

Dublin Cemeteries Trust Est. 1828

The Dublin Cemeteries Committee

*Body corporate established under
The Dublin Cemeteries Committee Act 1970*

(Registered business name: Dublin Cemeteries Trust)

**Annual Report and Consolidated Financial Statements
for the financial year ended
31 December 2021**

Glasnevin | Dardistown | Goldenbridge
Newlands Cross | Palmerstown



Cross of Sacrifice – Glasnevin

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Please note that this report is a summary report

Dublin Cemeteries Committee

Committee Members

David Bunworth (Chairman)
Jonathan Bailey
David Casey
Helen Collins (Appointed 1/1/2021 & Resigned 8/7/2021)
Ashling Cunningham
Michael Gleeson
Colin Keane
Sarah Keenaghan
David O'Reilly
Clara O'Sullivan (Appointed 8/2/2022)
Prof. Patrick Plunkett (Appointed 1/1/2021)

Auditors

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

Secretary

Mervyn Colville

Charity Number

CHY 5849

Registered Charity Number

20009441

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Facebook:

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

Twitter:

@glasnevinmuseum

Bankers

Bank of Ireland
112 Mobhi Road
Glasnevin
Dublin 9

Executive Management Team

Aoife Watters
Mervyn Colville
Patrick Murphy
Luke O'Toole

Chief Executive Officer
Deputy CEO
Finance Director
Director of Strategic Development

Glasnevin Crematorium Limited

Directors	David Bunworth Michael Gleeson (Appointed 1 June 2021) David O'Reilly
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 Michael Gleeson (Appointed 1 June 2021) David O'Reilly
Auditors	Deloitte Ireland LLP Chartered Accountants and Statutory Audit Firm Deloitte & Touche House Earlsfort Terrace Dublin 2
Secretary	Mervyn Colville
Company Number	49795



Visitor Centre – Glasnevin

Committee Members' Report

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Chairman's Statement

As an organisation, Dublin Cemeteries Trust operated through this second year of Covid in 2021 as an essential and a non-essential service provider which made for a very challenging year. However, we were acutely aware of our role in providing funeral services and a final resting place to so many victims of the virus and indeed all deceased, in difficult and restrictive circumstances.

The organisation reported a surplus for the year of €1.67million which allows for future necessary investment to enable us to develop our crematoria and cemeteries and all buildings, monuments and structures therein. There continued to be increased demand for the purchase of graves undoubtedly underpinned by an increased focus on death for most people in the past two years. The postponement of the re-opening of our Visitor Centre by almost six months, coupled with a focussed cost control programme and the collaboration and teamwork of our excellent staff, ensured the organisation operated efficiently in challenging times. 2021 was also a transformative year in how we managed and developed the operation of our activities. The transformation and necessary change programme led by our CEO, Aoife Watters and her team continued unabated.

Highlights from a very active programme include the following key areas:

PROJECT CODE

After well over a year of hard work, Project CODE, our project to update our organisation wide I.T. systems, went live in March 2021 for burials and cremations and in September 2021 for our Experience Glasnevin Visitor Centre.

This is a critical project for us as our previous collection of systems were largely at the end of life and unsupported. We now have an organisational wide ERP (enterprise resource planning) system which supports the full organisation, streamlined and fully integrated from bookings to stock management to finance for every business stream.

WEBSITE AND BRAND DEVELOPMENT

Our new website was launched in 2021 The front end has been designed with assistance from our brand design team, and the back-end framework was developed by an external IT specialist as part of the previously mentioned CODE project. There is improved functionality for online bookings and sales and the customer service experience has been improved.

Our brand designer working in conjunction with our business development team devised a new Brand Identity which will bring significant benefits to the organisation as a whole for many years to come. Their thoughtful solutions to issues such as concise marketing promotion across five sites in our core business and reconciling this activity with our Tourism/Heritage role has been excellent.

CAMPUS MASTERPLAN AND PROPERTY ASSESSMENT

The Campus Master plan was finalised in 2021 after several years of work. The importance of this Plan for the organisation will only become clear over the coming years.

It sets out a clear road map for the development and maintenance of the iconic Glasnevin Cemetery for the next 15 years and beyond. It also includes consideration of key capital projects over the medium to long term.

It will be particularly valuable from a Finance planning perspective and allow us to minimise unforeseen expenditure.

CUSTOMER CARE PROGRAMME

The organisation has put in place during 2021 the necessary groundwork and scoping parameters to facilitate the roll out of a full Customer Care Programme in 2022. This will include an organisational wide training programme and a fit for purpose, tailored Customer Relationship Management system (CRM) to deal efficiently with our direct customers and public alike

SUMMARY

The Annual Returns to the Charity Regulator of both The Dublin Cemeteries Committee and Glasnevin Crematorium Limited were filed with The Charities Regulator in October 2021 and both returns registered the compliance of each with the Charities Governance Code.

In summary, despite a very challenging environment for all the staff, 2021 was a remarkable year not only for the achievement of a very robust financial performance but equally important the delivery of key change projects that will transform our business in the future and offer first class service to all our customers going forward. Aoife Watters, her executive team and all staff are fully deserving of our thanks and congratulations in 2021.

David Bunworth

Chairman

26 April 2022

About The Trust

Constitution and History

Dublin Cemeteries 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.

The Dublin Cemeteries Committee, operating as **Dublin Cemeteries 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. Dublin Cemeteries 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 Dublin Cemeteries 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.

Dublin Cemeteries 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.

Within the walls of Glasnevin Cemetery are buried 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 Markievicz, 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.

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 Dublin Cemeteries Trust to support the sustainability of the charity. This includes supporting the responsibilities of Dublin Cemeteries Trust to protect our national heritage. The Committee Members’ 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 headstone and memorial sales and service to the public at each of our cemeteries.

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. As part of a rebranding exercise for the whole organization, which took place in 2020, Glasnevin Cemetery Museum is to be rebranded as “Experience

Glasnevin – Ireland’s National Cemetery” in 2021. “Experience Glasnevin” will continue to be the signature heritage offer of Dublin Cemeteries Trust as we work to honour and care for all who rest with us of national and personal significance.

Vision

“Through the delivery of Funeral Services across our five cemeteries and the provision of Education and Visitor offerings at Glasnevin, Ireland’s National Cemetery, we work to preserve the heritage of past generations, serve the needs of the present generation and provide a legacy for future generations”.

Mission

In line with The Dublin Cemeteries Committee Act 1970, our mission and purpose for the public good is:

- to bury and cremate people of all religions and no religion with dignity and respect.
- to ensure the financial sustainability of the Trust, enabling us to develop and maintain our cemeteries, and all buildings, monuments and structures therein.
- to engage in other initiatives which the Committee considers are conducive to the attainment of the objects in the 1970 Act, including the advancement of public knowledge and appreciation of the cemeteries and the history of those buried within, through interpretation, exhibitions and preservation.

Values

	Leadership	by caring for all those individuals, of national and personal significance, who have their final resting place with us, entrusted as we are to honour their memory and preserve the stories of their lives.
	Equality	we continue to remain true to our founding vision, namely to bury and cremate people of all religions and none with dignity and respect.
	Compassion	we believe in the importance of each individual’s personal experiences, taking time to listen, providing families and visitors with choices relevant to their needs.
	Excellence	we continuously strive to deliver the highest standards in both our Funeral Services and our Heritage, Education and Cultural offerings, creating a benchmark for others to follow.

Structure, Governance And Management

Dublin Cemeteries Trust is governed by a Board of Committee Members with day to day authority delegated to a full time executive team. The Board met nine times during the year.

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

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

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

There are eight main sub-committees supporting the work of the Board which are all chaired by Board members and are comprised of Board members and supported by Dublin Cemeteries 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 subcommittee supporting our ERP project.

The sub-committees are:

The Audit and Finance Committee (Chaired by David Casey from 1/6/2021, previously David O'Reilly)

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

The Commemorations Committee (Chaired by Jonathan Bailey)

The Buildings Committee (Chaired by David O Reilly)

The Education Committee (Chaired by Michael Gleeson)

The Strategy Committee (Chaired by Sarah Keenaghan)

The Nominations and Remuneration Committee (Chaired by David Casey)

The Pensions Committee (Board representative Michael Gleeson)

	Board	A	B	C	D	E	F	G	H
No. of meetings									
David Bunworth	9	-	6	7	-	5	4	5	-
Jonathan Bailey	7	-	-	7	-	5	-	4	-
David Casey	9	1	-	7	2	-	-	5	-
Helen Collins *	5	-	3	3	-	-	-	-	-
Ashling Cunningham	9	-	6	-	1	-	-	5	-
Michael Gleeson	9	-	-	7	-	5	-	5	2
Colin Keane	9	-	6	-	2	-	-	-	-
Sarah Keenaghan	9	-	-	-	-	-	4	-	-
David O'Reilly	8	3	-	-	1	-	3	-	-
Prof. P. Plunkett	9	3	6	-	-	-	3	-	-

*Resigned from Board on 8 July 2021.

Individual Board members may avail of independent professional advice where they think it necessary to fulfil their responsibilities.

Board members are required to adhere to Dublin Cemeteries Trust's code of conduct. As part of this code, Board members are required to notify the Chairman of any conflicts of interest and follow the procedures set out in the Conflict of Interest policy.

Organisational Structure and Decision Making

In order to ensure that Dublin Cemeteries Trust is managed efficiently and effectively, the Board 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.

The Dublin Cemeteries Committee and its subsidiaries had a total average number of employees of 76 for 2021.

The Chief Executive Officer Aoife Watters, Deputy Chief Executive Officer Mervyn Colville, Finance Director, Patrick Murphy and Director of Strategic Development Luke O'Toole form the executive team responsible for the management of the three entities in line with the strategic direction agreed with the Board.

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.



Restored area with O'Connell Tower in background

Risk Management

Dublin Cemeteries 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 Dublin Cemeteries Trust to risk, to manage this risk and to provide reasonable assurance regarding the achievement of our strategic objectives. The Board recognises that effective risk management

- Supports good governance
- identifies areas of uncertainty
- determines priorities and objectives
- clarifies 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 principal risk categories relevant to the Trust on an ongoing basis are as follows:

Strategic Risk – This category covers risks which could lead to failure of Dublin Cemeteries Trust to achieve the strategic and business objectives of the organisation. These risks could be external to the organisation such as economic climate or changes to governance requirements. A comprehensive review of strategic performance against critical goals on a regular basis is key to mitigating against this set of risks.

Operational Risk (including Health & Safety Risk) – The Board place importance on the continuous monitoring of the performance of the organisation and hold regular meetings to review in detail in order to mitigate against risks which could lead to inability to operate core or supporting business streams. 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.

Financial Risk – Dublin Cemeteries Trust exposes itself to a variety of financial risks including price risk, liquidity risk, credit risk and cash flow risk. The Board 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.

Reputational Risk – The Board 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.

Governance and Compliance Risk – It is important that Dublin Cemeteries Trust complies with all legislative and regulatory requirements and key actions to mitigate any risks in this area are covered off in our Corporate Risk register. To ensure compliance, there are robust systems and structures in place with regular reporting to Board.

Covid-19 Risk – The Covid-19 pandemic has affected almost all aspects of the activities carried on by Dublin Cemeteries Trust. The Board are satisfied that Dublin Cemeteries 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 were delivered at this critical time. A number of our activities have experienced significant disruption but the Board 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 Dublin Cemeteries Trust.

The following outlines the key responsibilities of each sub-committee;

a) Audit and Finance

Our Audit & Finance Committee takes delegated responsibility, on behalf of the Board, 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 financial 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 Dublin Cemeteries 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 2021 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. 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 2021 are available to download from www.dctrust.ie or can be obtained from our offices at Glasnevin Cemetery, Finglas Road, Dublin 11.

b) Governance, Risk and Compliance

A key committee in the governance of Dublin Cemeteries Trust is the Governance, Risk and Compliance Committee. 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 Dublin Cemeteries Trust is exposed and that a plan of action is in place to address them as detailed in our corporate risk register.
- 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.

A lot of work was carried out by this Committee in 2020 and 2021 in reviewing policies and procedures so as to enable the Committee to complete the Charities Regulator's Compliance Record Form and confirm the Trust's compliance with the Charities Regulatory Authority Governance Code in the Annual Returns of both charities filed with the Charities Regulator in October 2021.

c) Commemorations

The cemeteries under the care of Dublin Cemeteries Trust have provided the final resting place for many of Ireland's leading citizens and historically important figures since the foundation of the Trust in 1828. This tradition has continued into the twenty-first century, and thus gives the Trust a responsibility of custodianship and commemoration.

The commemorations committee of Dublin Cemeteries Trust acknowledges the position of its historic cemeteries as spaces of reflection, remembrance and commemoration. Our sites are of importance to different traditions, organisations, individuals and families for many reasons.

The Trust organises three annual commemorations:

- Easter 1916 Rising Commemoration
- Daniel O'Connell Commemoration
- Armistice Day Commemoration

The committee facilitates and considers other commemorations and events relevant to Dublin Cemeteries Trust and appropriate in engaging a diverse public in the history of Ireland through those buried in its cemeteries.

The preservation of the historic integrity, cultural and built heritage of DCT cemeteries is also a responsibility of this committee.

d) Buildings

Highlights from 2021:

One important part of the Trust's strategic planning has been the Campus Masterplan for Glasnevin Cemetery. A significant historical and heritage site, and a working cemetery, it was seen as important that a long-term, thoroughly-researched programme for management of the entire Glasnevin campus was put in place.

In late 2021, the design team (comprising specialist Architecture, Engineering and Quantity Surveyor expertise) presented a comprehensive Glasnevin Cemetery Campus Masterplan to the Buildings Sub-Committee.

The Campus Masterplan maps out and prioritises various programmes of works for Glasnevin over the next 15-20 years, thereby providing a basis for sound financial planning and investment during that period and beyond. In this way, specific items or repairs which will require significant expenditure can be identified and prepared for well in advance within our allocated capital and maintenance budget, rather than reacting to issues or emergencies as they arise.

A significant upgrade of the indoor exhibition and experience within the Visitor Centre was completed in August 2021. Thanks to a grant from Fáilte Ireland under their "Dublin's Surprising Stories" programme, and additional investment by the Trust, we worked closely with design specialists to a new and more engaging interpretative design which will resonate with visitors from a wide variety of ages, nationalities and interests.

Priorities for 2022 include:

- To address the need for new staff accommodation arrangements as we emerge from the peak-COVID environment
- To provide improved spaces for customers, particularly bereaved families, in Glasnevin and our other locations
- To upgrade the Headstones & Memorials Office and Sales space in Glasnevin Cemetery
- To improve the efficiency of the non-public areas of the Visitor Centre Building



e) Education

(Education matters are covered in Section 6 on pages 21 – 22)

f) Strategy

A significant amount of work has been carried out during the year on the implementation of the Strategic Plan 2021 – 2024. A series of meetings were held with all staff at which the overall strategy and its key aspects were communicated and explained.

The five Pillars of the Dublin Cemeteries Trust Strategic Plan are:

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

Evolving out of the five pillars listed above – and a number of key actions identified for each pillar – a detailed Implementation Plan has been devised which ranks key strategic objectives into priority goals. Independent organisation reviews in strategic areas have assisted in focussing on key priorities including customer care, staff welfare, marketing strategy, the Glasnevin Cemetery Campus Masterplan, the financial sustainability and efficiency of our Visitor Centre, compliance with the Charities Governance Code and embedding our new I.T. systems. Departmental operational plans will be prepared annually to ensure a structured approach to achieving identified strategic goals across all of the Trust's operations. These departmental plans link strategy to action and provide a basis for DCT achievements.

The Board periodically review this Implementation Plan on a structured basis to monitor performance across the various strategic objectives and to identify any issues which may need to be addressed to ensure successful realisation of our overall strategic vision. A prioritised implementation and monitoring tool has been developed for this purpose.

g) Nominations and Remuneration

The Nominations and Remuneration Committee regularly review the size and composition of the Board and the Executive Management Team with a view to ensuring an adequate range of skills, experience and diversity and make recommendations to the Board with regard to any changes. The Committee also considers Board succession planning and the review of pay policy for all organisation staff.

h) Pensions

The Dublin Cemeteries Trust defined contribution pension scheme is administered by outsourced professional trustees. A Board representative attends all Pension meetings.

Objectives and Activities

Purpose and Principal Activities

In line with The Dublin Cemeteries Committee Act 1970, our mission and purpose for the public good is:

- to bury and cremate people of all religions and no religion with dignity and respect
- to ensure the financial sustainability of the Trust, enabling us to develop and maintain our cemeteries, and all buildings, monuments and structures therein
- to engage in other initiatives which the Committee considers are conducive to the attainment of the objects in the 1970 Act, including the advancement of 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 The Dublin Cemeteries Committee and a charity of no beneficial ownership, is to provide the community with a professional cremation and memorialisation service. All available surpluses are allocated and distributed to The Dublin Cemeteries Committee to support the sustainability programme of the charity.

Glasnevin Cemetery Monument Works Limited provides headstone and memorial sales and service to the public at each of our cemeteries.

The Dublin Cemeteries Trust combined activities are classified across a number of pillars as follows:

Charitable Activities

Dublin Cemeteries Trust (Dublin Cemeteries Committee):

- Interments and Burials
- Visitor Centre
- Heritage
- Education

Glasnevin Crematorium Limited:

- Cremations and related activities
- Columbarium Wall

Trading Activities

Glasnevin Cemetery Monument Works Limited

- Sale and erection of monuments

Strategies for achieving objectives

(See page 16)

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

In 2021, Dublin Cemeteries Trust provided funeral services to 4,543 (2020: 4,573) bereaved families (1,548 burials and 2,995 cremations) across all our cemetery locations.

As a multi business stream organisation, we worked through the second year of Covid-19 with an outstanding sense of duty and social responsibility and delivered our services to the public with high standards of respect and dignity, while also keeping ourselves, each other and the public safe. As a result of the persistence of Covid-19 into 2021, there was further disruption to society and the workplace in particular requiring continual focus on operational management, HR and health and safety of the staff and the public. In the first quarter in particular, the level of intensity of work in essential service organisations was relentless.

Committee Members' Report (continued)

In line with our Strategic Objectives, our main priorities and achievements in 2021 were as follows:

- Strong leadership of the organisation through operational, strategic and financial challenges as a result of the Covid-19 pandemic to ensure robust sustainability and adherence to our organisational values in a time of ongoing national disruption.
- Careful monitoring of widescale safety protocols to maintain staff and public safety, involving management of staffing and public attendance on site as per Government restrictions.
- Regular review and amendment of our Operational and HR plans to ensure we remained agile to meet the demands of the pandemic including cross site rota cover and remote working for our non-frontline staff.
- Continued participation in national collaborative planning partnerships relating to Covid-19.
- Roll-out of our new organisation wide brand design.
- Following the completion of a detailed operational and organisational review, the Visitor Centre, re-opened in an improved and more efficient form as “Experience Glasnevin – Ireland’s National Cemetery” on 15 September 2021.
- Our new bespoke best-in-class IT system, Project CODE, which offers an excellent user experience for our customers across our various business streams and internally for our staff, successfully went live for our core business on 15 March 2021 and in September 2021 for our Visitor Centre.
- Improved quality video-streaming of our funeral services at Glasnevin, Dardistown and Newlands Cross enabling family members and close friends who cannot attend the service of someone close to them can now view the ceremony on a range of devices including PC’s laptops, Smart TV’s and so on.
- Development of our new memorial garden in Newlands Cross Cemetery to cater for the increased number of people being cremated.
- Provision and maintenance of some seven acres for Angel’s Plots graves and headstones and working in partnership with A Little Lifetime Foundation (ALLF) for the poignant annual Christmas Tree lighting ceremony which was streamed in December 2021.
- Continued association with the Irish Association of Funeral Directors (IAFD) to promote Dublin Cemeteries Trust products and services and best practice in the sector.
- The Glasnevin Cemetery Restoration project, which sees major upgrade and maintenance works on various sections of the cemetery on a phased basis, continued during 2021 with ongoing support from the Office of Public Works (see further on this project in Future Plans & Objectives for 2021 below).
- Restricted schedule of commemorations within Glasnevin Cemetery curtailed by the Covid-19 pandemic in line with government guidelines. These included the National Famine Commemoration, the annual Daniel O’Connell Commemoration, Bastille Day, Collins-Griffith Commemoration, Ivy day Commemoration and Armistice Day Commemoration.
- Dublin Cemeteries Trust is the sole Irish member of The Association of Significant Cemeteries in Europe (ASCE). The ASCE promotes European cemeteries as a fundamental part of the heritage of humanity and aims to raise European citizen awareness of the importance of significant cemeteries, by sharing experience and best practice and co-operating to protect, restore and ensure ongoing maintenance of cemeteries. There are 179 member cemeteries from 22 countries in the ASCE.
- For details of Education activities, see Section 6, Education at Dublin Cemeteries Trust.
- The Annual Returns to the Charity Regulator of both The Dublin Cemeteries Committee and Glasnevin Crematorium Limited were filed with The Charities Regulator in October 2021 and both returns registered the compliance of each with the Charities Governance Code.
- We continued to invest in staff training, including bereavement services training and health and safety induction relating to Covid-19 procedures.
- Finalisation of our Campus Master Plan.
- Development of Marketing Strategy.
- In the case of our Angels plot, Dublin Cemeteries Trust provide the grave and also cover the cost of headstones placed on the plot. In 2021, approval was granted for the provision of Angels Plot fee gratis in the future.
- Launch of our new Website.
- Launch of the Glasnevin Learning Portal online resource for schools as a freely accessible online platform.

Future Plans and Objectives for 2022:

Our main priorities for 2022 are as follows:

- To continue implementation of the Dublin Cemeteries Trust Strategic Plan 2021-2024. In order to convert long term planning into annual operational reality, this work includes prioritisation of objectives, goal setting, development of departmental plans and the cascading of same into individual actions plans and continuous monitoring by the Executive and Strategy sub-committee.
- 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. During 2022, we will continue, as a matter of priority, to discuss funding with Government, particularly in the areas of the Glasnevin Cemetery Restoration Project and our Education Programme.
- Increased profile for our “Experience Glasnevin Visitor Centre” including a return of students, national and international tourists.
- Conduct an appropriate Programme of Events.
- Further governance measures including review by our Board of compliance evidence records to meet ongoing requirements of Charities Regulatory Authority.
- Continued and ongoing review of 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 2022 by regular strategic review at board level and through the Governance, Risk and Compliance Sub-Committee.
- Continued progress with our ongoing cemetery maintenance programme and future maintenance and restoration of each cemetery.
- Buildings (see priorities for 2022 on page 15).
- Implement an organisation wide customer care initiative to ensure we deliver a service of quality and excellence to the public ensuring the customer is at the heart of everything we do. This includes the roll out of dedicated customer service training to applicable staff, service adjustments, standard customer response times, use of CRM system to enhance customer interactions and optimising stakeholder relationships.
- Continue the next stage of the implementation of the Marketing & Digital Strategy for the full group. This will include embarking on a programme of regular co-ordinated social media activity, adoption of pay-per click digital advertising and undertaking a digital infrastructure audit.
- Website and IT systems – we will pursue a programme of structured continuous improvement initiatives on our CODE system to ensure we continue to improve the user experience and undertake a specialist audit of our website from a user engagement and customer service perspective.
- We will continue to develop network and security policies to minimise risk of IT threats and system downtime and conduct a specialist Network security audit.

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 significantly by 2030, and that the number of people over 65 years of age will almost treble 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 Dublin Cemeteries Trust continues to prepare for this increased level of demand, and that we play a leading role in addressing and meeting that need 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 2021-2024 is vital in this regard and will sets the tone for a multi-annual approach which enables the Trust to play its part in serving the community for the next ten years and for many decades to come.

Operating Achievements And Performance

Dublin Cemeteries 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 €9.9million in 2021 incorporating all activities of Dublin Cemeteries Trust across three entities namely the provision of new graves and burial space, cremations, and sale of monuments.

Our Core services include:

- Interment in graves
- Interment in vaults
- Interment of cremated remains
- Cremations
- Memorialisation
- Maintenance
- Archival Cemetery and Genealogical records
- Visitor Centre and Guided Tours
- Commemorative events
- Community events
- Corporate and venue hire

For information regarding achievements and performance, please see Financial Review on pages 27 & 28 covering our main core services.

Events – Many commemorative events in Glasnevin Cemetery were cancelled in 2021 in compliance with restrictions to limit the spread of COVID-19. However, some aforementioned commemorations, in line with government guidelines, did take place. As in the past, we appreciate the ongoing support from Department of An Taoiseach and the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media.

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 €13.1m with €250,000 received in 2021. The project has been extended into 2022 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.

HR and Employment – For 2021, the average number of employees for 2021 was 76. There were significant changes to the composition of our overall staff profile due to the Covid-19 pandemic. We engaged in a comprehensive communication plan with all staff across the year to ensure that all staff were kept informed and remained motivated. We implemented procedures and followed through on them during the course of the year. This has ensured that we maintained safe working environments for all.

We have achieved a very low labour turnover amongst our frontline staff which is a testament to the huge volume of working undertaken on training, induction and communication during the year. 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.

Dublin Cemeteries 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.

Dublin Cemeteries 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 staff pay policy.

Education at Dublin Cemeteries Trust

In line with our Strategic Objectives, our main priorities and achievements in 2021 were as follows:

- The further development of education outreach facilitated via a continued partnership with Marino Institute of Education (MIE) and Trinity College Dublin (TCD).
- 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
 - our joint annual lecture series which took place in April 2021
 - research based on the archival collections of Dublin Cemeteries Trust
 - exhibition and event fundraising opportunities
 - internships, with bursary support, for students as part the M.Phil. Public History and Cultural Heritage.
- We continued to expand our public outreach and education programme including:
 - Guided tours
 - Lectures and conferences
 - Exhibitions
 - Educational initiatives in an online capacity such as resources available via our website for both primary and secondary schools
- To extend educational outreach, we received support from the Department of Education in 2020-2021 as part of their activities under the Decade of Centenaries programme. Funds were used to extend the development and implementation of an online learning resource for schools. Work on the Glasnevin Learning Portal began in 2020 and it was launched as a freely accessible online schools' platform in 2021. Dublin Cemeteries Trust also contributed resources and funding to these programmes.

Future Plans and Objectives for 2022:

Our main priorities for 2022 are as follows:

- ensuring the continuing safe recommencement of guided tours for the sector.
- continuing to expand on our offering of online educational resources with a strong curriculum-based focus.
- focussing on promoting the functionality and accessibility of the Glasnevin Learning Portal among students and teachers through online learning sessions with a specific target on Junior Cycle CBA students. This will be completed as part of our work with the Department of Education.
- consolidating existing partnerships with Trinity College Dublin and Marino Institute of Education through continuing our current programmes.

Operating Achievements and Performance

Fundraising – Two strands of funding were secured through submissions to the Department of Education. One strand of funding will be directed towards enhancing the Learning Portal. This will be achieved through development of the online resources, increasing usability and facilitating workshops for teachers as a promotional tool. The other strand is intended to be used as part of a programme to increase accessibility to tours and the visitor centre.

Education at Dublin Cemeteries Trust

Education is integral to Experience Glasnevin, 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 at primary, secondary and third level as well as language schools, adult learning, and trainee teachers. In addition to this we continue to facilitate education informally through our offerings for families, youth organisations, active retirement associations, domestic and international tourists, local community, historical and archaeological groups.

Educational Activities

Key educational activities provided by Dublin Cemeteries Trust include:

Guided tours

Guided tours for the sector resumed in November 2021. Tours will be tailored specifically depending on the school and will link strongly with the curriculum as follows:

- SESE History in Primary Schools
- Junior Certificate History Course
- Leaving Certificate History – especially 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

Workshop Programmes

The Transition Year Tour Guide Training Programme Workshops were postponed in 2021 due to COVID-19 pandemic but it is anticipated that they will resume in September 2022. Online workshops showcasing the Glasnevin Learning Portal were developed in 2021 and are being offered to teachers in the 2021-22 academic year to encourage greater use of the online learning portal amongst schools.

CPD for Teachers

In conjunction with MIE and TCD, the Continuous Professional Development course for teachers entitled, 'Heritage, Memory and Landscapes in Modern Ireland' is planned to go ahead in 2022 having been postponed in 2021 due to the COVID-19 pandemic.

Online Learning

We have continued to add to our downloadable resources and tailor the offering to match the interests of different groups. We have also redeveloped our learning packs issued to schools and are looking at further improvements to enhance the functionality of the online learning portal in partnership with the Department of Education.

Collections access and engagement

Currently the main method of engagement with the archival collections of Dublin Cemeteries 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 Experience Glasnevin.

Exhibitions

Since 2010 Experience Glasnevin has produced a number of long-term and temporary exhibitions for visitors to Glasnevin Cemetery. A new long-term exhibition was launched in 2021, titled 'Extraordinary Lives'. The exhibition is a significant addition to the visitor centre offering and provides the opportunity for visitors to further explore the history of The Cemetery and the biographies of some of those interred within it. The production of this exhibition received support from Fáilte Ireland via the 'Dublin's Surprising Stories Grants Scheme'.

Lectures & Conferences

The annual Spring Glasnevin lecture series in association with Trinity College Dublin was held online in 2021.

Third Level

We continue to offer tailored guided tours, internships and workshops for third level students.



Students on guided tour - Glasnevin



Monuments Showroom



Quality Craftsmanship

Environmental Sustainability

The importance of biodiversity for good living and to ensure best practice in relation to the conservation of flora and fauna in Dublin, particularly Dublin City, varying bio-diverse locations need to be maintained. These various localities support varying amounts of biodiversity, each having an idiosyncratic pattern.

As part of the planning of North Dublin City certain areas were kept allocated for the development of parks and gardens, examples of these being The Phoenix Park, Saint Anne's Park, North Bull Island, Malahide Castle, **the Botanical Gardens and Glasnevin Cemetery (Now connected, the National Botanic Gardens and Glasnevin Cemetery provide the second largest green space in the Greater Dublin area)**. These environments allow for a healthy ecosystem of plants and animals and contribute to the health of humans. As stated by the University of Minnesota, being in nature, or even viewing scenes of nature, reduces anger, fear and stress and increases pleasant feelings. Exposure to nature not only makes you feel better emotionally, but it also contributes to your physical wellbeing, reduces blood pressure, heart rate, muscle tension, and the production of stress hormones (Meadows, C, 2014).

Edward O' Wilson once said about ants "We need them to survive, But they don't need us". Humans seem to live totally independent from their environment, killing off species and the life-giving services they provide. They think there will be no consequences, but the truth is biodiversity results in good human health providing food, fuel, medicines, air and water and soil purification. Biodiversity is fundamental to human survival and if we can learn to respect nature, educate our children about its value and importance and consider the conservation of biodiversity when planning an urban environment such as Dublin City, the human race will not only survive but thrive.

Environmental sustainability projects and actions that are currently being taken by the Dublin Cemeteries Trust include:

1. **Tree care and replanting scheme** – all our trees are continuously worked on to guarantee the conservation of this important backbone of the cemetery. Any trees that must be removed will have 3 – 5 trees planted in replacement. We have planted approx. 700 trees in the last 4 years
2. **Orchard establishment** – 100 native Irish apple, pear and plum trees have been planted within the cemetery. The fruit can be eaten by humans or left for the wildlife. The trees will help preserve the stock of native fruit trees on the island.
3. **Weed control** – herbicide use is kept to a minimum. A low volume, oil-based herbicide application is used to keep the % of chemical low and avoid drift.
4. **Rewilding of old grave plots** – large areas of the cemetery have been let grow through the summer with no human intervention. We cut meandering paths through the areas so people can walk through and immerse themselves in nature. Over 5 years these areas will develop a natural native establishment of wildflowers. This results in a beautiful, biodiverse rich environment. It reduces the amount of man hours in maintenance, wear and tear of machinery and the resulting harmful emissions from the machines
5. **Bluebell forest** – 6,000 native Bluebell have been planted through a wooded area in the south section. This in time will produce a natural Bluebell wood. More section to be planted over the next 5 years.
6. **Higher mowing height** – in certain areas that require a neater appearance we have introduced a higher mowing height so the wildflowers can still produce flowers under the height of cut and the area looks neater.
7. **Cremation Gardens** – the development of gardens for the interment of cremated remains. Landscaped with the preservation of biodiversity being most importance in the overall design i.e., plants high in pollen
8. **Bee keeping (Apiculture)**. To introduce 2- 3 beehives into the orchard area of the cemetery. This will be done with the help of the Botanic gardens beekeepers.
9. **Ornamental plantings** – a large amount of shrubs and herbaceous plantings have been completed throughout the cemetery with a huge emphasis on food for pollinators and insects.
10. **National Botanic gardens** – to develop a joint focus and partnership with the OPW National Botanic Gardens to develop the individual unique landscapes into a biodiverse rich environment that complement each other.
11. **St Pauls section** – to develop a five-year plan to enhance this section with a strong emphasis on environmental sustainability i.e., grassing over the 20 acres with a grass mixture that incorporated wildflowers. Planting of 3 – 400 native trees.

Committee Members' Report (continued)

12. **Waste** – No waste, from any of our cemeteries, goes to landfill. We have worked with AES Bord Na Mona over the last 10 years to achieve this. Green waste is kept on site and composted.
13. **Modern cemetery plantings** – (Dardistown, Newlands and Palmerstown) to develop biodiverse rich boundaries around our cemeteries. Plantings of native trees, native hedge rows and native wildflowers in a 5 – 10 metre strip. This is to offset the biodiverse poor centres (grave plots) of our cemeteries which are like deserts to insects and pollinator's.
14. **Electric vehicle** – The first electric vehicle (Nissan Leaf) introduced into Glasnevin is used daily in the assessment of graves and a courtesy car for families. EV charge points to be installed in the cemeteries.



Financial Review

The financial results of the Group for the year ended 31 December 2021 are set out in the Consolidated Statement of Financial Activities and the financial position as at 31 December 2021 is shown in the Consolidated Balance Sheet. Please refer to contents index for the relevant page numbers. The main features are as follows:

Income

The total Group income for the year was €9,943,731 (2020: €8,771,842) representing an increase of 13%. This increase arose primarily from an increase in demand for core services.

The principal funding sources are:

- Income from burials, grave sales and cremations
 - burial and cremation numbers for 2021 amounted to 4,543, compared with 4,573 in 2020.
- Income from headstones and memorials
 - Our monuments business revenue increased by 8% on the previous year.
- Statutory funding from the Office of Public Works and government departments, i.e. Department of Tourism, Culture, Arts, Gaeltacht, Sports and Media and the Department of Education.

Expenditure

Total Group expenditure for the year ended 31 December 2021 was €8,274,592 (2020: €7,916,980) an increase of 5%. While certain direct costs decreased as a result of curtailed activities in our visitor centre, a concerted effort was made to control costs as far as possible.

Group Result

The final consolidated net income for the year was €1,669,139 (2020: €854,862) and the total consolidated reserves of Dublin Cemeteries Trust at 31 December 2021 were €21,207,401 (2020: €21,538,262).

Subsidiary Results

Glasnevin Crematorium Limited

The surplus for the year amounted to €1,082,835 (2020 - €1,008,832).

The company has acknowledged its responsibility, under its constitution, to distribute its revenue reserve to Dublin Cemeteries Committee, its ultimate controlling party and a registered charity. Therefore a distribution has been made of €1,019,858 (2020: €986,376).

At the end of the financial year, the company has net assets of €3,606,072 (2020 - €3,543,222).

Glasnevin Cemetery Monument Works Limited

The profit for the financial year after providing for depreciation and taxation amounted to €145,177 (2020: loss €205,028). At the end of the financial year, the company had net liabilities of €315,737 (2020: €460,914). Included in net liabilities are amounts due to group companies of €422,806 (2020: €566,124).

The loan balance due to Dublin Cemeteries Committee amounting to €360,538 (2020: €492,448), which is part of the amounts owed to group companies shown above, is interest free and repayable within one year. However, while the company has no legal right to defer repayment beyond one year of the balance sheet date, the Committee Members of Dublin Cemeteries Committee have indicated that they will not seek to recoup the balance if repayment cannot be made within twelve months from the date of the approval of the financial statements. Dublin Cemeteries Committee, has also pledged to support the company by means of providing necessary finance to enable the company to meet its liabilities as they fall due.

Reserves Policy

The Committee Members have adopted a reserves policy, which they consider appropriate to ensure the continued ability of Dublin Cemeteries 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 any potential decline in our net 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 exceptional

surpluses achieved in recent years allows for future necessary planned investment to enable us to develop our crematoria and cemeteries and all buildings, monuments and structures therein, prioritised in accordance with our Campus Master Plan.

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 Board 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 net income and to ensure the organisation can continue in existence and to continue to undertake activities to further the Charity's purposes for public benefit:

Committee Members' Statement of Relevant Audit Information

So far as each of the Committee Members in office at the date of approval of the financial statements is aware:

- a) There is no relevant audit information of which the group's auditors are unaware; and
- b) The Committee Members have taken all the steps that they ought to have taken as Committee Members in order to make themselves aware of any relevant audit information and to establish that the group's auditors are aware of that information.



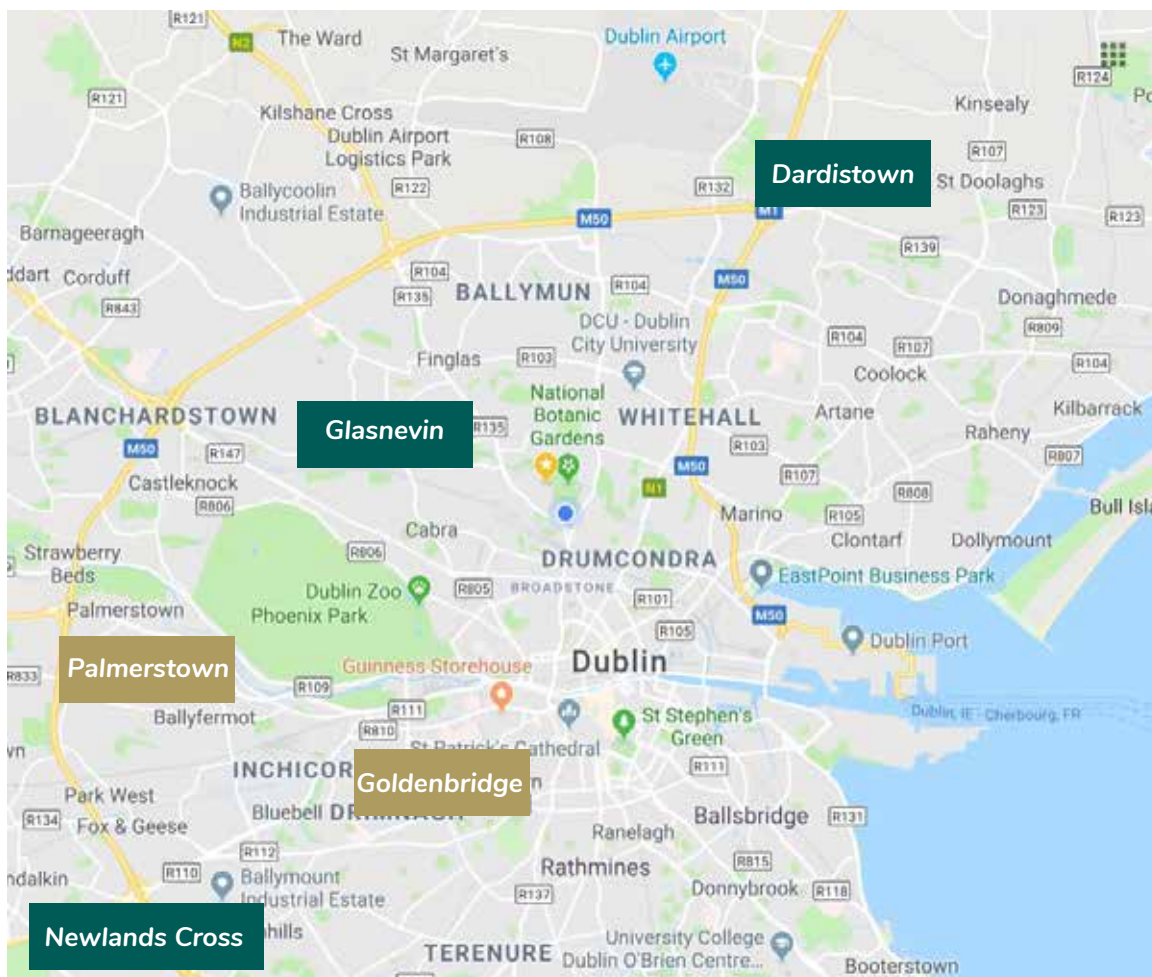
Temple – Newlands Cross

Other Information

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

Our Cemeteries and Crematoria:

Please note: Locations with Crematoria are in Green



Cemetery Name	Opened	Location	Land area
Goldenbridge	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

Dublin Cemeteries Trust operates 5 sites allocated for Cemetery and Crematoria use (sites with Crematoria are in Green above).

On behalf of The Dublin Cemeteries Committee

David Bunworth

David Casey

Committee Member

Committee Member

Date: 26 April 2022

Statement of Commmitte 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.



Boardroom – Glasnevin

The Dublin Cemeteries Committee

Consolidated Statement Of Financial Activities (Including Income And Expenditure Account)

For the Financial Year Ended 31 December 2021

	Unrestricted Funds 2021 €	Restricted Funds 2021 €	Total 2021 €	Unrestricted Funds 2020 €	Restricted Funds 2020 €	Total 2020 €
Income from:						
Trading activities	1,364,287	-	1,364,287	1,245,776	-	1,245,776
Charitable activities	7,907,767	426,975	8,334,742	7,253,968	348,775	7,602,743
Donations and legacies	493	100	593	402	-	402
Other incoming resources	244,109	-	244,109	(77,079)	-	(77,079)
Total	9,516,656	427,075	9,943,731	8,423,067	348,775	8,771,842
Expenditure on:						
Charitable activities	(8,149,474)	(125,118)	(8,274,592)	(7,655,661)	(261,319)	(7,916,980)
Total	(8,149,474)	(125,118)	(8,274,592)	(7,655,661)	(261,319)	(7,916,980)
Net income before taxation	1,367,182	301,957	1,669,139	767,406	87,456	854,862
Taxation	-	-	-	-	-	-
Net income	1,367,182	301,957	1,669,139	767,406	87,456	854,862
Total funds brought forward	21,219,086	319,173	21,538,259	20,451,680	231,717	20,683,397
Total funds carried forward	22,586,268	621,130	23,207,398	21,219,086	319,173	21,538,259

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

**Organisation Statement Of Financial Activities
(Including Income And Expenditure Account)**

For the Financial Year Ended 31 December 2021

	Unrestricted Funds 2021 €	Restricted Funds 2021 €	Total 2021 €	Unrestricted Funds 2020 €	Restricted Funds 2020 €	Total 2020 €
Income from:						
Trading activities	532,919	-	532,919	438,398	-	438,398
Charitable activities	4,847,760	411,975	5,259,735	4,457,095	338,025	4,795,120
Donations and legacies	493	100	593	402	-	402
Other incoming resources	1,263,967	-	1,263,967	909,297	-	909,297
Total	6,645,139	412,075	7,057,214	5,805,192	338,025	6,143,217
Expenditure on:						
Charitable activities	(5,486,111)	(110,118)	(5,596,229)	(4,855,211)	(250,569)	(5,105,780)
Total	(5,486,111)	(110,118)	(5,596,229)	(4,855,211)	(250,569)	(5,105,780)
Net income before taxation	1,159,028	301,957	1,460,985	949,981	87,456	1,037,437
Taxation	-	-	-	-	-	-
Net income	1,159,028	301,957	1,460,985	949,981	87,456	1,037,437
Total funds brought forward	18,137,033	319,173	18,456,206	17,187,052	231,717	17,418,769
Total funds carried forward	19,296,061	621,130	19,917,191	18,137,033	319,173	18,456,206

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 2021

	2021 €	2020 €
Fixed Assets		
Tangible assets	23,526,759	23,539,349
Investments - quoted	696,579	464,131
	<u>24,223,338</u>	<u>24,003,480</u>
Current Assets		
Stocks	650,531	559,599
Debtors	1,045,438	953,174
Cash at bank and in hand	3,637,785	3,153,907
	<u>5,333,754</u>	<u>4,666,680</u>
Creditors: Amounts falling due within one financial year	<u>(2,424,106)</u>	<u>(2,491,109)</u>
Net Current Assets	<u>2,909,648</u>	<u>2,175,571</u>
Total Assets less Current Liabilities	<u>27,132,986</u>	<u>26,179,051</u>
Creditors: Amounts falling due after more than one financial year	<u>(3,925,588)</u>	<u>(4,640,792)</u>
NET ASSETS	<u><u>23,207,398</u></u>	<u><u>21,538,259</u></u>
Total Funds of the Charity:		
Restricted funds	621,130	319,173
Unrestricted funds	22,586,268	21,219,086
	<u>23,207,398</u>	<u>21,538,259</u>

The financial statements were approved and authorised for issue by the Committee on 27 April 2021 and signed on its behalf by:

David Bunworth
Committee Member

David Casey
Committee Member

The Dublin Cemeteries Committee

Organisation Balance Sheet

As At 31 December 2021

	2021 €	2020 €
Fixed Assets		
Tangible assets	18,119,322	18,007,583
Investments - quoted	696,579	464,131
Investments in subsidiaries	254	254
	<u>18,816,155</u>	<u>18,471,968</u>
Current Assets		
Stocks	52,287	59,521
Debtors:		
- due within one financial year	1,339,732	1,311,273
- due after more than one financial year	263,981	397,448
Cash at bank and in hand	3,508,671	3,045,041
	<u>5,164,671</u>	<u>4,813,283</u>
Creditors: Amounts falling due within one financial year	(1,702,171)	(1,941,159)
Net Current Assets	<u>3,462,500</u>	<u>2,872,124</u>
Total Assets less Current Liabilities	22,278,655	21,344,092
Creditors: Amounts falling due after more than one financial year	(2,361,464)	(2,887,886)
NET ASSETS	<u>19,917,191</u>	<u>18,456,206</u>
Total Funds of the Charity:		
Restricted funds	621,130	319,173
Unrestricted funds	19,296,061	18,137,033
	<u>19,917,191</u>	<u>18,456,206</u>

The financial statements were approved and authorised for issue by the Committee on 27 April 2021 and signed on its behalf by:

David Bunworth
Committee Member

David Casey
Committee Member



Church of the Resurrection – Glasnevin

Glasnevin
Cemetery &
Crematorium

Dardistown
Cemetery &
Crematorium

Goldenbridge
Cemetery

Newlands Cross
Cemetery &
Crematorium

Palmerstown
Cemetery

EXPERIENCE
Glasnevin
BELAND'S NATRESSA CEMETERY