



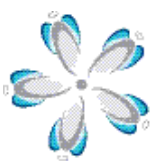
2019

The Dublin Cemeteries Committee

Body corporate established under The Dublin Cemeteries Committee Act 1970

(Registered business name: Glasnevin Trust)

Annual Report and Consolidated
Financial Statements
for the financial year ended
31 December 2019



FOUNDED IN 1828

GLASNEVIN TRUST

DARDISTOWN GLASNEVIN GOLDENBRIDGE
NEWLANDS CROSS PALMERSTOWN



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Please note that this report is a summary report.

Dublin Cemeteries Committee

Committee Members

David Bunworth (Chairman appointed 22 October 2019)
John Green (Chairman retired 22 October 2019)
Jonathan Bailey
Gavin Caldwell
David Casey
Ashling Cunningham
Michael Gleeson
Dr Freda Gorman
Colin Keane
David O Reilly
Sarah Keenaghan (Appointed 22 October 2019)

Auditors

Deloitte Ireland LLP
Deloitte & Touche House
Earlsfort Terrace, Dublin 2

Secretary

Mervyn Colville

Charity Number

CHY 5849

Registered Charity Number

20009441

Office address:

Glasnevin Cemetery
Finglas Road, Dublin 11

Solicitors

Mullany Walsh Maxwells
19 Herbert Place, Dublin 2

Phone: 01 8826500

Fax: 01 8301594

Email: info@glasnevintrust.ie

Web site: www.glasnevintrust.ie

Facebook: <https://www.facebook.com/GlasnevinMuseum/>

Twitter: [@glasnevinmuseum](https://twitter.com/glasnevinmuseum)

Bankers

Bank of Ireland
112 Mobhi Road, Glasnevin, Dublin 9.

Executive management team

Aoife Watters
Mervyn Colville
Patrick Murphy

Chief Executive Officer (*appointed April 2019*)
Deputy CEO
Finance Director (*appointed September 2019*)

Glasnevin Crematorium Limited

Directors

David Bunworth (*Appointed 22 October 2019*)
Dr Freda Gorman
David O'Reilly
John Green (*Retired 22 October 2019*)

Auditors

Deloitte Ireland LLP
Chartered Accountants and Statutory Audit Firm
Deloitte & Touche House
Earlsfort Terrace
Dublin 2

Secretary

Mervyn Colville

Company Number

87702

Charity Number

CHY 6419

Registered Charity Number

20011734

Glasnevin Cemetery Monument Works Limited

Directors

David Bunworth (*Appointed 22 October 2019*)
Dr Freda Gorman
David O'Reilly
John Green (*Retired 22 October 2019*)

Auditors

Deloitte Ireland LLP
Chartered Accountants and Statutory Audit Firm
Deloitte & Touche House
Earlsfort Terrace
Dublin 2

Secretary

Mervyn Colville (*appointed 27 April 2018*)

Company Number

49795

Chairman's Statement

2019 represented a very strong year in terms of our overall business with both revenue and profitability showing increases from 2018. In terms of burials and cremations there was a 6% increase in numbers in 2018 and the relative split, in favour of cremation, remains at approximately 60/40. However, it is important to note that grave sales grew by 27% year on year and contributed strongly to the excellent revenue growth. The Strategic Plan, updated in 2019, remains a key focus in our organisation's planning and execution. In 2019 a number of key initiatives were undertaken.

A Campus Masterplan, in conjunction with design specialists was undertaken and completed in order to focus on the future needs of the organisation and, in particular, the identification of optimal sites to develop and improve funeral services, staff buildings and educational buildings as necessary. Included in this report was a review of the Museum building and one key project was initiated namely an upgrade of the visitor offering. This was supported by a Fáilte Ireland grant in addition to our own capital expenditure culminating in 2020/21 planned improvements to the visitor experience.

In 2019 we established a marketing plan to assess our current brand and its visual identity in order to implement strategic changes to our business operation and its visual representation. This project has commenced in 2020 and should be completed at the end of that year.

Innovative customer research was undertaken in 2019 to fully understand current and future needs in our business of burying and cremating people with dignity and respect. This will guide our Strategic Plan and in particular our brand planning/thinking in the future.

A major IT infrastructure project was initiated in 2019 in order to integrate and improve our reporting and operating systems. A detailed tender system was undertaken and the project has been initiated and will be completed in early 2021.

We remain committed to continuous reinvestment in and upgrading of all of our cemeteries and this comprehensive programme remains unabated.

The request to Government for financial support towards our "Restoration" project remains vital for our programme of regeneration and restoration of the historic Glasnevin site and environs.

Our strategic platform of enhancing an understanding of Irish history through Education remains a key priority of our Plan. As custodians of the remains of key figures in Irish history, our programme in conjunction with Trinity College and Marino Institute continues with guided tours, lectures and conferences and other educational initiatives. This programme remains an important part of our legacy in Irish history.

In 2019 our annual Commemoration programme continued and remains an important part of remembering people and events in both Irish and World history. One notable new – or reinstated - commemoration saw the marking of U.S. Memorial Day in May with the placing of flags on the graves of U.S. personnel who have their final resting place in Glasnevin.

2019 has seen the appointment of Aoife Watters as our new CEO and Patrick Murphy as our new Finance Director. I would like to pay particular thanks to Aoife who has demonstrated great leadership and direction to the organisation. Her management team and staff deserve special recognition for its focus, efforts, and development of the organisation in the past year with considerable changes occurring and being planned.

Finally, I would like to thank the Board for their unstinting work and support during the year and wish them continued success.

David Bunworth
Chairman

28 April 2020

Committee Members' Report

Vision

“To preserve the heritage of past generations, serve the needs of the present generation and provide a legacy for future generations”.

Mission

Under The Dublin Cemeteries Committee Act 1970 our purpose for the public good is to:

- Bury and cremate people of all religions and no religion with dignity and respect
- Ensure the financial sustainability of our cemeteries in order to maintain our grounds, monuments, buildings and records.
- Develop museum collections and archives relating to Glasnevin Trust Cemeteries thereby advancing public knowledge and appreciation of the cemeteries and the history of those buried within, through interpretation, exhibitions and preservation.

Statement of Values

- Dignity and Respect
- Heritage
- Support
- Inclusivity

We strive to achieve our mission through these values.



About The Trust

Constitution and History

Glasnevin Trust is the registered business name and operating name of **The Dublin Cemeteries Committee (DCC)** a body corporate established under The Dublin Cemeteries Committee Act 1970. The 1970 Act updated the original 1846 Act. The Dublin Cemeteries Committee is a registered charity – Revenue charity number CHY 5849 and Charity Regulator Number 20009441.

Glasnevin Crematorium Limited is a wholly owned subsidiary of Dublin Cemeteries Committee, a registered charity and owns and operates 3 crematoria at Glasnevin (opened 1982), Newlands Cross (opened 2001) and Dardistown (opened 2016). All surpluses are allocated and distributed to Glasnevin Trust to support the sustainability of the charity. This includes supporting the responsibilities of Glasnevin Trust to protect our national heritage. This report details the historical and educational importance of Glasnevin Cemetery as Ireland's national cemetery. Glasnevin Crematorium Limited is a registered charity – Revenue charity number CHY 6419 and Charity Regulator Number 20011734.

Glasnevin Cemetery Monument Works Ltd (GCMW) is a wholly owned subsidiary of Dublin Cemeteries Committee. GCMW provides monument and florists sales and service to the public at each of our cemeteries and contributes financially through rent and other overhead costs which would otherwise be borne by the Dublin Cemeteries Committee.

The Dublin Cemeteries Committee, operating as **Glasnevin Trust** was established in 1828 to provide dignified burial space for those of all religions and none. At that time Catholics and those of certain faiths were not permitted to have any religious service at the grave side. "The Liberator" Daniel O'Connell and others of influence at the time set to right this wrong, by purchasing lands for burial at Goldenbridge in Dublin city. Glasnevin Cemetery was opened in 1832 with the first burial of a boy from the inner city – Michael Carey aged 13 years. Almost two hundred years later, over 1.5 million people have been buried in Glasnevin – more than live in Dublin city today. Glasnevin Trust is a not for profit organisation and a registered charity, run by an Executive Management team and governed by Committee Members.

The Dublin Cemeteries Committee operating as Glasnevin Trust is a registered charity and raises funds from a variety of sources primarily earned income but also including government grants, and some donor support without which we could not maintain the cemetery or develop new projects.

Glasnevin Trust operates on the premise that a high quality of customer service is derived from committed and compassionate employees working together to provide the best standard of care whether it be through assisting with public inquiries, administrative duties, interment services, memorialisation, grounds maintenance & landscaping or helping bereaved families.

Our largest cemetery, Glasnevin Cemetery is an iconic place of extraordinary social, cultural and historical significance that has earned it the title 'Ireland's National Cemetery'. We are the guardians of all those buried within its walls and within all our cemeteries. It is our duty to ensure that the stories of all interred are remembered and heard in an inclusive and non-judgemental way.

Glasnevin Cemetery contains the fathers and mothers of our Nation. Those through their selfless determination gave their todays for our tomorrow and have been instrumental in shaping modern Ireland.

Famous people interred there include the founder of the Cemetery - Daniel O'Connell, Charles Stewart Parnell, O'Donovan Rossa, Eamon De Valera, Michael Collins, Countess Markiewicz, Maud Gonne McBride, James Larkin and Michael Cusack to name but a few. Less acclaimed people include victims of the Great Famine, the Cholera outbreaks, civilians of the 1916 Rising and combatants of the War of Independence.

The role of Glasnevin Cemetery within the narrative of 1912 to 1922 period is without precedence. Many of those who played a key role in the events prior to and of this period found a final resting place within the walls of the cemetery. Momentous political events like the 1913 Lockout funerals, the commencement of World War One, the oration at the grave of O'Donovan Rossa, the 1916 Rising, the War of Independence and the funerals of the combatants from both sides along with the many civilian casualties were to pass through the cemetery gates.

Due to increased interest in the heritage of Glasnevin Cemetery and the heritage of prominent figures buried within the cemetery, Glasnevin Cemetery's guided walking tours began in 1998. As the demand for tours grew, a decision was taken to build Glasnevin Cemetery Museum which opened in April 2010 and celebrates its tenth birthday this year. The museum has significantly aided in telling the story of Glasnevin Cemetery and highlighted its importance as Ireland's national cemetery. It has made its heritage accessible to the public. Glasnevin Cemetery Museum collect and develop collections relating to Glasnevin Trust Cemeteries thereby advancing public knowledge and appreciation of the cemeteries and the history of those buried within, through interpretation, exhibitions and preservation.

Structure, Governance And Management

Glasnevin Trust is governed by a committee of voluntary non-executive Board members with day to day authority delegated to a full time executive team. The Board met eleven times during the year.

The current Committee Members are detailed in the General Information section of this report.

The Board manages the process for the recruitment and appointment of Committee Members. The Chair together with the Board decides on the appropriate process for recruiting new Committee Members, based on an evaluation of the balance of diverse skills and experience needed to govern the charity. A new Chair was appointed during 2019.

Newly appointed Committee Members receive a letter of appointment and an induction programme covering responsibilities and involvement outside of formal board meetings. The Committee Members are committed to continuing recommended governance training programmes available within the Charities sector.

There are six main sub-committees supporting the work of the main Board which are all chaired by Board members and are comprised of Board members and supported by Glasnevin Trust executives.

These sub-committees are appointed by the board to take delegated responsibility for specific areas. Each committee is guided by a terms of reference and has a quorum of trustee representatives. Each committee meets regularly throughout the year and the pattern and frequency of meetings is detailed below.

Other special purpose sub committees are set up on a fixed term basis to support particular projects such as our technical sub committee supporting our ERP project and a buildings sub committee supporting our campus master plan project.

The sub-committees are:

Audit and Finance Committee (*Chaired by David O'Reilly*)

The Governance, Risk and Compliance Committee (*Chaired by Colin Keane*),

The Pensions Committee (*Chaired by Gavin Caldwell following John Greens retirement*),

The Curatorial Committee (*Chaired by Jonathan Bailey*),

The Nomination and Remuneration Committee (*Chaired by David Casey*)

The Fundraising & Strategy Committee (*Chaired by Sarah Keenaghan following David Bunworths appointment to Chair of the Board*)

	Board	Audit & Finance	Governance, Risk & Compliance	Pensions	Curatorial	Nomination & Remuneration	Fundraising
No. of meetings	11	1	5	2	6	5	1
David Bunworth	11	-	-	-	5	5	1
John Green*	9	-	4	2	6	4	1
Jonathan Bailey	7	-	-		6	2	-
Gavin Caldwell	7	-	-	2	-	-	-
David Casey	9	-	-	2	-	5	-
Ashling Cunningham	8	-	5	-	-	-	-
Michael Gleeson	10	-	-	2	5	5	-
Freda Gorman	10	1	4	-	-	-	-
Colin Keane	10	-	5	2	-	-	-
David O'Reilly	8	1	1	-	-	-	1
Sarah Keenaghan	3	-	-	-	-	-	-

* John Green retired from the board on 22 October 2019.

Individual Board members are offered access to independent professional advice where they think it necessary to fulfil their responsibilities.

Board members are required to adhere to Glasnevin Trust's code of conduct on appointment. As part of this code, Board members are required to notify the Chairman, at the outset of each Board meeting, of any conflicts of interest that may arise at that meeting. Unless decided otherwise, the Board members must absent themselves from the meeting while the relevant matter is being discussed. A detailed new board member process of recruitment and induction was agreed during 2018.

Organisational Structure and Decision making

In order to ensure that Glasnevin Trust is managed efficiently and effectively, the Committee Members have delegated a range of day to day decision making powers to management. The board has established appropriate controls and mechanisms to ensure that the staff team operate within the powers delegated to it.

Glasnevin Trust and its subsidiaries had a total average number of employees of 97 for 2019.

The Chief Executive Officer Aoife Watters, Deputy Chief Executive Officer Mervyn Colville and Finance Director, Patrick Murphy form the executive team responsible for the management of the three entities in 2019 in line with the strategic direction agreed with the Committee Members. Former Chief Executive Officer George McCullough retired in January 2019 and Aoife Watters was appointed to the role in April 2019 following a formal public recruitment process. Patrick Murphy was appointed Finance Director in September 2019.

To support the executive team, there is a layer of management across functional areas and sites. Each site/service has a local management team responsible for the day to day management of these services with robust reporting structures in place. There are also specialist managers to support the full organisation in the areas of Human Resources and IT.

An organisational structure is shown on the next page:

Risk Management

Glasnevin Trust has developed a risk management policy and framework for the Governance, Risk and Compliance Committee, the Board, the Executive and the staff which enables the effective and systemic management of risks at all levels within the Organisation.

The policy establishes a framework to identify potential events that may expose Glasnevin Trust to risk, to manage this risk, to keep it within the risk appetite of Glasnevin Trust and to provide reasonable assurance regarding the achievement of our strategic objectives. The Committee Members recognise that effective risk management supports good governance, in identifying areas of uncertainty, determining priorities and setting objectives, in clarifying responsibilities and in ensuring transparency and accountability.

The risk management framework comprises risk identification, classification, assessment and rating, risks treatment and monitoring and risk reporting. A comprehensive risk register is in place and reviewed regularly.

In general, the principle risk categories relevant to the Trust on an ongoing basis are as follows:

Financial Risk - Glasnevin Trust exposes itself to a variety of financial risks including price risk, liquidity risk, credit risk and cash flow risk. The Committee Members have focused on the reduction or where possible the mitigation of the impact of volatility of financial risk factors. Strong budgetary management and cost control and robust financial reporting are key measures to mitigate risk in this area.

Operational/Performance Risk - The Committee Members place importance on the continuous monitoring of the performance of the organisation and hold regular meetings to review in detail. As an organisation, we are committed to high quality service provision and would ensure we have adequate internal processes and systems to meet this requirement and a culture of excellent customer care.

Insurable Risk - Glasnevin Trust incurs exposure to employer, public and property damage liability by virtue of the nature of its operations. A strong emphasis is placed on health and safety and risk management practices and insurance cover is maintained which further mitigates this risk, subject to levels of insurance where it is deemed appropriate to do so.

Reputational Risk - The Committee Members are conscious of the importance of the charity's reputation. We have undertaken steps to ensure our governance and management structures are robust to ensure confidence from all stakeholders.

IT Risk - Due to increasing complexity of IT practices and applications, together with current and future comprehensive regulation on data protection, the Committee Members have included these risks in our risk management processes to mitigate risk. Furthermore, a staff and executive data protection committee has been set up which reports to Board via the Governance, Risk and Compliance Sub-Committee.

Health and Safety Risk - The Committee Members recognise the importance of health and safety in all of our sites and services. To ensure this, there are robust systems and structures in place with regular reporting to Board.

More specifically, in 2020, The Committee Members have had to consider, assess and take steps to deal with risks arising from Coronavirus (Covid-19).

Covid-19 Risk - Confirmation that the Covid-19 pandemic had spread to Ireland came on 29 February 2020. The pandemic's arrival has affected almost all aspects of the activities carried on by Glasnevin Trust. The Committee Members are satisfied that Glasnevin Trust has applied and complied with relevant guidelines issued by Government and in particular by the HSE. To mitigate the risks arising, processes and procedures have been altered, amended, designed and implemented to ensure the safety and welfare of all while continuing to ensure that essential services are delivered at this critical time. Significant disruption to our activities is being experienced but the Committee Members are satisfied that the level of focus and responsivity of management to ever changing circumstances, will result in the Trust responding to the risks raised in a manner which protects Glasnevin Trust.

Governance, Risk and Compliance

A key committee in the governance of Glasnevin Trust is the Governance, Risk and Compliance Committee. This is chaired by Colin Keane as noted above. The key responsibilities for this committee include:

- To ensure compliance by the Group with regulatory and legal requirements and current best practice through a framework of prudent and effective controls in the following areas:
 - Compliance with the Dublin Cemeteries Act 1970
 - Compliance with the Charities Act 2009 and the requirements of the Charities Regulatory Authority
 - Compliance with The Charities Regulatory Authority Governance Code
 - Compliance with Companies Act 2014
 - Maintenance of the charitable status of the Trust
 - Medical aspects of burial, cremation with due consideration to the management of risk
 - Health and Safety and workplace protection of employees and visitors
 - Human Resources Policies
 - Maintenance of Risk Register
- To ensure that the Management Team has considered the key risks to which Glasnevin Trust is exposed and that a plan of action is in place to address them.
- To report to the Board, subsequent to each meeting, on the work carried out by the Committee and identifying any matters in respect of which it considers that action for improvement is required and make appropriate recommendations.

Currently, compliance with The Charities Regulatory Authority Governance Code is being progressed. The Code explains the minimum standards a charity should meet to effectively manage and control its organisation. In order to ensure compliance with the six principles, the Core Standards and any additional Standards that are considered appropriate to Glasnevin Trust, a plan has been developed and a reporting template checklist designed and we are working through all aspects of same, including the maintenance of an applicable evidence record. It is the Committee's intention to be in a position to comply with the Code before the end of 2020. The Governance, Risk and Compliance Committee is tasked with regularly reporting to board on progress.

In November 2019, a new project was commenced in relation to the design, testing and installation of a new enterprise resource planning system which will greatly enhance the operational and reporting ability of Glasnevin Trust. This project is scheduled to be completed in early 2021.

Audit and Finance

Our Audit & Finance Committee takes delegated responsibility, on behalf of the Committee, to manage the audit relationship and with the Governance, Risk and Compliance Committee to ensure that there is a strong framework for accountability and governance within the Trust, to examine and review all systems and methods of control, both financial and otherwise, including risk analysis and risk management and to ensure the charity is complying with all aspects of the law, relevant regulations and good practice.

The Dublin Cemeteries Committee Act 1970 under which Glasnevin Trust is established does not specify a particular format of annual financial statements. However, in the interest of transparency and best practice, the board have prepared consolidated financial statements for the year ended 31 December 2019 in accordance with the Financial Reporting Standard applicable in UK and Republic of Ireland (FRS102) (effective 1 January 2015) – Charities SORP (FRS 102) and the Companies Act 2014. The statutory financial statements, on which the auditors, Deloitte Ireland LLP expressed an unqualified opinion are filed with the Charities Regulatory Authority following the Annual General Meeting in June 2019 where they were approved by the Committee. As required by The Dublin Cemeteries Committee Act 1970 an abstract of the receipts and payments shall be published in at least two newspapers circulating in the City of Dublin.

The annual report and financial statements for the year ended 31 December 2019 are available to download from www.glasnevintrust.ie or can be obtained from our offices at Glasnevin Cemetery, Finglas Road, Dublin 11.



I gcumhne ar
DIARMAID
Ó DOBHÁDÁIN ROSA
Jeremiah O'Donovan Rossa 1851 - 1915
Founder of the
Phoenix National Literary Society
and Fenian



...but the fools, the fools, the fools! they have left us
our Fenian dead and while Ireland holds these graves,
Ireland unjust shall never be at peace.

Reprinted Mac Piarais August 1915

Objectives And Activities

Purpose and Principal Activities

Under The Dublin Cemeteries Committee Act 1970, the purpose of Glasnevin Trust for the public good is to:

- Bury and cremate people of all religions and no religion with dignity and respect.
- Ensure the financial sustainability of our cemeteries in order to maintain our grounds, monuments, buildings and records.
- Collect and develop collections relating to Glasnevin Trust Cemeteries thereby advancing public knowledge and appreciation of the cemeteries and the history of those buried within, through interpretation, exhibitions and preservation.

The purpose of Glasnevin Crematorium Limited, a wholly owned subsidiary of Glasnevin Trust and a charity of no beneficial ownership, is to provide the community with a professional cremation and memorialisation service. All surpluses are allocated and distributed to Glasnevin Trust to support the sustainability programme of the charity.

Glasnevin Cemetery Monument Works Limited provides monument and florists sales and service to the public at each of our cemeteries and contributes financially through rent and other overhead costs which would otherwise be borne by the Dublin Cemeteries Committee.

The group combined activities are classified across a number of pillars as follows:

Charitable Activities

Glasnevin Trust (Dublin Cemeteries Committee):

- Interments and Burials
- Museum
- Heritage
- Education

Glasnevin Crematorium Limited:

- Cremations and related activities
- Columbarium Wall

Trading Activities

Glasnevin Cemetery Monument Works Limited

- Sale and erection of monuments
- Florist retail

Strategies for achieving objectives

During the course of 2019, Glasnevin Trust conducted a lengthy process of research and consultation in order to provide a strong basis for the organisation's strategic vision. The previous Strategic Plan (2015-2018) had proved to be an important resource for the Trust in terms of improving our operations, the levels of service provided to customers, and engagement with staff and other stakeholders.

The Board therefore decided to devote a significant amount of time and effort into the composition of the next Strategic Plan, which would cover a very important period for Glasnevin Trust. This period would include key commemorations in the Decade of Centenaries programme and ongoing developments in the core business, notably continued population growth in the Greater Dublin area and the increasing move from burials towards cremations.

A central aim in the development and preparation of the new Strategic Plan was to include all members of the Glasnevin Trust team: the Board, the Executive, managers and staff working in all of the Trust's locations, Glasnevin, Dardistown, Newlands Cross, Palmerstown and Goldenbridge. This strong process of consultation and discussion formed the basis for a collaborative and cohesive approach among everyone involved with the Trust, which we believe will lead to the successful implementation of the Strategic Plan in the years ahead.

Following this process, the new Strategic Plan was approved by the Board in late 2019. It was therefore decided that the plan would cover the strategic planning cycle 2020-2024.

The Vision and Mission for the Trust (see page 6) remained the same under this new Strategic Plan, although one of the key recommendations was that there would be a comprehensive review of the Glasnevin Trust Brand Identity during 2020, which could see the Mission and Vision being updated.

To provide structure, the Strategic Plan 2020-2024 was built around five main pillars, which are set out below. The plan places a strong emphasis on the ways in which these pillars should work together and interact to ensure continued strategic growth and improvements across all of the Trust's operations.

The five Pillars of the Glasnevin Trust Strategic Plan 2020-2024 are:

1. Development of the Core Business.
2. Cultural, Heritage, Education & Tourism.
3. Stakeholder Relationships.
4. Governance & Organisational Structure.
5. Marketing, Public Relations & Profile.

As with any Strategic Plan, Implementation is key. A series of 20 Key Action Steps were identified during the Strategic Planning process, and these steps will form the basis for an effective and measurable Implementation Plan which will be put into operation in early 2020.

The Committee Members annually review performance against strategy. To support this process, the Fundraising sub committee of the board was redrafted towards the end of 2019 to include key responsibility for monitoring strategic development. This sub committee now covers Fundraising and Strategy.

Main activities undertaken to further the Charity's purposes for public benefit:

- We commissioned ground breaking research with leading researchers Behaviour and Attitudes. This research covered a 'Qualitative Exploration of the Irish approach and experience of death'. This is the first time research of this nature has been carried out in Ireland. We have used this research to inform our strategic plan formulation and the ongoing development of our service model. The key use of the research findings for Glasnevin Trust are twofold. Firstly, to improve the customer experience in the short to medium term, working mostly within the parameters of current practices. Secondly, to ensure we deliver to emerging needs in a modern world with new services, rituals and approaches.
- In March 2019, we received notification of a grant of €200,000 from Fáilte Ireland under their "Dublin's Surprising Stories" initiative. This grant, which will be augmented through additional investment by Glasnevin Trust, will fund a comprehensive review and upgrading of the visitor experience, to include the Museum Building, its design, displays and multi-media resources, as well as the wayfinding in and around the building. It is anticipated that this project will be completed during 2020.
- We continue to develop and improve the way we inform our community about the different services available at the time their loved one passes through additional information leaflets at our offices and via our website.
- We continued to develop our new memorial garden in Dardistown Cemetery to cater for the increased number of people being cremated. In 2019, we added a stunning memorial tree. As well as traditional burial plots, we also have a dedicated garden for the burial of cremated remains ranging from Family Garden Cremation plots, Columbarium walls, Gardens of Remembrance and Ornate water urns.
- During 2019 we continued to work on the very successful TUS (Local Community employment) programme, promoting green policies, waste recycling, reduce the use of herbicides to minimise the impact on the environment and to improve standards and facilities. The Trust provided and maintained some seven acres for Angel's Plots graves and headstones and worked in partnership with A Little Lifetime Foundation (ALLF) for the annual celebration.
- We continued to arrange and facilitate with the help of the local parishes a Cemetery Mass at each of our cemeteries.
- We held services of remembrance, in partnership with A Little Lifetime Foundation (ALLF), for all the children buried in our Angels graves, including our poignant Christmas Tree Lighting Ceremony.



- We strengthened further association with the Irish Association of Funeral Directors (IAFD) to promote Glasnevin Trust products and services and best practice in the sector.
- During 2019, we supported the education programme of the IAFD.
- The Glasnevin Cemetery Restoration project, which sees major upgrade and maintenance works on various sections of the cemetery on a phased basis, continued during 2019 with ongoing support from the Office of Public Works (see further on this project in Future Plans & Objectives for 2020 below).
- The iconic O’Connell Tower, which was reopened in 2018, became firmly established during the year as a key element of the Tourism and Visitor Experience at Glasnevin, complementing the Museum offering and the range of guided tours, which continue to be extremely popular with visitors from Ireland and overseas. Visitors to Glasnevin Cemetery can now climb the newly installed staircase and enjoy a truly unique and spectacular view of Dublin not seen since 1971. The top of O’Connell Tower offers a 360-degree striking panorama of breath taking views to the North, South, East and West.
- Our annual programme of Events, which include both Government commemorations and the Trust’s own events, was conducted once again in 2019 with, as always, the key themes of dignity and respect for all. One notable new – or reinstated - commemoration saw the marking of U.S. Memorial Day in May with the placing of flags on the graves of U.S. personnel who have their final resting place in Glasnevin. This event was attended by representatives of the U.S. and other Embassies, the American Legion and Irish Government representatives, and adds to our annual calendar of commemorative events at Glasnevin Cemetery.
- Goldenbridge Cemetery originally founded in 1828, has been re-opened and through our research we have identified graves that are available and suitable for burial, which will provide community funeral services to the local Inchicore and Dublin 8 areas. Cremation memorialisation options are also available now in Goldenbridge Cemetery.
- Goldenbridge Cemetery also took part in the Culture 8 festival in the city celebrating the cultural and heritage highpoints of Dublin 8.



- We developed an audio guide self-directed system of Glasnevin Cemetery historic highlights for those who wish to wander in their own time around the historic site. This adds to our Walking Tour App for Glasnevin Cemetery and supplements our award winning and famous walking tours.
- In November 2019, we commemorated the anniversary of Armistice Day in Glasnevin Cemetery attended by several dignitaries.
- We continued our work with Dublin Northside Attraction Initiative (DNA) in conjunction with Fáilte Ireland and Tourism Ireland and other tourism partners to promote the Northside of Dublin city as a place for people to visit and enjoy.
- Glasnevin Trust is the sole Irish member of The Association of Significant Cemeteries in Europe (ASCE). The ASCE is the European network comprising those public and private organisations which care for cemeteries considered to be of historical or artistic importance. ASCE is a not-for-profit organisation with a clear and global character. With the objective to promote European cemeteries as a fundamental part of the heritage of the humanity and to raise European citizen awareness of the importance of significant cemeteries, by sharing experience and best practice, co-operating to protect, restoring and ensuring ongoing maintenance of cemeteries. There are 179 member cemeteries from 22 countries in the ASCE.
- We developed partnership links with the national charity, The Irish Hospice Foundation and worked with them on presenting a workshop for their bi-annual conference – Forum 2019 – ‘Dying is everyone’s business’. Our workshop covered the theme – Funerals past, present and future.
- Further development of education outreach through a continued partnership with Marino Institute of Education and Trinity College Dublin. As part of this, a CPD Teacher Training course was designed and facilitated in 2017 and 2018. In 2019, the course did not run in its traditional form, and it was decided to redesign a CPD course with an online element and to aim to offer this course in 2020.



- In partnership with the School of History Trinity College Dublin we further developed:
 - the shared role of Assistant Professor in Public History and Cultural Heritage
 - 2019 Lecture series held in January and February with speakers talking about personal experiences and the Irish Revolution
 - Research of Glasnevin Trust burial records
 - Exhibition and event fundraising opportunities
 - Bursaries to students as part of our support of the M.Phil. in PHCH (Public History and Cultural Heritage) project
- We continued to develop our public outreach and education programme including:
 - Guided tours
 - Lectures and conferences
 - Exhibitions
 - Educational initiatives
 - Education resources available via our website and our Education department for both primary and secondary schools
 - Community work placements and bursaries
- Glasnevin Trust continues on the journey set out by the Charities Regulator in terms of best practice. The Trust's Committee Members continue to review the Regulator's recommendations and guidelines in this evolving area and will work to take all aspects into account across the Trust's operations.
- On 23rd October we Launched "Ireland and the Great Flu Pandemic, 1918-19" exhibition on the centenary of the peak of the influenza pandemic. This included a one-day event in Glasnevin, consisting of a public lecture on the Irish and international dimensions. This was carried out in partnership with the School of Humanities TCD Dublin.
- In 2019, we embarked on a number of multi-site presentations for staff in conjunction with our pension provider to promote our defined contribution pension scheme and grew membership significantly as a result. We also introduced a health benefits scheme for all staff.
- In relation to fundraising activities, we made a significant submission to Government in the Spring of 2019 which sought funding across three main areas:
 - (i) full development of the Glasnevin Trust Education Pilot Programme into a fully-fledged programme for schoolchildren from all over the island of Ireland
 - (ii) capital funding for a dedicated Education building to best deliver that programme
 - (iii) restoration of full levels of funding for the Glasnevin Cemetery Restoration Project, to which Government committed a total of €25 million in 2006 as part of the National Development Plan (roughly half of which has been received to date).

Initial indications at the end of 2019 were that support for capital projects generally was unlikely in the prevailing climate, but that consideration would be given to the other two elements of the submission, particularly the Cemetery Restoration project. We will continue discussions with relevant Departments and Government bodies during 2020.
- Ongoing adherence to the requirements of GDPR legislation including the setting up of a privacy team and comprehensive training for all staff
- We continued to invest in staff training, including bereavement services training
- Further to an independent Operational Process review to assess the efficiency and effectiveness of all of our organisational processes in 2018, we developed a detailed map of process linkages and flows to ensure best practice and in preparation for a proposed ERP business solution as part of our IT Strategy 2019-2023. This has led to Glasnevin Trust embarking during 2019 on a comprehensive tender process to procure a suitable vendor for our organisational wide ERP system. The successful candidate was awarded the contract in Autumn 2019 and we have now commenced working in partnership with our IT contractor to develop a bespoke best in class IT system which will offer excellent efficacy externally for our customers across our various business streams and internally for our staff.

Future Plans and Objectives for 2020:

Our main priorities for 2020 are as follows:

- To commence implementation of the Glasnevin Trust Strategic Plan 2020-2024, to include:
 - Setting of key early goals across each of the 5 Pillars of the Strategic Plan (outlined earlier in this Report)
 - Integrated and co-operative approach across these 5 Pillars between the various departments and locations which comprise Glasnevin Trust's range of operations
 - Establishment of an Implementation Plan Measurement document which will monitor progress across a broad range of specific items and objectives, enabling us to track and identify early on any areas of concern by awarding a RAG rating to all items
 - Establishment of a dedicated sub-committee to oversee its progress over the course of the strategic plan term

- An area of specific importance is the further development of our Ecological Management Plan which strives to ensure that best practice, excellence and innovation in this area are a priority across all of our five cemeteries. We will monitor international advances in this area and work with partners including the Dublin Local Authorities and others in pursuit of this objective.
- Further development of the Glasnevin Cemetery Restoration project. In 2006, as part of the National Development Plan, Glasnevin was allocated €25 million under a 10-year programme for this important project. At that time, many large areas had become completely overgrown and graves and headstones in these sections were in a poor state of repair. Since 2006, the Trust has carried out work to a value of over €12.6m, funded by the OPW. Funding of this project has been at a reduced level in recent years, although we did again receive €250,000 in 2019, for which we are grateful. Glasnevin Trust is planning in 2020 to submit to Government and the OPW a review of this project, along with a request for restored or increased levels of funding in 2020 and beyond, as key events in the Decade of Centenaries programme take place.
- Complete the Glasnevin Cemetery Campus Masterplan – In 2019, a firm of design specialists began compilation of a comprehensive plan for management of the entire Glasnevin site over the coming decades. This document will identify sites for possible capital development in the future, address needs in the areas of the provision of funeral services, staff accommodation and improved Education facilities, whilst also providing a detailed blueprint for ongoing maintenance and development of the entire Glasnevin Cemetery campus into the long term. With this blueprint in place, the Trust will be in a position to plan and prioritise key maintenance and development projects, and to plan financing of those projects, over the coming 25-30 years and beyond.
- The Glasnevin Cemetery Museum Building opened in 2010 and marked a new era for the Trust in terms of its tourism offering. In 2019, we received support of €200,000 from Fáilte Ireland under the “Dublin’s Surprising Stories” initiative and in 2020, the year of its 10th Anniversary, the Museum Building will undergo a significant modernisation and upgrading of the visitor offering. This project, which will see additional investment by Glasnevin Trust, will include a full review of the current Museum offering and will introduce a new Interpretative Design, with improved wayfinding and visitor flow, new displays and interactive resources and a radical upgrading of the visitor experience.
- In addition, we envisage beginning (in late 2020) another phase of work in the Museum Building, which will see much of the non-public spaces being converted into open-plan staff accommodation. This will address a significant issue for the Trust, namely the current dispersed accommodation of staff and departments throughout various small buildings and spaces from the main entrance, through parts of the Museum Building right down to Prospect Lodge.
- Further develop our Education Programmes including the ‘Engaging with Our Past, Exploring Multiple narratives’ pilot programme. This ran successfully in the academic year of 2018-2019. We will work to expand its capacity and work with the Department of Education and Skills to further the reach of this programme. The ultimate aim is to mainstream this educational initiative and attract large numbers of schoolchildren from throughout Ireland to experience the programme.
- Conduct an appropriate Programme of Events in compliance with Covid-19 restrictions.
- Continue to consolidate on our partnerships with Trinity College Dublin and the Marino Institute of Education, and ensure that we work together to maximise the potential of those relationships for all parties involved.
- Further governance measures including completion and scrutiny by our board of compliance evidence records to meet ongoing requirements of Charities Regulatory Authority
- Continued and ongoing adherence to our data management practices to ensure adherence to the requirements of GDPR legislation
- Continued comprehensive Risk Assessment and Risk Management processes to be further embedded in 2020 by regular strategic review at board level and through Governance, Risk and Compliance Sub-Committee
- As outlined in the previous section, we made a significant submission to Government in late 2019, which sought funding support across three main areas. We will continue, as a matter of priority, to discuss such funding with Government during the course of 2020, particularly in the areas of the Glasnevin Cemetery Restoration Project and our Education Programme, which were of most interest to Government during our initial discussions.

As outlined in previous Annual Reports, and as factored into all of our strategic planning, it is envisaged that the population of the Greater Dublin area will increase by over 400,000 by 2030, and that the number of people over 65 years of age will almost treble to 362,000 also in the same period.

It is inevitable, therefore, that there will be a significant increase in the demand for the essential service of burying and cremating the dead in the next ten years (and indeed beyond). In terms of our strategic planning, it is absolutely vital that Glasnevin Trust continues to prepare for this increased level of demand, and that we play a leading role in addressing and meeting that demand in the years ahead. In order to do this effectively, we need to start preparations and planning, not in the medium term, but immediately.

Our Strategic Plan 2020-2024 is vital in this regard and will set the tone for a multi-annual approach which enables Glasnevin Trust to play its part in serving the community for the next ten years and for many decades to come.

Operating Achievements And Performance

Glasnevin Trust provides an extensive range of activities and services in a dignified and sensitive manner to those of all religions and no religion. We achieved a combined group turnover of €10.4million in 2019 incorporating all activities of Glasnevin Trust across 3 entities namely the provision of new graves and burial space, cremations, sale of monuments and flowers and visitors to Glasnevin Cemetery museum.

Our Core services include:

- Interment in graves
- Interment in vaults
- Interment of cremated remains
- Cremations
- Memorialisation
- Maintenance
- Florist
- Archival Cemetery and Genealogical records
- Schools Education programme
- Museum and Guided Tours
- Commemorative events
- Community events
- Corporate and venue hire

Cemeteries - During 2019, the Trust carried out 1,641 burials up from 1,542 carried out in 2018 (6%). While there are very few new graves available for sale in one of our cemeteries Palmerstown, overall grave sales in all cemeteries totalled 669 compared to 527 in 2018 (27% increase). The sale of graves contributed circa €2.2m compared to €1.9m in 2018 so we are still totally reliant on the sale of graves to fund our maintenance costs.

Crematoria - In 2019 the Trust carried out 2,573 cremations up from 2,440 in 2018 an increase of 5.5%. The numbers include the third full year of operation at Dardistown Crematorium and reflect the growing trend towards cremation in Ireland. During the year, we continued to develop the concept of memorialisation with walls and garden at Dardistown in addition to the existing columbarium walls and garden at Glasnevin, Newlands Cross, Palmerstown and Goldenbridge. This offers bereaved families further alternatives to place the cremated remains of their loved ones in a beautiful landscaped setting.

Glasnevin Cemetery Monument Works Ltd - GCMW contributed €252,670 (2018: €297,000) to the operation of the Trust through rent and other overhead costs which would otherwise be borne by the Dublin Cemeteries Committee. The workshop at Lagan Road is now well established and we continue to provide a service to families and next of kin at a most challenging time in their lives.

Florists - As well as providing a service to next of kin and being the point of contact for Glasnevin Trust at weekends the Florists contributed €56,300 (2018: €41,676) to the operation of the Trust through rent and other overhead costs which would otherwise be borne by the Dublin Cemeteries Committee.

Museum and visitors centre - Revenue for 2019 was in line with the previous year but below budget expectations. However, the lack of growth was consistent in what was experienced generally in 2019 in the tourist attraction market in general. Financial Sustainability of the Museum is a key focus for the Committee Members. During 2019 we continued to build on the relationships with key stakeholders - our education partners TCD and Marino Institute, our Spring lecture series, travel partners – Trafalgar and CIE, Dublin North Attractions, Association of Significant Cemeteries in Europe, our catering new partner, The Caterers, who operate the Tower café and many other partners.

Events - A number of commemorative events took place in Glasnevin Cemetery in 2019 including annual commemorations such as the Easter Sunday Commemoration on 21 April, Daniel O'Connell Commemoration and lecture on 12 May, USA Memorial Day Commemoration on 27 May, Bastille Day Commemoration on 10 July and Armistice Day on 11 November. In addition to this the unveiling of a Royal Air Force Association memorial took place in the cemetery on 28 April and the National Workers' Memorial Day Ireland Commemoration took place on the same day. In addition to these events our annual Christmas Carol Service in conjunction with A Little Lifetime Foundation took place. Glasnevin Trust also participated in events such as Heritage Week and Culture Night by providing complimentary tours and activities. As in the past, we appreciate the ongoing support from Department of Taoiseach and the Department of Culture, Heritage and the Gaeltacht.

Heritage restoration project - Glasnevin Cemetery Restoration project was allocated €25 million under a 10 year programme as part of the National Development Plan in 2006. On this project to date we have spent and received funding back through OPW of €12.6m with €250,000 received in 2019. The project has been extended into 2020 and we are grateful for the continued support of OPW. As we restore sections of the cemetery under the project we take on the ongoing maintenance which is a significant cost.

Fundraising - As noted previously, our key work in this area for 2019 was a significant submission to Government in the Spring of 2019 which sought funding across three main areas:

- (i) full development of the Glasnevin Trust Education Pilot Programme into a fully-fledged programme for schoolchildren from all over the island of Ireland
- (ii) capital funding for a dedicated Education building to best deliver that programme
- (iii) restoration of full levels of funding for the Glasnevin Cemetery Restoration Project, to which Government committed a total of €25 million in 2006 as part of the National Development Plan (roughly half of which has been received to date).

IT and Communications - Technology is playing an increasing part in our operations. Funeral Directors can login online and book in and finalise arrangements for a funeral or cremation to ease the burden on families. We communicate through social media using our own website, facebook and twitter. We have improved the museum website to make online ticket purchase easier. Our cemetery management system generates invoices in electronic format saving on ink and paper and staff resource time. During the year we further improved our Glasnevin walking tour app and developed the use of an audio guide self directed tour. We also embarked on a comprehensive ERP business solution as part of our longer term IT strategy. The title of this project was decided through a staff competition – CODE an acronym for Communications Operation to Deliver Excellence.

HR and Employment - At 31 December 2019 we had 100 fulltime and part-time staff and the average number of employees for 2019 was 97.

We are committed to the development and training of all of our staff to continue to improve the quality level of service to families, next of kin and all who visit our cemeteries.

Glasnevin Trust believes in the potential of people and works collaboratively in a way which empowers them to make decisions and set goals. We treat all staff with dignity and respect.

We are committed to individual and organisational development and see staff as crucial to achieving our mission, and will invest in them in order to help them develop and make the best use of their skills. This can be seen in a range of activities including but not limited to inductions, training programmes, supervision and appraisal processes, staff surveys and team meetings.

Glasnevin Trust has implemented policies in relation to all aspects of personnel matters including equal opportunities, appraisals and health and safety.

The Nominations and Remuneration Sub-Committee is responsible for the review of pay policy for staff.



IN LOVING MEMORY
OF
SAMUEL SLOAN
DIED 22ND SEPT. 1890.
AND
LUDIE EVA SLOAN
DIED 21ST JAN. 1946.
R. I. P.

DEPARTED THIS LIFE ON
JAN. 18TH 1890
DR. KEVIN PATRICK O'FLANAGAN
DIED 20TH MAY 1909.
R. I. P.
BROTHER OF SAMUEL SLOAN

THE WIFE OF
SAMUEL SLOAN
DIED 21ST JAN. 1946
R. I. P.

Education at Glasnevin Trust

Education has formed a part of the Trust's charitable activities and outreach from its earliest existence. Education is integral to Glasnevin Cemetery Museum and we are committed to facilitating access to the learning opportunities within the cemetery through tours and educational programmes. At present the largest audiences come from formal educational institutions, mainly primary and secondary schools. In 2019, we had total school visitors through the education programme of 16,502 (including funded places).

Main education audiences presently for Glasnevin Cemetery and Museum include:

Formal education:

Primary school students (*All Island*)
Secondary school students (*All Island*)
Third level students
Trainee teachers
Language school students
Adult education groups

Informal education:

Families
Youth groups and clubs
Active Retirement associations
Domestic tourists
International tourists
Local community groups
Local Historical and Archaeological Groups

Future possible audiences:

Politics and Society students



Educational Activities

Key educational activities provided by Glasnevin Trust include:

Guided tours

Guided tours of the Glasnevin cemetery take students through the history of 19th and 20th century Ireland. These tours are tailored specifically for primary and secondary school students and link strongly with the curriculum as follows:

- SESE History in Primary Schools
- Junior Certificate History Course
- In 2018-2019 school year, the new Junior Cycle History Course was introduced to schools. To support the teaching and learning involved, new learning resources were developed to link to this course and changes were introduced to match tour content to the Classroom Based Assessment element of this course.
- Leaving Certificate History – esp. Irish History section.
- Subject options Northern Ireland History Syllabus including - Ireland Under the Union 1800-1900, Ireland 1778-1803 and the Partition of Ireland 1900-25

The approach taken in Glasnevin is to explore different events in history, through the lives of those buried in the cemetery, and to create tangible links to the past. We offer tours through the medium of English and the Irish language.

Transition Year Workshop Programmes

The Transition Year Tour Guide Training Programme trains secondary school students in the techniques of the tour guide as well as offering an introduction to customer service and historical research. Students attend training during their first visit, and then return to present on a historical figure buried in the cemetery. This workshop is available throughout the academic year. Teachers have reported that this programme is very beneficial in building confidence among students and developing life skills. It has become extremely popular in recent years and the emphasis is on the participation of every student. Every student who completes the programme receives a certificate.

A Genealogy Workshop for Transition Year was launched in 2018. Students visit Glasnevin Cemetery Museum and are assigned to group projects that involve researching the genealogy of selected individuals. They use this research to create a wider historical profile of the individual and the time in which they lived. This research is delivered collectively in class by each group. Students send their findings back to Glasnevin Cemetery Museum. Students who complete the programme will receive a certificate.

CPD for Teachers

In conjunction with MIE and TCD, Glasnevin Trust worked to create and facilitate a Continuous Professional Development course for teachers. The course was entitled, 'Heritage, Memory and Landscapes in Modern Ireland' was approved by the Department of Education and Skills and ran in 2017 and 2018. A decision was made in 2019 to change the mode of delivery of future CPD courses and to apply to the DES to offer a blended model of online and face-to-face teaching in 2020.

Collections access and engagement

Currently the main method of engagement with the archival collections of Glasnevin Trust is via the genealogy section of our website where the digitised and transcribed records of those buried in our cemeteries can be accessed. Supplementing this is our onsite genealogy service which provides a grave location and information service to those who visit Glasnevin Cemetery Museum. Genealogy workshops and a conference have also been organised where members of the public can find out more about tracing their own ancestry.

Re-enactments

We have continued to produce site specific immersive experiences for visitors to Glasnevin Cemetery. This includes the daily re-enactment of the oration of Patrick Pearse at the graveside of Jeremiah O'Donovan Rossa and a production of the 'Hades' chapter of James Joyce's Ulysses that takes place annually on Bloomsday.

Exhibitions

Since 2013 Glasnevin Cemetery Museum has produced a series of centenary exhibitions. This began with a display marking the foundation of the Irish Volunteers and have since included those dedicated to Cumann na mBan, the First World War, the

O'Donovan Rossa Funeral, 1916 Rising and most recently one in 2018 marking the centenary of the infamous influenza pandemic which resulted in significant loss of life throughout the country. This pandemic exhibition was formulated in conjunction with the School of Histories and Humanities, Trinity College Dublin and was launched alongside a one-day conference in which international experts spoke about the impact of the pandemic in an international, national and local context. In 2019 a new temporary exhibition, titled Photos of Prospect, was placed on display in the museum displaying photographs of Glasnevin taken through three different centuries. Education resources compliment these ongoing exhibition themes.

Lectures & Conferences

The annual Spring Glasnevin lecture series in association with Trinity College Dublin for 2019 explored the speakers talking about their personal family experiences of the Irish Revolution.

Third Level

Students from third level institutions visit to further their studies and understanding of Irish history.

We offer:

- Tailored guided tours
- Tour Guide Training Workshops
- Genealogy Workshops

Community Work Placements and Bursaries

Glasnevin Trust has continued to offer a bursary to students of the M. Phil. in Public History and Cultural Heritage course in TCD. Students have completed projects that deal specifically with Glasnevin Cemetery and the diffusion of historical information to visitors. In 2019 these projects included the development of historical biographies for use in social media outreach and a study of unidentified archaeological remains buried within the cemetery. One project also explored some of the lesser known narratives in relation to women and their role in the War of Independence and the Civil War.

Glasnevin Cemetery Museum has also provided community work placement support. Participants have included students from second and third level institutions who wish to discover more about working in the museum and heritage sector as part of their course/qualification requirements.

Funded places

Glasnevin Trust provided funding to launch 'Engaging with Our Past, Exploring Multiple narratives' pilot programme in the academic year of 2018-2019. In total there were 500 places made available to Primary Schools.

Genealogy Workshops & Meetings

A genealogy group meets in the museum each month. This is organised by our Resident Genealogist who also arranges trips for the members and guest speakers from other institutions. The target audience for these meetings are local residents, adults, senior citizens, third level students who have a passion for genealogy.

Goldenbridge Cemetery

Glasnevin Trust re-opened Goldenbridge Cemetery as a working graveyard on the date of our annual Daniel O'Connell commemoration in 2017. The refurbishment of the Cemetery Gate Lodge was successfully completed in 2019 and community arts group Common Ground took up residence within it.

Furthermore, over the coming years the Trust Resident Historian working with Richmond Barracks, Trinity College History Department and local historians will endeavour to tell the life stories of as many as possible of those buried in Goldenbridge.

Financial Review

The results for the year to 31 December 2019 are set out in the Consolidated Statement of Financial Activities and the financial position at 31 December 2019 is shown in the Consolidated Balance Sheet. Please refer to contents index for the relevant page numbers.

Glasnevin Trust raised a total consolidated income of €10,407,025 for the year ended 31 December 2019 (2018: €9,742,420) through private, voluntary and statutory sources, an increase of 7%. Total consolidated expenditure for the year ended 31 December 2019 was €9,356,531 (2018: €9,453,896) an decrease of 1%.

The principal funding sources are:

- Income from burials, grave sales and cremations
- Income from tours of Glasnevin Cemetery
- Merchandise income
- Support from Monument Works and Florists trading
- Statutory funding through OPW and Department of Culture, Heritage and the Gaeltacht
- Fundraising is a very small element of our funding but we hope to grow this in the future

Total burial and cremation numbers for 2019 amounted to 4,214, an increase of 6% on the 2018 total of 3,982. Interestingly, the relative split between burials (39%) and cremations (61%) has remained the same as the 2018 split.

Our visitor numbers to our museum and visitors centre were down 6.5% on the previous year. This decrease is in line with the tourist industry experience overall in 2019.

Glasnevin Cemetery Monument Works Ltd – Monuments revenue decreased to €1,476k in 2019 from €1,509k in 2018, a reduction of 2%.

Florists - Revenue decreased to €468k in 2019 from €478k in 2018 a decrease of 2%.

The final consolidated net income for the year was €1,050,494 (2018: €288,524).

The total consolidated reserves of Glasnevin Trust at 31 December 2019 were €20,683,398 (2018: €19,632,903).

Reserves Policy

The Committee Members have adopted a reserves policy, which they consider appropriate to ensure the continued ability of Glasnevin Trust to meet its objectives. Consideration is given to assessing the risk probability and the likely impact on our ability to meet our financial obligations or reduce our expenditure in the short term as a result of a decline in our income. As noted in our future strategic objectives, there is a significant financial commitment in respect of the ongoing and future maintenance and restoration of each cemetery.

The Trust have an agreed policy to monitor the adequacy of reserves via the Audit & Finance Committee which takes delegated responsibility on behalf of the Committee to oversee the financial and resource management of the Trust.

The Committee Members consider that there are sufficient reserves held at year end to avoid an unacceptable level of disruption to the organisation in the event of a downturn in future income.

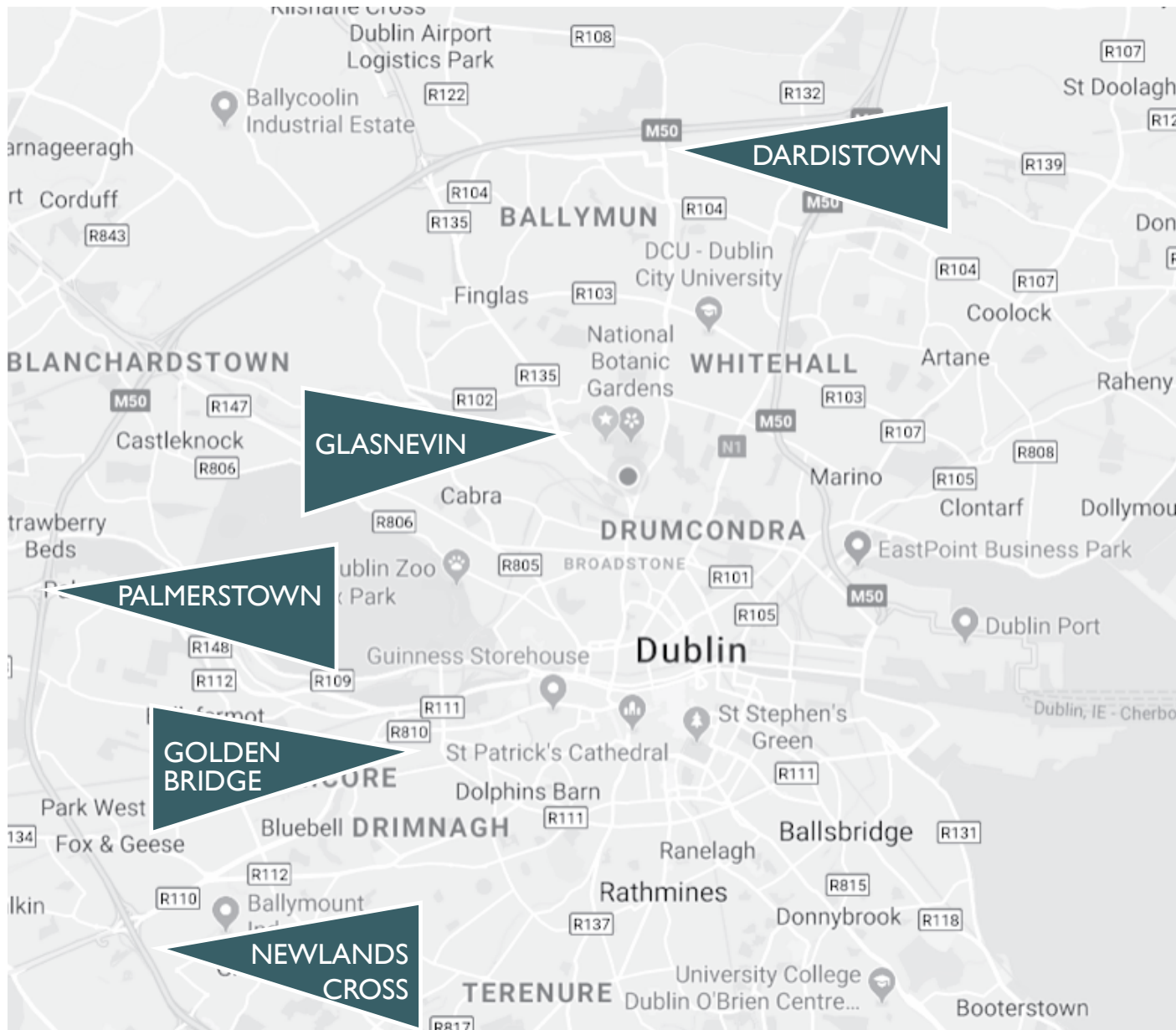
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Other Information

Glasnevin Trust is responsible for 12 Buildings (four of which are listed), covering almost 300 acres.

Our Cemeteries and Crematoria



Cemetery Name	Opened	Location	Land size
Golden Bridge	1828	St.Vincent's Street, Inchicore, Dublin 8	2 Acres
Glasnevin Cemetery & Crematorium	1832	Finglas Road, Dublin 11	140 acres
Palmerstown	1979	Kennelsfort Road, Palmerstown, Dublin 20	30 acres
Dardistown Cemetery and Crematorium	1990	Old Airport Road, Cloghran, Co. Dublin	47 acres
Newlands Cross Cemetery and Crematorium	2000	Ballymount Road, Tallaght, Dublin 24	50 acres

Glasnevin Trust operates 5 sites allocated for Cemetery and Crematoria use.

On behalf of The Dublin Cemeteries Committee

David Bunworth
Committee Member

David O'Reilly
Committee Member

28 April 2020



Statement Of Committee Members' Responsibilities

The Committee members are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the The Dublin Cemeteries Committee and of the results of The Dublin Cemeteries Committee for that year. The Committee have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (“relevant financial reporting framework”).

In preparing those financial statements, the Committee members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with the applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Committee will continue in business.

The Committee are responsible for keeping proper books of accounts which disclose with reasonable accuracy at any time the financial position of The Dublin Cemeteries Committee. The Committee members are also responsible for safeguarding the assets, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Committee are responsible for the maintenance and integrity of the corporate and financial information included on the Committee's website.

THE DUBLIN CEMETERIES COMMITTEE

Consolidated Statement Of Financial Activities

(including income and expenditure account)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	Unrestricted Funds 2019 €	Restricted Funds 2019 €	Total 2019 €	Unrestricted Funds 2018 €	Restricted Funds 2018 €	Total 2018 €
Income from:						
Trading activities	1,994,992	-	1,994,992	1,909,565	-	1,909,565
Charitable activities	8,031,142	273,139	8,304,281	7,545,544	255,394	7,800,938
Donations and legacies	3,530	1,500	5,030	16,208	14,779	30,987
Other incoming resources	102,722	-	102,722	930	-	930
Total	10,132,386	274,639	10,407,025	9,472,247	270,173	9,742,420
Expenditure on:						
Charitable activities	(9,052,257)	(304,274)	(9,356,531)	(9,200,060)	(253,836)	(9,453,896)
Total	(9,052,257)	(304,274)	(9,356,531)	(9,200,060)	(253,836)	(9,453,896)
Net income before taxation	1,080,129	(29,635)	1,050,494	272,187	16,337	288,524
Taxation	-	-	-	-	-	-
Net income	1,080,129	(29,635)	1,050,494	272,187	16,337	288,524
Total funds brought forward	19,371,551	261,352	19,632,903	19,099,364	245,015	19,344,379
Total funds carried forward	20,451,680	231,717	20,683,397	19,371,551	261,352	19,632,903

There are no other recognised gains or losses other than those listed above and the net expenditure for the financial year. All income and expenditure derives from continuing activities.

THE DUBLIN CEMETERIES COMMITTEE

Organisation Statement Of Financial Activities

(including income and expenditure account)

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	Unrestricted Funds 2019 €	Restricted Funds 2019 €	Total 2019 €	Unrestricted Funds 2018 €	Restricted Funds 2018 €	Total 2018 €
Income from:						
Trading activities	468,355	-	468,355	449,959	-	449,959
Charitable activities	5,568,935	273,139	5,842,074	5,085,914	255,394	5,341,308
Donations and legacies	3,530	1,500	5,030	16,208	14,779	30,987
Other incoming resources	842,514	-	842,514	759,992	-	759,992
Total	6,883,334	274,639	7,157,973	6,312,073	270,173	6,582,246
Expenditure on:						
Charitable activities	(5,815,077)	(304,274)	(6,119,351)	(6,230,506)	(253,836)	(6,484,342)
Total	(5,815,077)	(304,274)	(6,119,351)	(6,230,506)	(253,836)	(6,484,342)
Net income before taxation	1,068,257	(29,635)	1,038,622	81,567	16,337	97,904
Taxation	-	-	-	-	-	-
Net income	1,068,257	(29,635)	1,038,622	81,567	16,337	97,904
Total funds brought forward	16,118,795	261,352	16,380,147	16,037,228	245,015	16,282,243
Total funds carried forward	17,187,052	231,717	17,418,769	16,118,795	261,352	16,380,147

There are no other recognised gains or losses other than those listed above and the net income for the financial year. All income and expenditure derives from continuing activities.

THE DUBLIN CEMETERIES COMMITTEE

Consolidated Balance Sheet

AS AT 31 DECEMBER 2019

	2019 €	2018 €
Fixed Assets		
Tangible assets	23,258,276	23,717,490
Investments - quoted	552,024	461,219
	23,810,300	24,178,709
Current Assets		
Stocks	635,585	747,683
Debtors	1,055,672	1,030,280
Cash at bank and in hand	2,265,104	1,081,998
	3,956,361	2,859,961
Creditors: Amounts falling due within one financial year	(2,272,951)	(2,074,032)
	1,683,410	785,929
Net Current Assets		
	25,493,710	24,964,638
Creditors: Amounts falling due after more than one financial year	(4,810,313)	(5,331,735)
NET ASSETS	20,683,397	19,632,903
Total Funds of the Charity:		
Restricted funds	231,717	261,352
Unrestricted funds	20,451,680	19,371,551
	20,683,397	19,632,903

The financial statements were approved and authorised for issue by the Committee on 28 April 2020 and signed on its behalf by:

David Bunworth
Committee Member

David O'Reilly
Committee Member

THE DUBLIN CEMETERIES COMMITTEE

Organisation Balance Sheet

AS AT 31 DECEMBER 2019

	2019 €	2018 €
Fixed Assets		
Tangible assets	17,659,421	17,959,610
Investments - quoted	552,024	461,219
Investments in subsidiaries	254	254
	<u>18,211,699</u>	<u>18,421,083</u>
Current Assets		
Stocks	40,996	52,083
Debtors:		
- due within one financial year	1,536,618	1,653,481
- due after more than one financial year	184,874	375,650
Cash at bank and in hand	2,098,820	872,733
	<u>3,861,308</u>	<u>2,953,947</u>
Creditors: Amounts falling due within one financial year	<u>(1,726,247)</u>	<u>(1,692,596)</u>
Net Current Assets	<u>2,135,061</u>	<u>1,261,351</u>
Total Assets less Current Liabilities	<u>20,346,760</u>	<u>19,682,434</u>
Creditors: Amounts falling due after more than one financial year	<u>(2,927,991)</u>	<u>(3,302,287)</u>
NET ASSETS	<u>17,418,769</u>	<u>16,380,147</u>
Total Funds of the Charity:		
Restricted funds	231,717	261,352
Unrestricted funds	17,187,052	16,118,795
	<u>17,418,769</u>	<u>16,380,147</u>

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David Bunworth
Committee Member

David O'Reilly
Committee Member





2019