

Grangegorman Military Cemetery Conservation Management Plan 2015-2020



**Consultation Draft
March 2015**

Grangegorman Military Cemetery Conservation Management Plan

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Acknowledgement

The Office of Public Works wishes to express its gratitude to all those who supplied information and data, made submissions or who helped in any other way in the preparation of this Draft Conservation Management Plan 2015-2020. Images courtesy of D Bermingham, Richard McDonnell and M Gormley unless otherwise credited.

Technical and layout assistance was provided by Sarah Rubalcava Consultants.

The Draft Grangegorman Conservation Management Plan has been printed on paper from sustainable sources and thus kind to the environment.

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Chapter 1



1. Introduction, Background & Context Setting

1.1 Introduction

In 1842, John Claudius Loudon published a book entitled 'On the Laying Out of Cemeteries'. Loudon advocated a more practical approach to cemetery layout, promoting a formal layout with a grid-like structure i.e. a garden cemetery. These ideas and his promotion of the cemetery as an educational, contemplative and dignified environment were well received by Victorian society.

The Victorians saw cemeteries not only as a place in which social status could be established, but also as a place to visit, a place in which to reflect and contemplate, and a place in which to stroll: a perfect Sunday afternoon out. The First World War did much to change society's attitude to death, and many of the simple, understated memorials to the victims of the Great War are testimony to this change.

Grangegorman Military Cemetery is situated on Blackhorse Avenue in North Dublin. The cemetery was opened in 1876 to serve as a graveyard for the soldiers of what was then Marlborough Barracks (now named the McKee Barracks) and their families. Since the British Army did not repatriate soldiers killed overseas until recently it contains the remains of soldiers from across the then British Empire who died naturally, wounded overseas or were killed in action in Ireland. It is the largest military cemetery in Ireland with mature trees and well maintained lawns which create a reflective atmosphere.

On 1st January 2003 the operational functions of Ireland's built heritage functions (Incl. Grangegorman Military Cemetery) transferred to the Office of Public Works (OPW). The OPW is a central Government Office. (See appendix 1).

Mr Simon Harris TD is the Minister of State at the Departments of Finance, with Special Responsibility for the OPW, Public Procurement, and International Banking. The legal entity of the Commissioners of Public Works comprise of Chairman Clare McGrath, Commissioner John McMahon and Commissioner John Sydenham.

Today, the OPW's responsibilities relate to three main areas: Estate Portfolio Management and Heritage Services (incl. Grangegorman Military Cemetery), Flood Risk Management and the National Procurement Service.

Mission Statement:

The mission of the Office of Public Works is to use our experience and expertise in our mandated areas of operation to provide innovative, effective and sustainable-shared services to the public and our clients.

The OPW has responsibility for the care of 780 heritage sites in Ireland, including national monuments & buildings, historic parks, gardens, cemeteries and designed landscapes.

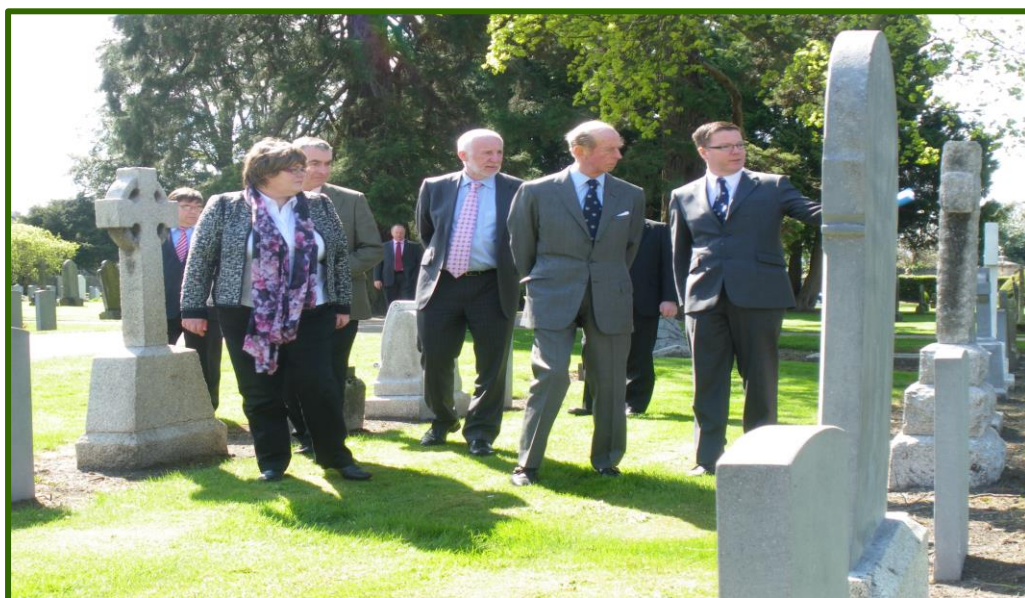
1.2 The OPW Approach and Philosophy:

The approach of the OPW Heritage Services is one of protection, management, and presentation. It has a conservation remit to maintain the built heritage in State care and an active role in facilitating presentation and public access. The OPW Heritage Services are essentially conservation orientated, and indeed conservation driven. The bulk of their resources are dedicated to conservation activities. The vast majority of properties in State care are presented to the public without specific visitor facilities such as a guide service. Public access, however, to heritage attractions has a high priority and much effort has been made to improve access and information at all built heritage sites.

Millions of Irish and overseas visitors visit our heritage sites every year, to learn about Ireland's history and culture. Guide services, interpretive displays and many publications and newsletters are provided to assist the visitor in this educational process. National Historic Properties (see appendix 2) is a key contributor to Irish tourism and through our professional staff we support active research on the flora and fauna of Ireland and assist in the delivery of third level education to horticulture and arboricultural students at many of our parks and gardens.

Matters relating to historic properties are administered centrally. Each site has a local management structure consisting of a manager (Park Superintendent or other) and with the larger properties supporting technical and non-established staff. Day to day management of the properties is handled through the local manager with more general issues such as general correspondence, legal, policy, permissions to use and budgeting/finance matters being referred to the central administration.

'All our sites are an integral part of Ireland's cultural heritage. We also have a duty to conserve the heritage of buildings and gardens in State care while encouraging the public to visit them.' OPW



1.3 External relationships

OPW Heritage Services work with other official agencies and partners who have key roles in promoting Ireland’s heritage. These include:

- ✓ Department of Arts Heritage and the Gaeltacht,
- ✓ Department of the Environment, Community and Local Government,
- ✓ The Heritage Council,
- ✓ Fáilte Ireland,
- ✓ Dublin City Council
- ✓ Commonwealth War Graves Commission

In addition, we co-operate with a number of parties with an interest in Heritage, including:

- ✓ Local history groups and societies,
- ✓ Archaeological groups,
- ✓ Academic and cultural institutions,
- ✓ An Taisce – Green Flags,



1.4 Purpose and Scope

The objective of this plan is to analyse and understand the ‘essence’ of Grangegorman Military Cemetery, its historical stature and esteem and its special place in the municipality and nation thereby establishing appropriate policies to enable that uniqueness to be retained in any future use. It will examine how the cemetery should be presented today in the light of this historical and cultural perspective and will assist in identifying any options for the future.

The purpose of this management plan is to provide guidelines, together with a set of specific actions, for the management of Grangegorman Military Cemetery for future generations while addressing the needs of the current generation within the context of

a National Historic Park. It aims to balance the responsibility to protect, conserve and enhance its landscape, environment, ecology, wildlife, built heritage and views of Grangegorman with active and creative policies to facilitate wider access and increased enjoyment, information, education and opportunities for tranquility and quiet contemplation.

The Plan thus provides a framework for the sustainable management of Grangegorman. It will also provide the means to:

- ✓ Define an appropriate conservation philosophy that retains the essence of Grangegorman Military Cemetery and priorities conservation and restoration,
- ✓ Provide a basis for clearly identifying the vision, objectives and priorities of the cemetery,
- ✓ Foster a better understanding of Grangegorman, including its unique designed landscape value,
- ✓ Identify all issues that affect the management and maintenance of Grangegorman and assist with their resolution,
- ✓ Raise the standard and profile of Grangegorman, National Historic Properties both internally and externally,
- ✓ Guide present and future management and ensuring consistent management practices over time i.e. identify appropriate and inappropriate uses,
- ✓ Ensure ongoing communications with internal and external stakeholders.

1.5 Management Plan Structure

This plan has been developed using studies undertaken, industry best practice and the Green Flag Award Guidance Manual – Raising the Standard. The plan is structured into five distinct chapters with a series of sub-sections each providing the following information:

Introduction, history and context setting

Chapter 1 provides an introduction, history and sets the management plan in context. It describes the current situation of Grangegorman Military Cemetery – what it is, who manages it, its history to date, what is known about the cemetery, where it is located and what policies and guidelines govern the way it is managed.

Where are we now?

Chapter 2 describes the current situation against the Green Flag criteria outlining what is currently being done to address & meet each of the criterion. It involves a detailed examination of all aspects of the site and the circumstances in which services are provided.

Where do we want to get?

Chapter 3 takes a step back to assess the significance of Grangegorman with particular reference to the following headings Landscape, Nature and Biodiversity,

Archaeology, Architecture & Built Heritage, Access & Public Use and finally Management. This analysis presents a summary of the issues to be addressed, what improvements are needed both to the site itself and the way it is managed. Site objectives are outlined which are further translated into actions in Chapter 4.

How will we get there?

Chapter 4 of the plan sets out a five-year plan of action that needs to be taken, as well as considering the resources both financial and staffing.

How will we know when we have arrived?

This final chapter is an important element of the plan which details how and when the success of the actions and measures will be monitored and reviewed and when the plan itself will need to be monitored and updated.

1.6 History

The largest Military Cemetery in Ireland was founded in 1876. Grangegorman Military Cemetery contains the graves of soldiers from across the British Empire, who died of natural causes, injuries or were killed in action. Nearby Marlborough Barracks (now McKee Barracks) was a place of recuperation for soldiers from the different Commonwealth countries and those soldiers who passed away were interred in Grangegorman Military Cemetery. To reflect the geographical span of the British Empire at that time, specific plots were laid out for soldiers from Canada, New Zealand and Australia. It contains the graves of soldiers who served in the :-

- ✓ Crimean war 1854-1856,
- ✓ World War I 1914-1918,
- ✓ World War II 1937-1945,
- ✓ War of Independence 1919-1921 and the
- ✓ Easter Rising 1916.

The graveyard also features all Religious denominations from Roman Catholic, Church of Ireland, Wesleyans to children from the Royal Hibernian Military School (now St Mary's Hospital) in the Phoenix Park.

The Military graves from World War I onwards are uniform in style, in neat rows simply inscribed with the name, dates and rank, of the deceased serviceman. The graveyard contains six hundred military burials, including a memorial to the unknown soldier. All military burials are still recorded and the records kept at the Phoenix Park Superintendent's office.

Notable graves include that of Company Sgt Major Martin Doyle V.C. MM, who hailed from New Ross in Co. Wexford. He is the only person awarded the Victoria Cross buried in the Cemetery. The Victoria Cross is the highest award for gallantry in combat in the British Forces and was first awarded during the Crimean War.



Likewise, a headstone bearing the inscription, to husband and wife, John and Margaret Naylor who both died of injuries received on the 29th April 1916 is noteworthy. Mrs Naylor was shot crossing Ringsend Drawbridge, Dublin during the Rising while her husband, a Royal Dublin Fusilier, was fatally wounded in France on the same day.

Approximately 16,000 soldiers serving in the regiments of the British Empire and Dominion armies fought in Dublin during the **Easter Rising of April 1916**. Over 130 of these men were killed in the course of six days of fighting or died later of wounds sustained in Easter Week: more than seventy were buried at Grangegorman, including eleven men of the 2nd/7th and 2nd/8th battalions of Nottinghamshire and Derby Regiment, who were mortally wounded during intense fighting in the vicinity of Mount Street Bridge on Wednesday 26th April 1916. The cemetery also contains the graves of seventeen men of the 2nd/6th battalion of the South Staffordshire Regiment, who clashed with Republican forces in the north inner city on Thursday 27th and Friday 28th April 1916. Numerous Irishmen who were serving in Irish regiments of the British Army, such as the Royal Dublin Fusiliers and the Royal Irish Rifles, were killed fighting their compatriots during the Rising and were also laid to rest at Grangegorman.





Grangegorman Cemetery also contains the graves of over one hundred and forty soldiers and sailors serving with the Commonwealth forces who were drowned when the merchant ship **R.M.S. Leinster** sank off the coast of Dublin in October 1918. In the years before 1914, the Leinster served as packet steam ship ferrying passengers and mail between Britain and Ireland. During the First World War, the ship continued her usual route, but was painted in camouflage, armed with a twelve pounder gun and carried soldiers and other military personnel along with civilian passengers and mail. On her final voyage, close to five hundred men and women from the UK and Commonwealth, serving with the British armed forces, were on board. More than three hundred and thirty persons lost their lives when the ship sank after been hit by two torpedoes from a German U-boat, shortly before 10.00am on October 1918.

Over 120 soldiers who died while serving with the British Army in Ireland between the outbreak of the Irish War of Independence in January 1919 and the truce of July 1921, are buried at Grangegorman. Some of these men died of wounds sustained on the Western Front and elsewhere during the First World War, others fell victim to the influenza pandemic that swept across Europe in 1918 and 1919. The remainder were killed during the guerrilla campaign waged by the Irish Republican Army in 1920 and 1921.

After 1923 only servicemen and their close next of kin could be buried in Grangegorman Military Cemetery.

1.7 Size & Location

Grangegorman Military Cemetery is located on Blackhorse Avenue in Dublin 7, north of the River Liffey. The boundary wall of Phoenix Park can be seen directly opposite the entrance gate. The local area is Ashtown with residential housing surrounding the graveyard on three sides. It is the largest military cemetery in Ireland, measuring just under six acres. (See figure 1)

Figure 1 Location Map of Grangegorman Military Cemetery



1.8 Cemetery Features

Grangegorman Military Cemetery is a historic cemetery laid out in the late Victorian style of cemeteries as described earlier. The features offered to the visitor include:

1.8.1 Built Heritage

The gate lodge is located at the main entrance and is built in the same style as the boundary wall. The four roomed building served as a caretaker's lodge in the past and is currently vacant. In recent years, it has undergone some conservation and maintenance work.



The main entrance gate from the Phoenix Park is known as the '*Funeral Gate*'. Removals from nearby Marlborough Barracks would have been transported through the Phoenix Park and exited at the '*Funeral Gate*' to Grangegorman. The three crosses on the top of the gate signify the local significance of the gate. This gate has not been used for a long number of years.

The main gate, granite and limestone piers at Grangegorman are robust and imposing. The gate opened for special occasions and to facilitate funerals. Pedestrian entry is gained through the pedestrian side gate which remains open from 10am to 4pm.

Located in the entrance area are two standard lights with blue and gold trim. The cemetery is enclosed by a granite and limestone boundary stone wall.

1.8.2 Graves and Memorials

There are over 1,100 headstones in the cemetery. Battalion badges are marked on the headstones along with the name of the person buried, their rank and date of death, while very few have personal inscriptions.

Some of the graves were relocated to Grangegorman at a later date (nine from King George V Hospital grounds, two from Trinity College grounds, three from Portobello

(Barracks) Cemetery, two from Drogheda (Little Calvary) Cemetery and one from Oranmore Old Graveyard.

World War One casualties are buried throughout the graveyard and two of them are 'known only to God'. The graves reveal some details about those interred there. Perhaps the best example is the rows of soldiers all killed on the 10th October 1918. On that day the mail boat, the RMS Leinster, was torpedoed as it left Dublin and many soldiers on board were killed.

There are now six hundred and thirteen Commonwealth burials of the 1914-1918 war, and twelve of the 1939-1945 war, commemorated in Grangegorman.

Spouses or close family relatives may still be buried at Grangegorman Military Cemetery if space remains within the family plot. A policy covering burials in Dublin's military cemeteries is available from the OPW.

A Screen **Memorial Wall** of simple design standing nearly two meters high and fifteen metres long has been built of Irish limestone to commemorate the names of those war casualties whose graves lie elsewhere in Ireland and can no longer be maintained. Since its erection, some names have been removed, as some graves classified as 'unmaintainable' have now been reclassified as 'maintainable'.



1.8.3 Trees and Herbaceous plants

The grounds were formally laid out, typical of the late Victorian period, with an interesting collection of ornamental trees. The trees have matured and add considerably to the visual amenity and landscape of the grounds. A comprehensive tree survey was undertaken in 2014, the main features are highlighted below:-

| Tree Species (Common Name) | No. of Trees |
|---------------------------------------|---------------------|
| Lucombe Oak | 1 |
| Yew | 9 |
| Irish Yew | 14 |
| Holm Oak | 3 |
| Scots Pine | 2 |
| Thuja Plicata | 3 |
| Giant Redwood | 3 |
| Sycamore (Variegated) | 2 |
| Common Lime | 2 |
| Arizona Cypress | 1 |
| Austrian Pine | 2 |
| Sycamore | 3 |
| Nootka Cypress | 3 |
| Sweet Chestnut | 2 |
| Silver Lime (Grafted) | 1 |
| Lawson Cypress | 5 |
| Red Chestnut | 1 |
| Monterey Cypress | 2 |
| Weeping Ash | 1 |
| Japanese Cedar | 2 |
| Incense Cedar | 2 |
| Coast Redwood | 2 |
| Holly (Variegated) | 1 |
| Deodar Cedar | 1 |
| Copper Beech | 1 |
| Norway Maple | 1 |

Figure 3: List of species of trees in the Cemetery as of 2014



A Turkish hazel was planted close to the Memorial Wall, in the cemetery in 2005 by the Ambassadors of Turkey, New Zealand and Australia to Ireland to mark the 90th Anniversary of the Gallipoli Landings on 25th April 1915.

A hedge, comprising mainly of privet but also having some recently introduced native hawthorn, and sycamore divides the main graves' section with the entrance area. As is policy with the CWGC a standard red floribunda rose and herbaceous perennials is planted immediately at the base of each grave. In addition to the trees and herbaceous, some bedding plants are used in containers in the entrance area to provide seasonal colour.

1.8.4 Paths

The main path giving access to the various areas provides a strong invite to the park. The surface is tarmacadam providing good easy access to all.



1.8.5 Signage & furniture

Currently, there are no interpretive panels or directional signs. However, during 2014 work commenced on the design and implementation of a panel for the park. The panel will be appropriately and sensitively placed and will give more information of the various features and history of Grangeorman Military Cemetery.

Otherwise signage is kept to a minimum in keeping with the historic national property designation of Grangeorman. There are no benches due to anti-social behaviour.

1.8.6 Storage & Staff building

To one side, upon entering there is a small maintenance building which houses the gardener's kitchen and storage areas. This is a restricted access building only for employees.

1.8.7 Events

On an ongoing basis, the Phoenix Park guides conduct weekly guided tours from March to November. In addition, the annual Anzac Day Commemorations take place in April every year. This annual event provides an opportunity to commemorate those who lost their lives in the two World Wars and in particular remembers the Gallipoli Landings April 1915. Representatives of the Irish government, Ambassadors of New Zealand, Australia, UK, Turkey, France and Canada may attend the dawn service along with the public.

1.9 Legal context

1.9.1 Introduction

The management of Grangegorman Military Cemetery must accord with the full range of relevant legislation including Planning and Development Act, Wildlife Act and those governing building control, health and safety and disability.

1.9.2 Current Governance

Overall responsibility for Grangegorman Military Cemetery is shared between the Minister of Department for Enterprise and Economic Reform (DEPER) and the Minister for Arts, Heritage and the Gaeltacht. The Minister of DEPER is responsible for operational policy and manages the Grangegorman through the OPW, whilst the Minister for Arts, Heritage and the Gaeltacht is responsible for heritage policy, for implementation of the National Monuments Act and is a prescribed body under planning legislation for developments affecting architectural, archaeological heritage.

1.9.3 Planning & Development Legislation

Development in and around Grangegorman Military Cemetery is subject to the requirements of the Planning and Development Acts 2000 – 2010. Under these Acts, planning permission must be sought from the relevant planning authority (in the case of Grangegorman), Dublin City Council and any proposed development will be assessed against the objectives and policies of the relevant authority's statutory Development Plan. The planning authority's decision can be appealed to An Bord Pleanála by a first party or by any third party who has made a valid submission during the planning process.

In making a Development Plan, planning authorities have extensive powers to designate lands for specific objectives and policies, such as Special Amenity Area Orders, Architectural Conservation Areas, Landscape Conservation Areas, and

Tree Preservation Orders in addition to powers for the statutory protection of certain structures and monuments.

Where a proposed development would impact upon the built heritage, the planning authority is obliged to notify a number of prescribed bodies including the Minister for Arts, Heritage and the Gaeltacht, the Heritage Council, An Taisce, the Arts Council and Fáilte Ireland. In relation to natural heritage, the prescribed bodies are the Minister for Arts, Heritage and the Gaeltacht, The Heritage Council, and An Taisce.

Part IV of the Planning and Development Act 2000 deals with architectural heritage. Statutory guidance on the application of Part IV has been published by the Department of the Environment, Heritage and Local Government in ‘*Architectural Heritage Protection – guidelines for planning authorities*’ (2004).

1.9.4 Dublin City Development Plan 2011-2017

The Dublin City Development Plan 2011-2017 places a land-use zoning objective on Grangegorman Military Cemetery as Zone Z9, “*to preserve, provide and improve recreational amenity and open space & green networks*”.

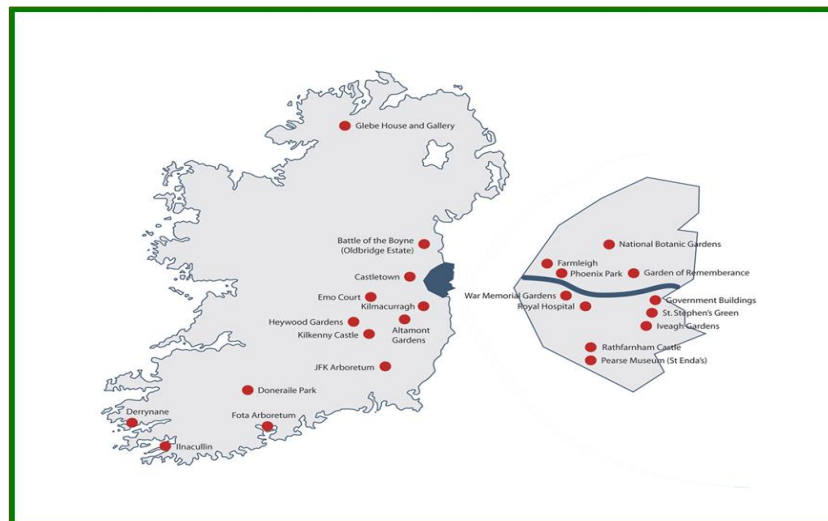
The plan also states that “open spaces require protection to meet the recreational and conservational needs of the city” (Section 6.4.3)

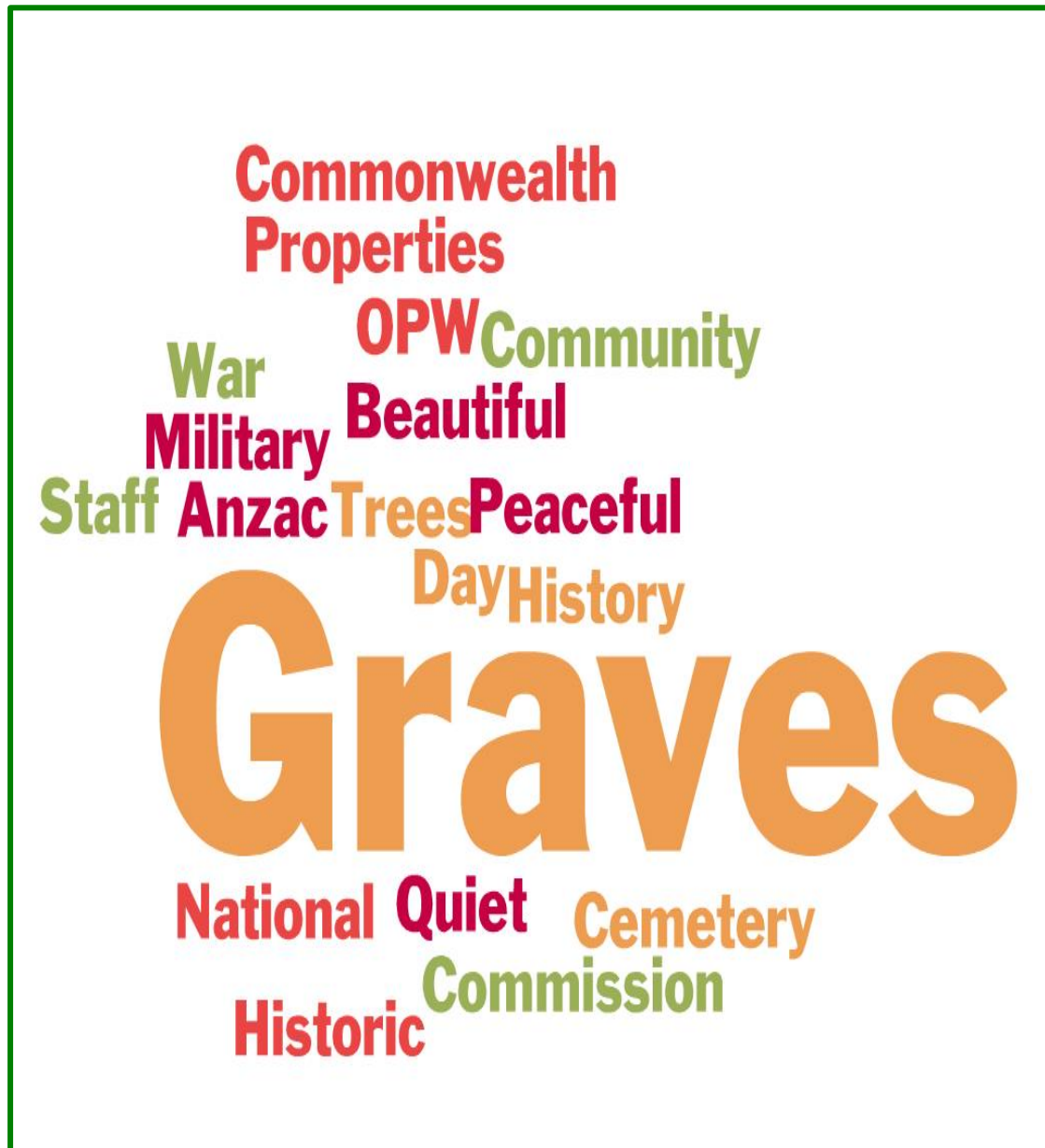
1.9.5 Strategic Infrastructure

The Planning and Development (Strategic Infrastructure) Act 2006 provides An Bord Pleanála with ‘fast-track’ powers to grant permission for certain infrastructure developments, such as railways and electricity related development, which the Bord deems to be of “*strategic national importance*”.

1.10 Designations

Grangegorman Military Cemetery has been managed as a National Historic Park. This designation was given to highlight the historic elements to Grangegorman but does not confer any legal protection.





2. Where are we now?

2.1 Introduction

Through the delivery of resources, the OPW has made a long term commitment to continuous improvement in the protection, management and presentation of Grangegorman Military Cemetery to the public. This chapter describes and reviews the current situation against the Green Flag criteria, identifying and exploring any issues and what the park currently does to address and meet each of the criteria. This chapter examines all aspects of the site and the circumstances in which the services are currently delivered.

2.2 The Green Flag Award

The Green Flag Award scheme is a benchmark international standard that recognises and encourages good standards in the management of parks and green spaces. The scheme was launched in 1996, gave its first award in 1997 and was first piloted in Northern Ireland in 2008. The UK, The Netherlands, Germany, New Zealand and Australia take part in the Scheme, with 1370 Green Flags awarded in 2014 for high quality parks and green spaces.

In 2014 Dublin City Council, Fingal County Council and the OPW agreed to pilot the Green Flag Awards scheme in Dublin. Six parks are being put forward for the Award in 2015.

For ease of reference this section of the plan will outline the processes and issues that exist within Grangegorman and what is currently done to address and meet each of the criteria under Green Flag. Each of the criterion is explained at the beginning of each subsection. The criteria are:

- ✓ A Welcoming Place
- ✓ Healthy, Safe and Secure
- ✓ Well maintained and Clean
- ✓ Sustainable
- ✓ Conservation and Heritage
- ✓ Community Involvement
- ✓ Marketing
- ✓ Management



2.3 A Welcoming Place

The OPW wants the overall impression for all users approaching and entering its parks, gardens, cemeteries and designed landscapes to be positive and inviting regardless of the reasons for which they are visiting. The OPW will endeavor to ensure that there is:

- ✓ Good and safe access,
- ✓ Good signage and information for Grangegorman,
- ✓ Equal access for all members of the community.

2.3.1 Welcoming

The imposing vehicular and pedestrian entrance is off Blackhorse Avenue. The vehicular gate remains closed save for special occasions and staff access. The pedestrian gate is open daily from 10am to 4pm.

Upon entering, the area is open and uncluttered, allowing visitors clear sight lines into the cemetery. The central axis path forms a strong vista inviting the visitor to enter and explore. Also in this area, there are some seasonal floral containers providing colour. Two standard lights and the blue gate provide an attractive feature in keeping with the purpose of the area.



2.3.2 Good and safe access

No vehicles are permitted into the entrance area without prior permission. Only grounds maintenance vehicles have access to the graveyard to facilitate cemetery maintenance.

2.3.3 Signage

The cemetery currently has no interpretation or directional signs. However, an interpretation board giving details with a map explaining the various areas is being designed and will soon be placed in the entrance area.

2.3.4 Equal access for all

As much as possible and where feasible equal access to all sectors of the community are facilitated. There is a network of surfaced paths that provide access to most areas of the cemetery, however, those with limited ability may have difficulty crossing the grass surfaces due to the irregular ground conditions.

2.3.5 ‘Something for everyone’

It would be inappropriate to provide, the more common facilities such as playgrounds in this site. However, within its main function as Ireland’s largest military cemetery, it also provides the following:

- ✓ A well maintained site of historical significance open to all
- ✓ Guided tours
- ✓ A space for quiet contemplation
- ✓ Green space beside residential areas
- ✓ Genealogy resource
- ✓ Heritage attraction for tourists
- ✓ Trees, shrubs, flowers and wildlife

2.4 Healthy, Safe and Secure

Public safety is a major concern for the staff and management of Grangegorman Military Cemetery. To achieve this, close working partnerships have developed between the Grangegorman’s staff and management with external agencies (e.g. Gardaí). Similarly under the provision of the Safety, Health and Welfare Act 2005 and the Safety, Health and Welfare at Work (General Application) Regulations 2007, the Park’s management have a duty to ensure that their employees and contractors also have a safe, healthy and secure working environment. Specific measures are continually being developed, reviewed and monitored to ensure Grangegorman is at all times a healthy, safe and secure place to spend time for the visitor. The following section describes how Grangegorman Military Cemetery endeavours to provide:

- ✓ Safe equipment and facilities,
- ✓ A secure place for the community to use,
- ✓ A park free from dog fouling,
- ✓ Appropriate facilities that are comfortable and safe,
- ✓ Quality facilities.

2.4.1 Safe equipment & facilities

Equipment is stored in the maintenance/kitchen building. It is regularly checked and is serviced on an annual basis. If anything breaks down a ‘tagging out’ system is in place. Broken equipment is immediately taken out of service and the maintenance department is alerted to rectify the problem. Gardening and maintenance staff have Safe Pass training and undergo regular appropriate training.

The gate lodge and storage/gardeners kitchen area has no access for members of the public. There are no public toilets on site.



The Phoenix Park, nearby, is responsible for a large number of employees, visitors, contractors and event management on a daily basis. Grangegorman’s gardening and maintenance staff is covered by the Phoenix Park Health and Safety procedures and safety committee.

2.4.2 Personal security in the park

The gate is opened every day by the gardener at 10am and is locked at 4pm. During opening hours the gardener is present contributing to a safe environment for visitors.



2.4.3 Dog fouling

A Code of Conduct for Dog Owners has recently been introduced for Grangegorman Military Cemetery and other OPW Historic Properties in the Dublin region. It has recently been developed and updated following a period of public consultation. It covers not only dog fouling but also other issues e.g. dogs and wildlife on OPW sites and details areas where dogs are permitted or where dog leads should be used. The staff regularly interact with dog owners and walkers to advise them of the policy. Bins on site accept litter and dog waste.

The OPW and the Dublin Society for Prevention of Cruelty to Animals signed an agreement on the 7th March 2015 supporting the OPW's Dog Policy.



| National Historic Properties included in this Code of Conduct | | |
|---|--|---|
| | AREAS WHERE DOGS ARE NOT PERMITTED | AREAS WHERE DOGS NEED TO BE KEPT ON A LEAD |
| ALL OPW HISTORIC PARKS, GARDENS & DESIGNED LANDSCAPES | <ul style="list-style-type: none"> Children's Playgrounds All Cafes & Restaurants Toilets Walled Gardens | <ul style="list-style-type: none"> Near Roadways Near Water At All Events |
| ST STEPHEN'S GREEN | <ul style="list-style-type: none"> Playground Lake / Fountains | <ul style="list-style-type: none"> Central Floral Area Flower Beds |
| NEAICH GARDENS | <ul style="list-style-type: none"> Cascade & Fountain Rose Garden Maze | <ul style="list-style-type: none"> All of the Site |
| NATIONAL WAR MEMORIAL GARDENS | <ul style="list-style-type: none"> Fountains Rose Garden | <ul style="list-style-type: none"> Central Lawns |
| GRANGEGORMAN MILITARY CEMETERY | | <ul style="list-style-type: none"> All of the Site |
| ARBOUR HILL CEMETERY | <ul style="list-style-type: none"> ISIS Grave Plot | <ul style="list-style-type: none"> All of the Site |
| PHOENIX PARK | <ul style="list-style-type: none"> Ashdown Walled Garden Playgrounds | <ul style="list-style-type: none"> People's Gardens Visitor Centre Complex Where deer are in close proximity Close to horse trekking Cycle lanes |
| ROYAL HOSPITAL KILMANNHAM | <ul style="list-style-type: none"> Formal Walled Garden Bully's Acre Officer's Graveyard | |
| NATIONAL BOTANIC GARDENS | <ul style="list-style-type: none"> All of the site | |
| St. ENDA'S PARK | <ul style="list-style-type: none"> Walled Garden Cafe Courtyard | <ul style="list-style-type: none"> All of the site |
| RATHFRANHAM CASTLE | | <ul style="list-style-type: none"> Courtyard outside Cafe Steps and portico outside front door |
| GARDEN of REMEMBRANCE | <ul style="list-style-type: none"> All of the Site | |
| CASTLETOWN HOUSE | <ul style="list-style-type: none"> The Courtyard Cafe | <ul style="list-style-type: none"> All of the Site |

Note: DOGS MUST BE KEPT UNDER CONTROL AT ALL TIMES. GUIDE DOGS ARE PERMITTED IN ALL AREAS.

2.4.4 Appropriate provision of facilities

Given its primary role, the cemetery is used by people for walking in a peaceful green space, as a tourist attraction and for commemorative purposes. Facilities such as toilets and tea-rooms are not provided and these are available in the larger nearby sites such as the Phoenix Park.

2.4.5 Quality of facilities

The OPW Regional Architects Office and maintenance section maintain the facilities to ensure their preservation and conservation.

2.5 Clean & Well maintained

Earlier, the features in this historic property were identified and described. Given the conservation responsibilities of the OPW for this site, the continued and growing use of this historic property, the on-going natural wear and tear through use and the climate to the various features, the staff and management have practices (e.g. Annual

Work Programme) to maintain this park in a manner befitting a National Historic Property.

To achieve and maintain the high standards as can be seen, a ‘Annual Work Programme’ (Appendix 3) is used to guide staff. This programme which allows some flexibility, provides a framework for the ongoing monitoring and maintenance required:

- ✓ Manage litter & waste,
- ✓ Maintain the grounds to a high standard using best horticultural & arboricultural practices,
- ✓ Maintain buildings and infrastructure, including dealing with graffiti,
- ✓ Maintain equipment in a safe and working condition.

2.5.1 Litter & waste management

The cemetery is cleaned every morning. The majority of rubbish is made up of plastic bottles, paper and cans. The rubbish is brought to the main Whitefields Depot nearby in the Phoenix Park.

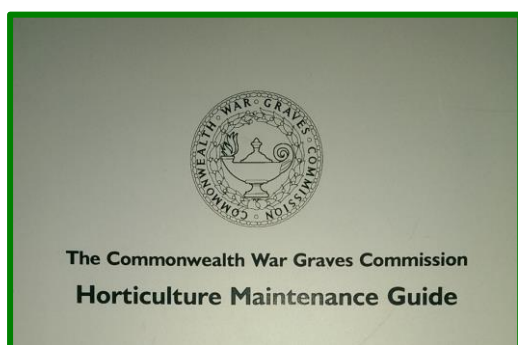
2.5.2 Ground maintenance & horticulture

Grass is cut on a weekly basis using a Kubota mower. This regime will frequently continue into the Winter months based on weather/grass growing conditions. Grass clippings are allowed to naturally decompose. Only the grass in the War Graves area is fertilised.



All areas are maintained by Park staff. In addition to the general maintenance work completed by Park staff, every year members of the Commonwealth War Graves Commission (CWGC) come over to annually prune the roses, plant herbaceous flowers and weed the areas immediately around the gravestones. The grass, including the edges and dead heading of the roses is completed by the OPW gardeners.

A manual '*The Commonwealth War Graves Commission Horticulture Maintenance Guide*' for all Commonwealth graves has been developed and distributed to all sites. This covers weeding, edging, dead-heading, cultivation and removal of old wreaths. In addition, no herbicides or pesticides are allowed in these areas. Weeds are collected and bagged separately from other waste. Unfortunately there are no composting facilities on site.



In other areas of the cemetery, a small amount of herbicide is used to help reduce weeds and to maintain a clean soil surface immediately around other gravestones. This use of herbicides helps to maintain weed free zones with limited human resources. As an on-going practice and on a needs be basis, areas of grass are re-seeded. This occurs when graves naturally subside and form hollows.

From the early days, trees have played a vital role in the park's design and add to people's enjoyment and well-being as well as helping the OPW and indeed Ireland, contribute to national environmental policies. In Grangegorman, there are very fine mature specimen trees on site contributing to the quiet reflective nature of the cemetery.

However, we recognize that while trees provide us with many benefits, they are living organisms with a potential to cause harm and damage. The OPW prepared a 'Tree Safety Management' policy in 2014 for National Historic Properties countrywide. This includes the benefits of trees, potential risks trees can pose, surveying trees (how and when), deciding on the level of risk, site zoning and the hiring of professional tree surgeons through a detailed tender process, should they be required. Tree waste is generally taken away by the external contractor to the nearby Whitefields Depot in Phoenix Park and recycled. All trees are surveyed and tagged and monitored on a regular basis.

The OPW recognise the increasing threat of damage or harm to people or buildings caused by trees or branches falling during high winds. With this in mind, the OPW have developed and put in place a 'Checklist for Managing Access in High Winds & Storms' to deal with foreseeable emergencies that may occur in windy or stormy conditions.

2.5.3 Building & infrastructure maintenance

When necessary the maintenance section and the Regional Architects Office, will undertake the conservation and repair work. In recent years, the Gate Lodge, received funding for repairs to the building. In addition, gardeners and general operatives will support the on going monitoring of buildings and infrastructure.

Graffiti is promptly dealt with by the Park's staff in one of two ways. Either an OPW maintenance person based in Phoenix Park, will remove the graffiti or external contractors will be brought in. This quick response has been very useful in keeping this anti-social behaviour in check.

Footpaths are kept clean on a daily basis. In particular, during the September-December period, leaf blowers are used to blow leaves onto the grass areas to minimize the risks of slippery areas. These leaves are cut with the grass using a mulching mower (Kubota) sufficiently fine enough to allow it easily decompose.

2.5.4 Equipment maintenance

All machinery and equipment is serviced on an annual basis. At any other time, when an issue arises it is tagged and removed from service and sent for repairs.

2.6 Sustainability

It is now generally recognised that the way we have been living and developing our economies, have negatively impacted on our natural environment. Worldwide we are witnessing loss of biodiversity, increasing levels of pollution and climate change impacts amongst other issues. Over the last 20-25 years, there has been a strong movement towards identifying and implementing a more sustainable way of living and working. This has been encouraged and led by various EU and national policies and legislation.

With this in mind, management and staff of Grangegorman Military Cemetery have implemented policies and practices in order to allow this historic site play a role in becoming more sustainable and environmentally friendly. This section will show how Grangegorman's staff will endeavour to:

- ✓ Be more environmentally sustainable,
- ✓ Reduce and justify its pesticide use,
- ✓ Reduce peat use,
- ✓ Minimise its garden organic waste,
- ✓ Continue its best practice in arboriculture & woodland management,
- ✓ Conserve natural resources.

2.6.1 Environmental sustainability

While Grangegorman does not have an environmental policy documented, many of the on-going practices and procedures are firmly rooted in environmental best practices which will help the Grangegorman Military Cemetery be more sustainable.

2.6.2 Pesticide use

The EU 2009/128/EC Directive or the Sustainable Use Directive was transposed into Irish law in 2012. It requests members of the EU Community to reduce the use of pesticides (including herbicides) and those used should be used in a more sustainable manner. The Directive also requires member states to develop and implement a National Plan enabling the private and public sector to comply with the various rules. In 2013 the Department of Agriculture published the '*National Action Plan for the Sustainable Use of Pesticides*'. The Department of Agriculture states what chemicals may be used. The OPW is working with 'National University Galway' with regard to new policies and risk assessments for all National Historic Properties including Grangegorman.

The use of herbicides at Grangegorman is generally kept to a minimum and is only used where absolutely necessary. Organic methods of weed control are used on the Commonwealth Graves to help reduce chemical use (e.g. hand weeding and hoeing). Currently, Roundup and Pistol applications are used to spot treat weeds on site. A controlled droplet applicator (or CDA) is used to apply herbicides rather than lance application. This is a safer method from a staff and public perspective and more environmentally friendly.

2.6.3 Peat use

No peat is used in Grangegorman Military Cemetery.

2.6.4 Waste minimisation

Approximately 90% of grass clippings are allowed to naturally decompose in the grass areas. Tree waste from maintenance work is chipped at the nearby OPW Whitefields site in Phoenix Park and recycled. Rubbish is removed to the Phoenix Park on a daily basis for disposal. There are no composting facilities on site.

2.6.5 Arboriculture & woodland management

A high level of arboricultural standards are used to maintain the historic integrity of Grangegorman. The Tree Safety Management Plan (2014) promotes best arboricultural practices to be executed on site.

2.6.6 Resource conservation

The two standard lights at the entrance have energy saving bulbs installed. The building used by the gardening staff is heated by storage heating.



2.7 Conservation & Heritage

Grangegorman Military Cemetery's primary role is that of a final resting place for soldiers (and close family members). Its design is that of a 'garden cemetery' promoted by John Claudius Loudon and which became popular during the Victorian period. The Victorians saw cemeteries not only as a place where one's status could be eternally marked in stone or marble but as a place to visit, reflect and contemplate and also a place to go for a quiet and relaxing walk in a pleasant and peaceful environment.

It was Sir Fabian Ware, who initiated the beginnings of the Commonwealth War Graves Commission as we know it now. He took the lead in ensuring the graves of soldiers were cared for and always remembered. Although too old to serve in WWI, he led one of the mobile Red Cross Units. His unit started recording and caring for all the graves he could find. His work was rewarded by the War Office and was then known as the Graves Registration and incorporated into the British Army.



Later this initiative gained further recognition by the establishment of the Imperial War Graves Commission with the support of a Royal Charter. The War Graves section added to the earlier graves mentioned, makes this cemetery a valuable heritage site and resource not only for Ireland, but for the international community.

Guided and supported by various legalistative and policy tools, (e.g. the Planning & Development Acts), Grangegorman Military Cemetery has in the past and will continue to give the conservation of its natural and built heritage features the priority they are due. This will be facilitated by the ongoing implementation of existing plans supported by surveys and reports for such features and the developemnt of new plans, again supported by similar documentations (see Action Plan 2015-2020). With this in mind the staff and management will endeavour to:

- ✓ Conserve and provide appropriate management for the natural features, wildlife and flora in Grangegorman,
- ✓ Conserve and provide appropriate management for the landscape features,
- ✓ Conserve and provide appropriate management for the buildings and structural features.

2.7.1 Conservation of natural features, wild fauna & flora

A review of the different habitats found in Grangegorman Military Cemetery using Fossitt's 'A Guide To Habitats In Ireland'.

Habitats present:

- ✓ WD5 - Scattered trees and parkland, providing shelter and nesting sites for birds (e.g. blackbirds, tits & finches), and habitats for other small mammals and invertebrates,
- ✓ WL1 - Hedgerows, providing shelter and a food source for birds and invertebrates (e.g. insects, snails)
- ✓ BL3 - Buildings and artificial surfaces
- ✓ BL1 Stone walls and other stone work

Having trees on site provides valuable habitats and food sources for wildlife. While no wildlfiie survey has been completed, there is anecdotal evidence of foxes and a selection of birds including passerines, gulls and pigeons and members of the crow family. It is also likely that small mammals, and invertebrates are present, especially with the large open green space of Phoenix Park close-by.





The tree mix is predominantly of non-native species origin. While native species are of greater benefit to Ireland's wildlife, these trees provide many positive biodiversity benefits providing seeds, berries, nectar, nesting and roosting sites. The native trees include the Irish yew and hawthorn.

2.7.2 Conservation of landscape features

Landscape features include:

- ✓ Trees which are covered under the OPW's Tree Safety Management Policy
- ✓ Vistas and views,
- ✓ Overall historical landscape design.

To continue and improve the appropriate management, various actions have been identified and added to the 2015-2020 Action Plan. See chapter 4.

2.7.3 Conservation of buildings & structures

Buildings and structures in the cemetery include:

- ✓ The Gate Lodge,
- ✓ The two standard lights & gates,
- ✓ Gravestones and other memorials,
- ✓ Boundary wall

Repair and conservation work has taken place on the gate lodge. A cultural heritage inventory is currently underway for Grangegorman.

2.8 Community Involvement

Informal discussion between the management and staff of the cemetery with the local community provides a platform where needs, wishes and issues are identified, discussed and resolved. Achieving an appropriate balance between the conservation

needs of a historic property and delivering the desired community activities and events is vital.

The staff and management will endeavour to:

- ✓ Facilitate appropriate community involvement,
- ✓ Continue to provide facilities and events that are inclusive and appropriate for the community and Grangegorman Military Cemetery.

2.8.1 Community involvement in management & development

One of the roles of the gardener and ranger is to interact with members of the public. This is a helpful method of receiving feedback and raising of issues affecting users of the cemetery. In the development of the Code of Conduct for Dogs Owners, public participation was invited and encouraged throughout all of the Dublin OPW sites, including Grangegorman.

The development of initiatives and events where appropriate has taken place with the involvement of the Commonwealth War Graves Commission.

2.8.2 Appropriate provision for community

Based on anecdotal evidence, user groups include but are not limited to the following:

- ✓ Individuals/groups visiting the graves,
- ✓ Individuals/groups using site as a green space,
- ✓ Individuals/groups using site for family history research,
- ✓ Individuals/groups using site as a tourist/visitor attraction,
- ✓ Individuals/groups using it as international/national commemorative day e.g. ANZAC Day.

Grangegorman hosts an annual Commemoration Day, Anzac Day which marks the Gallipoli Landings in April 1915, in which a number of countries' soldiers took part and experienced fatalities. On the commemoration day, representatives of Irish government and ambassadors of the countries involved (New Zealand, Australia, UK, Turkey, France and Canada) and the public will generally attend and partake in the ceremony.

Weekly guided tours (Thursdays) take place between March and November. From time to time, other events are organised.

2.9 Marketing

Grangegorman Military Cemetery is one of many properties managed by the OPW. Over its long history, management have developed and implemented policies and procedures to enhance and improve the quality and enjoyment experienced by members of visitors.

The management and staff set out to endeavour to:

- ✓ Provide effective promotion of the Grangegorman as a community resource and all its events,
- ✓ Provide quality information to users.

2.9.1 Marketing & promotion

Historic parks and gardens will be promoted at a corporate level as ‘ a destination that provides a cultural and heritage tourism offering’ .The OPW is currently working on the development of an overarching marketing and promotion strategy. This will help maximise OPW assets and to increase our offering, as a tourist destination for the city. The key target audiences for Grangegorman Military Cemetery are local residents, families of the deceased, visitors from outside the immediate area and tourists.

There are some opportunities to promote Grangegorman that are currently being missed such as highlighting our guided weekly tours.

Grangegorman Military Cemetery promotes itself through the various avenues:

- ✓ Heritage Ireland (OPW’s website detailing visitor information on its properties),
- ✓ Commonwealth War Graves Commission website,
- ✓ Phoenix Park website, Visitor Centre and events brochure,
- ✓ OPW’s own website,
- ✓ Grangegorman’s website (launch April 2015),
- ✓ Social networking; Facebook and Twitter (to be developed once the website is up and running),
- ✓ Weekly guided tours are given from March to November,

In addition, up-coming events are advertised using posters in stands, located inside the main entrance. With the new increased online presence (website, social networking accounts), Grangegorman Military Cemetery will have more avenues to help promote itself as a community resource and advertise its various events and at the same time increasing peoples’ awareness and indeed valuing its offerings.

2.9.2 Provision of appropriate information

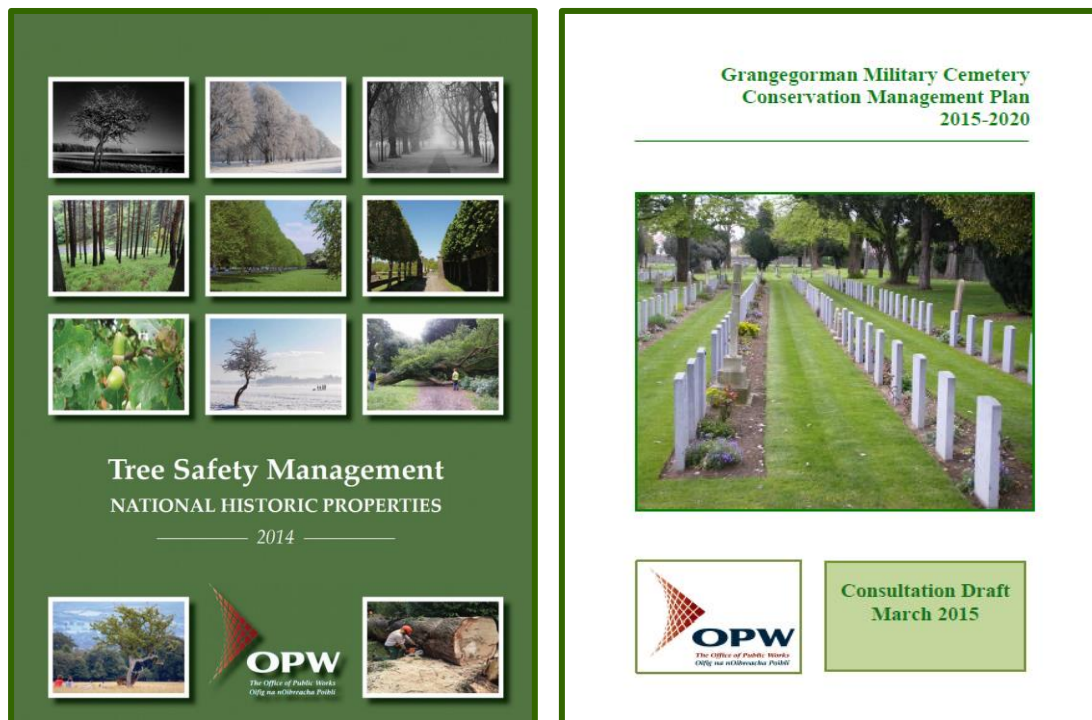
There are various products providing further information about Grangegorman including:

- ✓ Interpretive panel located in the cemetery (soon to be installed),
- ✓ Heritage Ireland website, OPW’s website giving basic visitor information on its heritage sites,
- ✓ Grangegorman’s Website (launched March 2015),
- ✓ Social networking; Facebook and Twitter accounts in tandem with the new website,
- ✓ Guided tours,

2.10 Management

2.10.1 Implementation of management plan

The overall high standard of management and presentation of the cemetery that currently exists, is critical to its success. The Conservation Management Plan 2015 – 2020 is linked to the corporate and departmental business plans and objectives and addresses the range of issues that affect the Grangegorman Military Cemetery, its users and stakeholders. The plan will be subject to consultation and reviewed, published and implemented during 2015.



Chapter 3



3. Where do we want to get to?

3.1 Introduction

The objective of the Conservation Management Plan is to identify and understand the ‘significance’ of Grangegorman Military Cemetery, its historical stature and its special place in the culture and literature of the city and nation. This chapter will examine how Grangegorman should be presented today, in light of its historical and cultural perspective. Site objectives have been developed in order to improve the long-term conservation and sustainable use of Grangegorman.

3.2 Vision & Objectives for the 21st Century

The long-term vision for Grangegorman Military Cemetery combines its protection, conservation and where appropriate, restoration as an important and unique historic landscape with the facilitation of appropriate access and use.

The achievement of this vision requires a greater awareness and appreciation of the key qualities of Grangegorman Military Cemetery, especially its historic landscape character, together with the provision of adequate resources. For residents of Dublin and visitors to the city, Grangegorman Military Cemetery will continue to be an extremely valuable recreational amenity and an area of tranquility close to the city centre, as well as an educational and research resource. Grangegorman Military Cemetery will therefore continue to be a place where people go to experience heritage, culture and nature.

In light of the above, the overall **Vision** for Grangegorman Military Cemetery is:

‘To protect and conserve the historic landscape character of Grangegorman Military Cemetery, its sense of tranquility and its natural, built and cultural heritage while at the same time facilitating and promoting visitor access, education and interpretation. This shall be achieved by following sustainable practices, using both our own resources and those of the planet wisely with due regard for future generations’

The following are the strategic objectives guiding the conservation and management of Grangegorman Military Cemetery for the 21st century:

1. To protect and conserve its role as Ireland’s largest military cemetery and its role within the Commonwealth War Graves Commission,
2. To protect and conserve the historic landscape character of Grangegorman Military Cemetery,

3. To protect the historic setting of Grangegorman Military Cemetery and conserve its archaeological and architectural heritage,
4. To achieve a high quality cemetery that is nationally recognised for its quality and attractiveness,
5. To conserve the plant and animal species along with their habitats while improving biodiversity,
6. To promote the central role that Grangegorman Military Cemetery plays in contributing to the city's health and well being,
7. To facilitate an appropriate mix of recreational use, that maximises visitor enjoyment and protects the landscape and infrastructure of Grangegorman Military Cemetery,
8. To present Grangegorman Military Cemetery to best advantage ensuring that its potential to promote tourism is maximised and that visitor understanding and education is enhanced,
9. To adopt a sustainable approach in the conservation and management of Grangegorman Military Cemetery with an emphasis on standards of excellence in all areas of work,
10. To preserve the peace and tranquility of Grangegorman Military Cemetery,
11. To liaise and consult with interested and relevant parties, organisations and community groups in the achievement of the above objectives,
12. To secure the necessary resources to achieve the above.

3.3 Landscape

The overall objective in respect of the landscape of Grangegorman Military Cemetery and its important landscape setting is to ensure its continuing protection and conservation and where appropriate, its restoration and enhancement as a place for public recreation and appreciation of designed landscapes and historic cemetery gardens.

Specific objectives include:

- ✓ To encourage the planning authorities to have regard to the landscape setting of the Grangegorman Military Cemetery,
- ✓ To ensure that trees continue to thrive in Grangegorman Military Cemetery, using species that are appropriate to the setting and soil conditions. Such features are fundamental in creating the landscape character by defining spaces and in directing views within Grangegorman Military Cemetery. Sustaining the current balance between open space, trees and graves is essential to the landscape character. The form, structure and species diversity will be conserved by sensitive management including felling, remedial work and appropriate replanting,

- ✓ To conserve the existing topography of Grangegorman Military Cemetery which is integral to the character and quality of the designed landscape and to ensure that if changes to landform are required these reflect and enhance the historic landscape,
- ✓ To conserve and enhance buildings, structures and memorials that add to the commemorative role of the cemetery and form focal points for views in Grangegorman Military Cemetery and give a special sense of place and, where appropriate to the setting, to reinstate those that have been removed,
- ✓ To ensure that, where any new features, services and amenities in the Grangegorman Military Cemetery are required, it is essential that they are appropriate and sensitive to the historic character of Grangegorman Military Cemetery,
- ✓ To develop educational materials on the historical and designed landscape of the Grangegorman Military Cemetery.



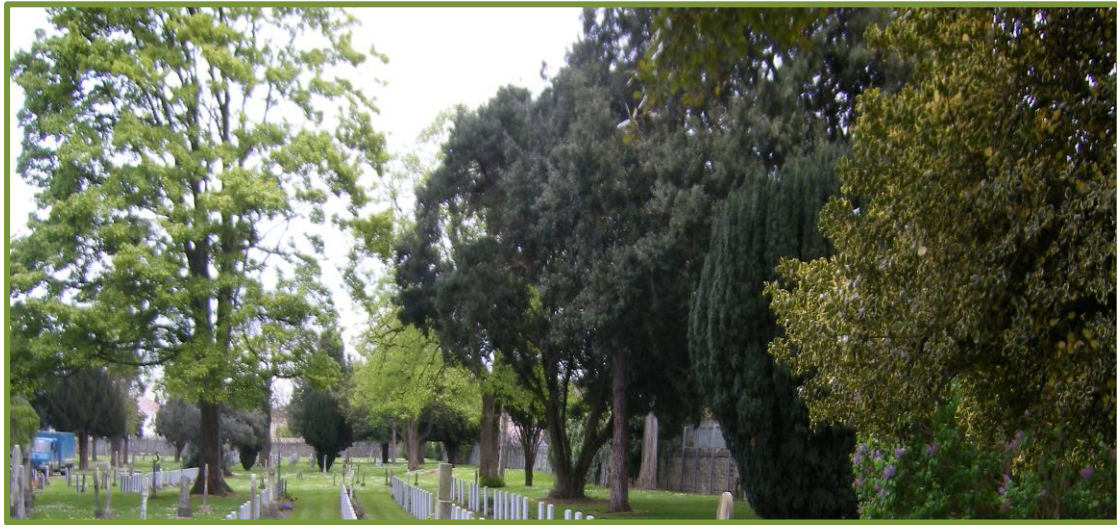
3.4 Nature and Biodiversity

The overall objective is to secure and sustain the biodiversity value of Grangegorman Military Cemetery into the future, to protect key habitats and species, enhance their status and recreate valuable wildlife habitats where appropriate to increase the biodiversity value of Grangegorman Military Cemetery and its habitats. It is now widely recognised that cemeteries can be important habitats for wildlife in urban areas.

Specific objectives for biodiversity include:

- ✓ To continue to adopt management measures sensitive to biodiversity, to identify areas where such measures would have precedence and to develop action plans to maximise biodiversity,
- ✓ To raise awareness of biodiversity,
- ✓ To protect and enhance the condition of rare and important species of flora and fauna,

- ✓ To continue research and development and monitoring on all aspects of biodiversity, in order to support the decision making process in management practices for the overall enhancement of biodiversity.



3.5 Archaeology, Architecture & Built Heritage

The overall objective in respect of the architectural and archaeological heritage of Grangegorman Military Cemetery is to ensure its on-going protection and conservation.

Specific objectives include the following:

- ✓ To record a comprehensive inventory/audit, with periodic reviews, of the full extent of the archaeological, architectural and artistic heritage of Grangegorman Military Cemetery, including buildings, monuments, other structures and artefacts, details such as stonework, ironwork etc.,
- ✓ To identify infrastructure and artefacts (including street furniture, railings, etc.) that are inappropriate to the setting of Grangegorman Military Cemetery and to seek for replacement with more appropriate forms,
- ✓ To encourage and facilitate further studies of the archaeological, architectural, cultural and artistic heritage (including excavations, where appropriate) and to promote a better understanding of the importance and significance of this heritage,
- ✓ To promote and facilitate high standards of conservation, architectural design, construction and craftsmanship in all developments within Grangegorman,
- ✓ To ensure that the Department of the Environment, Heritage and Local Government's Guidelines for Protection of Architectural Heritage be adopted as best practice for all works in Grangegorman,
- ✓ To continue to liaising with the CWGC on the ongoing management & maintenance of the cemetery

3.6 Access and Public Use

Grangegorman Military Cemetery, of just under six acres, is largely accessible to the public for passive recreation and commemoration. It offers a variety of visitor experiences including landscape, social and cultural history, architecture, nature and biodiversity as outlined in previous sections.

Specific objectives relating to access and public use include the following:

- ✓ The overall objective is to provide a world-class visitor experience within the setting of a national historic park and military cemetery,
- ✓ To facilitate an appropriate balance of recreational use and public appreciation that maximises visitor enjoyment and protects the landscape and infrastructure of the Grangegorman Military Cemetery in a sustainable manner,
- ✓ To facilitate and encourage a greater public understanding of the national and international significance of the Grangegorman, through continued research, publications and use of technology such as the internet,
- ✓ To ensure that all events demonstrate that they will minimise their carbon footprint within the cemetery,
- ✓ To maintain the current high levels of access to the Grangegorman Military Cemetery,
- ✓ To respect and conserve the layout and distribution of the designed features and facilities,
- ✓ To promote Grangegorman Military Cemetery, including its landscape, natural amenities and wildlife as a unique passive recreational area for refreshment of body, mind and soul,
- ✓ To develop educational and tourist programmes facilitating the interpretation of the significance of Grangegorman Military Cemetery in a historic, landscape, natural and sociological context.



3.7 Management.

The overall objective is to ensure the highest professional standards in the management and operation of Grangegorman Military Cemetery.

The specific objectives include the following:

- ✓ To maintain and support a dedicated team responsible for the management and conservation of Grangegorman Military Cemetery, working to the objectives and actions as set out in this Conservation Management Plan,
- ✓ To encourage and promote academic research to achieve a deeper understanding of Grangegorman Military Cemetery necessary for its appropriate management,
- ✓ To strive for the highest standards of environmental sustainable management and ensure that Grangegorman's impact on climate change and biodiversity loss, will be minimised,
- ✓ To ensure sufficient resources are available for management of uses and activities, to avoid unsustainable damage to the sensitive historic fabric of Grangegorman Military Cemetery,
- ✓ To establish Grangegorman Military Cemetery as an Irish and International show case for landscape horticulture and arboriculture in a cemetery context.



Chapter 4



4. How will we get there?

Chapter 4

4.1 Introduction

This chapter sets out a five year action plan (see figure 4) to be delivered as part of this conservation management plan, as well as considering the financial and resources implication of the actions. The actions will support the Green Flags process. It is important that these actions are delivered upon, in order to safeguard the integrity of Grangegorman Military Cemetery.

4.2 Action Plan 2015-2020

The delivery of the activities, projects and programmes are required to meet the public's, departmental and site objectives. The actions detailed within the action plan have been derived from staff observations, internal advisors and park management. Feedback from the public is reflected in the actions.

Staff from National Historic Properties will implement the actions with the support of the Conservation & Regional Architects, OPW Engineer, BMS and external providers, where appropriate.

This action plan is a live and flexible document which may be subject to change and improvement as we take account of changing circumstances in the next five years.

Figure 4: Five Year Action Plan 2015-2020

Grangegorman Military Cemetery, Five Year Action Plan 2015-2020

This action plan to be read in conjunction with the Draft Grangegorman Military Cemetery Conservation Management Plan.

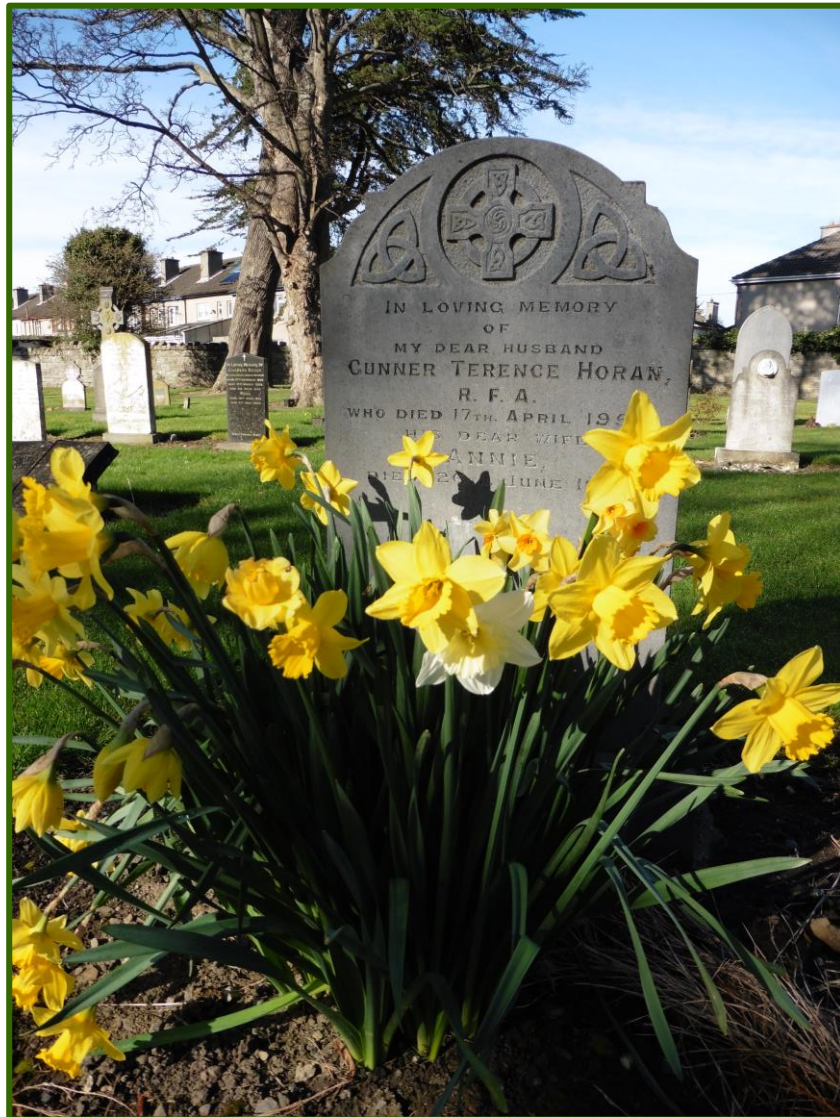
| Status | Colour |
|---------------|---------------|
| Completed | Green |
| Commenced | Yellow |
| Not commenced | Red |

| Project | Action | Resources | Timescale | Status |
|---|--|--|--|---------------|
| Landscape | | | | |
| Prepare a Landscape Plan for Grangegorman Military Cemetery | Develop a Landscape plan that shows : (a) the open space, enclosure, views & vistas that define the character of the cemetery (b) NB landforms, archaeology, historical, cultural features & locations that characterise the cemetery | To be undertaken in-house when staff resources are available | To be completed in 2016/17 | Red |
| Conserve the arboreal character to reflect the historical design intentions | Prepare trees survey & undertake a programme of tree & screen planting & maintenance | Internal & external resources | Considerable work undertaken in 2014 /15 | Yellow |
| Ground reinstatement | Continue reinstatement of grounds as a result of soil settlement | Internal Resources | Ongoing as required | Green |
| Standards of Excellence in grounds maintenance | Continue staff training & upskilling in horticulture, arboriculture, Health & Safety | As time & resources permit | Ongoing | Green |

| Nature & Biodiversity | | | |
|--|--|--|--|
| Continue to adopt measures sensitive to biodiversity | Carry out bird survey with Birdwatch Ireland & introduce bird boxes | External resources | To be undertaken in late 2015/early 2016 |
| Protect appropriate mammals habitats | Undertake mammal survey & adopt best practice in protecting sensitive habitats | External & internal resources | To be undertaken in 2016/17 |
| Adopt sensitive measures for bats | Prioritise bat habitats while undertaking tree surgery | Internal staff & tree contractors | Ongoing |
| Archaeology, Architecture & Built Heritage | | | |
| Prepare Inventory of Graves & Infrastructure | Design database to record all features of graves and infrastructure | internal resources | To be undertaken in 2015/16 |
| Encourage & facilitate further studies of archaeological, architectural, cultural and artistic heritage to promote a better understanding of the importance & significance of Grangegorman | Fund research on Grangegorman Military Cemetery | Internal & external resources | To be undertaken in 2016/17 |
| Continue to facilitate high standards of conservation, architectural design, construction and craftsmanship in all aspects | Repair of headstones Undertake new programme of repairs for 2015 | Internal Architects Office, external contractors & resources | Completed for 2014 |
| Ensure adoption of Guidelines for Protection of Architectural Heritage | Liaise with Principal Conservation Architect & Regional Architect on best practice | Internal Resources | Ongoing |
| Ensure the historic character of the | Ensure adoption of this Conservation Management Plan | Internal resources including the Art | To be undertaken in 2016 |

| | | | | |
|---|--|---|-----------------------|--|
| Grangegorman is retained | | Management Office | | |
| Infrastructure maintenance | Path repairs & painting of gates | Park Staff & Building Maintenance Staff | On-going as required | |
| New infrastructure | Carry out geophysical analysis and if required, targeted test trenching in advance of any ground disturbance associated with planting, landscaping or development works within the cemetery to mitigate the impacts on any buried archaeological features. | External resources | As required | |
| Access & Public use | | | | |
| Continue to ensure that visitors have a first class experience | Ensure cemetery accessible is accessible year round, during opening hours, for all users free of charge | Internal resources | Ongoing | |
| Ensure all events appropriate to the setting | Implement ESMP guidelines for NHP which prioritises passive recreation and events which respect the finite resource of the Cemetery. Commercial events are not permitted within this high amenity cemetery. | Internal resources | Ongoing | |
| Encourage historical, military & arbocultural guiding opportunities within the cemetery | Facilitate knowledgeable internal & 3 rd party guiding opportunities | Internal & External resources | Ongoing | |
| Public seating | Provide two park benches | Internal resources | To be undertaken 2015 | |
| Disabled parking | Liaise with local authority with regard to the provision of a disabled parking bay in the vicinity of the cemetery entrance | External resources | To be undertaken 2015 | |
| Ensure Burial Policy available | Display Burial Policy on website | Internal | Ongoing | |

| Management | | | | | |
|---|---|----------------------------------|---|--|--|
| Expand publics knowledge & appreciation of Grangegorman Military Cemetery | Develop website for the Cemetery Liaise with the CWGC on the development of interpretive panels | Internal & External resources | Website to go live in 2015 | | |
| New signage at entrance | Fabricate sign with opening times for main entrance | Internal & External resources | In planning stage | | |
| Expand publics knowledge & appreciation of Grangegorman Military Cemetery | Develop educational material for primary schools in the areas of history and biodiversity. These actions will be undertaken with the aim to increase the public knowledge, understanding and interpretation of the cemetery in all its aspects. | Internal & External resources | Material available for spring school term in 2016 | | |
| Ensure competent staff resources available | Complete NHP Workforce Plan and maintain current staffing levels | Internal resources | Ongoing | | |
| Continue to ensure Visitor & Staff Safety | Implement OPW Health & Safety Policy | Internal Resources | Ongoing | | |
| Best Practice standards adopted | Implement actions adopted within this Conservation Management Plan & the Green Flag Standards | Internal & external resources | Ongoing | | |
| Continue liaison with relevant government bodies & local authority | Hold regular meeting with relevant bodies on matters of mutual interest & concern | Internal & external stakeholders | Ongoing | | |



5. How will we know when we have arrived?

5.1 Introduction

This Conservation Management Plan 2015-2020 is the first such document developed for Grangegorman Military Cemetery. In practical terms the conservation management plan will be reviewed on a regular basis and amended over time, to take account of changing circumstances and future developments. National Historic Properties' staff will be responsible for the implementation, delivery and review of this plan under the leadership of the Director of National Historic Properties, Chief Park Superintendent, Commissioner and Chairman of OPW. This will ensure that the plan remains valid and a contemporary document for the effective management and maintenance of Grangegorman Military Cemetery. The Senior management team recognises that monitoring and review of the conservation management plan is as important as the delivery of it.

The aims of monitoring and evaluating the plan are to:

- ✓ Ensure operational activities, projects and programmes are being delivered in time and to budget,
- ✓ Ensure that the vision and objectives within the plan are being met,
- ✓ Ensure accountability and ownership,
- ✓ Review and improve the conservation management plan with ongoing data collection from the users,
- ✓ Proactively manage and measure performance.

5.2 Monitoring & evaluation

5.2.1 Conservation Management Plan

The management plan will be reviewed annually by the Chief Park Superintendent in consultation with site-based staff, administrative staff and stakeholders to take account of any changes or developments within Grangegorman Military Cemetery. Feedback from the annual Green Flags Awards inspection will also be fed in and action taken, ensuring continuous improvement. New strategies, policies, research or procedures developed and implemented by the OPW during the life span of the plan will also be incorporated, as appropriate.

5.2.2 Conservation Management Plan - Action Plan

The Chief Park Superintendent will monitor the delivery of projects and activities outlined within the action plan during regular site based team meetings and monthly management meetings with the Director of National Historic Properties. On an annual

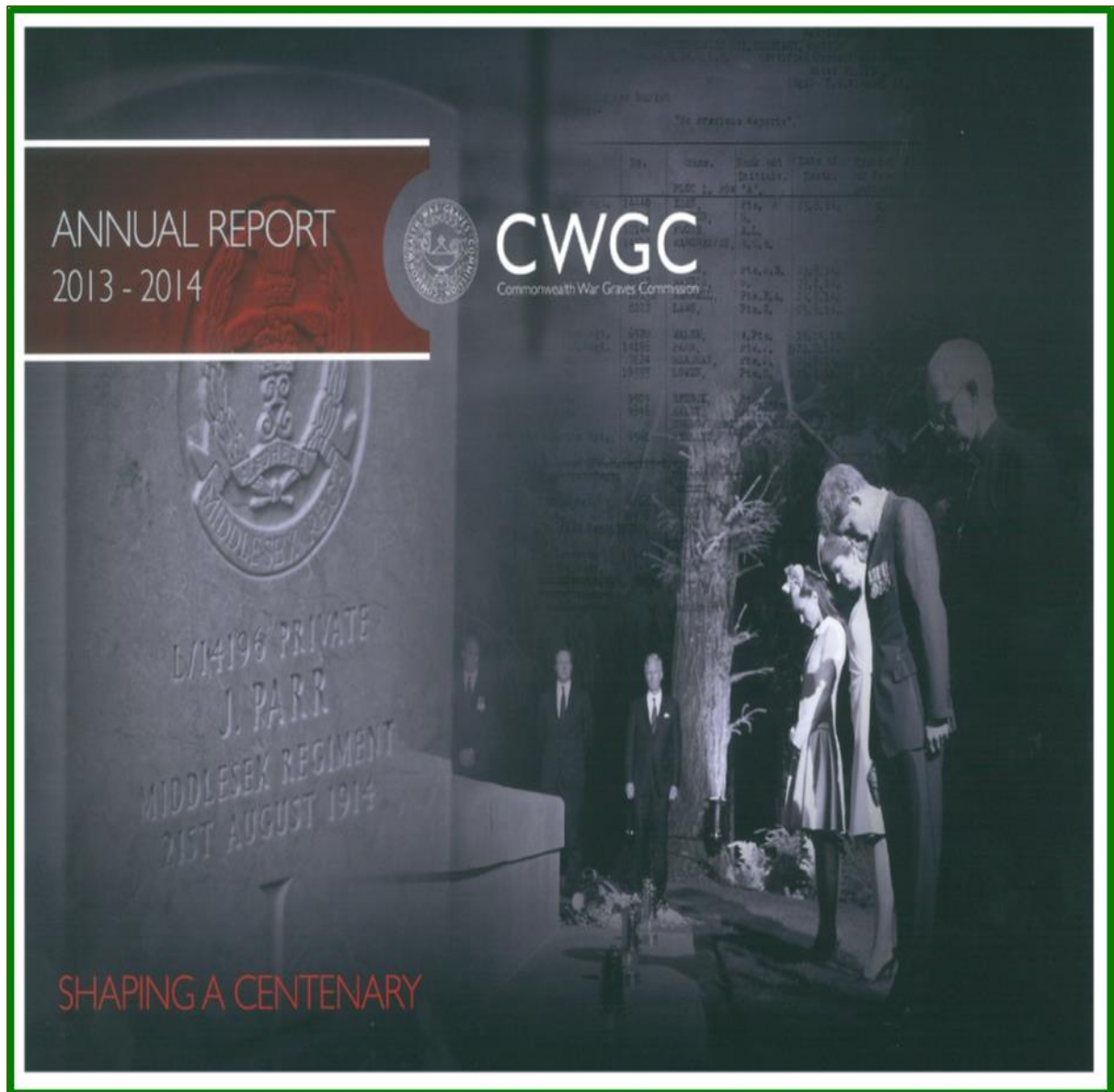
basis the action plan will be updated following a complete review of the achievements identified and an assessment of the successes and failures to date.



5.2.3 Operational Activities

Operational routine works will be monitored daily and weekly on site to ensure that maintenance operational standards are being met and the standard is being adhered to. Skilled gardeners ensure that the standards of excellence in horticulture and landscape maintenance are maintained. The gardening staff are pro-active and have a can do approach and at the same time patrol the park daily, interact in a positive way with the local community and visitors to Grangegorman Military Cemetery. Specialist teams look after the trees and infrastructure.

Appendices



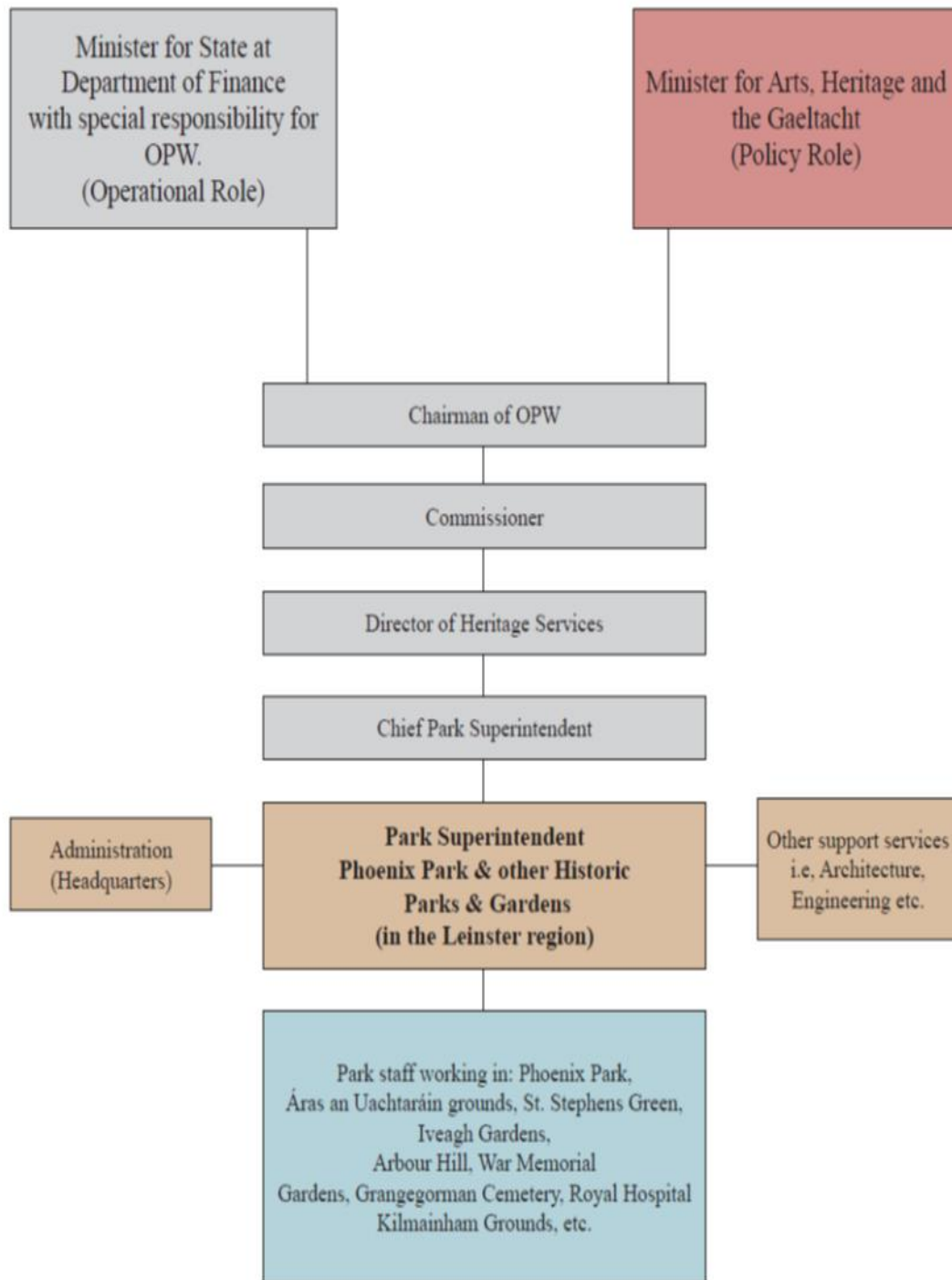
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Appendix 1: OPW Organisational Chart



Appendix 2 : OPW National Historic Properties Countrywide

Phoenix Park

St. Stephen's Green

Iveagh Gardens

National Botanic Gardens

Kilmacurragh Arboretum

Glebe Gallery

St. Enda's Park

Rathfarnham Castle

Fota Arboretum

Inacullin – Garnish Island

Derrynane House & Garden

John F. Kennedy Arboretum

Farmleigh Estate

Castletown House & Demense

Kilkenny Castle & Demense

Dublin Castle

Casino Marino

Áras an Uachtaráin

Oldbridge House & Demense

Great Blasket Island & Visitor Centre

National War Memorial Gardens

The Garden of Remembrance

Doneraile Court

Emo Court

Heywood Gardens

Altamont House & Gardens

Royal Hospital Kilmainham

Grangegorman Military Cemetery

Arbour Hill Cemetery

Appendix 3: Annual Work Programme

| ANNUAL WORK PROGRAMME | | | |
|----------------------------|--|---|--|
| AREA | Action | Frequency | Occurrence |
| Plants | | | |
| Trees | Inspection Maintenance | As needed As needed | |
| Graves | | | |
| CWGC Graves | Planting Rose dead heading Rose feeding Weeding Edging Removal of waste | As needed As needed Once As needed As needed As needed | Summer/Autumn Throughout year Throughout year Throughout year |
| Graves (other) | Spraying Re-seeding Weeding Removal of waste | Once As needed As needed As needed | June |
| Grass | Mowing | Weekly | Throughout year |
| Other planted areas | | | |
| Hedge | Maintenance | Twice | Early Summer/Autumn |
| Flower containers | Planting Winter Planting Summer Maintenance | Once Once As needed | Early Winter Early Summer Throughout season |
| Litter Management | | | |
| on paths/grass | Litter picking & recycling Leaf collection | Daily | Throughout year Autumn |
| Equipment | | | |
| | Inspection Servicing | Daily As needed | Yearly service |
| Buildings | | | |
| | Inspection Maintenance | Daily As needed | Throughout year |
| Park furniture | | | |
| Lights Gates | Inspection maintenance | Daily As needed | Throughout year |