment frontline duties numerous times subject to the exigencies of the service including during the following occasions:

- Visit of President Biden
- COVID-19 pandemic
- Visit of President Obama
- Visit of Queen Elizabeth
- May Day protests
- Foot-and-mouth outbreak
- Patrols during heightened terrorist threat levels
- Assigned to city stations in the 1980s to assist with policing H-Block demonstrations

In line with its current musical function and in support of our Community Policing ethos and outreach, the Garda Band perform at an array of events for An Garda Síochána including but not limited to the following:

- Gaisce ceremonies (President's award)
- Citizenship ceremonies
- Garden parties at Áras an Uachtaráin
- Missing persons day at Farmleigh
- Garda funerals, commemoration day and
- Garda graduations
- Transition year work experience week
- TAG (Teenagers and the Guards) Programme (Promoting positive engagement between teenagers and Gardaí)
- Special needs centres
- Schools and colleges
- Active retirement centres
- Nursing Homes
- Charity concerts
- Parades and sporting events
- Drug and alcohol treatment centres
- Hospitals
- TV and radio broadcasts



A secondary function whilst performing at the above events includes engaging with young people on the work of An Garda Síochána including coaching Transition Year students on musical instruments. Band members provide reassurance to the elderly and vulnerable members of the community and provide crime prevention advice and a listening ear to its audiences as required.

The Garda Band is as an integral part of An Garda Síochána, wearing the uniform similar to other frontline Gardaí ensures that the Band members are indistinguishable from Garda members working in communities. This forms the essence of the Garda Band and is crucial to its community relations and outreach impact. All activities of the Garda Band are Official engagements be they, Sporting and/or Community Engagement activities. Culture in any organisation is strengthened through respected and valued artefacts, traditions, history and experiences. The importance of the Garda Band was clearly recognised by the Garda Inspectorate who stated that *'The band is a cultural institution that holds a significant place in the history of the Garda Síochána and Ireland'*.

The consistently high levels of satisfaction within An Garda Síochána seen in public attitude surveys can be symbolic attachments rather than particular experiences. Therefore, the importance of the symbols which the public associate with An Garda Síochána cannot be discounted, and the Garda Band is one of the most prominent of such symbols.

**3. Current Critical Resourcing Levels**

The sanctioned strength of the Garda Band is (40) forty personnel, including the Musical Director. Key to the performance capacity of the Garda Band is appropriate numbers of instrumentalists within its sections. The Bands capacity has greatly reduced given the absence of recruitment for (16) sixteen years.

**Table A** below provides the sanctioned strength of the Garda Band compared to the existent situation, which amplifies the time critical window of opportunity for recruitment in order to ensure the continued operational integrity and maintenance of high standards that is expected of the Garda Band.

Sanctioned Strength (Incl. Director)	40
Current Strength	25
Vacancies	15

**Table A – Band Strength**

The Band urgently requires instrumentalists in woodwind, brass and percussion sections. Percussion is the corner stone of the Band and currently there is only one percussionist available to undertake all events in the context of leave/availability. This is not a sustainable position.

In essence, the Band is currently regularly operating at below half strength, and is at a critical point where the survival of the Band is in question. Failure to efficiently advance recruitment will affect visibility, effectiveness, morale and capacity to deliver even the most minimal of musical services and engagements.

Of note, ■■■ members of the Band are currently eligible to retire, with ■■■ reaching compulsory retirement in the next three years, which if occurs would reduce the current strength further to ■■ members. The list of engagements the Garda Bank fulfil is extensive. During 2022 alone, there were (171) one-hundred and seventy-one planned events throughout the country. This number of engagements cannot be sustained in light of the diminishing resources.

According to available records, the Garda Band began performing at Rugby and Soccer international fixtures from at least 1950. Over the last 2 years, the IRFU and FAI have made numerous requests to the Garda Commissioner, for the Garda Band to perform at all international matches at the Aviva Stadium, principally to play the national anthems. However, due to the insufficient number of band personnel, we were unable to facilitate these requests.

#### **4. Proposed Future Arrangements**

The future vision for the Garda Band has the potential to be world leading in policing services and will involve a number of contractual, structural and deployment changes.

Currently the Garda Band reports to the Commissioner's Office. The future state will see the Garda Band reporting to Assistant Commissioner Roads Policing and Community Engagement. This will ensure best use of Band resources to support the following organisational policing priorities:

- Preventing crime
- Preventing anti-social behaviour
- Reducing the fear of crime
- Improve the overall quality of life in communities in Ireland
- Enhanced visibility

As part of their terms and conditions new Band members will undergo the full Garda Trainee programme and will be required to work up to 50% of their annual working year on operational duties. It is envisaged that this duty will primarily be focused on Community Policing, events policing in addition to providing surge capacity for the organisation in the event of major / extraordinary events.

As a unitary policing and security service, An Garda Síochána is unable to draw upon mutual aid from other neighbouring police services. To that end, the proposed hybrid deployment model provides some, albeit limited, capacity in this regard.

The Garda Band will continue to be resourced within the current ECF numbers and will, in fact, increase the number of Gardaí who can be deployed operationally.

Costings for the Garda Band allocations within the ECF would continue to see value for service public expenditure for salaries at the ranks of Inspector, Sergeant and Garda as follows:

Garda Rank between points 1 - 22, €35,653.00 - €58,958.00

Sergeant Rank between points 1 - 16, €57,577.00 - €67,354.00

Inspector Rank between points 1 – 7, €65,525.00 - €74,297 (One member only)

The backfilling of Garda rank positions would amount to (15) fifteen salaries for new Garda entrants and associated, travel, subsistence and overtime.

#### **5. Proposed recruitment for the Garda Band**

To support the proposed hybrid model for the Garda Band, it is proposed that the most suitable method of recruiting new Garda Band Members is with a specialist recruitment competition under Regulation 11 of S.I No. 470 of 2013, the Garda Síochána (Admissions and Appointments) Regulations 2013, which states:

*“Appointment of person having special or other technical qualifications.*

**11. The Commissioner may, with the consent of the Minister, duly appoint and enrol a person as a member without regard to the requirements of these Regulations where the Commissioner is satisfied that—**

**(a) the person has special aptitudes, knowledge, skills or technical qualifications which justify his or her appointment and enrolment under this Regulation as a member, and**

**(b) the person is of good character, in good health and of sound constitution and is suited physically and mentally to perform the duties to which he or she will be assigned in the Garda Síochána.”**

Following selection through a competitive PAS process those recruited would undergo the full training programme at the Garda College for trainee Gardaí.

## **6. Community and Organisational Benefits**

The backfilling of the Band with sworn Garda Members stands to continue and enhance the Community and organisational benefits under the new vision for the Band summarised as follows:

### **1. Frontline Operational**

Garda Band personnel will be utilised to supplement community engagement functions during periods of surges in policing demands.

### **2. Accessibility**

An Garda Síochána prides itself in being accessible to all members of the community. The Garda Band makes a significant contribution in this regard through its musical endeavours, in a very engaging and interactive style.

### **3. Community Engagement**

The Garda Band are a very visible and recognisable exemplar of the An Garda Síochána. The appeal of music and connection with the people of Ireland is the philosophy the Garda Band relies on to support our world-renowned community policing approach. Everything the Band does has a community engagement element. It provides a valuable balance to the sometimes-challenging business of policing in many of our communities. Positive engagements, which include the Garda Band, help break down barriers, build relationships and engender trust. This will be enhanced further in the proposed new deployment model.

### **4 Major Events**

The profile of An Garda Síochána is greatly amplified by performing at major events such as solemn memorials and masses, ceremonial occasions, visiting dignitaries, sporting events, St Patrick’s Day parade to name but a few.

In the same way as the three army bands are synonyms with the Irish Defence Forces, the Garda Band is synonyms with An Garda Síochána, acting as public-facing ambassadors for the organisation throughout Ireland. The Bands uniformed position is reflective of the rich Garda/Community relationship, which is irreplaceable in the context of our community focus and unarmed police service. This ambassadorial role will be further strengthened by increasing operational commitments of the Band to a mandatory up to 50% of duty time annually.

## **7. Civilianising or partly civilianising the Garda Band**

An Garda Síochána has considered civilianising the Garda Band as referenced in the Garda Inspectorate report. Given the unique role and function of the Garda Band and the future vision for the Band, the considered view is that the Garda Band perform a uniform operational role, one that is not deemed suitable for civilianisation.

An Garda Síochána have considered a blended resourcing model, however, it has proved challenging to arrive at appropriate arrangements which would see Gardaí and Garda staff doing the exact same job with different terms and conditions, pay scales, rostering and annual leave arrangements in place, leading to the potential for significant industrial relations challenges. This is in addition to the fact that carrying out operational duties would no longer be an option.

If the Garda Band was to be staffed by both sworn members and Garda Staff disruption to rehearsals could occur at times when only the Garda Staff contingent are available to rehearse due to sworn members undertaking operational duties. Should such a transition take place the Garda uniform would no longer be an option to be worn by the Band, decreasing uniformed presence amongst the community, potentially changing our cultural institution.

## **8. Recommendations**

The firm recommendation from An Garda Síochána is that the new vision for the Garda Band is approved and supported.

Approval is sought to commence a specialist public recruitment campaign, similar to the Defence Forces 2023 School of Music competition, for suitably qualified musicians who also have the required aptitude and physical ability to perform operational policing duties commensurate with deployment under Roads Policing and Community Engagement to backfill vacancies to bring the Garda Band back its authorised strength of (40) forty.

In order to provide assurance with respect to the up to 50% commitment to operational duties Assistant Commissioner, RPCE will complete an annual report on Garda Band deployments, which will be available for external scrutiny.

## **9. Conclusion**

The Garda Band and its members, since its inception has and continues to represent the very fabric of a community based police service which An Garda Síochána is and continues to be. The Garda Band has been unrivalled by other police bands and remains in constant demand by the wider public it serves, together with its own internal responsibilities and is reflective of the diversity of our communities.

Public performances by the Garda Band whether it be at the Rose of Tralee Festival, the State Funeral of a fallen member, or at a Christmas concert at a school leaves members of the public and Garda Colleagues in awe of their musical ability as ambassadors of Irish society and guardians of the peace.

As Ireland continues to become more diverse and multi- cultural the Garda Band has the ability to reach into under-represented communities, supporting outreach and crime reporting.

Should the permissions as sought above be granted to restore the Band to full strength, the proposed hybrid Band model together with historical functions will continue to connect Garda Members to their communities and further enhance An Garda Síochána's ability to Keep People Safe.

There are a number of clear consequences which could ensue if the Garda Band is not retained at full strength, including:

- A reduction in public trust and confidence in policing from reduced visibility, as well as negative media commentary.

- Increased isolation by communities who do not ordinarily have an opportunity to interact with members of An Garda Síochána, e.g. nursing home residents.

- An inability to undertake events such as passing out parades at the Garda College.

- A lack of capacity to facilitate funerals of deceased members and commemoration days.

**Archived:** Thursday 1 February 2024 14:42:59  
**From:** HRPD.ExecutiveDirector,  
**Sent:** Tuesday 20 June 2023 10:43:36  
**To:** HRM.WorkforcePlanning  
**Cc:** Ferry, Denis M; Butler, Mark  
**Subject:** FW: Re: Business Case the Garda Band  
**Response requested:** Yes  
**Importance:** Normal

████████████████████  
**Chief Superintendent**  
**Human Resource Management**

**Re: Business Case the Garda Band**

I refer to the above and below correspondence from Deputy Commissioner, Policing & Security, of even date.

Please find attached final version of the Business Case for the Garda Band.

Deputy Commissioner, Policing and Security requests that your office now progress the business case with the Policing Authority and that this office would be kept apprised of developments.

For your information and appropriate attention, please.

*Thar ceann an Stiúthóir Feidhmiúcháin Gníomhach, Acmhainní Daonna agus Forbairt Daoine*  
*(Sent on behalf of the Acting Executive Director, Human Resources & People Development)*

Le dea-ghuí / Kind Regards,

Gary.

**Gary Sullivan Hogan**  
**Clerical Officer**  
**Office of the Executive Director Human Resources and People Development**  
 An Garda Síochána, Garda Headquarters, Phoenix Park, Dublin 8, D08 HN3X  
 | 01-6662339 | 0858519366 | [gary.sullivanhogan@garda.ie](mailto:gary.sullivanhogan@garda.ie) |



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Partnerships

**From:** Commissioner\_PS <Commissioner\_PS@garda.ie>  
**Sent:** Tuesday 20 June 2023 10:01  
**To:** HRPD.ExecutiveDirector, <hrpd.executivedirector@garda.ie>; Cooke, Yvonne <Yvonne.Cooke@garda.ie>  
**Cc:** Kenny, Patrick JA <Pat.Kenny@Garda.ie>; McMahon, Anne <anne.mcmahon@garda.ie>; Hearn, Sarah <Sarah.Hearn@garda.ie>; McElgunn, Michael G <Michael.G.McElgunn@garda.ie>  
**Subject:** Re: Business Case the Garda Band

████████████████████  
 Acting Executive Director  
 HR&PD

I am directed by Deputy Commissioner, Policing and Security to forward the attached final version of the Business Case for the Garda Band for your necessary attention, please.

Deputy Commissioner, Policing and Security requests that your office now progress the business case with the Policing Authority and that this office would

be kept apprised of developments.

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Forwarded, please.

Sent on behalf of  
Office of Deputy Commissioner  
Policing & Security,  
by Sergeant Graham Weekes  
Phone: 01-6662059 / 0868281341,  
Email: [commissioner\\_ps@garda.ie](mailto:commissioner_ps@garda.ie)

**Archived:** Monday 29 January 2024 10:35:48

**From:** [Commissioner](#)

**Sent:** Monday 29 January 2024 10:35:05

**To:** [HRPD.ExecutiveDirector,](#)

**Subject:** REMIMNDER [REDACTED] Recruitment to the Garda Band

**Response requested:** No

**Sensitivity:** Normal

---

REMINDER  
[REDACTED]

Executive Director  
Human Resources and People Development

I refer to the below email from this office dated 19 January 2024.

I am to enquire if there is an update on this matter please?

*Sent on behalf of the Office of the Commissioner*

**Megan Lyons | Clerical Officer | Commissioners Office**

Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2003 | [Megan.Lyons@garda.ie](mailto:Megan.Lyons@garda.ie)

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**Archived:** Friday 19 January 2024 14:14:34  
**From:** Commissioner  
**Sent:** Friday 19 January 2024 14:07:51  
**To:** HRPD.ExecutiveDirector,  
**Subject:** FW: [REDACTED] Recruitment to the Garda Band  
**Response requested:** No  
**Importance:** Normal

[REDACTED]

Executive Director  
Human Resources and People Development

RE: Recruitment to the Garda Band

Reference above.

I am directed by the Commissioner to seek a progress report in respect of the attached Business Case sent to Workforce Planning in June 2023.

Reply required by return.

**Sorcha Fitzpatrick | Chief Superintendent | Office of the Commissioner**  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2026 | 087 0601766 | [sorcha.m.fitzpatrick@garda.ie](mailto:sorcha.m.fitzpatrick@garda.ie)



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Partnerships

**Archived:** Wednesday 21 June 2023 16:45:39  
**From:** [HRPD.ExecutiveDirector](#),  
**Sent:** Wednesday 21 June 2023 16:41:44  
**To:** [Commissioner](#)  
**Subject:** RE: REMINDER [REDACTED] Recruitment to the Garda Band  
**Importance:** Normal

[REDACTED]  
**Commissioner**

**RE: REMINDER [REDACTED] Recruitment to the Garda Band**

With reference to your correspondence below, the attached correspondence was sent to Workforce Planning yesterday for progression.

For your consideration, please.

Thar ceann an Stiúrthóir Feidhmiúcháin Gníomhach, Acmhainní Daonna agus Forbairt Daoine  
(Sent on behalf of the Acting Executive Director, Human Resources and People Development)

Le dea-ghuí / Kind regards

Niamh

**Niamh Dargan**  
**Executive Officer**  
**Office of the Executive Director Human Resources and People Development**  
An Garda Síochána, Garda Headquarters, Phoenix Park, Dublin 8, D08 HN3X  
| 01-6662393 | 0858622801 | [niamh.x.dargan@garda.ie](mailto:niamh.x.dargan@garda.ie) |



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**From:** Commissioner  
**Sent:** Wednesday 21 June 2023 10:27  
**To:** [HRPD.ExecutiveDirector](#), <[hrpd.executivedirector@garda.ie](mailto:hrpd.executivedirector@garda.ie)>  
**Subject:** REMINDER [REDACTED] Recruitment to the Garda Band

REMINDER  
[REDACTED]

Executive Director  
Human Resources and People Development

I refer to the below email from your office dated 7 June 2023.

I am to enquire if there is an update on this matter please?

*Sent on behalf of the Office of the Commissioner*

Fiona Barry | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 20031 | [Fiona.Barry@garda.ie](mailto:Fiona.Barry@garda.ie)



**Archived:** Wednesday 14 June 2023 14:59:49

**From:** Commissioner

**Sent:** Wednesday 14 June 2023 14:49:19

**To:** Kenny, Patrick JA

**Subject:** [REDACTED] FW: Garda Band Finances 2020 & 2021

**Response requested:** No

**Importance:** Normal

---

Inspector Kenny,  
Director of Music  
Garda Band

Please find attached information as requested.

In 2021 we only received the number of hours worked and not the cost of overtime.

Should you require any additional information please let me know.

Kind regards,  
Orla

**Orla Maguire | Sergeant | Office of the Commissioner | Garda Headquarters, Phoenix Park, Dublin 8**  
Office : 01-6662020 Email : [Commissioner@garda.ie](mailto:Commissioner@garda.ie)  
[www.garda.ie](http://www.garda.ie)

Archived: Wednesday 14 June 2023 12:38:10

From: Commissioner

Sent: Wednesday 14 June 2023 12:34:48

To: HRPD.ExecutiveDirector,

Subject: RE: REMINDER [REDACTED] Recruitment to the Garda Band

Importance: Normal

[REDACTED]

Acting Executive Director  
Human Resources & People Development

FAO Niamh Dargan

I refer to your email below. This matter was brought to the attention of the Commissioner.

Michael McArdle | Inspector | Commissioner's Office

Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2016 | [michael.p.mcardle@garda.ie](mailto:michael.p.mcardle@garda.ie)



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**Archived:** Wednesday 7 June 2023 15:44:15  
**From:** HRPD.ExecutiveDirector,  
**Sent:** Wednesday 7 June 2023 15:38:14  
**To:** Commissioner  
**Cc:** Langrell, Sarah  
**Subject:** FW: REMINDER [REDACTED] Recruitment to the Garda Band  
**Response requested:** No  
**Importance:** Normal

[REDACTED]

Commissioner

[CMR 33-156011/15 Recruitment to the Garda Band](#)

With reference to your correspondence below, the attached business case conveyed by Deputy Commissioner McMahon was circulated to the Garda representative associations on Friday 2<sup>nd</sup> June last for their observations to be returned no later than this Friday 9<sup>th</sup> June.

For your information, please.

Thar ceann an Stiúrthóir Feidhmiúcháin Gníomhach, Acmhainní Daonna agus Forbairt Daoine  
 (Sent on behalf of the Acting Executive Director, Human Resources and People Development)

Le dea-ghuif / Kind regards

Niamh

**Niamh Dargan**  
**Executive Officer**

Office of the Executive Director Human Resources and People Development  
 An Garda Síochána, Garda Headquarters, Phoenix Park, Dublin 8, D08 HN3X  
 | 01-6662393 | 0858622801 | [niamh.x.dargan@garda.ie](mailto:niamh.x.dargan@garda.ie) |



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**From:** Hearn, Sarah  
**Sent:** Wednesday 7 June 2023 14:10  
**To:** HRPD.ExecutiveDirector, <[hrpd.executivedirector@garda.ie](mailto:hrpd.executivedirector@garda.ie)>  
**Cc:** Langrell, Sarah <[sarah.langrell@garda.ie](mailto:sarah.langrell@garda.ie)>  
**Subject:** RE: REMINDER [REDACTED] Recruitment to the Garda Band

Good afternoon

The attached business case, conveyed by Deputy Commissioner McMahon was circulated to the Garda representative associations on Friday 2<sup>nd</sup> June last for their observations to be returned no later than this Friday 9<sup>th</sup> June.

Kind regards.

Sarah

**Sarah Hearn**  
 Industrial Relations Officer  
 (Assistant Principal)

Phone: 0858817365  
Email: [sarah.hearns@garda.ie](mailto:sarah.hearns@garda.ie)

**IS É ÁR MISEAN**  
**AG COINNEÁIL**  
**DAOINE**  
**SÁBHÁILTE**

**OUR MISSION IS**  
**KEEPING**  
**PEOPLE**  
**SAFE**

**A POLICING SERVICE**  
**FOR OUR FUTURE**



**From:** HRPD.ExecutiveDirector,  
**Sent:** Wednesday 7 June 2023 14:06  
**To:** Hearn, Sarah <[Sarah.Hearn@garda.ie](mailto:Sarah.Hearn@garda.ie)>  
**Cc:** Langrell, Sarah <[sarah.langrell@garda.ie](mailto:sarah.langrell@garda.ie)>  
**Subject:** FW: REMINDER [REDACTED] Recruitment to the Garda Band

[REDACTED]  
Ms Sarah Hearn

[REDACTED] **Recruitment to the Garda Band**

I refer to the below correspondence, I am to respectfully enquire if you can please provide this office with an update on the progress of the Garda Band for onwards transmission to the office of the Commissioner.

For your information and attention, please.

Thar ceann an Stiúrthóir Feidhmiúcháin Gníomhach, Acmhainní Daonna agus Forbairt Daoine  
(Sent on behalf of the Acting Executive Director, Human Resources and People Development)

Le dea-ghuí / Kind regards

Niamh

**Niamh Dargan**  
**Executive Officer**  
**Office of the Executive Director Human Resources and People Development**  
An Garda Síochána, Garda Headquarters, Phoenix Park, Dublin 8, D08 HN3X  
| 01-6662393 | 0858622801 | [niamh.x.dargan@garda.ie](mailto:niamh.x.dargan@garda.ie) |



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**From:** Commissioner  
**Sent:** Wednesday 7 June 2023 10:25  
**To:** HRPD.ExecutiveDirector, <[hrpd.executivedirector@garda.ie](mailto:hrpd.executivedirector@garda.ie)>  
**Subject:** REMINDER [REDACTED] Recruitment to the Garda Band

REMINDER  
[REDACTED]

Executive Director  
Human Resources and People Development

I refer to previous correspondence from this office, most recent dated 29 May 2023, to which a response remains outstanding.

Please ensure a report is forwarded to this office for the information of the Commissioner.

*Sent on behalf of the Office of the Commissioner*

Patricia Quinn | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2023 | [Patricia.Quinn@garda.ie](mailto:Patricia.Quinn@garda.ie)

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**FUTURE**



**From:** Commissioner <[Commissioner@garda.ie](mailto:Commissioner@garda.ie)>



Sent: Monday 29 May 2023 09:57  
To: HRPD.ExecutiveDirector, <[hrrpd.executivedirector@garda.ie](mailto:hrrpd.executivedirector@garda.ie)>  
Subject: REMINDER [REDACTED] Recruitment to the Garda Band

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REMINDER  
[REDACTED]

Executive Director  
Human Resources and People Development

I refer to previous correspondence from this office, most recent dated 19 May 2023, to which a response remains outstanding.

Please ensure a report is forwarded to this office for the information of the Commissioner.

*Sent on behalf of the Office of the Commissioner*

Fiona Barry | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 20031 [Fiona.Barry@garda.ie](mailto:Fiona.Barry@garda.ie)



From: Commissioner <[Commissioner@garda.ie](mailto:Commissioner@garda.ie)>  
Sent: Friday 19 May 2023 10:14  
To: HRPD.ExecutiveDirector, <[hrrpd.executivedirector@garda.ie](mailto:hrrpd.executivedirector@garda.ie)>  
Subject: REMINDER [REDACTED] Recruitment to the Garda Band

REMINDER  
[REDACTED]

Executive Director  
Human Resources and People Development

I refer to previous correspondence from this office, most recent dated 11 May 2023, to which a response remains outstanding.

Please ensure a report is forwarded to this office for the information of the Commissioner.

Please treat this as urgent.

*Sent on behalf of the Office of the Commissioner*

Fiona Barry | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 20031 [Fiona.Barry@garda.ie](mailto:Fiona.Barry@garda.ie)



From: Commissioner  
Sent: Thursday 11 May 2023 10:34  
To: HRPD.ExecutiveDirector, <[hrrpd.executivedirector@garda.ie](mailto:hrrpd.executivedirector@garda.ie)>  
Subject: REMINDER [REDACTED] Recruitment to the Garda Band

REMINDER  
[REDACTED]

Executive Director  
Human Resources & People Development

I refer to the below correspondence from this office, dated 8 May 2023, to which a response remains outstanding.

Please ensure a report is forwarded to this office for the information of the Commissioner, without delay.

*Sent on behalf of the Office of the Commissioner*

Lisa Sweeney | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 20171 | [Lisa.Sweeney@garda.ie](mailto:Lisa.Sweeney@garda.ie)



**From:** Commissioner  
**Sent:** Monday 8 May 2023 11:12  
**To:** HRPD.ExecutiveDirector, <[hrpd.executivedirector@garda.ie](mailto:hrpd.executivedirector@garda.ie)>  
**Subject:** [REDACTED] Recruitment to the Garda Band

**Executive Director**  
**Human Resources & People Development**

I refer to the above and previous correspondence.

I am directed by the Commissioner to seek an update report on the current status of recruitment to the Garda Band.

Please treat as urgent and report by return, no later than 10am Wednesday, 10 May 2023.

*Sent on behalf of*  
*Sorcha Fitzpatrick*  
*Chief Superintendent*  
*Commissioner's Office*  
*By,*

**Orla Maguire** | Sergeant | Office of the Commissioner | Garda Headquarters, Phoenix Park, Dublin 8  
Office : 01-6662020 Email : [Commissioner@garda.ie](mailto:Commissioner@garda.ie)  
[www.garda.ie](http://www.garda.ie)



**Archived:** Wednesday 7 June 2023 15:43:28  
**From:** Hearn, Sarah  
**Sent:** Friday 2 June 2023 13:25:00  
**To:** Myers, Thomas; Comyns, Michael; Antoinette Cunningham; 'General Secretary'; depgensec@gra.ie  
**Cc:** Cooke, Yvonne; Commissioner\_PS; Murray, Sorcha; EmployeeRelations  
**Subject:** Business Case for the Garda Band  
**Response requested:** No  
**Importance:** High

---

#### General Secretaries all Garda Representative Associations

Good afternoon

On behalf of Deputy Commissioner McMahon I am to request your observations on the attached by Friday 9<sup>th</sup> June 2023.

Kind regards.  
Sarah



**From:** Commissioner\_PS  
**Sent:** Thursday 1 June 2023 14:06  
**To:** Cooke, Yvonne <Yvonne.Cooke@garda.ie>; Hearn, Sarah <Sarah.Hearn@garda.ie>  
**Cc:** McMahon, Anne <anne.mcmahon@garda.ie>; McElgunn, Michael G <Michael.G.McElgunn@garda.ie>; Kenny, Patrick JA <Pat.Kenny@Garda.ie>  
**Subject:** Re: Business Case for the Garda Band

██████████  
Acting Executive Director  
HRE&PD

Ms Sarah Hearn  
Assistant Principal

I am directed by Deputy Commissioner, Policing and Security to forward finalised draft submission copy of the Business Case for the Garda Band.

It is request that your office would now engage the necessary staff associations to seek a short turn around as to views in order that the case can progress to the next stages.

Regards,

Graham

Sent on behalf of  
Office of Deputy Commissioner  
Policing & Security,  
by Sergeant Graham Weekes

Phone: 01-6662059, 0868281341  
Email: [commissioner\\_ps@garda.ie](mailto:commissioner_ps@garda.ie)

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cc Assistant Commissioner, G.N.C.S.I.S  
Inspector Kenny, Director of Music

**Archived:** Wednesday 7 June 2023 10:25:14  
**From:** Commissioner  
**Sent:** Wednesday 7 June 2023 10:24:52  
**To:** HRPD.ExecutiveDirector,  
**Subject:** REMINDER [REDACTED] Recruitment to the Garda Band  
**Response requested:** No  
**Importance:** Normal

---

REMINDER  
[REDACTED]

Executive Director  
Human Resources and People Development

I refer to previous correspondence from this office, most recent dated 29 May 2023, to which a response remains outstanding.

Please ensure a report is forwarded to this office for the information of the Commissioner.

*Sent on behalf of the Office of the Commissioner*

Patricia Quinn | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2023 | [Patricia.Quinn@garda.ie](mailto:Patricia.Quinn@garda.ie)



Archived: Monday 29 May 2023 14:50:01

From: Commissioner

Sent: Monday 29 May 2023 14:46:49

To: Commissioner PS

Subject: FW: [REDACTED] Band of An Garda Síochána - Resourcing Proposal and Business Case

Response requested: Yes

Importance: Normal

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**Deputy Commissioner**  
**Policing & Security**

I refer to the above and the attached correspondence which is forwarded for your necessary attention, please, as views and observations, were requested to reach the office of Deputy Commissioner, Policing and Security no later than close of business on Thursday, 25 May 2023.

It is noted that this correspondence was also copied to your office.

*Sent on behalf of*  
*Sorcha Fitzpatrick*  
*Chief Superintendent*  
*Commissioner's Office*  
*By,*

**Orla Maguire | Sergeant | Office of the Commissioner | Garda Headquarters, Phoenix Park, Dublin 8**  
Office : 01-6662020 Email : [Commissioner@garda.ie](mailto:Commissioner@garda.ie)  
[www.garda.ie](http://www.garda.ie)

---

**Archived:** Monday 29 May 2023 09:56:50  
**From:** Commissioner  
**Sent:** Monday 29 May 2023 09:56:31  
**To:** [HRPD.ExecutiveDirector](#),  
**Subject:** REMINDER [REDACTED] Recruitment to the Garda Band  
**Response requested:** No  
**Importance:** Normal

---

REMINDER  
[REDACTED]

Executive Director  
Human Resources and People Development

I refer to previous correspondence from this office, most recent dated 19 May 2023, to which a response remains outstanding.

Please ensure a report is forwarded to this office for the information of the Commissioner.

*Sent on behalf of the Office of the Commissioner*

Fiona Barry | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2003 | [Fiona.Barry@garda.ie](mailto:Fiona.Barry@garda.ie)



**Archived:** Monday 29 May 2023 09:46:16  
**From:** Commissioner RPCE  
**Sent:** Monday 29 May 2023 09:39:24  
**To:** Commissioner  
**Cc:** Commissioner PS; Hilman, Paula; Jones, Padraic F  
**Subject:** FW: [REDACTED] Band of An Garda Síochána - Resourcing Proposal and Business Case  
**Response requested:** No  
**Importance:** Normal

---

[REDACTED]  
Office of the Commissioner

**Re: Band of An Garda Síochána - Resourcing Proposal and Business Case**

I am directed by Assistant Commissioner, Roads Policing and Community Engagement, to refer to the above and correspondence from your office dated 26 May 2023.

On behalf of Assistant Commissioner, Roads Policing and Community Engagement, I am to advise of the following:

Assistant Commissioner Hilman is fully supportive of this business case and the rationale outlined for recruitment to the Garda Band. Assistant Commissioner Hilman recognises the community and organisational benefits as outlined, particularly in regard to community engagement in terms of building relationships and enhancing trust with the various community groups An Garda Síochána engages with.

However Assistant Commissioner Hilman requires clarity on the following:

- Transfer of resources:** What resources will be transferred to Regional Office, Roads Policing Community Engagement if ownership of the Garda Band transfers to this Region, in particular in relation to budgetary and administrative resources.
- Line management and support:** Should ownership of the Garda Band transfer to Assistant Commissioner Hilman, it would subsequently fall under the remit of the Garda National Community Engagement Bureau. There is currently a shortfall of a Superintendent in this Bureau. If this position was filled, this would allow for the operations and management of the Garda Band to be further supported by a member of Superintendent rank.
- Recruitment:** What systems or processes will be implemented to ensure numbers are maintained at the agreed level. Will there be regular recruitment and regular intakes as and when required.
- Operational Commitment:** It is noted new recruits would be required to complete operational duties. Clarity is required on what is regarded as operational duties for these new members.
- Training:** Given the nature of the work of the Garda Band and the proposed deployment on operational duties, consideration should be given to a training programme that meets these requirements, similar to the training provided to Garda Reserves. In short a proportionate training programme.

Finally, while the above points require clarification, Assistant Commissioner Hilman is fully supportive of this business case and highlights the above points for discussion. Assistant Commissioner Hilman is of the view that a fully resourced Garda Band will further enhance the organisation's capability to engage with the communities we serve.

Sent on behalf of Assistant Commissioner Roads Policing and Community Engagement.

***Ian Lambe***

Ian Lambe, Inspector  
 Office of Assistant Commissioner, Garda Roads Policing & Community Engagement Bureau  
 Harcourt Square, Dublin 2.  
 Phone: 01 6663807 & 086-8053902, Email: [Ian.p.lambe@Garda.ie](mailto:Ian.p.lambe@Garda.ie)



Ag Coinneáil Daoiné Sábháilte - Keeping People Safe

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**Archived:** Friday 26 May 2023 16:16:39  
**From:** Commissioner  
**Sent:** Friday 26 May 2023 16:11:02  
**To:** Lambe, Ian P  
**Subject:** FW: [REDACTED] Band of An Garda Síochána - Resourcing Proposal and Business Case  
**Response requested:** Yes  
**Importance:** Normal

---

[REDACTED]  
Inspector Ian Lambe

As requested, copy of the correspondence that was sent to Assistant Commissioner Hilman on Wednesday 24 May 2023.

Forwarded for your information.

**Michael McArdle | Inspector | Commissioner's Office**  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2016 | [michael.p.mcardle@garda.ie](mailto:michael.p.mcardle@garda.ie)



**From:** Commissioner <Commissioner@garda.ie>  
**Sent:** Wednesday 24 May 2023 10:19  
**To:** McMahon, Anne <anne.mcmahon@garda.ie>; Coxon, Shawna <shawna.coxon@garda.ie>; Clifford, Kathrynna <Kathryna.Clifford@garda.ie>; Cooke, Yvonne <Yvonne.Cooke@garda.ie>; OSullivan, Andrew <Andrew.OSullivan@garda.ie>; Hilman, Paula <Paula.Hilman@garda.ie>; Kelly, Justin R <Justin.Kelly@garda.ie>; McElgunn, Michael G <Michael.G.McElgunn@garda.ie>; McLindon, Andrew <andrew.mclindon@garda.ie>; Mulkerrins, Kate <Kate.Mulkerrins@garda.ie>; Oghuvbu, Oghenovo <Oghenovo.Oghuvbu@garda.ie>; Willis, Angela <angela.willis@garda.ie>; Roberts, Jonathan S <Jonathan.S.Roberts@garda.ie>; Cleary, Paul A <Paul.A.Cleary@garda.ie>; Foster, Eileen D <eileen.d.foster@garda.ie>; Bourke, Eimear <Eimear.Bourke@garda.ie>; Richardson, Cliona <Cliona.Richardson@garda.ie>; Fitzpatrick, Sorcha M <sorcha.m.fitzpatrick@garda.ie>  
**Subject:** [REDACTED] Band of An Garda Síochána - Resourcing Proposal and Business Case

[REDACTED]  
Each member of the Senior Leadership Team,

I refer to the above.

The attached draft 'Band of An Garda Síochána – Resourcing Proposal and Business Case' is forwarded for your views and observations, which are requested to reach the office of Deputy Commissioner, Policing and Security no later than close of business on Thursday, 25 May 2023, please.

*Sent on behalf of*  
Sorcha Fitzpatrick  
Chief Superintendent  
Commissioner's Office

**Archived:** Wednesday 24 May 2023 10:24:07

**From:** Commissioner

**Sent:** Wednesday 24 May 2023 10:19:25

**To:** McMahon, Anne; Coxon, Shawna; Clifford, Kathryn; Cooke, Yvonne; OSullivan, Andrew; Hilman, Paula; Kelly, Justin R; McElgunn, Michael G; McLindon, Andrew; Mul Kerrins, Kate; Oghuvbu, Oghenovo; Willis, Angela; Roberts, Jonathan S; Cleary, Paul A; Foster, Eileen D; Bourke, Eimear; Richardson, Cliona; Fitzpatrick, SORCHA M

**Subject:** [REDACTED] Band of An Garda Síochána - Resourcing Proposal and Business Case

**Response requested:** Yes

**Importance:** Normal

---

[REDACTED]

Each member of the Senior Leadership Team,

I refer to the above.

The attached draft 'Band of An Garda Síochána – Resourcing Proposal and Business Case' is forwarded for your views and observations, which are requested to reach the office of Deputy Commissioner, Policing and Security no later than close of business on Thursday, 25 May 2023, please.

*Sent on behalf of*  
Sorcha Fitzpatrick  
Chief Superintendent  
Commissioner's Office



Band of An Garda Síochána  
Resourcing Proposal and Business Case

---

DRAFT

Date: \_\_ May 2023

## 1. Introduction

The purpose of this business case is to seek approval for the recruitment of much needed backfills of Garda musicians for allocation to the Garda Band with additional responsibility for frontline operational duties under a new hybrid deployment model.

In November 2015, the Garda Inspectorate published its report '*Changing Policing in Ireland*' and made the following recommendations in regards to the Garda Band:

*"The Garda Band is staffed with Regulation 7 and Regulation 14 personnel. The band is a cultural institution that holds a significant place in the history of the Garda Síochána and Ireland. In 2012, staffing costs for the Garda Band were approximately €1.2 million. Whether the Garda Síochána should place up to 26 full-time sworn members to perform in the band is a decision for garda management that should be analysed under a workforce planning process. Other police organisations have similar groups that volunteer their services or are assigned part-time to musical duties, while the remainder of their time is used for operational purposes. As it applies to the Garda Band, the use of volunteers and part-time staffing with garda staff and/or retired garda members should be considered. However, this decision should be made in the overall context of the policing requirements of the Garda Síochána. A strong workforce planning process will enable identification of the skills needed by the organisation, along with the most efficient recruitment strategy to obtain them. The staffing of positions that require specialised skills, now and in the future, should be evaluated within the context of the overall workforce plan. The Inspectorate believes that under a modern workforce staffing plan, using Regulation 7 and Regulation 14 to confer sworn powers to persons appointed to non-operational specialised positions is not efficient or effective and should cease."*

The report also states the following in regard to Regulation 7 & 14 Positions:

*"The Garda Síochána has recruited members (known as Regulation 7 and Regulation 14 positions) with specialised skills. The majority of these members are in the organisation's Telecommunications Section and in the Garda Band. These members serve in the Garda Síochána with full powers and benefits accorded any member of the Garda Síochána. Members recruited under Regulation 7 received full garda training and upon completion were allocated to their respective specialist posts. However, Regulation 14 members did not receive the same training programme, with some only receiving a few weeks of training. There is corporate risk in designating personnel with less than full training as a member of the Garda Síochána. Conferring sworn powers to non-operational staff with specialist skills which are available in the civilian population is inefficient"*.

This business case aligns with the recommendations of the Garda Inspectorate and a decision has been taken by the Garda Executive following a robust workforce planning process to seek approval for the recruitment of members to the Garda Band to fill current critical vacancies. The adoption of a new hybrid model for new members in the Garda Band will see 25% of their working year committed to operational policing duties. It is proposed that the new Band members will undergo the full Garda trainee programme. This proposal will address the risk identified by the Garda Inspectorate whereby personnel with less than full training were conferred with Garda powers.

## 2. Current Arrangements

Since its first public performance on Dun Laoghaire Pier in the Dublin Metropolitan District (DMD) on Easter Monday – 1923, the Garda Band has represented An Garda Síochána and its membership throughout Ireland and abroad for over a century. The Band is comprised of sworn uniformed Garda members that reflects An Garda Síochána's unique international position as a uniformed unarmed service underpinned by an internationally renowned Community Policing ethos.

In its current diminishing composition it performs unique musical performances at the pleasure of the Commissioner, attired in uniform exemplifying the professionalism associated with serving the public as members of An Garda Síochána. The current members attached to Garda Band were selected following a competitive Public Appointments Service (PAS) process.

Arising from the distinctive sworn position of the members, the Band has been re-deployed to augment frontline duties numerous times subject to the exigencies of the service including during the following occasions:

- Visit of President Biden
- COVID-19 pandemic
- Visit of President Obama
- Visit of Queen Elizabeth
- May Day protests
- Foot-and-mouth outbreak
- Patrols during heightened terrorist threat levels
- Assigned to city stations in the 1980s to assist with policing H-Block demonstrations

In line with its current musical function and in support of our Community Policing ethos and outreach, the Garda Band perform at an array of events for An Garda Síochána including but not limited to the following:

- Gaisce ceremonies (President's award)
- Citizenship ceremonies
- Garden parties at Áras an Uachtaráin
- Missing persons day at Farmleigh
- Garda funerals, commemoration day and
- Garda graduations
- Transition year work experience week
- TAG (Teenagers and the Guards) Programme (Promoting positive engagement between teenagers and Gardaí)
- Special needs centres
- Schools and colleges
- Active retirement centres
- Nursing Homes
- Charity concerts
- Parades and sporting events
- Drug and alcohol treatment centres
- Hospitals
- TV and radio broadcasts

A secondary function whilst performing at the above events includes engaging with young people on the work of An Garda Síochána including coaching Transition Year students on musical instruments.

Band members provide reassurance to the elderly and vulnerable members of the community and provide crime prevention advice and a listening ear to its audiences as required.

The Garda Band is as an integral part of An Garda Síochána, wearing the uniform similar to other frontline Gardaí ensures that the Band members are indistinguishable from Garda members working in communities. This forms the essence of the Garda Band and is crucial to its community relations and outreach impact. All activities of the Garda Band are Official engagements be they, Sporting and/or Community Engagement activities. Culture in any organisation is strengthened through respected and valued artefacts, traditions, history and experiences. The importance of the Garda Band was clearly recognised by the Garda Inspectorate who stated that *'The band is a cultural institution that holds a significant place in the history of the Garda Síochána and Ireland'*.

### 3. Current Critical Resourcing Levels

The sanctioned strength of the Garda Band is (40) forty personnel, including the Musical Director. Key to the performance capacity of the Garda Band is appropriate numbers of instrumentalists within its sections. The Bands capacity has greatly reduced given the absence of recruitment for (16) sixteen years.

**Table A** below provides the sanctioned strength of the Garda Band compared to the existent situation, which amplifies the time critical window of opportunity for recruitment in order to ensure the continued operational integrity and maintenance of high standards that is expected of the Garda Band.

Sanctioned Strength (Incl. Director)	40
Current Strength	25
Vacancies	15

**Table A – Band Strength**

The Band urgently requires instrumentalists in woodwind, brass and percussion sections. Percussion is the corner stone of the Band and currently there is *only* one percussionist available to undertake all events in the context of leave/availability. This is not a sustainable position.

In essence, the Band is currently regularly operating at below half strength, and is at a critical point where the survival of the Band is in question. Failure to efficiently advance recruitment will affect visibility, effectiveness, morale and capacity to deliver even the most minimal of musical services and engagements.

Of note, ■■■ members of the Band are currently eligible to retire, with ■■■ reaching compulsory retirement in the next three years, which if occurs would reduce the current strength further to ■■■ members. The list of engagements the Garda Bank fulfil is extensive. During 2022 alone, there were (171) one-hundred and seventy-one planned events throughout the country. This number of engagements cannot be sustained in light of the diminishing resources.

According to available records, the Garda Band began performing at Rugby and Soccer international fixtures from at least 1950. Over the last 2 years, the IRFU and FAI have made numerous requests to the Garda Commissioner, for the Garda Band to perform at all international matches at the Aviva Stadium, principally to play the national anthems. However, due to the insufficient number of band personnel, we were unable to facilitate these requests.

#### 4. Proposed Future Arrangements

The future vision for the Garda Band has the potential to be world leading in policing services and will involve a number of contractual, structural and deployment changes.

Currently the Garda Band reports to the Commissioner's Office. The future state will see the Garda Band reporting to Assistant Commissioner Roads Policing and Community Engagement. This will ensure best use of Band resources to support the following organisational policing priorities:

- Preventing crime
- Preventing anti-social behaviour
- Reducing the fear of crime
- Improve the overall quality of life in communities in Ireland
- Enhanced visibility

As part of their terms and conditions new Band members will undergo the full Garda Trainee programme and will be required to work 25% of their annual working year on operational duties. It is envisaged that this duty will primarily be focused on Community Policing, events policing in addition to providing surge capacity for the organisation in the event of major / extraordinary events.

As a unitary policing and security service, An Garda Síochána is unable to draw upon mutual aid from other neighbouring police services. To that end, the proposed hybrid deployment model provides some, albeit limited, capacity in this regard.

The Garda Band will continue to be resourced within the current ECF numbers and will, in fact, increase the number of Gardaí who can be deployed operationally.

#### 5. Proposed recruitment for the Garda Band

To support the proposed hybrid model for the Garda Band, it is proposed that the most suitable method of recruiting new Garda Band Members is with a specialist recruitment competition under Regulation 11 of S.I No. 470 of 2013, the Garda Síochána (Admissions and Appointments) Regulations 2013, which states:

***"Appointment of person having special or other technical qualifications.***

***11. The Commissioner may, with the consent of the Minister, duly appoint and enrol a person as a member without regard to the requirements of these Regulations where the Commissioner is satisfied that—***

***(a) the person has special aptitudes, knowledge, skills or technical qualifications which justify his or her appointment and enrolment under this Regulation as a member, and***

***(b) the person is of good character, in good health and of sound constitution and is suited physically and mentally to perform the duties to which he or she will be assigned in the Garda Síochána."***

Following selection through a competitive PAS process those recruited would undergo the full training programme at the Garda College for trainee Gardaí.

## 6. Community and Organisational Benefits

The backfilling of the Band with sworn Garda Members stands to continue and enhance the Community and organisational benefits under the new vision for the Band summarised as follows:

### 1. Frontline Operational

Garda Band personnel will be utilised to supplement community engagement functions during periods of surges in policing demands.

### 2. Accessibility

An Garda Síochána prides itself in being accessible to all members of the community. The Garda Band makes a significant contribution in this regard through its musical endeavours, in a very engaging and interactive style.

### 3. Community Engagement

The Garda Band are a very visible and recognisable exemplar of the An Garda Síochána. The appeal of music and connection with the people of Ireland is the philosophy the Garda Band relies on to support our world-renowned community policing approach. Everything the Band does has a community engagement element. It provides a valuable balance to the sometimes-challenging business of policing in many of our communities. Positive engagements, which include the Garda Band, help break down barriers, build relationships and engender trust. This will be enhanced further in the proposed new deployment model.

### 4 Major Events

The profile of An Garda Síochána is greatly amplified by performing at major events such as solemn memorials and masses, ceremonial occasions, visiting dignitaries, sporting events, St Patrick's Day parade to name but a few.

In the same way as the three army bands are synonyms with the Irish Defence Forces, the Garda Band is synonymous with An Garda Síochána, acting as public-facing ambassadors for the organisation throughout Ireland. The Bands uniformed position is reflective of the rich Garda/Community relationship, which is irreplaceable in the context of our community focus and unarmed police service. This ambassadorial role will be further strengthened by increasing operational commitments of the Band to a mandatory 25% of duty time annually.

## 7. Civilianising or partly civilianising the Garda Band

An Garda Síochána has considered civilianising the Garda Band as referenced in the Garda Inspectorate report. Given the unique role and function of the Garda Band and the future vision for the Band, the considered view is that the Garda Band perform a uniform operational role, one that is not deemed suitable for civilianisation.

An Garda Síochána have considered a blended resourcing model, however, it has proved challenging to arrive at appropriate arrangements which would see Gardaí and Garda staff doing the exact same job with different terms and conditions, pay scales, rostering and annual leave arrangements in place, leading to the potential for significant industrial relations challenges. This is in addition to the fact that carrying out operational duties would no longer be an option.

## 8. Recommendations

The firm recommendation from An Garda Síochána is that the new vision for the Garda Band is approved and supported.

Approval is sought to commence a specialist public recruitment campaign for suitably qualified musicians who also have the required aptitude and physical ability to perform operational policing duties commensurate with deployment under Roads Policing and Community Engagement to backfill vacancies to bring the Garda Band back its authorised strength of (40) forty.

In order to provide assurance with respect to the 25% commitment to operational duties Assistant Commissioner, RPCE will complete an annual report on Garda Band deployments, which will be available for external scrutiny.

## 9. Conclusion

The Garda Band and its members, since its inception has and continues to represent the very fabric of a community based police service which An Garda Síochána is and continues to be. The Garda Band has been unrivalled by other police bands and remains in constant demand by the wider public it serves, together with its own internal responsibilities and is reflective of the diversity of our communities.

Public performances by the Garda Band whether it be at the Rose of Tralee Festival, the State Funeral of a fallen member, or at a Christmas concert at a school leaves members of the public and Garda Colleagues in awe of their musical ability as ambassadors of Irish society and guardians of the peace.

As Ireland continues to become more diverse and multi- cultural the Garda Band has the ability to reach into under-represented communities, supporting outreach and crime reporting.

Should the permissions as sought above be granted to restore the Band to full strength, the proposed hybrid Band model together with historical functions will continue to connect Garda Members to their communities and further enhance An Garda Síochána's ability to Keep People Safe.



**Archived:** Tuesday 23 May 2023 17:54:51  
**From:** Fitzpatrick, SORCHA M  
**Sent:** Tuesday 23 May 2023 17:44:56  
**To:** Commissioner  
**Subject:** [REDACTED] FW: Re: Band of An Garda Síochána - Resourcing Proposal and Business Case  
**Response requested:** No  
**Importance:** Normal

---

Siofra – can you circulate to the SLT pls and request any views and observations to reach Dept Comm P & S no later than close of business Thursday 25<sup>th</sup> May 2023

Thanks Sorcha

**From:** Commissioner\_PS <Commissioner\_PS@garda.ie>  
**Sent:** Tuesday 23 May 2023 14:51  
**To:** Maguire, Orla C <Orla.C.Maguire@garda.ie>; Fitzpatrick, SORCHA M <sorcha.m.fitzpatrick@garda.ie>  
**Subject:** Re: Band of An Garda Síochána - Resourcing Proposal and Business Case

Chief Superintendent Fitzpatrick  
Personal Assistant to the Commissioner

I am directed by Deputy Commissioner, Policing and Security to request that the attached '*Band of An Garda Síochána - Resourcing Proposal and Business Case*' be circulated to the Senior Leadership Team for views and observations to reach this office no later than close of business Thursday 25<sup>th</sup> May 2023.

Sent on behalf of  
Office of Deputy Commissioner  
Policing & Security,  
by Sergeant Graham Weekes  
Phone: 01-6662059 / 0868281341,  
Email: [commissioner\\_ps@garda.ie](mailto:commissioner_ps@garda.ie)

**Archived:** Friday 19 May 2023 10:14:C7  
**From:** Commissioner  
**Sent:** Friday 19 May 2023 10:13:31  
**To:** HRPD.ExecutiveDirector,  
**Subject:** REMINDER [REDACTED] Recruitment to the Garda Band  
**Response requested:** No  
**Importance:** Normal

---

REMINDER

[REDACTED]  
Executive Director  
Human Resources and People Development

I refer to previous correspondence from this office, most recent dated 11 May 2023, to which a response remains outstanding.

Please ensure a report is forwarded to this office for the information of the Commissioner.

Please treat this as urgent.

*Sent on behalf of the Office of the Commissioner*

Fiona Barry | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 2003 | [Fiona.Barry@garda.ie](mailto:Fiona.Barry@garda.ie)



**Archived:** Thursday 11 May 2023 10:34:39  
**From:** Commissioner  
**Sent:** Thursday 11 May 2023 10:33:56  
**To:** HRPD.ExecutiveDirector,  
**Subject:** REMINDER [REDACTED] Recruitment to the Garda Band  
**Response requested:** No  
**Importance:** Normal

---

REMINDER  
[REDACTED]

Executive Director  
Human Resources & People Development

I refer to the below correspondence from this office, dated 8 May 2023, to which a response remains outstanding.

Please ensure a report is forwarded to this office for the information of the Commissioner, without delay.

*Sent on behalf of the Office of the Commissioner*

Lisa Sweeney | Clerical Officer | Commissioners Office  
Garda Headquarters | Dublin 8, D08 HN3X | +353 1 666 20171 | [Lisa.Sweeney@garda.ie](mailto:Lisa.Sweeney@garda.ie)



**Archived:** Wednesday 16 November 2022 15:53:11

**From:** [Commissioner](#)

**Sent:** Wednesday 16 November 2022 15:31:53

**To:** [HRPD.ExecutiveDirector](#),

**Subject:** [REDACTED] Recruitment of Personnel to the Band of An Garda Síochána

**Importance:** Normal

---

Executive Commissioner  
HRPD

I refer to the above.

The Commissioner has requested a briefing note on the current status of the recruitment of personnel to the Band of An Garda Síochána.

Report in early course, please no later than Monday, 21 November, 2022.

Kind regards,

**[Orla Maguire](#) | Sergeant | Office of the Commissioner | Garda Headquarters, Phoenix Park, Dublin 8**

Office : 01-6662020 Email : [Commissioner@garda.ie](mailto:Commissioner@garda.ie)

[www.garda.ie](http://www.garda.ie)

Archived: Friday 24 June 2022 09:54:21

From: Gilvarry, Ellis

Sent: Thursday 23 June 2022 13:02:50

To: Commissioner

Cc: Broderick, Marie B

Subject: [REDACTED] Garda Band

Response requested: No

Importance: Normal

Superintendent  
Office of the Commissioner

Marie

With reference to the Commissioner's meeting with the Minister tomorrow and having regard to the raising of Garda Band resourcing during their discussions, please see below a summary of the various interactions on this and in particular the Department's stance in terms of a 'civilian by default' approach.

Kind regards  
Éilís

- Discussions with the Department on resourcing the Garda Band date back several years and the attached email from 2016 sets out the position they have held since that time with regard to recruiting civilian resources since that time.
- In December 2020 correspondence issued from the Commissioner to the Policing Authority and Justice setting out his position with regard to resourcing in the band, in particular seeking to appoint Regulation 14 members. The Policing Authority replied as per the third attachment indicating that their view was that resourcing the Garda Band should fall under the 'civilian by default' approach but I am not aware of a formal response from the Department to that letter.
- In February 2021, a letter issued from the A/Executive Director, HRPD with regard progressing with reassignment of the vacancies to Garda Staff posts and also to progress the Sergeants competition which had not progressed since 2018 – third attachment. [*The reason the competition had stalled was that following a request to appoint an external interview board member, the Policing Authority sought sight of the written sanction from the Department to hold this competition, and although it had been approved by the Promotion Advisory Council which was still in existence at the time, there was no formal sanction in writing from Justice.*] Again a formal response did not issue from the Department to the February 2021 letter; however, they advised during a number of discussions that if progress was to be made on the 'civilian by default' approach in terms of the vacancies that may assist in moving on the Sergeants competitions. The latter issue is now further complicated by virtue of the revised Promotion Regulations which do not make specific provision for competitions within the scheduled areas of which the band was one under the previous regulations.
- In the most recent exchange of emails with [REDACTED] reiterated that 'It is clear Government policy that future recruitment to the Garda Band should be civilians happy to meet but that has to be the position.'
- The following bullet points are the details provided to Corporate Services for the Commissioner's briefing for the meeting tomorrow:
  - DoJ has consistently indicated that new appointees to the Garda Band should be civilian personnel in line with Government policy on organisational staffing.
  - Garda management is keen to ensure that the Garda Band is adequately staffed to deliver on all of its performance requirements.
  - A meeting was held by the Executive Director, HRPD with the GRA on 31<sup>st</sup> May 2022 where it was conveyed that sanction for staffing is likely to be by way of civilian only. The GRA was assured that terms and conditions of existing members would not any less favourable in such a scenario.
  - A meeting was held by the Executive Director, HRPD with Inspector Pat Kenny, Conductor of the band where it was conveyed that sanction for staffing is likely to be by way of civilian only. In addition, a number of short-term and interim measures were discussed with a view to filling urgent requirements including:
    - Canvassing Garda members with relevant skills to be co-opted
    - Pausing any transfer requests out of the Band
    - Looking at bringing in an Internship arrangement and liaising with relevant schools of music in this regard (currently being explored).
  - Inspector Kenny has stated that there are a number of issues of current concern including the ability to field a Band for all programmed events taking account of the tight numbers, summer period and annual leave.
  - AGSI is raising the matter of the Garda Band at the next meeting of Conciliation Council (next Friday 1<sup>st</sup> July). AGSI is seeking that a number of Sergeants be appointed in a supervisory capacity. A competition was advertised in 2018 but never reached interview stage due to lack of appropriate sanction for same. If the Minister could agree to a small number of supervisory positions (at Sergeant and/or relevant civilian rank), this could be



utilised to buy cooperation with recruitment of civilian staff.

45

- In the longer term, there are also a variety of options being considered and these will be brought before the Executive in due course.
- Options are also being considered in terms of utilising Garda Reserves which may assist in overcoming the issue of wearing the Garda uniform, however, contractual terms would need to be examined as to viability for this arrangement.

**Eilis Gilvarry**

Principal Officer  
Garda College / Human Resources and People  
Development

Phone: (0504) 403 5428 / (01) 666 2360

Mobile: (087) 145 1640

Email: [Eilis\\_Gilvarry@garda.ie](mailto:Eilis_Gilvarry@garda.ie)

Garda College, Templemore, Co. Tipperary  
Garda HQ, Phoenix Park, Dublin 8

IS É ÁR MISEAN

AG COINNEÁIL  
DAOINE  
SÁBHÁILTE

OUR MISSION IS

KEEPING  
PEOPLE  
SAFE

A POLICING SERVICE  
FOR OUR FUTURE



Garda Band

[REDACTED] to: commissioner

Cc: john.barrett, tony.mcloughlin, alan.mulligan, monica.carr, [REDACTED]

08/01/2016 14:14

Dear Commissioner

I refer to previous correspondence in relation to the above and the discussion at the Governance meeting on 16 December last.

On foot of your agreement in principle on 16 December that future appointments to the band would be civilian staff of An Garda Síochána the Department sought sanction from the Department of Public Expenditure and Reform for 8 qualified musicians to be appointed under the existing regime (i.e. as sworn members) on an exceptional basis having regard to the time required to finalise appropriate pay and other conditions for civilian band members and the urgency around ensuring that the band can fulfil the significant role anticipated for it by the Department of the Taoiseach in the 1916 commemorations etc this year.

The response from DPER is that it is not willing to sanction the recruitment of band members who would benefit from accelerated pension entitlements etc. It is willing to consider the recruitment of 8 civilian band members. It has stated that the cost/benefits of the Garda Band are not in question but that movement is required on the terms and conditions. It does not consider the proximity of the 1916 commemorations to be a sufficient justification for delaying change.

In the event that you wish to pursue this matter it will be necessary to submit proposals relating to appropriate pay and other conditions that would apply to civilian band members. The Department is available to discuss this further if that would be helpful.

Yours sincerely

[REDACTED]

[REDACTED] Principal Officer | Garda Síochána Section | Policing Division | Department of Justice and Equality | 51 St. Stephen's Green | Dublin 2 | D02 HK52 | Ireland | [REDACTED]@justice.ie | [REDACTED]; VOIP (internal only) 608429; (+353) (1) 6028429; Mobile: (+353) [REDACTED]



# An Garda Síochána

Oifig an Choimisinéara  
Gnóthaí Corparáideacha  
An Garda Síochána  
Páirc an Fhionnuisce  
Baile Átha Cliath 8  
D08 HN3X



Office of the  
Commissioner  
Corporate Affairs  
Garda Headquarters  
Phoenix Park  
Dublin 8  
D08 HN3X

Tel/Teileafón:(01)66 62016/20

Fax/Facs: (01) 66 62013

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le do thoil:

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[www.garda.ie](http://www.garda.ie)

Riomhpost / E-mail:

[commissioner@garda.ie](mailto:commissioner@garda.ie)

**Confidential**

BI linn/Join us



Chief Executive  
The Policing Authority  
4th Floor, 90 King Street North  
Dublin 7  
D07 N7CV

**Re: Recruitment and Promotion in the Garda Band**

Dear [REDACTED]

I refer to the above.

Please find attached correspondence sent to the Department of Justice with regard to the recruitment and promotion in the Garda Band, along with a business case prepared by the Director of Music. The Band of An Garda Síochána was established with the founding of An Garda Síochána in 1922 and remains an integral part of the Organisation. The Garda Band is comprised of professionally trained musicians appointed under the provisions of Regulation 14 S.I. No. 164/1988 - Garda Síochána (Admissions and Appointments) Regulations, 1988. From an authorised strength of 40 members, the band's complement has declined to 27 since the last recruitment competition in 2007.

The community views the Garda Band as an integral part of An Garda Síochána, congruent with other Garda unit. Band members are indistinguishable from Gardaí working in their communities. This forms the essence of the Garda Band and is crucial to its community relations impact. That Gardaí are entertaining and engaging with them on exclusively positive


terms, makes a profound statement of support and outreach by An Garda Síochána to those communities. This impact would be largely lost if successful applicants were not appointed as members of An Garda Síochána and therefore couldn't perform in operational Garda uniform.

Furthermore, the band has throughout its history been available to the Commissioner for policing duties in exceptional circumstances. For example, Garda band members were assigned to city stations in the 1980s to assist with policing H-Block demonstrations and patrols against bomb threats. More recent events included the foot-and-mouth outbreak and May Day protests. During the COVID-19 pandemic, Garda Band members were deployed to perform checkpoint duties. Band members routinely address basic policing queries from concert attendees and advise them in areas such as home security and personal safety. They also engage with young people on the work of An Garda Síochána and its relationship with them through both the TAG (Teenagers and Gardai) programme and the band's own annual "TY Week" in which transition year students from around Ireland spend a week working with the band and being coached by band members.

The Commissioner favours plans to rejuvenate the Garda Band as a core part of the organisations outreach and community engagement efforts. Timing has become important as the forthcoming centenary celebrations of An Garda Síochána in 2022 require that decisions are made now concerning recruitment into and promotions within the Band.

It is therefore recommended that successful candidates be appointed as Gardaí under section 14 S.I. No. 164/1988 - Garda Síochána (Admissions and Appointments) Regulations, 1988. Successful applicants will undergo a suitable training programme before attestation. In order to progress this initiative, the permission of the Policing Authority is sought to fill the vacancies within the existing authorised strength by recruiting 13 additional members to bring the total team size to 40. A panel should remain in place for two years to backfill any retirements or other exits. The management and supervisory structure of the band has historically comprised an Inspector or Superintendent and four (4) sergeants. However, the Superintendent, nor any of the four (4) Sergeants who retired over the past 10 years have been replaced. It is now intended to hold an internal promotion competition to fill the four (4) current vacancies for Sergeants in the Garda Band.

Yours sincerely,

  
\_\_\_\_\_  
JOHN DOLLARD  
CHIEF SUPERINTENDENT  
COMMISSIONERS OFFICE

22<sup>nd</sup> December 2020

# An Garda Síochána

Oifig an Choimisinéara  
An Garda Síochána  
Páirc an Fhionnuisce  
Baile Átha Cliath 8  
Éire  
D08 HN3X



Office of the Commissioner  
Garda Headquarters  
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Dublin 8  
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Láithreán Gréasáin / Website:  
[www.garda.ie](http://www.garda.ie)

Riomhphost / E-mail:  
[commissioner@garda.ie](mailto:commissioner@garda.ie)

Please quote the following ref. number:

Luaigh an uimhir tharaghta seo a leanas le do thoil:

**Confidential**

Secretary General  
Department of Justice  
51 St Stephens Green  
Dublin 2

**Re: Recruitment and Promotion in the Garda Band**

I am writing in connection with the Garda Band as I favour plans to rejuvenate it as a core part of our outreach and community engagement efforts. Timing has become important as the forthcoming centenary celebrations of An Garda Síochána in 2022 require that decisions are made now concerning recruitment into and promotions within the Band. If no positive action is taken, the Garda Band will not be in a position to play an active role in centenary celebrations and it will slowly fade into obsolescence as it becomes unviable due to reducing musician numbers.

Having looked at activity levels, the Garda Band played in 245 events nationally during 2019. Outside of the pandemic, the Band brings music to a wide variety of audiences including at nursing homes, hospitals, schools, charity concerts, citizenship & Gaisce ceremonies, parades, sporting events, TV and radio broadcasts, Garda funerals, commemorations and graduations, etc. This breath of activity was reflected in the Garda Inspectorate's description of the Garda Band as "a cultural institution that holds a significant place in the history of the Garda Síochána and Ireland" (2015 report; Changing Policing in Ireland).

Even with pandemic restrictions, the Garda Band has adapted to ensure continuity of service to the community, for example by streaming concerts through Facebook and Youtube and

playing outdoors at nursing homes. During the initial lockdown and again during level 5 restrictions, members of the Band used policing powers when they were deployed operationally on checkpoints to support An Garda Síochána efforts to keep people safe.

As things stand, the Garda Band is 13 members short of its authorised strength and also does not have any sergeants to act in supervisory roles. In acknowledging the general benefit of the "civilian by default" principle, I believe that these posts should be recruited as before with Garda members using Section 14 of the Admissions & Appointments regulations (S.I. No. 164/1988). Under this process known as Regulation 14, candidates are selected for their professional musical skills, but additionally receive basic training to allow them to use Garda powers if required. The recent health emergency, in which Garda Band members were deployed operationally as described above, demonstrates the rationale for the continued recruitment into the Band of Garda members rather than the use of Garda Staff.

In order to progress this initiative, I intend seeking the permission of the Policing Authority to fill the vacancies within the existing authorised strength by recruiting 13 additional members to bring the total team size to 40. A panel should remain in place for two years to backfill any retirements or other exits. In parallel, I plan to run an internal promotion competition to select four Garda Band members for promotion to the rank of Sergeant. This will not impact the overall unit strength and restore front line supervision and allow for future succession to the role of Director of Music, which is currently held by a member of Inspector rank. All of this fits within the historical authorised strength of the Garda Band, which on completion of this initiative will comprise of; 1 Inspector, 4 Sergeants and 35 Gardaí (total of 40 members).

In conclusion, the Garda Band is a very visible and valuable part of An Garda Síochána focused almost exclusively on community engagement. The current members of the Band, showed flexibility in deploying for frontline operational duty when required during the health emergency and for this reason, new members should continue to be recruited under Regulation 14. I hope that the Department of Justice will support this initiative to rebuild the Garda Band so that it can actively participate in the 2022 commemoration events and beyond.

Yours sincerely,



JA HARRIS  
COMMISSIONER  
AN GARDA SÍOCHÁNA

21 December 2020

# An Garda Síochána

Banna Ceoil AnGarda Síochána  
Ceanneathru an Gharda Síochána  
Páirc an Fhionnuisce  
Baile Átha Cliath 8



Garda Band Office  
Garda Headquarters  
Phoenix Park  
Dublin 8

Teileafón/Telephone (01) 6662041  
Facs/Fax (01) 6662045

[www.garda.ie](http://www.garda.ie)  
[gardaband@garda.ie](mailto:gardaband@garda.ie)

*Please quote the following ref. number:*

*27 November 2020*

## Band of An Garda Síochána Proposed filling of vacancies

### Business Case

1. Background and history of the Garda Band
2. Current strength and vacancies within the Garda Band
3. Supervision and rank structure
4. 2022 centenary celebrations
5. Conclusion

#### 1. Background and history of the Garda Band

The Band of An Garda Síochána was established with the founding of An Garda Síochána in 1922 and remains an integral part of the Garda service. Its membership comprises professionally trained musicians who are also serving Gardaí, stationed in the band.

As well as performing at official Garda and state functions, the band is dedicated to the development of good relations between An Garda Síochána and the community it serves. It achieves this through performance of a varied, entertainment-focussed programme which evolves to suit every audience, event or setting. Many Garda Band concerts serve not only as Garda community relations events but as essential fundraising opportunities for local communities, sports clubs and charities.

The band plays a cultural role on behalf of the state, in bringing live musical performance of every musical genre, to communities nationwide, many of whom would not otherwise experience live music.

**Performance output of the Garda Band in the years 2017 – 2019**

	Community events	Schools concerts	Official Garda events	Sporting events	Total
2017	84	81	22	8	195
2018	86	79	25	15	205
2019	91	101	42	11	245
<b>Total</b>	<b>261</b>	<b>261</b>	<b>89</b>	<b>34</b>	<b>645</b>

Typical output includes the following events and settings

- Gaisce ceremonies (president's award)
- Citizenship ceremonies
- Garden parties at Áras an Uachtaráin
- Missing persons day at Farmleigh
- Garda funerals, commemoration day and Garda graduations
- Transition year work experience week
- TAG Programme (teenagers and Gardaí)
- Special needs centres
- Schools and colleges
- Active retirement centres
- Charity concerts
- Parades and sporting events
- Drug and alcohol treatment centres
- Hospitals
- TV and radio broadcasts

**Ensemble types**

Depending on the nature of the engagement, the band is adaptable into the following ensemble configurations:

- Full concert band
- Marching band
- Dance band
- Funeral party (flag bearers, bugle and drum)
- 4 small groups for Christmas schools visits
- Brass quintet
- Saxophone quartet
- Jazz trio
- Piano with singer

**2. Current strength and vacancies within the Garda Band**

From an authorised strength of 40 members, the band's complement has declined to 27 since the last recruitment competition in 2007. However, effective staffing levels are reduced by members with medical exemptions from certain engagements and those availing of job sharing or shorter working year. Over the next 5 years, the strength of the band will fall by at least 10 members and possibly as many as 15 due to retirements.

The table overleaf illustrates the current instrumental composition of the Garda Band, including existing vacancies. Members are listed in order of remaining service (descending).



	Role	Excused marching	Job sharing	Shorter working year	Long term sick	Admin role *	Service remaining	
							Min	Max
1	Musical Director							
2	1st Clarinet							
3	Flute / Piccolo							
4	Tuba							
5	2nd French Horn							
6	Alto Saxophone							
7	Bass Guitar							
8	Flute / Piccolo							
9	2nd Trumpet							
10	Euphonium							
11	1st Trombone							
12	3rd French Horn							
13	1st French Horn							
14	4th French Horn							
15	Bass Trombone							
16	3rd Clarinet							
17	1st Trumpet							
18	2nd Trombone							
19	Baritone Saxophone							
20	Percussion							
21	Tuba							
22	Administration							
23	Flute / Piccolo							
24	2nd Clarinet							
25	Solo Trumpet							
26	Solo Clarinet							
27	Tenor Saxophone							
28	Solo Clarinet						vacant	
29	1st Clarinet						vacant	
30	2nd Clarinet						vacant	
31	3rd Clarinet						vacant	
32	Oboe / Cor Anglais						vacant	
33	Bassoon						vacant	
34	Solo Trumpet						vacant	
35	1st Trumpet						vacant	
36	3rd Trumpet						vacant	
37	3rd Trombone						vacant	
38	Euphonium						vacant	
39	Tuba						vacant	
40	Double Bass/bass guitar						vacant	
41	Percussion						vacant	
42	Percussion						vacant	
43	Percussion						vacant	

Red text denotes events due within 5 years

\* Assigned solely to administration

#### Availability for engagements (current members)

All

24



	54
Most	26
None (administration)	1
<b>Total strength (current)</b>	<b>27</b>
Vacancies	13
Proposed provision for retirements (in next 5 years)	4
<b>Proposed vacancies to fill</b>	<b>17</b>

### Proposed recruitment

Due to high vacancy levels, particularly in certain sections, the band's ability to function is increasingly precarious. This shortage of players occasionally leads to the near impossibility of fulfilling engagements to which management has committed. For example, since it is now reduced to a single percussionist (percussion forms the crucial rhythmic "backbone" of the music), it is now regularly forced to perform with an untrained member volunteering to swap his instrument for the drum kit. Naturally, this severely curtails the overall performance quality.

This deficit of members is easily discernible to the public. For example, the maximum complement available for Ireland Rugby internationals is 23 Gardaí, which sees the band dwarfed by the Army No.1 band standing alongside. This brings understaffing into stark relief for both spectators and TV viewers around the World.

Without substantial recruitment, the ability of the band to function will deteriorate considerably within the next 5 years due to retirements. The following are the impending retirement ( ) eligibilities over this period:

Can retire in less than 1 year: ( ) of whom must retire within 5 years: ( )  
 Can retire in 2-5 years: ( )

While the band's authorised strength is 40, it would be prudent to now increase its complement to 44, to adequately prepare for the retirement of between ( ) members over the next 5 years.

### Recruitment method

The community views the Garda Band as not merely representing An Garda Síochána, but as being integral to it like any other Garda unit. They see band members as indistinguishable from the Gardaí working in their communities. This forms the essence of the Garda Band and is crucial to its community relations impact. That Gardaí are entertaining and engaging with them on exclusively positive terms, makes a profound statement of support and outreach by An Garda Síochána to those communities. This impact would be largely lost if successful applicants were not appointed as members of An Garda Síochána and therefore couldn't perform in operational Garda uniform.

Furthermore, the band has throughout its history been available to the Commissioner for policing duties in exceptional circumstances. For example, band personnel were assigned to City stations in the 1980s to assist with policing H-Block demonstrations and patrols against bomb threats. More recent events included the foot-and-mouth outbreak and May Day protests. Band personnel are currently engaged in COVID-19 checkpoint duties. Band members routinely address basic policing queries from concert attendees and advise them in areas such as home security and personal safety. They also engage with young people on the work of An Garda Síochána and its relationship with them through both the TAG programme and the band's own annual "TY Week" in which transition year students from around Ireland spend a week working with the band and being coached by band members.

It is therefore recommended that successful candidates be appointed as Gardaí under section 14 S.I. No. 164/1988 - Garda Síochána (Admissions and Appointments) Regulations, 1988. Successful applicants should also undergo an appropriate training programme before attestation and same should be made available to current band members.

### 3. Supervision and management structure

The management and supervisory structure of the band has historically comprised an inspector or superintendent and 4 sergeants. However, neither the superintendent, nor any of the 4 sergeants who retired over the past 10 years have been replaced.

## Supervision

Due to the considerable performance productivity of the band, many engagements are only possible because Gardaí volunteer to act as sergeants in organising logistics, conducting/presenting concerts and generally taking charge. These roles are clearly only appropriate to members of sergeant rank or higher and until recently were only ever performed by those ranks. Gardaí are routinely placed in unfair, stressful positions as they have no authority to enforce discipline and must instead rely on the goodwill of their colleagues. No organisation can operate effectively on this basis. Like all workplaces, bands cannot function properly without a supervisory structure.

Moreover, the lack of sergeants in the band exposes the organisation to significant risk in several areas including time and attendance, health and safety, asset management and general discipline. A 2018 GIAS audit of the band was critical of the absence of a strong supervisory team, and of a strategy for the future of the band. As well as recommending recruitment to enhance the utilisation of the band, the audit recommended the filling of all four vacancies at sergeant rank.

## Management structure

In the context of Garda rank structure, the skill levels, range of responsibilities and remuneration of a musical director is most closely comparable to those of a superintendent. This professional parallel is widely accepted among state military bands both in Ireland and abroad. The 3 bands of the Irish Defence Forces are conducted and managed by 6 officers: a lieutenant colonel, a commandant and 4 captains, supported by a substantial framework of non-commissioned officers. This structure is consistent with those of the British, continental and US armed forces bands. Historically, management of the Garda Band also conformed somewhat to this convention. Musical directors were always promoted from among the band's sergeants, all of whom would have wide conducting experience, initially to the rank of inspector, but could normally expect promotion to superintendent in approximately 3-5 years. [REDACTED]

## 4. 2022 centenary celebrations

The forthcoming 2022 centenary year is likely to prove extremely busy for the Garda band, with extra demand for concerts, parades and other centenary events. To adequately meet these demands, the band will require a recruitment campaign. With only 13 months to prepare, it is vital that this campaign be started promptly.

Both from a commemorative and community relations point of view, it would be beneficial if the band recorded an album, as part of the organisation's 2022 celebrations. Our previous CDs, released to celebrate the 75th anniversary of An Garda Síochána and later the millennium, were widely acclaimed and broadcast extensively. Our last CD was recorded in 2005. A new album in 2022 would aptly mark the centenary year and extend the reach of the band's community relations impact.

## 5. Conclusion

The recommendations outlined in this report would, if implemented, secure the future of the Garda Band, and safeguard its ability to deliver the best possible service to the Garda organisation, the state and to the people of Ireland.

Pat Kenny Acting Superintendent  
Director of Music



AN TÚDARÁS PÓILÍNEACHTA  
POLICING AUTHORITY

The Policing Authority, 4th Floor, 90 King Street North, Dublin 7, D07 N7CV  
Phone: +353 1 8589090 email: info@policingauthority.ie



Mr John Dollard  
Chief Superintendent  
Office of the Commissioner  
Garda Síochána Headquarters  
Phoenix Park  
Dublin 8

14 January 2021

**Recruitment and Promotion in the Garda Band**

Dear John,

Thank you for your dated 22 December 2020 regarding the above matter. I note that you have requested Policing Authority approval to recruit thirteen "Regulation 14" Garda members to expand membership of the Garda band to 40. However, while the Authority is responsible for the approval of the number and grades of Garda staff, it does not have a role in increasing the ECF of Garda Members and this, in fact is a matter for the Department of Justice.

I would state that the Authority's position regarding the Garda Band remains that they should fall under the principle of 'civilian by default' and my understanding is that this view was shared by both the Department of Justice and the Department of Public Expenditure and Reform.

Given that your request is not within the remit of the Authority, it is not possible to approve the request as set out in your letter. However, I have a scheduled meeting with the Executive Director of HR&PD early next week and I will certainly raise the matter with him.

Yours Sincerely,



Chief Executive Officer

# An Garda Síochána

Stiúrthóir Feidhmiúcháin,  
Acmhainní Daonna agus Forbairt Daoine,  
Ceanncheathrú an Gharda Síochána,  
Páirc an Fhionnuisce,  
Baile Átha Cliath 8  
D08 HN3X.



Executive Director,  
Human Resources and People Development,  
Garda Headquarters,  
Phoenix Park,  
Dublin 8  
D08 HN3X.

Teileafón/Tel: (01) 666 2347  
Facs/Fax:

Láithreán Gréasáin/Web Site: [www.garda.ie](http://www.garda.ie)  
Ríomhphost:/Email:  
[HRPD.ExecutiveDirector@garda.ie](mailto:HRPD.ExecutiveDirector@garda.ie)

Bi linn/Join us



Principal Officer  
Governance, Criminal Justice  
Department of Justice  
51 St Stephen's Green  
Dublin 2  
D02 HK52

**Re: Garda Band**

Dear [REDACTED]

I refer to the Commissioner's correspondence to your Secretary General dated 21<sup>st</sup> December 2020 in relation to the above matter (copy enclosed).

As referenced by the Commissioner, he is in favour of rejuvenating the Garda Band as a core part of the organisation's outreach and community engagement efforts. It is also of note that the role of the Garda Band would be significant in terms of the forthcoming centenary if there are sufficient resources therein.

In view of recent discussions with the Policing Authority on this matter, and considering the overall review of future resourcing currently being undertaken in An Garda Síochána, it is now proposed that the vacancies be dealt with by way of reassignments to Garda Staff rather than the recruitment of Regulation 14 Garda Members. In this way there would be targeted recruitment for the appropriate skillset with potential to undertake additional internal training if so required. The terms and conditions of employment can be discussed if this proposal is agreeable in principal.

In addition to the depleted numbers within the Garda Band, there are at present no Sergeants allocated meaning there are four vacancies, one of which has been unoccupied since 2009. The authorised ranks order for the Band is one Superintendent, four Sergeants and thirty five Gardaí. I understand that the running of a promotion competition for the Garda Band was the subject of discussions with your Department in 2019 and that the competition was verbally agreed; however, no written sanction was

ever received in this regard. In order to progress this matter it is proposed that a competition is now run to fill the existing four vacancies. This request is also being made having regard to a compulsory retirement that will be arising in terms of the only member currently at a supervisory rank. Going forward, if it is agreed to progress with the filling of posts through Garda Staff recruitment, all future competitions for promotion would be open to all personnel within the band with the requisite experience.

I would appreciate the opportunity to discuss these matters with you as soon as possible so that we may progress an agreed course of action.

Yours sincerely



**Alan Mulligan**  
**Acting Executive Director**  
**HRPD**

25 February 2021



Archived: Friday 24 June 2022 09:55:55  
From: [REDACTED]  
Sent: Thursday 10 March 2022 17:14:28  
To: Hearn, Sarah  
Cc: [REDACTED] Gilvarry, Eilis  
Subject: (External) RE: Garda Band  
Importance: Normal

This message is from an EXTERNAL SENDER - be CAUTIOUS, particularly with links and attachments.

Sarah

It is clear Government policy that future recruitment to the Garda Band should be civilians happy to meet but that has to be the position.

m

From: Hearn, Sarah <Sarah.Hearn@garda.ie>  
Sent: Thursday 10 March 2022 16:56  
To: [REDACTED]@justice.ie>  
Cc: [REDACTED]@justice.ie>; Gilvarry, Eilis <eilis.gilvarry@garda.ie>  
Subject: Garda Band

Hi [REDACTED]

The Garda Commissioner is keen to recruit for the Garda Band, particularly in light of the Centenary Celebrations ongoing. Would it be possible to have a quick meeting with you at some stage over the next week or so in order to bottom out what options are open to us. The considerations for recruiting civilians are proving complex.

Kind regards,  
Sarah



\*\*\*\*\* Faisn is seo don t sin don eirtias sin a bhfuil a sheoladh uirthi, agus d si d amh in, agus d'f adfadh bhar r nda agus/ n bhar faoi phribh id a bheith iniata. Toirmisctear aon athbhreithni, atarchur n leathadh a dh anamh ar an bhfaisn is seo, acn s id eile a bhaint aisti n aon ghn omh a dh anamh ar a hiontaoibh, ag daoine n ag eintitis seachas an faighteoir beartaithe. M s tr bhct n a fuair t seo, cuir sc ala chuig an seolt ir le do thoil agus scríos an t bhar d'aon r omhaire. Is polasa An Gharda S och na seoladh bhair chol il a dh chead, agus m s d igh leat gur bhar col il at sa teachtaireacht seo ba cheart duit dul i dteagmh il leis an seolt ir agus le [postmaster@garda.ie](mailto:postmaster@garda.ie) i threach. The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from any computer. It is the policy of An Garda Siochana to disallow the sending of offensive material and should you consider that the material contained in this message is offensive you should contact both the sender and [postmaster@garda.ie](mailto:postmaster@garda.ie) immediately.

\*\*\*\*\*  
Is le haghaidh an duine n an eintitis ar a bhfuil s d rithe, agus le haghaidh an duine n an eintitis sin amh in, a bhearta tear an fhaisn is a tarchuireadh agus f adfadh s go bhfuil bhar faoi r n agus/n faoi phribh id inti. Toirmisctear aon athbhreithni, atarchur n leathadh a dh anamh ar an bhfaisn is seo, aon s id eile a bhaint aisti n aon ghn omh a dh anamh ar a hiontaoibh, ag daoine n ag eintitis seachas an faighteoir beartaithe. M fuair t seo tr dhearmad, t igh i dteagmh il leis an seolt ir, le do thoil, agus scríos an t bhar as aon r omhaire. Is

**From:** Parliamentary Questions  
**Sent:** Thursday 20 May 2021 13:31  
**To:** HRM\_Records <[HRM\\_Records@garda.ie](mailto:HRM_Records@garda.ie)>; HRPD.ExecutiveDirector, <[hrpd\\_executivedirector@garda.ie](mailto:hrpd_executivedirector@garda.ie)>  
**Subject:** FW: (External) PQ 28186/21, for answer 25/05/2021, Written from - Jim O'Callaghan

**Executive Director Human Resources & People Development**

**Re: PQ Number – 28186/21**

Please see the Parliamentary Question below which refers to your area of responsibility. You are requested to provide a complete and accurate response to the question within the prescribed timeframe. If you are of the view that the question does not refer to your area of responsibility, please immediately inform this office.

In the event that a PQ requires input from a number of offices, you should liaise as appropriate with the relevant section(s) and on receipt of the pertinent information provide a consolidated answer.

**N.B.** It is the responsibility of Section Heads to provide the answer to a parliamentary question. Accountability for accuracy, quality and timeliness of responses rests firmly with you as such your approval of the answer should be clearly observable within the covering documentation.

Kind Regards,

**Sinéad Doyle** | Executive Officer | Corporate Services Office | Garda Headquarters, Phoenix Park, Dublin, D08 HN3X, Ireland | +353 85 8060543 |  
[Sinead.x.doyle@garda.ie](mailto:Sinead.x.doyle@garda.ie)

**From:** ePQ (Justice) [<mailto:justice-epq-noreply@cloud.gov.ie>]  
**Sent:** Thursday 20 May 2021 13:28  
**To:** Parliamentary Questions <[questionscomm@garda.ie](mailto:questionscomm@garda.ie)>; [REDACTED]@justice.ie  
**Cc:** [REDACTED]@justice.ie  
**Subject:** (External) PQ 28186/21, for answer 25/05/2021, Written from - Jim O'Callaghan

**This message is from an EXTERNAL SENDER - be CAUTIOUS, particularly with links and attachments.**

ᐃ;

Dear Commissioner, Please see PQ 28186/21 which is for answer 25/05/2021. Please submit your observations to [Tr-CrimCE@justice.ie](mailto:Tr-CrimCE@justice.ie) by midday on Monday 24 May 2021 so that a suitable reply can issue. Thanks, Laura

**Dail Question No:**

To ask the Minister for Justice the number of vacancies by rank in the Garda band in tabular form; and if she will make a statement on the matter.

- Jim O'Callaghan.

\* For Written answer on 25/05/2021  
 RefNo: 28186/21

Reply

Minister for Justice (Heather Humphreys):

**PQ 28186/21**

To ask the Minister for Justice the number of vacancies by rank in the Garda band in tabular form; and if she will make a statement on the matter.

- Jim  
O'Callaghan

The vacancies in the Garda Band by rank in tabular format are as follows:

	Full Strength	Current Strength	Vacancies
Superintendent *	1	0	1
Inspector (acting superintendent) *	1	1	0
Sergeant	4	0	4
Garda	40	26	14

\* *The Garda Band has typically had either an Inspector or Superintendent*



## Rank, management and supervisory structure

	Normal	Actual	Vacancies
Superintendent *	1	0	1
Inspector (acting superintendent) *	1	1	0
Sergeant	4	0	4
Garda	40	26	14

\* The Garda Band has typically had either an Inspector or Superintendent

## Musical positions allocated and vacant

Role	Designated member	Rank	Sick long term	Excused marching	Job sharing
Musical Director	Kenny P	Insp			
Flute / Piccolo	O'Connor A	Gda			
2nd French Horn	Brennan E	Gda			
Tuba	Fitzpatrick A	Gda			
1st Clarinet	Fitzpatrick P	Gda			
Alto Saxophone	Wilde M	Gda			
Bass Guitar	Whearity A	Gda			
Bass Trombone	Fay J	Gda			
2nd Trumpet	Hensey P	Gda			
Euphonium	Mc Caffrey P	Gda			
Flute / Piccolo	Cahill S **	Gda			
1st Trombone	Downes M	Gda			
3rd Clarinet	Boyle T	Gda			
Tuba	O'Riordan C	Gda			
3rd French Horn	Duffy J	Gda			
Baritone Saxophone	Mac Cafferty J	Gda			
1st French Horn	Rock C	Gda			
1st Trumpet	Doyle H	Gda			
4th French Horn	Bevan I	Gda			
2nd Trombone	Kennedy B	Gda			
Administration	Breslin J *	Gda			
Flute / Piccolo	Gallagher D	Gda			
Percussion	Frain D	Gda			
2nd Clarinet	Birmingham D	Gda			
Solo Trumpet	Cavanagh C	Gda			
Solo Clarinet	Gillespie A	Gda			
Tenor Saxophone	Finlay I	Gda			
Solo Clarinet	vacant				
1st Clarinet	vacant				
2nd Clarinet	vacant				
3rd Clarinet	vacant				
Oboe / Cor Anglais	vacant				
Bassoon	vacant				
Solo Trumpet	vacant				
1st Trumpet	vacant				

**Archived:** 03/03/2021 08:39:09  
**From:** Chief\_Administration\_Office  
**Sent:** 02/03/2021 20:38:25  
**To:** Commissioner  
**Cc:** Chief\_Administration\_Office  
**Subject:** RE: REMINDER [REDACTED] Vacancies for Sergeant in Garda Band  
**Importance:** Normal

---

[REDACTED]

Commissioner,

Vacancies for Sergeant in Garda Band

---

I am directed by the Chief Administrative Officer in this matter.

I refer to the above. I am to advise that this matter is now being addressed within the Garda Executive and updates have been provided on the matter through that forum.

Forwarded for your information.

Kind regards,

Danielle Mahony | HEO | Office of the Chief Administrative Officer | Garda Headquarters, Phoenix Park, Dublin, Ireland, D08HN3X |  
Email [Danielle.a.mahony@garda.ie](mailto:Danielle.a.mahony@garda.ie) | Tel: +353(0) 1 6662019 Mobile: +353(0) 85 881 1878



---

**From:** Commissioner  
**Sent:** Monday 1 March 2021 15:59  
**To:** Chief\_Administration\_Office <cao@garda.ie>  
**Subject:** REMINDER [REDACTED] Vacancies for Sergeant in Garda Band

REMINDER  
[REDACTED]

Chief Administrative Officer

I refer to the attached correspondence from this office dated 15 September 2020.

I am to enquire if there is an update on this matter.

Kind regards,

Fiona Barry, Clerical Officer  
Commissioner's Office  
62003

Archived: Monday 1 March 2021 15:59:41

From: Commissioner

Sent: Monday 1 March 2021 15:58:59

To: Chief Administration Office

Subject: REMINDER [REDACTED] Vacancies for Sergeant in Garda Band

Sensitivity: Normal

---

REMINDER  
[REDACTED]

Chief Administrative Officer

I refer to the attached correspondence from this office dated 15 September 2020.

I am to enquire if there is an update on this matter.

Kind regards,

Fiona Barry, Clerical Officer  
Commissioner's Office  
62003

**Archived:** 23/02/2021 14:54:39  
**From:** Gilvarry, Eilís  
**Sent:** 23/02/2021 14:00:14  
**To:** Commissioner  
**Cc:** Chief Administration Office; HRPD.ExecutiveDirector,; Mulligan, Alan  
**Subject:** [REDACTED] FW: Garda Band  
**Response requested:** No  
**Importance:** Normal

---

My apologies the final draft was not attached to the previous email.

**From:** Gilvarry, Eilís  
**Sent:** Tuesday 23 February 2021 13:52  
**To:** Commissioner <Commissioner@garda.ie>  
**Cc:** Chief\_Administration\_Office <cao@garda.ie>; HRPD.ExecutiveDirector, <hrpd.executivedirector@garda.ie>; Mulligan, Alan <Alan.Mulligan@garda.ie>  
**Subject:** Garda Band

**Chief Superintendent**  
**Office of the Commissioner**

Good afternoon

With reference to your discussion with the Acting Executive Director this morning concerning the Garda Band I am to advise that the letter to the Department of Justice has not yet been signed and the draft is now attached for review.

Kind regards  
Éilís

<p><b>Eilís Gilvarry</b> Assistant Principal Workforce Planning</p> <p>Phone: 01 666 2360 Mobile: 087 145 1640 Email: Eilís.Gilvarry@garda.ie</p> <p>Garda HQ, Phoenix Park, Dublin 8</p>	<p><b>IS É AR MISEAN AG COINNEÁIL DAOINE SÁBHÁILTE</b></p> <p><b>OUR MISSION IS KEEPING PEOPLE SAFE</b></p> <p><b>A POLICING SERVICE FOR OUR FUTURE</b></p> 
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# An Garda Síochána

Oifig an Choimisinéara  
Gnóthaí Corparáideacha  
An Garda Síochána  
Páirc an Fhionnuisce  
Baile Átha Cliath 8  
D08 HN3X



Office of the  
Commissioner  
Corporate Affairs  
Garda Headquarters  
Phoenix Park  
Dublin 8  
D08 HN3X

Tel/Teileafón: (01) 66 62016/20  
Fax/Facs: (01) 66 62013  
Luaigh an uimhir tharaghta seo a leanas  
le do thoil:  
Please quote the following ref. number:

Láithreán Gréasáin / Website:  
[www.garda.ie](http://www.garda.ie)

Ríomhpost / E-mail:  
[commissioner@garda.ie](mailto:commissioner@garda.ie)

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## REMINDER

Chief Administrative Officer

**Re: Vacancies for Sergeant in the Garda Band**

I refer to the above and previous correspondence from this office dated 15 September 2020.

It appears from an examination of records at this office that a response remains outstanding.

Provide an update report by return, please.

  
\_\_\_\_\_  
CATHERINE HEFFERNAN  
HIGHER EXECUTIVE OFFICER  
COMMISSIONER'S OFFICE

12 November 2020

# An Garda Síochána

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Chief Administrative Officer

**Re: Vacancies for Sergeant in the Garda Band**


I refer to the above.

[REDACTED] (copy attached for ease of reference) issued on the 19 December 2017 following approval being given to fill the vacancies at Sergeant Rank in the Garda Band. To date interviews have not been held. There are currently no Sergeants allocated to the Garda Band resulting in four (4) vacancies, one of which has been vacant since 2009.

There is also a requirement for each member of the Garda Band to participate in the Performance, Accountability and Learning Framework (PALF). Due to the specific nature of the work undertaken by the Garda Band it is necessary that a Sergeant from the Band perform the role of Line Manager for each Garda member. As stated in [REDACTED] only Gardaí who have such technical qualifications, knowledge and experience are eligible for promotion to Sergeant in the Garda Band. The implementation of the PALF process is a key organisational goal and the office of the Commissioner are not in a position to meet this goal without the appropriate supervisory personnel being in place in the Garda Band.

Please ensure the competition to promote members of the Garda Band to the rank of sergeant is progressed without further delay.

Keep this office apprised of development in course.



**JOHN DOLLARD**  
**CHIEF SUPERINTENDENT**  
**COMMISSIONERS OFFICE**

15<sup>th</sup> September 2020



# An Garda Síochána

Oifig Banna Ceoil AnGarda Síochána,  
Ceannteathru an Gharda Síochána,  
Páirc an Fhionnuisce,  
Baile Átha Cliath 8.



Garda Band Office,  
Garda Headquarters,  
Phoenix Park,  
Dublin 8,

Teileafón/Telephone: (01) 6662041

Facs/Fax: (01) 6662045

Web Site: [www.garda.ie](http://www.garda.ie)

E-mail: [gardaband@garda.ie](mailto:gardaband@garda.ie)

Please quote the following ref. number: GB

Date : 10 September 2020

Chief Superintendent John Dollard  
Personal Assistant to Commissioner

**Re: Vacancies for Sergeants in the Garda Band**

I wish to request that a promotion competition be set up to promote 4 members of the Garda Band to the rank of Sergeant by way of competitive interview to fill vacancies that arose due to members retiring. In 2017 a competition was advertised to fill vacancies at Sergeant rank within the Garda Band. However, the nine applicants who applied were given dates for interview in July 2019 and these interviews were subsequently cancelled without any explanation being given to the applicants.

The supervisory structure within the band at Sergeant rank should be as follows:

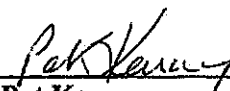
Sergeant I/C Band  
Sergeant I/C Administration  
Sergeant I/C Music Library  
Sergeant I/C Instrument Stores

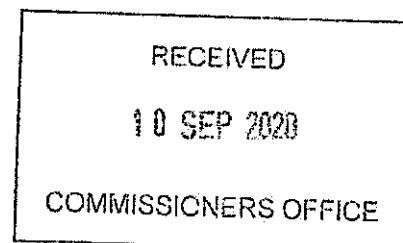
The Sergeant I/C Administration became vacant when [REDACTED]  
[REDACTED] The Sergeant I/C library position became vacant when [REDACTED]  
[REDACTED] Sergeant I/C stores position became vacant when [REDACTED]  
[REDACTED] Sergeant I/C Band became vacant when [REDACTED]

To ensure the efficient operation of the band and to process and deal with all necessary day to day tasks I would ask that the above competition be expedited as soon as possible.

Attached copy of [REDACTED]

Forwarded for your information, please.

  
Pat Kenny  
Director of Music



Mission Statement

To achieve the highest attainable level of Personal Protection, Community Commitment and State Security



# An Garda Síochána

Oifig an Choimisinéara  
Gnóthai Corparáideacha  
An Garda Síochána  
Páirc an Fhionnuisce  
Baile Átha Cliath 8

Tel/Teileafón: (01) 66 62015 / 16 / 18

Fax/Facs: (01) 66 62013

Luaigh an uimhir tharaghta seo a leanas le do thoil:

Please quote the following ref. number:

[REDACTED]



Office of the Commissioner  
Corporate Affairs  
Garda Headquarters  
Phoenix Park  
Dublin 8

Láithreán Gréasáin / Website:  
[www.garda.ie](http://www.garda.ie)

Ríomhpost / E-mail:  
[commissioner@garda.ie](mailto:commissioner@garda.ie)

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Executive Director of Human Resources  
and People Development

Re: **Competition for Sergeants in the Garda Band**

I wish to refer to the above and forward the attached correspondence from the Director of Music for your consideration.

The facts are as stated by the Inspector Pat Kenny and the application to hold a competition for these vacancies is recommended.

*Frank Walsh*  
FRANK WALSH  
SUPERINTENDENT  
PRIVATE SECRETARY  
TO COMMISSIONER

*FW* May 2015

Ráiteas Misin / Mission Statement:

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu / Working with Communities to Protect and Serve

# An Garda Síochána

Oifig Bhanna Ceoil An Garda Síochána,  
Ceanncheathrú an Gharda Síochána,  
Páirc an Fhionnuisce,  
Baile Átha Cliath 8.



Garda Band Office,  
Garda Headquarters,  
Phoenix Park,  
Dublin 8,

Teileafón/Telephone: (01) 6662041

Facs/Fax: (01) 6662045

Web Site: [www.garda.ie](http://www.garda.ie)

E-mail: [gardaband@garda.ie](mailto:gardaband@garda.ie)

Please quote the following ref. number:

Date: 28/04/15

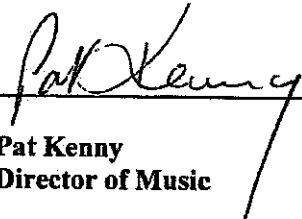
Frank Walsh  
Superintendent For  
Personal Assistant  
To Commissioner,

## Re: Competition for Sergeants in the Garda Band

With reference to the above I wish to make application for a competition to select members of Garda rank in the Garda Band to the rank of sergeant. There are three vacancies at present due to the retirements [REDACTED]

I am aware that sanction has been granted to fill these vacancies and I would ask your assistance in expediting this competition as soon possible.

Forwarded for your information please.

  
Acting Superintendent

Pat Kenny  
Director of Music

Mission Statement

To achieve the highest attainable level of Personal Protection, Community Commitment and State Security



Garda Executive Meeting:  
January 2022 via Video Conferen

72

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Star  
[21/  
Gar  
Serg  
B/F

Noted; No solution to filling vacan  
present. Requirements for the Ga  
brought to the demand meeting.

Action; A/ED HRPD & CIO to exan  
provision for specialist promotion  
Garda Band, Telecoms/IT Section  
amongst others.

15/02/22



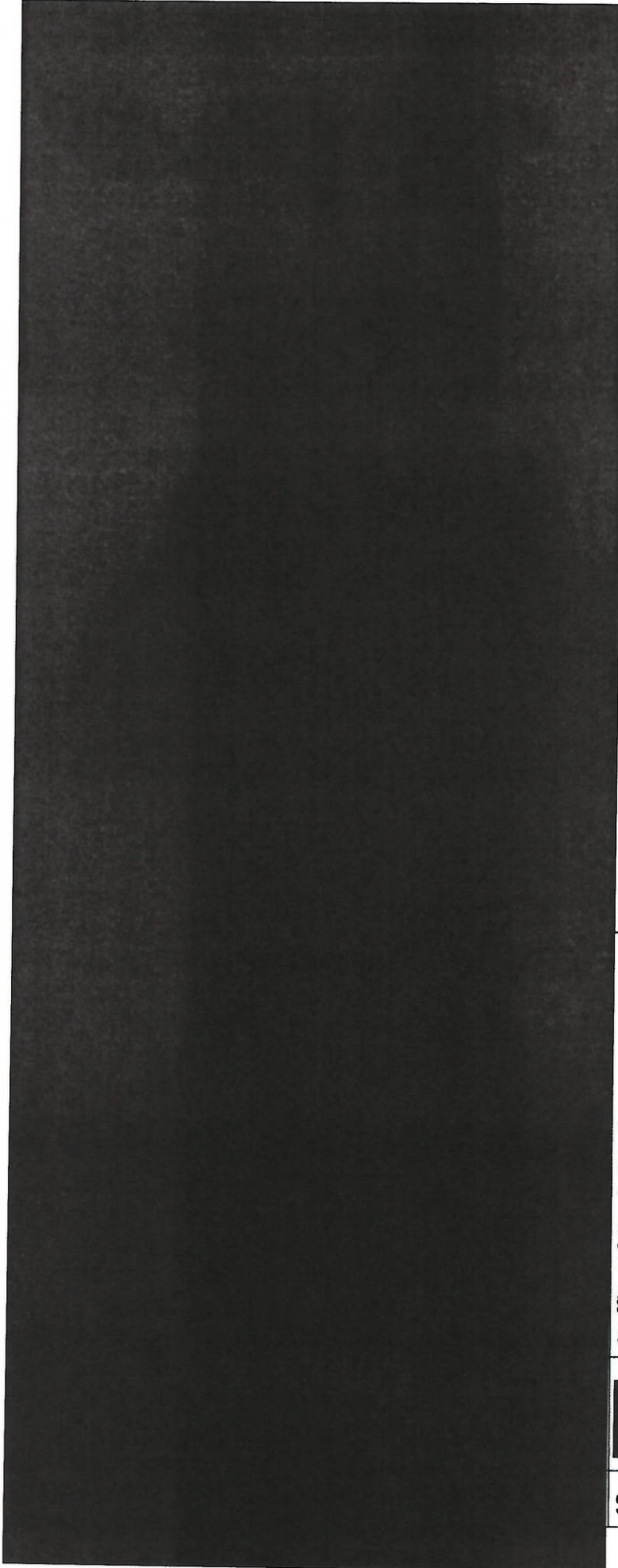
Garda Executive Meeting:  
Date: 15 February 2022 via Video Conference

13	[REDACTED]	<p><b>Staffing of Garda Band</b> [18/1/22 – No solution filling vacancies for supervisors at present. Requirements for Garda Band may need to be brought to demand meeting. A/ED HRPD &amp; CIO to examine issues around lack of provision for specialist promotion comps, to include Band, Telecoms/IT Sections, Technical Bureau, amongst others]</p>	<p><b>Noted:</b> GRA have indicated they will block proposals.</p> <p><b>Action:</b> ER HR to meet with [REDACTED] and provide an update.</p> <p>Back for 2 weeks.</p>	A/ED HRPD CIO	01/03/22
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### Garda Executive Meeting:

Date: 21 & 22 March 2022 via Video Conference and in Person.



18	[REDACTED]	<p><b>Staffing of Garda Band</b>          [15/2/22 – GRA indicated they will block proposals. A/ED HRPD to meet with Ronan Slevin &amp; provide update 2 weeks]  <i>(No solution filling vacancies for supervisors. Requirements for Band may</i></p>	<p><b>Noted:</b> Engagement has taken place between HR and rep bodies. GRA have stated they will attempt to block any move to civilianise. DOJ have said only Garda Staff to be hired.   <b>Decision:</b> Go ahead with recruitment process.</p>	A/ED HRPD	05/04/22
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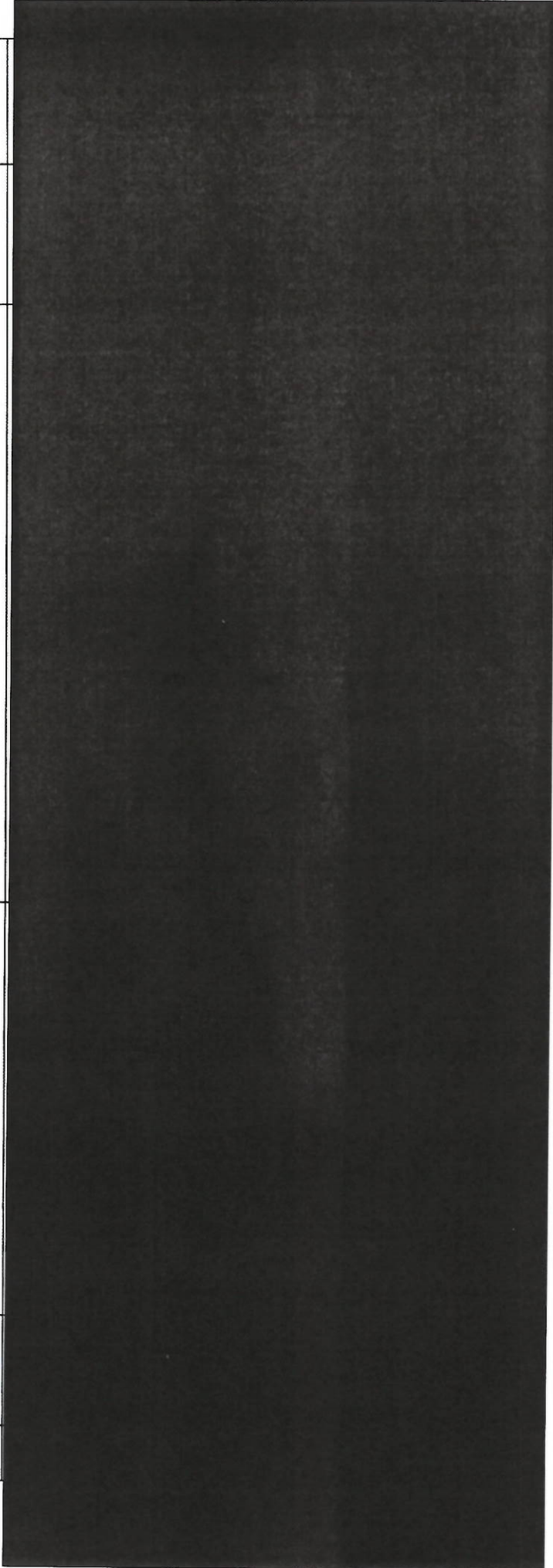




## Garda Executive Meeting:

Date: 5 April 2022 via Video Conference

9	34	<p><b>Staffing of Garda Band</b> [21/3/22 – Engagement taken place between HR and rep bodies. GRA stated they'll attempt to block any move to civilianise. DOJ said only Garda Staff (GS) to be hired. Go ahead with recruitment process. Comp for GS to move forward]</p>	<p><b>Noted:</b> A/ED HRPD meeting with GRA on 4 May 2022, who have indicated an intention to go into dispute regarding civilianisation. All roads with DPER have been exhausted.   <b>Action:</b> CAO to check whether associations signed up to civilianisation as part of previous pay deals. Back 1 week.</p>	CAO	12/04/22
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### Garda Executive Meeting:

Date: 13 April 2022 via Video Conference

[Redacted]	7	[Redacted]	<p><b>Staffing of Garda Band</b> [5/4/22 – A/ED HRPD meeting GRA on 4/5/22, who have indicated intention to go into dispute re: civilianisation. All roads with DPER have been exhausted. CAO to check whether associations signed up to civilianisation as part of previous pay deals. Back 1 week]</p> <p><b>Noted:</b> No explicit direct commitment to civilianisation but general commitment to APSFF, which includes civilianisation.</p> <p><b>Action:</b> IR officer (SM) to engage with GRA.</p>	CAO	03/05/22
	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]





### Garda Executive Meeting:

Date: 10 May 2022 via Video Conference

- 10/05/2022
- Commissioner
  - Deputy Commissioner, Policing & Security
  - Deputy Commissioner, Strategy, Governance & Performance
  - CAO
  - A/Executive Director, HRPD
  - Executive Director, Finance & Services
  - Chief Information Officer

No.	Topic For Discussion	Action Decision	Owner	Review Date
[REDACTED]	<p><b>Staffing of Garda Band</b>                      [13/4/22 –no explicit/direct commitment to civilianisation but general commitment to APSFF, which includes civilianisation. IR officer (SM) to engage with GRA] (GRA indicated intention to go into dispute re: civilianisation. All roads with DPER exhausted. Check if associations signed up to civilianisation as part of previous pay deals)</p>	<p><b>Noted;</b> Meeting to take place between C/Supt HRPD and the Garda Band to explore options. Matter may need to be raised with the Minister for Justice.</p> <p><b>Action;</b> Update to be provided.</p>	A/ED HRPD	24/05/22





### Garda Executive Meeting:

Date: 24 May 2022 via Video Conference

- 24/05/2022
- Commissioner
- Deputy Commissioner, Policing & Security
- Deputy Commissioner, Strategy, Governance & Performance
- CAO
- A/Executive Director, HRPD
- Executive Director, Finance & Services
- Chief Information Officer

Topic For Discussion	Action Decision	Owner	Review Date
<p>[REDACTED]</p> <p><b>Staffing of Garda Band</b>                      [10/5/22 – Meeting to take place; C/Supt HRPD &amp; Garda Band to explore options. Matter may need to be raised with Minister for Justice. Update be provided] <i>(No direct commitment to civilianisation but general commitment to APSFF; includes civilianisation. SM engage GRA. Check if associations signed up to civilianisation part of previous pay deals)</i></p>	<p><b>Noted:</b> Meeting with GRA planned for 31 May 22 and meeting with Inspector Kenny to discuss options. Viability of the Garda Band in question.</p> <p><b>Action:</b> Formal written response to Dept. of Justice to be prepared.</p> <p><b>Decision:</b> To be added as agenda item for Commissioner's meeting with the Minister on 23 June 2022.</p>	<p>A/ED HRPD</p>	<p>21/06/22</p> <p>Closed</p>



## Garda Executive Meeting:

Date: 21 June 2022 via Video Conference

5	<p><b>Staffing of Garda Band</b> [24/5/22 – Meeting with GRA planned for 31/5/22 &amp; meeting with Insp. Kenny to discuss options. Viability of Garda Band in question. To be added as agenda item for Commissioner’s meeting with Minister on 23 June 2022. Formal written response to DOJ to be prepared]</p>	<p><b>Noted:</b> Update provided by A/ Ed HRPD, GRA &amp; AGSI want Gardaí only. AGSI will formally go into dispute. Supervision in Garda Band and Technical Bureau highlighted by D/C P&amp;S and indicated that technical bureau may lose ISO accreditation.</p> <p><b>Action:</b> CMR to discuss with Minister.</p> <p><b>Action:</b> Letter sent to Dept. by A / Ed HRPD to be shared with CMR. Possible internship model to be examined as possible solution.</p> <p><b>Action:</b> A / Ed HRPD to examine the regs. with regards to AGS holding its own national competitions to fill vacancies in specialist areas.</p> <p>Back 2 weeks.</p>	A/ED HRPD 05/07/22
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**Garda Executive Meeting:**

**Date: 05 July 2022 via Video Conference**

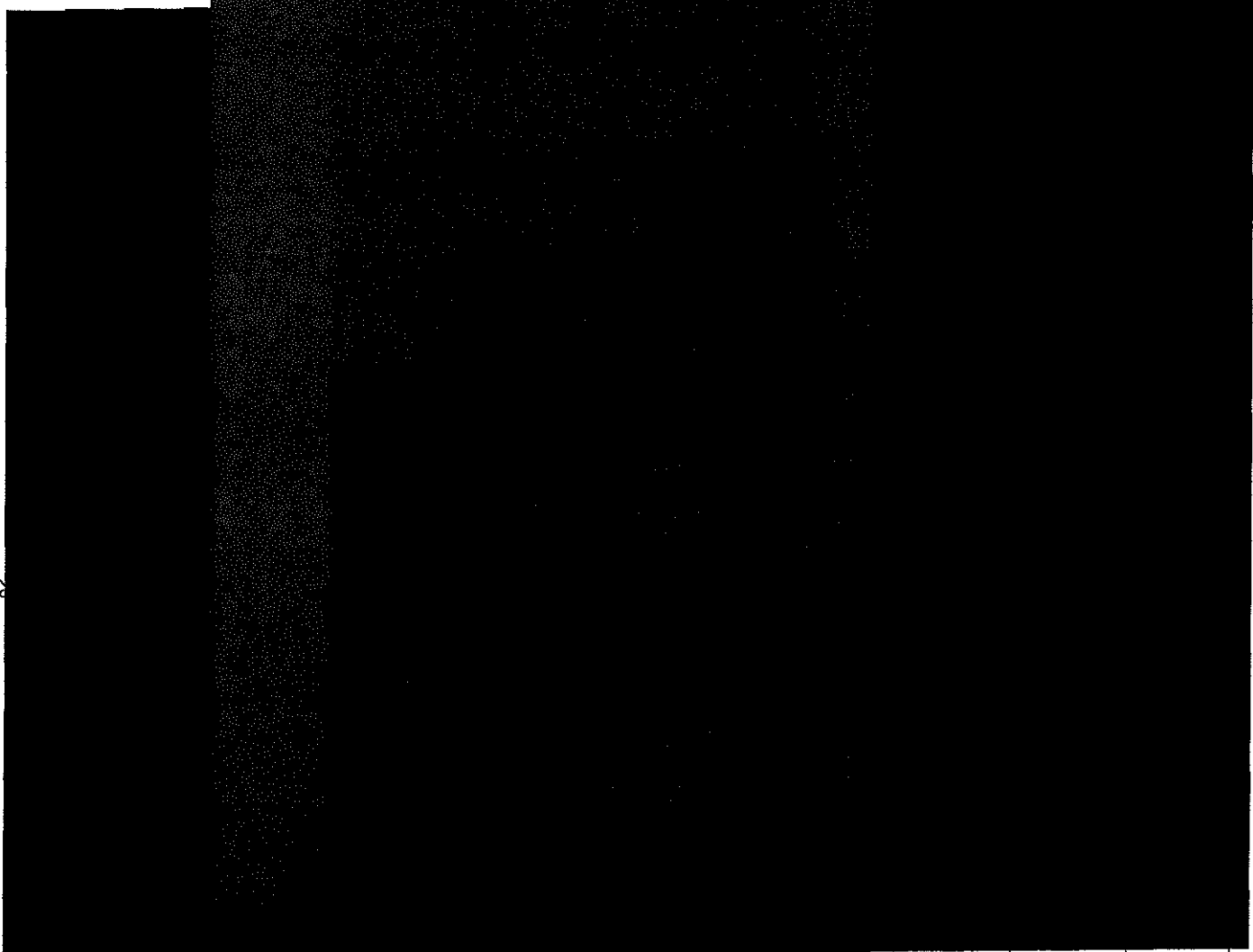
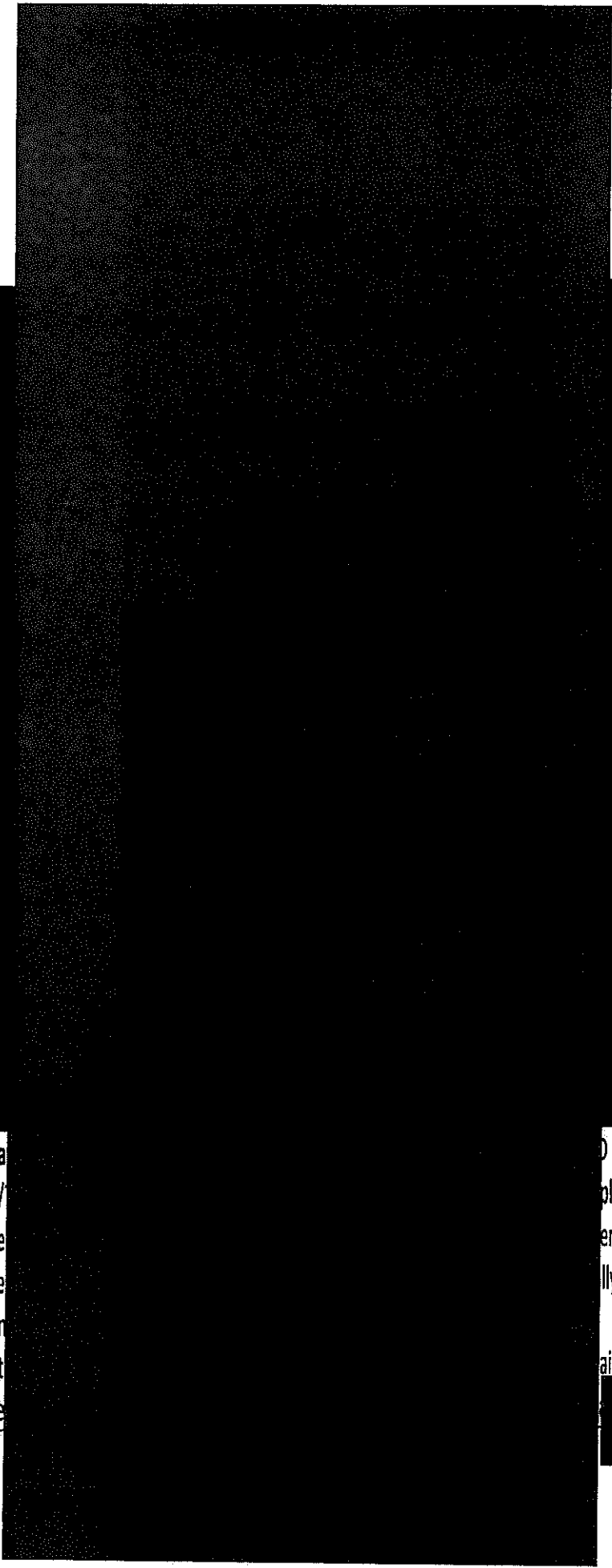


10	[REDACTED]	<p><b>Staffing of Garda Band</b>                  [21/6/22 – GRA &amp; AGSI want Gardaí only. AGSI will formally go into dispute. Supervision in Band &amp; Tech Bureau highlighted by DC P&amp;S and indicated that Tech Bureau may lose ISO accreditation. CMR to discuss with Minister]</p>	<p>[21/6/22 – Letter sent to Dept. by A/ED HRPD to be shared with CMR. Possible internship model to be examined as possible solution. Back 2 weeks]</p> <p>[21/6/22 – A/ED HRPD to examine regs. with regards to AGS holding its own national competitions to fill vacancies in specialist areas. Back 2 weeks]</p>	<p><b>Noted:</b> Update provided by A/ED HRPD. Issue mentioned at Conciliation Council meeting. AGSI have highlighted they may start a campaign “Save the Band”. Engagement with DPER has taken place and DPER to consider. Meeting request has been made with DPER and Justice, to discuss recruitment into and promotion within the Garda Band, and other specialist promotions.</p> <p>Back 2 weeks.</p>	<p>CMR’s Office</p> <p>A/ED HRPD</p> <p>A/ED HRPD</p>	19/07/22
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**Garda Executive Meeting:**  
Date: 21 July 2022 via Video Conference

24		<p><b>Staffing of Garda Band</b> [5/7/22 – Update by A/ED HRPD. Issue mentioned at Conciliation Council meeting. AGSI highlighted they may start campaign “Save the Band”. Engagement with DPER taken place; DPER to consider. Meeting request made with DPER &amp; DOJ), to discuss recruitment into &amp; promotion within the Garda Band, &amp; other specialist promotions. Back 2 weeks]</p>	Action; B/F 1 week	27/07/22
		<p>[21/6/22 – Letter sent to Dept. by A/ED HRPD to be shared with CMR. Possible internship model to be examined as possible solution. Back 2 weeks]</p>	CMR’s Office	A/ED HRPD
		<p>[21/6/22 – A/ED HRPD to examine regs. with regards to AGS holding its own national competitions to fill vacancies in specialist areas. Back 2 weeks]</p>	A/ED HRPD	27/07/22



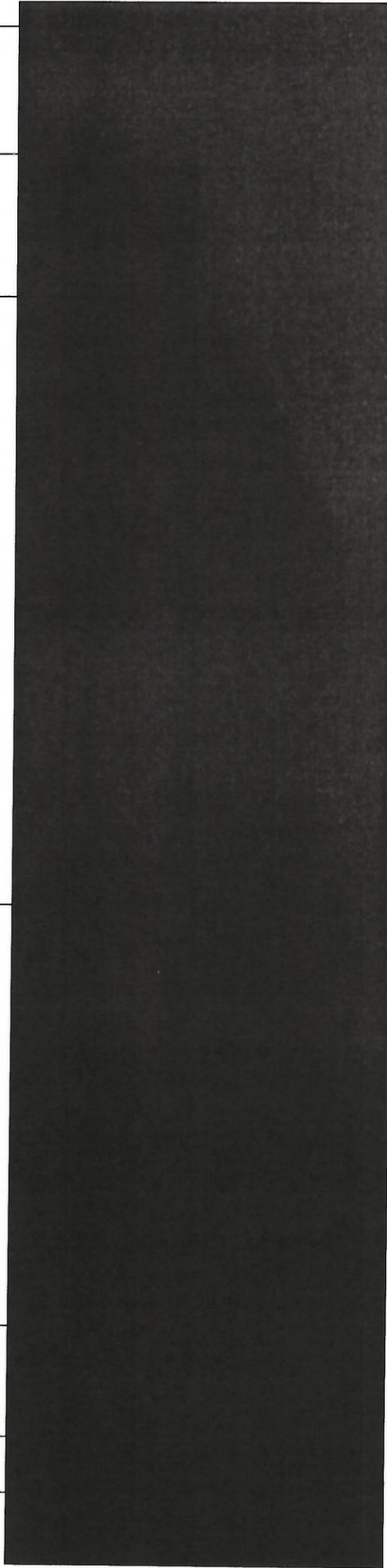
	<p>Sta [5/ me me can wit Me</p>	<p>D HRPD. Another place. emphasised. lly. ain impressing</p>	<p>A/ED HRPD</p>	<p>30/08/22</p>
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### Garda Executive Meeting:

Date: 10 August 2022 Commissioner's Conference Room

	<p>to discuss recruitment into &amp; promotion within the Garda Band, &amp; other specialist promotions. Back 2 weeks]</p> <p>[21/6/22 – Letter sent to Dept. by A/ED HRPD to be shared with CMR. Possible internship model to be examined as possible solution. Back 2 weeks]</p> <p>[21/6/22 – A/ED HRPD to examine regs. with regards to AGS holding its own national competitions to fill vacancies in specialist areas. Back 2 weeks]</p>	<p>A/ED HRPD also to assess the possibility of an internal competition and what that would look like, to include Sergeants.</p> <p>Back to 30/08/22</p>	<p>A/ED HRPD</p> <p>A/ED HRPD</p>	
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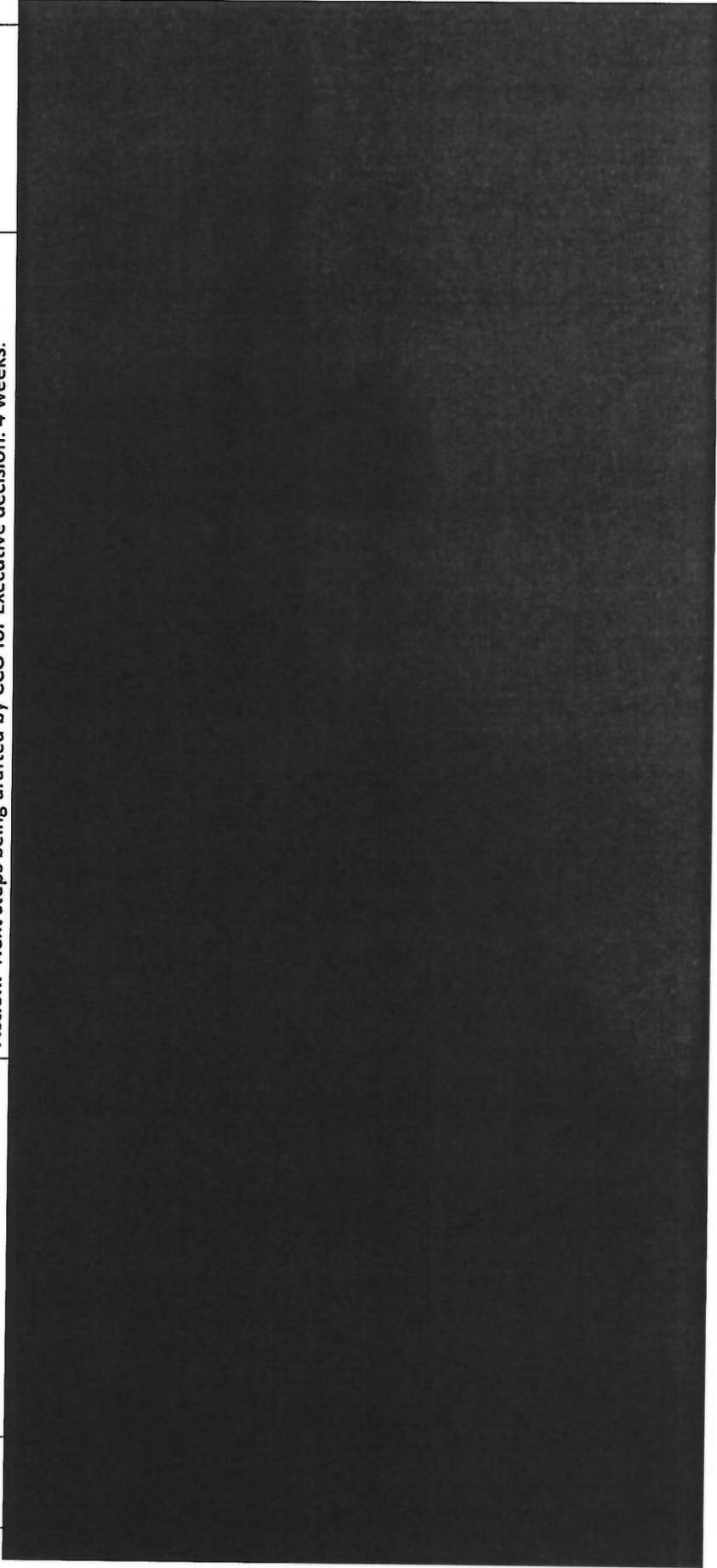


### Executive Meeting

**CONFIDENTIAL**

Date: 3<sup>rd</sup> September 2024 – 10AM – 12.30PM  
Commissioners Conference Room, Garda HQ

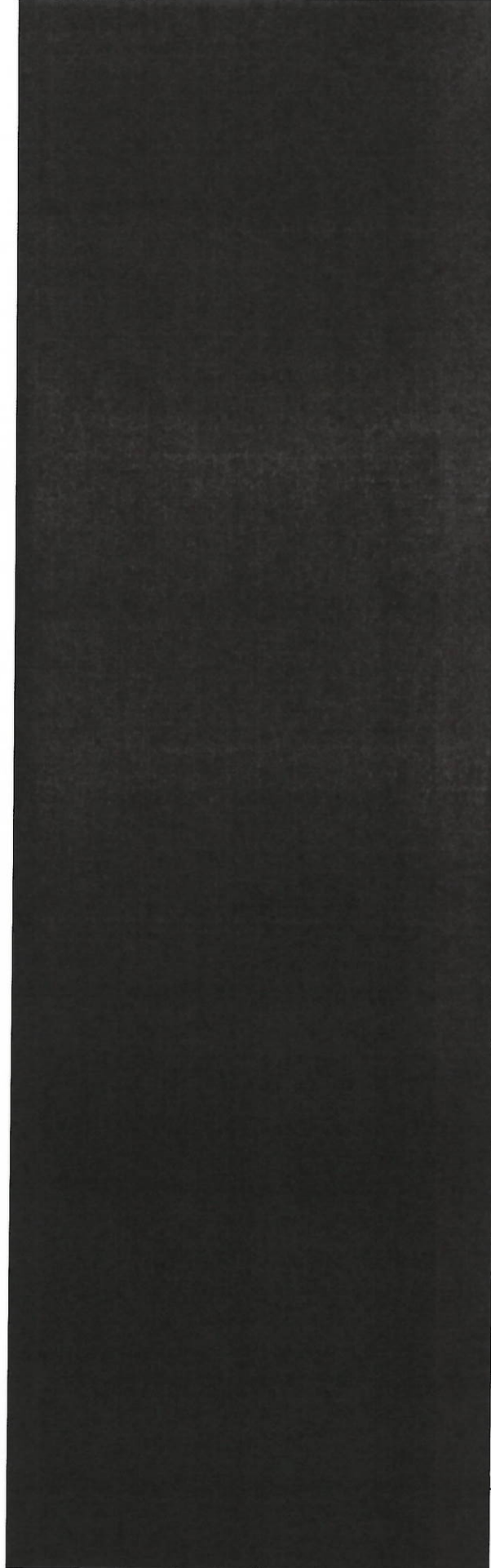
	<b>Garda Band</b>	Update from CCO – 3 Expressions of Interest with Inspector Kenny, Garda Band. <b>Action:</b> Next steps being drafted by CCO for Executive decision. 4 weeks.	
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### Senior Leadership Team Meeting – Actions and Decisions

Date: 22 November 2022 – 2:00pm – 4:30pm  
Commissioner’s Conference Room



		<p><b>Recruitment for the Garda Band</b> Noted; Further engagement is going to take place with the DOJ, highlighting the community and outreach services that the Garda Band provide, along with the operational deployment undertaken.</p>	
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**Senior Leadership Team Meeting**  
**Date: 14 February 2023, 2pm-4pm**  
**Officers Club – Garda Headquarters and Online**

<i>No.</i>	<i>Topic For Discussion</i>	<i>Action Decision</i>	<i>Owner</i>
3	HRPD weekly update	Verbal update by A/Ex Director HRPD; [Redacted]	A/Ex Director HRPD
		(3) Garda Band: preparation of business case ongoing.	



Membership Team Meeting  
March 2023 – 2pm – 5pm  
Com Conference Room and On

*No.*                      *Topic For Discussion*                      *Decision*

2      **Business Case for Garda Band  
Recruitment**

on preparation of business case  
operational function and deploy  
national experience to be examin  
rt progress and present draft pr

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### Senior Leadership Team Meeting

Date: 23 May 2023 – 2PM – 4PM  
Commissioners Conference Room

9	AOB	Draft business case for Garda Band will be circulated to SLT for views/recommendations.	Dep Comm P & S
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## Senior Leadership Team Meeting

Date: 29 August 2023 – 2 PM – 4:00 PM  
Commissioners Conference Room, Garda HQ

		<b>Noted:</b> Garda Band application resting with DoJ and updates have been sought.







### Senior Leadership Team Meeting

Date: 3 October 2023 – 2 PM – 5:00 PM  
Commissioner’s Conference Room, Garda HQ

[Redacted]	8	HRPD – weekly update	[Redacted]	Verbal update from A E/D HRPD; Garda Band business case continues to rest with Dept. of Finance, number of queries received have been answered.	[Redacted]	A E/D HRPD	[Redacted]
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**CONFIDENTIAL**

**Senior Leadership Team Meeting  
Date: 2<sup>nd</sup> July 2024 – 10AM – 12.30PM  
Commissioner’s Conference Room, Garda HQ**

		<ul style="list-style-type: none"><li>• CMR requests A/ED HRPD to expedite increasing the numbers in Garda Band, needs to be progressed immediately.</li></ul>	
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**CONFIDENTIAL**

**Senior Leadership Team Meeting  
Date: 11<sup>th</sup> February 2025 – 10AM – 11.30am  
Commissioner’s Conference Room, Garda HQ**

5	HRPD Updates	<p>[Redacted]</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>ED HRPD to liaise with DOJ regarding outstanding response re: Garda Band.</li> </ul> <p>[Redacted]</p>	ED HRPD
[Redacted]			
8	Garda Band – Resourcing	<p>Update to SLT</p> <p><b>Actions:</b> ED HRPD to follow up on report anticipated from Minister for Justice on the matter.</p>	ED HRPD & Commissioner



8	Garda Band
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anticipated	ED P&D
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