Irish Museum of Modern Art

Climate Action Roadmap

June 2024

Contents

1.0 Introduction

The Climate Action Roadmap is a document, to be produced by public sector bodies, which communicates how each public body aims to meet the requirements of the Climate Action Mandate 2024 (the Mandate) and reach its 2030 carbon and energy efficiency targets. This requirement applies to all public bodies, other than Local Authorities, commercial semi-state bodies and schools, all of whom have their own requirements.

1.1 Organisational Context

In this third version of the Roadmap, public bodies must reflect the updated public sector climate mandate which was included in the Climate Action Plan 2024. The Public Sector Climate Action Mandate is reviewed annually, and the changes reflected in the CAP revision. Revised guidance will then be issued, enabling public bodies to update their Climate Action Roadmaps to reflect the latest Mandate. It is expected this will be an annual cycle.

Changes since the 2023 guidance include:

- Updated to include the new elements of the Climate Action Mandate, such as building stock plans, climate leadership training.
- Clarified the annual cycle of Climate Action Mandate review, guidance update and roadmap update.
- Added guidance on submitting and updating roadmaps, and on reporting against the requirements of the Climate Action Mandate.
- Added more guidance on Green Public Procurement, particularly in relation to low carbon construction and clean vehicles.
- Added requirement to include plans on tracking water use and waste production. IMMA is monitoring its usage of water monthly. All IMMA's waste is removed from site by a company that recycles to best practice guidelines. IMMA receives a monthly report detailing the levels of material recycled.

1.2 Progress to date

The organisation has carried out a number of energy saving measures over the last number of years as part of the SEAI M&R reporting system, as part of the OPW's Optimising Power @ Work program and though ad hoc improvements on site. These interventions include, Installation of a CHP (Combined Heat and Power) Unit, solar film on windows, energy awareness events, lectures, and workshops; BMS audits, Energy Audits, lighting reviews and upgrade of various equipment on site. The Museum initiated and has hosted a public event in festival format onsite since 2022 called 'Earth Rising'. This involved discussion and innovative exploration of ideas about tacking climate change and the energy crisis. This was supported by our parent department. We reprised this in Sept 23 and will report on it under section 7 our Wider Climate Action Plans. We will be hosting it again in Sept 24 when theme will include decolonisation, environmental justice, indigenous knowledge and the impact of war on the environment. The Museum moved to purchase only e vehicles from 2022 onwards. M&R savings on site for 2023 amount to 34.7%. The Display Energy Certificate for the Royal Hospital Kilmainham site produced by SEAI is a D2.

A series of workshops were held for all staff since the last iteration of this Roadmap. These included:

- Regular update and information shared vis the Optimising Power@Work scheme on ways to participate in the Museum's energy saving drive.
- The Museum Board have received training on their responsibilities as non-executive board members and have been appropriately briefed.
- A series of energy saving clinics were run for all staff in conjunction with our Optimizing Power@Work engineer.
- Additional analysis is planned with a focus on the carbon impact of our expanding digital strategy.
- Refresher training on climate awareness is planned for Q4 of 2024.

2.0 Our people - Leadership and Governance

2.1 Statement Demonstrating Senior Management Commitment

The Climate Action Mandate requires that leadership and governance structures for climate action are set up, and that staff are engaged with climate action and have appropriate training. Key requirements are:

- Establish and resource Green Teams, reporting to senior management, to become integrated drivers of sustainability in every public sector body.
- Nominate a member of the Management Board as the Climate and Sustainability Champion with responsibility for implementing and reporting on the Mandate.
- The following must be appointed:
  1. Green Team
  2. Energy Performance Officer (must have decision making powers with respect to corporate budgets and procurement along with responsibility for corporate and financial reporting)
  3. Climate and Sustainability Champion who must report directly to the CEO and has responsibility for implementing and reporting on the mandate.
- It is further mandated that Climate Action Responsibilities are to be built into job role descriptions.
- Incorporate appropriate climate action and sustainability training (technical and behavioural, including green procurement training) into learning and development strategies for staff.
- Organise staff workshops (at least annually) to engage on climate issues, including a focus on decreasing the organisation's carbon footprint.
- Ensure all senior management (PO level or equivalent and above) and members of State Boards complete a climate action leadership training course.

Reporting to senior management, the team drive further integrated sustainability in the organisation. It is acknowledged that while this team are the drivers for the Museum's Climate Action Plan, in order to effect the meaningful cultural change across all areas of the Museum's business, all staff members must be engaged and the SMT committed to manifesting and supporting this change.

2.2 Nominated Climate and Sustainability Champion

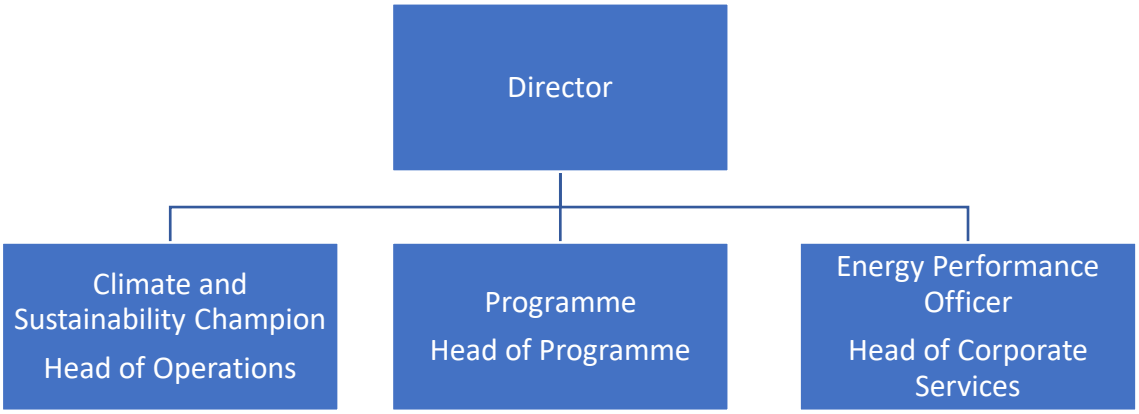
The Head of Operations has been appointed to carry out this role with responsibility for implementing and reporting on the mandate. The two primary functions of the Climate and Sustainability Champion are:

- To implement and report on the Public Sector Climate Action Mandate and
- To function as a sponsor at management board level for the organisations Green team

2.3 Governance Structure

The Head of Corporate Services has been appointed as a member of the management team, as the Energy Performance Officer. The Head of Programme is also a member of the team to drive energy and sustainability savings across all programme areas.

2.4 Green Team



The Green Team has two main objectives. These are to influence decision making in public sector bodies so that climate and environmental criteria are to the fore and to influence colleagues to commit to working and living sustainably. Their key responsibilities are to:

- To lead the further development of our Energy Management Plan as an integral part of our Business Planning and Performance Management processes.
- Ensure timely provision of our report for the Annual Memorandum to Government on the implementation of this Strategy.
- Drive the implementation of the actions and projects agreed under our Energy Management Plan.
- Assign clear responsibility for implementation of our Energy Management Plan and ensure staff have the necessary training and support to carry out these tasks.
- Ensure the setting of our annual energy saving targets.
- Ensure the timeliness and quality of our annual data reports to the SEAI Public Sector Energy Performance Monitoring & Reporting System.
- Include these tasks as part of annual goal setting under PMDS.

3.0 Our People – Engaging our Staff.

3.1 Staff Training Plans

The Green Team engage in continuing training on climate action and sustainability. The Climate and Sustainability Champion has completed the SEAI Course in General Business Energy Efficiency and undertaken the SEAI Leading Sustainable Change for Decarbonisation course. They have also completed the SEAI Energy Basics and Carbon Basics courses. The other members of the Green Team will undertake this in 2024. The Climate and Sustainability C5.3hampion and the Head of Programming

attended a 2-day Green Museum summit organised by L'Internationale – the common research platform for research, debate and communication amongst leading Museums of the world. They have ongoing participation in other L'Internationale climate and energy related initiatives such as workshops and information sharing. All Programming staff (exhibition, engagement and learning and collection curators and administrators) have undertaken the Mobilising Museums for Climate Action Course run by Henry McGhie on behalf of RMCA Reimagining Museum for Climate Action, as part of COP 26.

3.2 Climate Action and Sustainability Workshops
The Team has previously hosted energy awareness events on site and plan to hold further appropriate climate action and sustainability training events and workshops at least annually to engage and train staff on climate issues, including a focus on decreasing the organisations carbon footprint.

The Green Team rolled out a series of Energy Awareness Workshops in Q3 of 2023 for all staff, focussing specifically on energy related emissions and on wider climate issues and reducing the organisations carbon footprint. Further ongoing staff learning, and development will be reviewed at least annually. In collaboration with the HR Department, the Green Team will research suitable and appropriate training for increasing the depth of knowledge generally as well as specific training relevant to posts related to climate action activities. The Museum undertakes to support the team, by providing time and funding for suitable climate action related training.

In addition to briefing to improve staff engagement on climate action, specialist training is anticipated in areas of Green Procurement, Facilities Management and Energy Management as well as on energy conservation measures and strategies appropriate to our buildings, collections, and activities.

Previously energy awareness training and awareness events have been carried out on site. These events included energy update of site performance, energy saving options on site and energy savings options in the home. Para 1.2 of this roadmap refers. Energy clinics were run for all staff on an individual basis in Q1 of 2024. Refresher training is planned for all staff in Q4.

The Organisation currently engages in the OPW's Optimising Power @ Work energy efficiency program and monthly meeting are held with our Energy Advisor. Updates and advice deriving from this programme are regularly circulated and brought to the attention of all staff.

It is noted that DECC has engaged with OneLearning to roll out centralised climate related training and upskilling for all civil service grades. It is hoped that this will also be extended to public servants such as IMMA staff. Our HR Manager will request this from our parent department.

3.3 Senior Leadership Training
The Director (PO) is currently undertaking climate leadership training organised by the institute of Public Administration. Training should take place on a rolling basis at least once every 18 months.

4.0 Our Targets.

The Climate Action Mandate sets emission reduction and energy efficiency targets for public bodies:

- Reduce Green House Gas (GHG) emissions by 51% in 2030.
- Increase the improvement in energy efficiency in the public sector from the 33% target in 2020 to 50% by 2030. The baseline for this is 2009.
- Update Climate Action Roadmaps annually within 6 months of the publication of the Climate Action Plan.

For the purposes of the Mandate, greenhouse gas emissions are taken to be energy-related carbon dioxide (CO2e) equivalent emissions. The baseline will be the average of 2016-2018 emissions. The target for each public body is derived as follows:

- 51% reduction of direct fossil fuel related CO2e emissions (thermal and transport consumption) plus
- Projected supply side reductions in indirect fossil fuel related CO2e emission in the form of electricity.

Public bodies must ensure that they meet BOTH the 51% reduction in direct fossil fuel related emissions (thermal and transport) and the overall total emissions reduction target.

4.1 Carbon Emissions Analysis – baseline, current emissions, emission trends/projected growth by 2030 with no additional actions and gap to target.

This section explains how the organisation will achieve the energy efficiency target. This analysis is based on the SEAI Gap to Target tool and covers:

- Energy efficiency baseline
- Energy efficiency in target year (2030) if no new projects are implemented
- Any growth in energy use or change in the activity metric between the baseline and target years based on any planned increase in services
- Any planned energy efficiency activities
- Analysis of significant users
- Identify any 'Gap to Target' that needs to be addressed

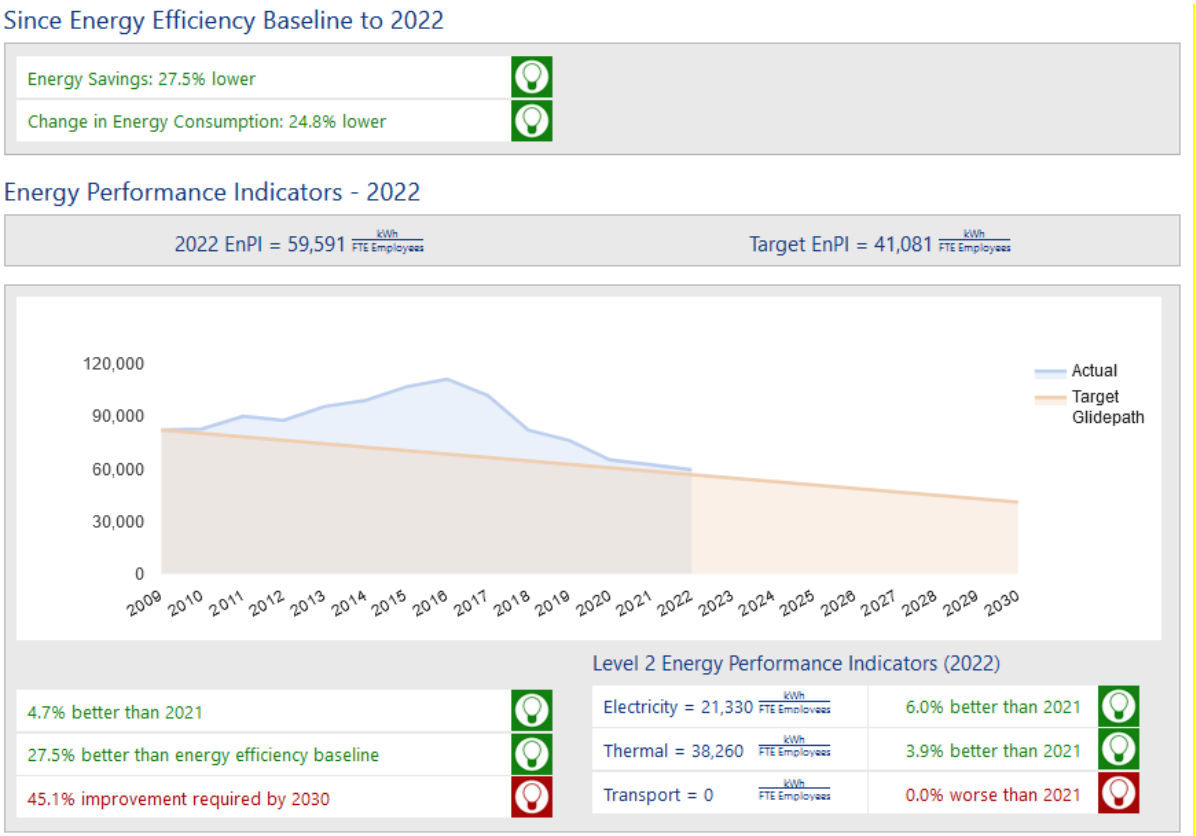
If there is a gap, identify additional energy saving pathways, covering:

- Proposed action to achieve energy efficiency target, detailing specific projects and timelines.
- Resources in place or to be mobilised.
- Project readiness status

The energy related baseline for the organisation is 2016-18 emissions is 1,392,535.4kgCO2

If no new projects are implemented (Business As Usual (BAU) emissions. For 2030 these are estimated to be 842,919.5kgCO2. This is a saving of 40% based on supply side reductions including already implemented savings.

The baseline of 2009 is used by IMMA as the assessment comparison period. The current saving being seen at the end of 2023 is 34.7%.

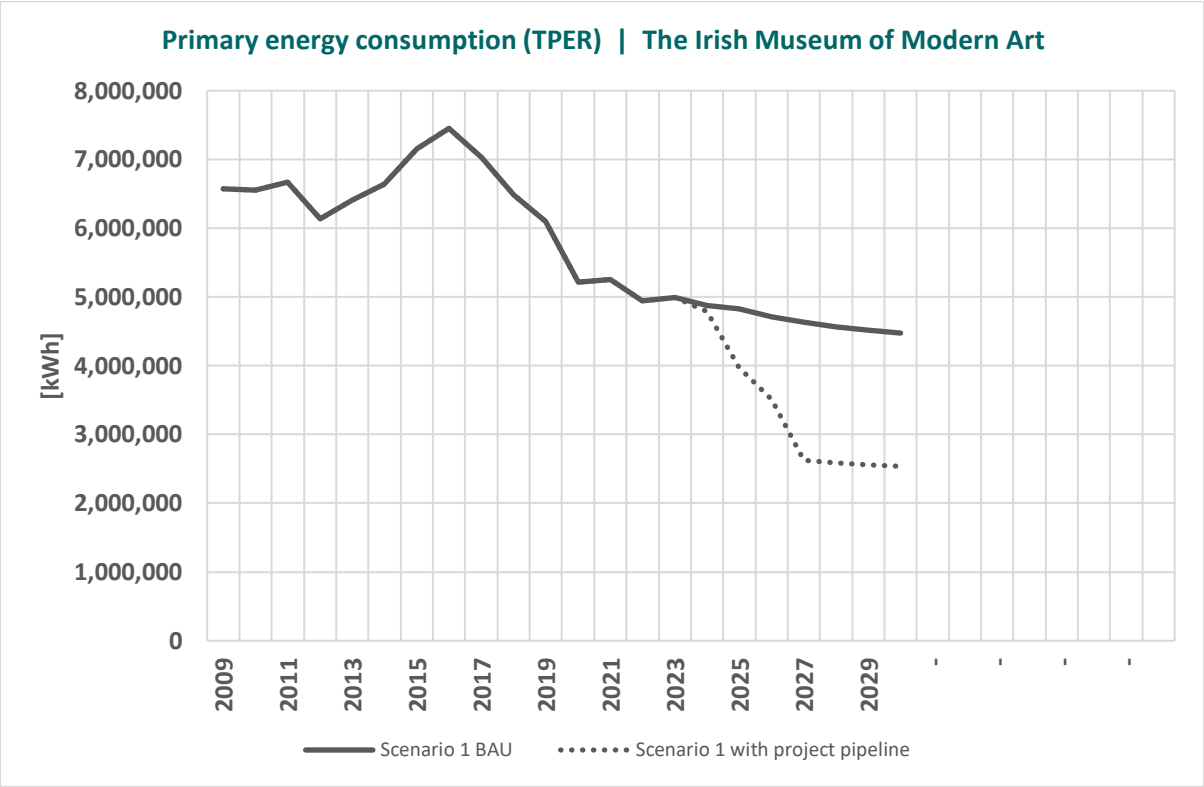


With no intervention (BAU) the organisation look set to achieve a 34.4% saving on the baseline. This is based on the 2022 Gap to Target tool analysis. More up to date analysis will be undertaken when the 2023 data becomes available from the SEAI.

Actions/Projects Required to Meet Targets.
For the organisation to make its targets, a number of planned energy efficiency activities have been identified. Using SEAIs Gap to Target tool, these have been identified as follows:

Initiative	Location	Project Type	Status	Implementation Date
Optimising Power @ Work	All sites	Energy Management	1 Concept	Ongoing
Reduction of Boiler Summer usage	All sites	Energy management	6 Tender / contracting stage	Ongoing
PV system car park storage facility	RHK	Energy supply	6. Tender Contract Stage	2024
LED Upgrade of external lighting	RHK	Lighting	6. Tender Contract Stage	2024
Biomass Boiler	RHK	HVAC	1 Concept	2026
LED Upgrade of internal lighting (remaining)	RHK	Lighting	6. Tender Contract Stage	2024
Occupancy and Daylight sensing in office corridors	RHK	Lighting	6. Tender Contract Stage	2024
Upgrade commercial kitchen cooking arrangements	RHK	Combination/other	6 Tender / contracting stage	2024
BMS Upgrade in RHK	RHK	HVAC	2. Priority project	2025
New Chillers	RHK	Refrigeration	5.DesignStage	2025
Upgrade of Garden Gallery	RHK	HVAC	5.Design Stage	2025

It is envisaged that these projects will result in a 62.8% reduction in energy use across the organisation, but further analysis will be required.



5.0 Our Way of Working

5.1 Energy and environmental Management Systems
Public bodies should identify which energy or environmental management system they have implemented or are planning to implement. All public bodies with an energy spend greater than €2M must achieve IS050001. Note that energy spend covers all spend on energy that is within the scope of M&R i.e. spend on heating, transport, and electricity. For organisations below the threshold the most appropriate energy management system is Energy MAP from SEAI.

The organisation has implemented SEAI's energy management guidelines. These include:

- Develop and implement an energy policy
- Identify your main energy users
- Set energy objectives and measurable targets
- Implement and operate programmes to meet these objectives and targets
- Check and take corrective action as required
- Review your system continually and improve where possible

IMMA has contracted an energy consultant to assist in the development of aspects of the energy management action plan. The consultant will assist with the development of awareness of energy usage across the site with a view to reducing usage as part of IMMA's Climate Action Plan.
The consultant will generate a current IMMA baseline energy report for Electrical and Thermal Energy usage and help to identify how energy is used in IMMA based on available and validated data.

The energy management plan includes the installation of a number of sensors and the development of Energy Management software to be used as a reporting tool. The consultant will also provide management training on the Energy Dashboard to IMMA staff.

5.2 Digitisation

The Climate Action Mandate requires public bodies to review any paper-based processes and evaluate the possibilities for digitisation, so it becomes the default approach. Where paper must be procured, ensure that recycled paper is the default. The Museum monitor and measure our paper consumption.

The Organisation has already made significant steps towards digitisation. The Finance team and all procurement activities are conducted digitally. The production of hard copy exhibition guides has ceased, and the Museum's Annual Report is produced exclusively in digital format. In addition, a managed print system has been rolled out across the Museum, and smaller individual printers are being phased out.

5.3 Green Procurement

Green Public Procurement (GPP) is a process where public authorities seek to source goods, services or works with a reduced environmental impact. The EPA has published GPP guidance, and ten accompanying criteria sets that support the inclusion of sustainable and green practices into public sector procurement procedures.

The ten criteria as published are Road Transport Vehicles & Services; ICT Products & Services; Food & Catering Services; Indoor Cleaning Services; Office Buildings Design, Construction & Management; Indoor & Outdoor Lighting; Heating Equipment; Energy related Products and Paper Products & Printing Services. There are also EU GPP criteria for sectors where national criteria are not yet available eg paints, varnishes and road markings.

There are opportunities to introduce green criteria in procurement to support climate action ambitions including improved energy efficiency. The Green Team along with the Procurement Team, implement Green Public Procurement (GPP) using the EPA Green Public Procurement Guidance and criteria/ Office of Government Procurement's online Green Procurement Criteria Search tool as resources. We continually investigate opportunities to further introduce green criteria in procurement to support climate action ambitions in the organisation. The specific actions include:

- Include green criteria for selection and award criteria when procuring all goods and services (reference Circular 20/2019), using the published GPP guidance and criteria sets.
- Set up a system to gather and record data on GPP implementation in our organisation, using the reporting template and guidance developed for government department reporting as a reference.

The organisation has already made progress around greening procurement. Sustainability is formally documented in many of the documents on site when dealing with external clients, contractors, and suppliers. Formalisation of this into policy will be reviewed further. The use of disposable cups, plates and cutlery in staff welfare facilities has been discontinued.

5.4 Low Carbon Construction Methods

Since 2023, the Museum specifies low carbon construction methods and low carbon cement material as far as practicable for directly procured or supported construction projects. We will also adhere to best practice guidelines for the preparation of Resource and Waste Management Plans for any construction and demolition projects for directly procured or supports construction projects from 2024 onwards. Guidelines for these were published in 2021.

There are opportunities to prevent construction waste arising and use secondary materials in construction processes through availing of the circular economy regulatory mechanisms. There is a national GPP criteria set on Office Building design, construction and management which includes the following areas:

- Sourcing legal timber
- BMS systems
- Site waste managements
- Selection of fit-out materials and finishes

The Museum will apply these to practices and activities as appropriate.

5.5 Resources

5.5.1 Food Waste

The Museum will measure and monitor the food waste generated on premises with effect from 2024 using the standard approach to food measurement set out in the EPA Protocol/Pathway. This will include food waste from onsite canteens, kitchenettes and office areas. In addition, all new contract arrangements related to canteen or food services, including events and conferences, will include measures that are targeted at addressing food waste, with a specific focus on food waste prevention and food waste segregation. Our Green Team will focus on food waste prevention as an activity ie by supporting the annual Stop Food Waste Day 1 Mar and by sharing Stop Food Waste Resources with staff.

5.5.2 Paper

See the undertakings referenced at para 5.2

6.0 Our Buildings and Vehicles

Key Items

- Create bicycle friendly buildings for employees and visitors, by putting bicycle parking in place by 2022 – which is secure, accessible, and simple for cyclists to recognise and use.
- Display an up-to-date Display Energy Certificate in every public building that is open to the public to clearly show energy use.
- The public sector will not install heating systems that use fossil fuels after 2023, unless at least one of the following exceptions applies:
    - the fossil-fuel use is only through the use of electricity from the grid.
    - there is no technically viable non-fossil alternative (generally only related to applications for a purpose other than space heating)
    - the installation of a renewable space heating system would increase final CO2 emissions.
    - the fossil-fuel use is provided for backup, peaking, or operational purposes (and makes up less than 10% of annual heating energy)
    - where the direct replacement of existing fossil fuel heating is required for an emergency maintenance purpose
- Purchase only zero-emission vehicles where available and operationally feasible from end of 2022, enabling Ireland to go beyond the requirements of the Clean Vehicle Directive and act as an international leader in this area.

6.1 Vehicles.

The Museum will continue to promote bicycle friendly facilities for employees and visitors, by maintaining covered bicycle storage and secure parking areas which are accessible and provides ease of use for cyclists. These are available for both staff and the public. Staff are encouraged to take advantage of the 'Bike to Work' scheme.

The organisation has already purchased an electric vehicle. It is the only vehicle in the buildings fleet. The Organisation will continue to purchase such, if required and only zero-emissions vehicles where available and operationally feasible, enabling Ireland to go beyond the requirements of the Clean Vehicle Directive and act as an international leader in this area. There are no fossil fuel transport vehicles in the Museum's ownership. The organisation has installed several electrical charge points on site to provide sustainable charging for staff and members of the public.

6.2 Buildings

The Organisation has in conjunction with the OPW produced an up-to-date Display Energy Certificate (DEC) for all IMMA Buildings that are open to the public. It is expected to have renewed certificates for the organisation sites in Q3 2024.

There are no plans for the organisation to pursue new fossil fuel heating systems however the organisation will continue to work with the OPW to develop sustainable heating systems for future upgrade.

The Museum has developed a building stock plan in line with EPBD for retrofitting their building stock to meet CAP targets. This involved data gathering and significant engagement with the OPW who have responsibility for the State property occupied by the Museum.

7.0 Our Wider Climate Action Plans

IMMA recognises the significance of the climate crisis as one of the greatest challenges of our time as part of our annual programme we have *EARTH RISING,* a four-day festival on the IMMA grounds in tackling this urgent issue, reimagining a more sustainable and liveable future for generations to come. In the 2023 iteration, we hosted the Food Tent which shared daily discussions around food sustainability, food security and the future of farming in Ireland. In the People's Pavilion in partnership with Dublin City University Centre for Climate and Society we hosted a series of talk exploring solutions for environmental and societal change. Influential voices from diverse fields such eminent author and activist, Dr Vandana Shiva; Irish inventor and environmental advocate Fionn Ferreira; Irish broadcaster and ecologist Anja Murray, and best-selling author Eoghan Daltun were among the notable speakers. We worked with ECOUNESCO, to create a vibrant programme of exhibitions, workshops, and discussions, exploring themes of biodiversity, sustainability, mental health and agency for change, involving younger generations in the crucial conversations about our planet's future.

For the festival we put additional bicycle lock points in place for the public and we had a water truck that provided refillable water for the attending public. We also ensured that the food vendors on site had ethically sourced food and had a green ethos. Earth Rising 2023 successfully delivered against objectives, fostering awareness, sustainable behaviours, activism, collaboration, hope, and inclusivity. The festival proved to be a transformative and impactful experience for attendees, laying a foundation for continued engagement and positive change. The festival is now in its third year and in 2024 we hope to build on the talks, discussions and learnings of 2023.

Annie Fletcher
Director

Public Sector

Stage 1 Building Stock Plan - simple checklist for completion

This is a simple checklist for public bodies to refer to when completing their stage 1 BSP. Public bodies should complete the fields and submit to SEAI at publicsector@seai.ie. Completing this checksheet is sufficient to demonstrate compliance with the CAP requirement for public bodies to develop a Building Stock Plan in 2023. NOTE: there is also more detailed template for public bodies to undertake a more detailed and comprehensive stage 1 plan. We encourage PBs to use the more detailed template if they have more than 50 buildings, or use their own format if comprehensive plans have already been developed. Please submit either template, the simple or detailed version, or the organisations own format, to SEAI to demonstrate completion.

Using this spreadsheet Enter data in the light green cells only

M&R PB ID		ORGANISATIO	Royal Hospital	
STEP 1 Identify and classify your buildings	Total number of buildings Identified and classified		TOTAL	2
	Total number of sites/campuses identified		TOTAL	2
	Total floor area (m2)		TOTAL	16572
	Percentage in state ownership		Percentage	100
	Percentage rented or leased		Percentage	
	* Classification 1	Cultural Activities (Museum)	TOTAL	1
	Classification 2	Storage	TOTAL	1
	Classification 3		TOTAL	
	Classification 4		TOTAL	
			TOTAL	2
STEP 2 Complete the building register	The SEAI Building Register has been completed for all buildings for	Irish Museum of Modern Art	Status	Fully complete
STEP 3 Use M&R and other data to quantify energy use and identify buildings that are biggest users and	The largest energy using buildings have been identified and linked to the M&R and energy use data Note the largest energy using buildings are those accounting for over 80% of the organisational **heat** use.			
	No of largest energy use buildings		TOTAL	2
	Heat usage of largest energy use buildings/ organisational heat usage		%	100
	No of largest energy use buildings that are leased		TOTAL	0
STEP 4 Identify buildings that have been earmarked for exit in short-medium term	Number of buildings planned for exit - if known		TOTAL	0
	Total floor area of buildings planned for exit - if known		TOTAL	0
	Commentary (the degree to which the increase or decrease will impact your fossil fuel use)	NA		
STEP 5 Undertake a preliminary assessment of your accomadation needs to 2030 & beyond	Preliminary future assessment of accommodation needs			
	Accommodation floor area requirements to 2030		INCREASE	0%
			STATIC	100%
			DECREASE	0%
	Commentary (the degree to which the increase or decrease will impact your fossil fuel use)	NA		

Building Stock Plan STAGE 1 Completed by

Completed by Gale Scanlan Email gale.scanlan@imma.ie

* Please use the classification categories used in the Building Register