



Institute of Public Administration

Climate Action Roadmap 2024

Message from the Director General of the IPA

I am pleased to introduce the Institute of Public Administration's Climate Action Roadmap 2024. Our Roadmap outlines the Institute's plans to firstly achieve a 51% reduction in our Greenhouse Gas emissions by 2030, secondly, to meet our energy efficiency and emissions targets and finally, engage our IPA community in this critical endeavour.

As part of the public service, we commit to leading by example by demonstrating the positive impacts that sustainable approaches can have on society and the environment and thereby make a meaningful contribution to the Government's efforts to transition to a low-carbon economy. As the leading learning and development organisation for the public service, we are committed to engaging evidence-based, sustainable practices in our operations, engagement, programmes and services. We are a relatively small organisation by staff numbers and building footprint, but we recognise our importance of leading by example and being a role model for our staff, learners, students, partners, and stakeholders in the practice, demonstration and sharing of our sustainability.

Our Climate Action Roadmap has been drafted in accordance with guidance from the Sustainable Energy Authority of Ireland and addresses all relevant components of the Climate Action Plan (CAP24). Whilst the Institute will endeavour to meet all targets, we recognise the constraints of our current infrastructure in enabling our strategic and sustainability ambitions. Our current energy sources and carbon intensity also reflect the need for decarbonisation of electricity and heating systems at regional and national levels to enable low-carbon operations. This roadmap is therefore reflective of the wider transformation project underway in the IPA, which seeks to modernise our campus and infrastructure to support the ambitions of a future-focused public service.

This roadmap will remain under review annually. We look forward to reporting on progress made and to updating our actions each year.



Helen Brophy

Director General, Institute of Public Administration

Signed on 5 December 2024

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1. Introduction

1.1 Climate Action Mandate

The Climate Action and Low Carbon Development (Amendment) Act 2021 requires all public bodies to perform their functions in a manner consistent with Ireland's climate ambition.

The pursuant Public Sector Climate Action Mandate requires public sector bodies to show leadership in climate action and to demonstrate how they are taking the required actions (SEAI, 2024).

This first iteration of the IPA's Climate Action Roadmap has been developed in line with guidance of the Sustainable Energy Authority of Ireland (SEAI). It sets out an analysis of the current gap to target from the baseline. It also identifies current and planned actions to bridge that gap between now and 2030.

1.2 Role of the Institute

The primary mission of the Institute of Public Administration (IPA) is to advance the understanding, standard and practice of public administration and public policy in Ireland. The IPA has evolved considerably since its foundation in 1957 and now adopts a multi-faceted approach comprising accredited third-level education, professional learning and development, and advisory services specifically for the Public Service. This cross-sectoral approach affords the IPA the basis for applying a unique, whole-of-government perspective to its activities, providing tailored people learning and development solutions to the demands of state and government. The IPA's growing climate and sustainability portfolio includes education and development programmes that upskill and empower a range of public sector role holders, including board members and those engaged directly in preparing the plans and reports of the Climate Action Mandate. This developing portfolio serves the IPA's vision to be Ireland's recognised Centre of Excellence in building capacity and capability across the public service.

These cross-sectoral specialist delivery departments are the NUI-accredited Whitaker School of Government and Management, Professional Development, Senior Public Service and Digital. All departments are supported by a central shared services model including Human Resources, Communications, Finance, ICT and Facilities Management, Procurement, Governance, Risk, and Compliance.

1.3 Actions to date

In addition to the development of programmes to contribute to the wider public service capacity in responding to the Climate Action Plan, the IPA has implemented an energy efficiency and energy reduction programme with targeted measures. This programme has yielded some reductions but the gap to target will be challenged by the existing building stock and our growing staff and learner numbers.

To date, a practice-led approach has been employed, and this plan is the commencement of an increasingly codified approach. Led by the facilities and corporate services team, energy efficiency and reduction programmes have been implemented, evidenced in the progress to date.

Staff engagement has been a key component of our actions to date, with the establishment of the Sustainability Working Group, an all-staff survey, staff presentations and workshops, and an energy awareness campaign conducted. Relevant projects include cycling infrastructure, reduction of individual printers, digitisation of some high-volume learning materials, elimination of single-use spoons and cups on our facilities, and a programme of waste prevention/reduction and improved segregation.

1.4 IPA Campus

The Institute of Public Administration Lansdowne Road campus comprises Victorian-era houses, including a purpose-built Teaching and Learning Centre constructed in 1999/2000. IPA buildings are occupied 14 hours per day, 7 days a week during the academic Year (August – April). We also operate inventory control for IPA publications in a second premises located in Clonskeagh.

In 2023, a comprehensive review was undertaken by the Board of the current infrastructure, to assess the current teaching and learning facilities in terms of being fit for purpose and in the implementation of the Institute's strategic priorities and legal obligations. The original Victorian-era houses are all Protected Structures, limiting their flexibility and suitability to accommodate many of the required new facilities in the IPA to meet the learning and demand needs of the public service. As part of the review, scoping included a cost analysis of the option to remain in current IPA facilities and bringing them in line with what do you know obligations.

Under the IPA Transformation Programme, the IPA Board has approved the proposal to seek approval and funding required from DPENDR to relocate the current campus to a new fit for purpose building, to respond to the needs of a forward-looking public service. This process is now underway with a target relocation date to be agreed, subject to final approvals. The potential buildings will comply with the requirements of the mandate. Once finalised, this project will form part of the IPA's Climate Action Roadmap for the future and will have material significance on our climate action and sustainability impacts.

2. Our People, Leadership, and Governance

2.1 Statement Demonstrating Senior Management Commitment

As an organisation at the heart of public service learning and development, the IPA's commitment to climate action will be evident through our governance, practices, thought leadership, programmes and evidence-based approaches to low carbon and sustainable public service. With a largely practice-led approach to date, the IPA Executive Leadership Team will strengthen this, together with suitable governance and reporting cycles commencing from 2025.

2.2. Roleholders for Climate and Energy

During this period of transformation in the IPA, these roles are reserved at the highest levels of the organisation.

Helen Brophy, Director General of the IPA, champions climate and sustainability action and accountability. Through sponsorship of the Sustainability Working Group and a range of materially relevant infrastructure projects, the IPA's sustainability practices and ambitions will be enhanced and visible in 2025.

As Company Secretary/Deputy Director General, Noreen Fahy has responsibility for, *inter alia*, facilities and energy management, financial management, and overall governance of the Institute, and assumes the responsibilities associated with the Energy Performance Officer through her teams.

2.3 Governance of Sustainability in IPA

Engaging through the Executive Leadership Team

The Director General is sponsor of the Sustainability Working Group and the co-chair of the Group is a member of the Executive Leadership Team (ELT). The SWG will engage with the ELT of the IPA on a quarterly basis.

Engaging through the IPA Board

The Sustainability Working Group will provide an update to the Board through the Director General (or designate) twice per year through proposed Roadmap revisions, and contributions to both the IPA Annual Report and Roadmap planning and reporting. These reports will address the mandatory and other relevant reportable components for reporting year 2024 onwards, including: GHG emissions; implementation of the mandate; sustainability activities undertaken, and; compliance with [Circular 1/2020](#): Procedures for offsetting the emissions associated with official air travel.

2.4 IPA Sustainability Working Group

The IPA Sustainability Working Group has been formally in operation since October 2023 and serves as an interim Green Team.

Terms of Reference of Sustainability Working Group:

- Identify legislative and policy obligations relevant to sustainability agenda in terms of achieving compliance and best practice across environmental, social, and economic objectives for the Institute.
- Develop a mission and vision for the IPA to underpin the development of a Sustainability Policy for the Institute.
- Identify key areas of impact in terms of the potential for innovative solutions and initiatives to reduce the Institute's environmental impact.
- Engage with staff to help them understand their own roles and responsibilities in developing a Sustainability Policy for the IPA and transitioning the Institute to sustainability best practice.

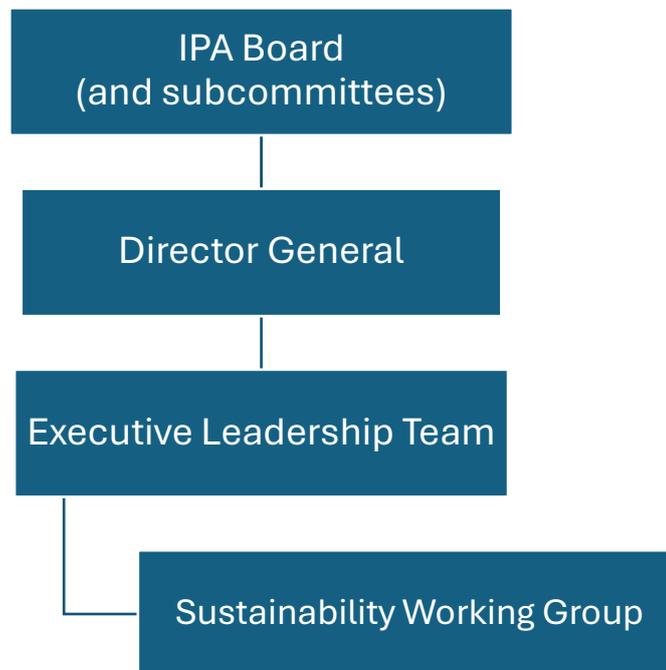


Figure: 2024 Sustainability Working Group reporting

Membership of Sustainability Working Group:

Helen Brophy, Director General, is Sponsor of the Sustainability Working Group, with the following staff members comprising the group:

Name	Position in IPA	Role in SWG
Mary Gallagher-Cooke	Director of Professional Development	Co-Chair
Naomi Blumlein	Lecturer, Whitaker School	Co-Chair
Philip Hogan	Facilities Officer/ M&R System	Member, M&R Liaison
Laura Shannon	Specialist, Professional Development	Member
Senan Healy	Head of Library & Information Services	Member
Meadhbh Ryan	Communications Officer	Member

Notes on Membership of the Sustainability Working Group:

- Membership of this group is relative to the size (<100 staff) and profile of the IPA.
- Other staff in relevant roles will work with or through the Sustainability Working Group as required to achieve agreed goals or projects.

2.5 Staff Engagement, Learning and Development

Workshops

- Workshops and engagement to date have included topics such as formation of the Sustainability Working Group; energy usage; paper and printer usage in the IPA; and single-use plastic reduction.
- Workshops planned for late 2024 and 2025 include: climate and sustainability literacy; co-design of staff engagement mechanisms; IPA energy efficiency and usage; Green Procurement; and Smarter Travel.
- The Sustainability Working Group will continue to research workshops and engagement options for most relevant climate and sustainability issues.

Learning & Development

- The IPA's Learning & Development framework will be finalised in 2025, and this will feature Climate and Sustainability as a learning area.
- IPA staff now have access to OneLearning e-Learning platform on which an Introduction to Climate course is available, among many others. Staff will be encouraged to complete this training to begin enhancing overall climate literacy in the Institute.
 - The Sustainability Working Group will research and highlight other training for staff.
- Many members of senior management have undertaken the required climate action leadership training or, indeed, are involved in the delivery of such training to the public service. Plans are in place for any remaining senior management to fulfil climate leadership training requirements in 2025.
- For staff with roles that interact substantially with IPA climate and sustainability obligations, engagement, training and mentoring will be provided.
- As education and professional development programmes in climate and sustainability are developed in the IPA for the public service, IPA staff will be offered the opportunity to take places on pilot and full programmes to enhance their climate and sustainability literacy.
- All board members of the IPA will be offered relevant professional development in climate and sustainability obligations and reporting.

Staff Engagement

A Sustainability Staff Engagement Programme will be planned for 2025, and we will ensure that

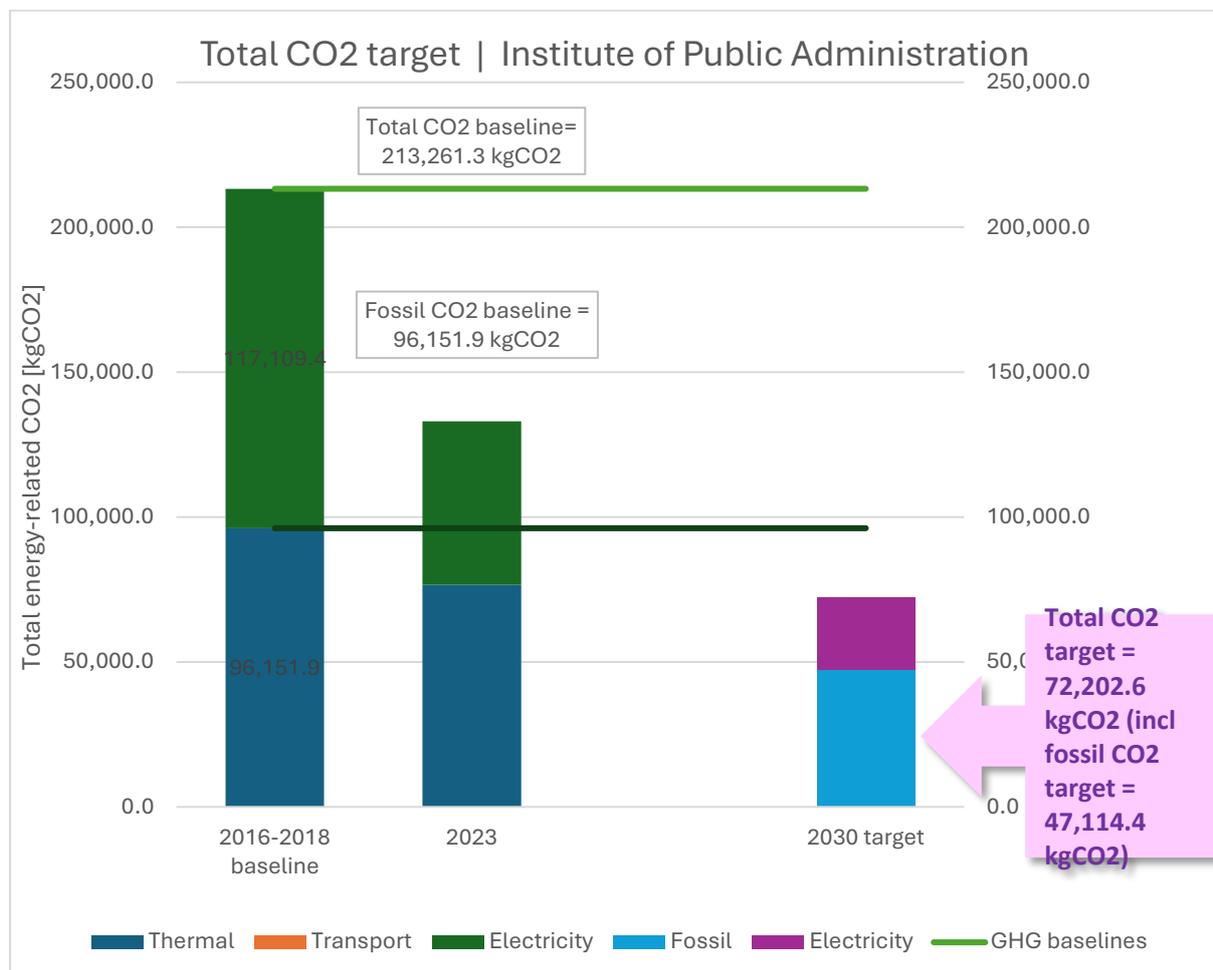
- The Climate Action Roadmap programme is well known, engaging, and relevant.
- The Sustainability Working Group's role in the IPA is understood and is an accessible route for continuous improvement and staff engagement.
- Projects underway for waste, energy and other sustainability metrics are well known by staff, including our successes and learnings from these.
- Energy consumption and other sustainability choices at an individual employee level are well communicated and that good practice is regularly encouraged through practical and constructive means.

3. Our Targets

The IPA aims to meet the emissions reduction and energy efficiency targets, which include a:

- 51% reduction in energy related Greenhouse Gas emissions in 2030 (2016-2018 baseline)
- 50% increase in the improvement of energy efficiency by 2030 (2009 baseline)
- net zero energy-related emissions target for 2050 at the latest.

We include analysis below of our baseline data, current emissions and targets for the period 2023-2030. The data is taken from the SEAI-managed Monitoring & Reporting (M&R) system. As indicated throughout this document, our analysis indicates that, while emissions reductions have been made, the IPA faces challenges in achieving our target emissions reductions in our current buildings. This is addressed further in this section.



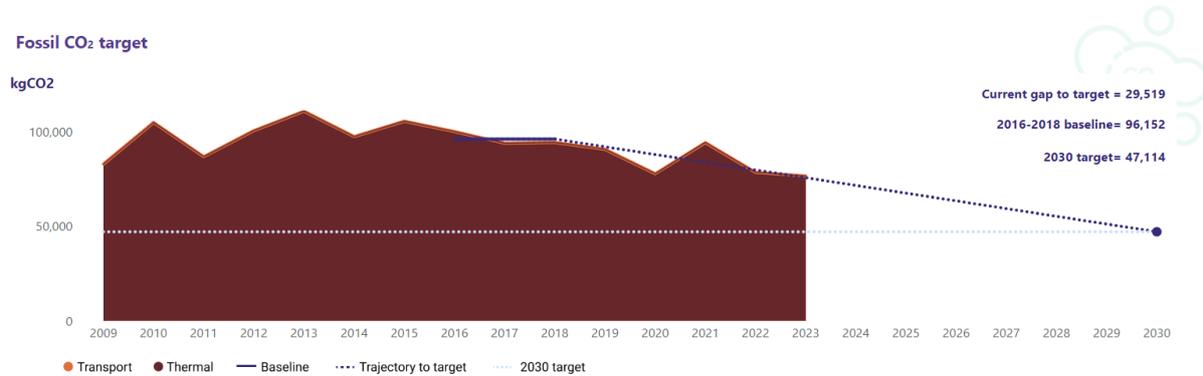
Status as of 2023 for Fossil and Total CO₂ emissions:



3.1 Carbon Emissions Analysis

The graph below illustrates our baseline and target for fossil CO₂ and total CO₂ emissions.

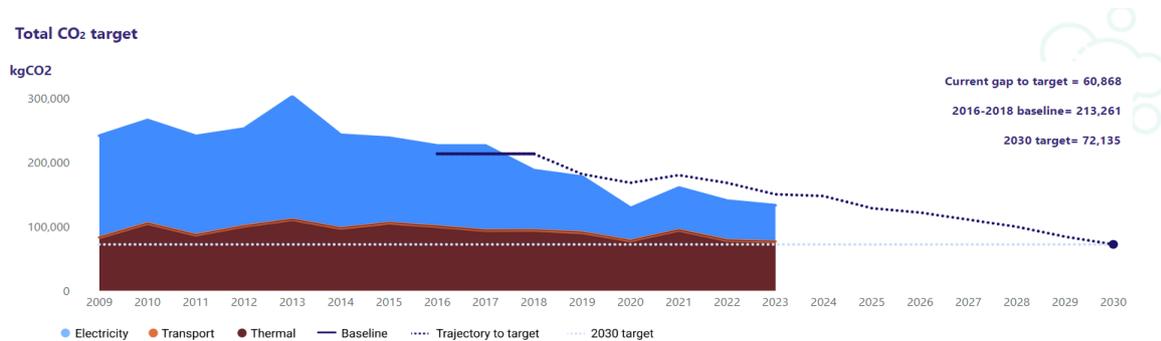
Fossil CO₂ Target



Notes:

- 2023 fossil CO₂ emissions were 76,633 kgCO₂, 20.3% below the baseline of 96,152 kgCO₂.
- 2030 target for fossil CO₂ emissions is 47,114 kgCO₂
- To achieve this target, fossil CO₂ must reduce by 29,519kgCO₂ further from 2023 level within 7 years.
- Emissions reduction efforts continue through operationally based energy efficiency programmes on site.
- Straight line targets for the remainder of this decade to 2030 will be unlikely to be met in the current buildings without significant retrofit.

Total CO₂ Target



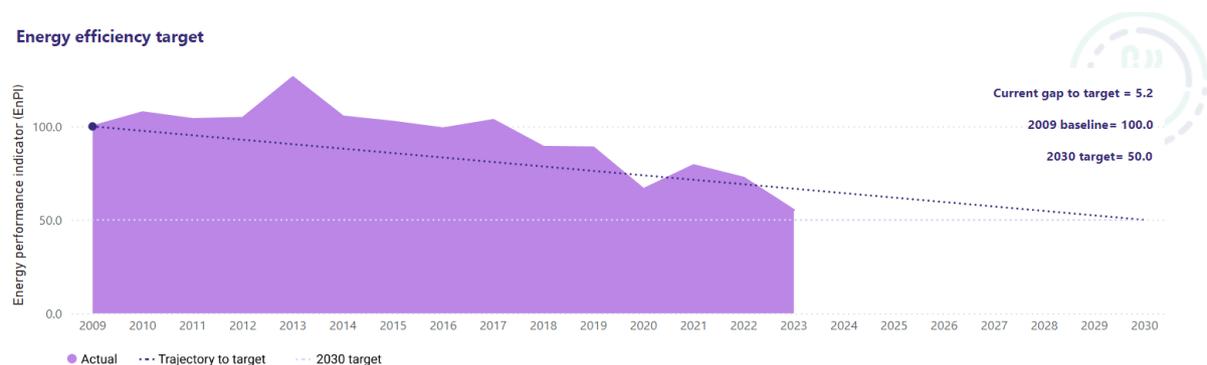
Notes:

- 2023 total CO₂ emissions were 133,003 kgCO₂, constituting a reduction ahead of the 2023 target.
- 2030 target for total CO₂ emissions is 72,145kgCO₂, which is very unlikely to be met in the current buildings.
- Energy waste reduction programmes will continue in our IPA campus, minimising unnecessary electricity and heating in our buildings.

3.2 Energy Efficiency Analysis

Our energy efficiency baseline, current energy efficiency levels and projected efficiency in 2030 with no additional actions are outlined below.

Energy Efficiency Target



Notes:

- Energy performance in the IPA has improved by 44.8% since the baseline of 2009.
- To achieve the current energy efficiency target, a further improvement of 5.2% is required by 2030.
- Protected Structure buildings are currently used as staff offices, and energy efficiency programmes have been introduced.

- With growth in services and staff numbers, combined with the nature of the IPA buildings, energy efficiency targets will be challenging to maintain momentum without campus relocation.

3.3. Actions Required to Meet Targets

Building on the development of this initial Roadmap, the IPA is committed to its regular monitoring of progress and annual updating of plans and activities. Reporting via the SEAI's M&R system will continue as a vital action in this regard.

Our ambition to significantly lower emissions in our operations is challenged by internal and external factors:

- The IPA's inability to generate on-site, low-carbon energy.
- The IPA's building stock, with Protected Structures comprising most of this, challenging the IPA's opportunities to achieve our energy targets in our current campus.
- Current lack of availability of a low carbon district heating network
- Current (dynamic) mix of renewable energy sources and fossil fuels currently used in generation of electricity.

In late 2022, the IPA commenced a new strategy under new leadership setting a new course for the Institute in becoming a Centre of Excellence in learning and leadership development. Arising from this strategy, a detailed appraisal of the IPA's current and future infrastructure / campus options was conducted. This informed a strategic decision to pursue relocation of the IPA to fit for purpose facilities, due to a lack of financially viable options to upgrade the current building stock to sustainability, health, safety and accessibility standards.

4. Our Ways of Working

4.1 Energy and Environmental Management Systems

The IPA has undertaken several review and implementation projects in recent years. As already noted, a strategic review of the campus was conducted in 2023, and the IPA Board has approved the proposal to seek approval and funding required from IPA Parent Department (DPENDR) to relocate the current campus to a new fit for purpose building. Should this relocation not be approved or be significantly delayed, the IPA will continue to review opportunities identified in its analysis of the current Protected Structure and other buildings, including energy management programmes (S.I. 426 of 2014) and relevant certification.

An energy audit of the IPA properties was undertaken in line with the Energy Auditing Scheme (EAS) assessment requirements under S.I. 426 (a legal obligation on public bodies) in late 2021 by Energy & Technical Services Ireland (ETS Ireland), an independent energy management and engineering consultancy. Following analysis ETS identified opportunities with a potential for energy saving whilst also upgrading or replacing current systems. An in-house operational plan for energy efficient lighting has been implemented, using the most actionable energy saving proposals in a review in 2021.

The IPA continues to report to SEAI annually through its M&R system on energy management and usage, and on Climate Action Mandate components.

4.2 Digitisation of Processes

The Institute has undertaken a number of digitisation projects to date, particularly following the onset of the Covid-19 pandemic. Such projects include procuring e-books in our library, using electronic learning materials as student/participant resources, and remote delivery of education and training. Changes around these processes have meant the IPA is procuring and printing less paper-based materials and fewer students/participants are travelling to the IPA. In the coming years, the Institute will continue to review our processes and evaluate further possibilities for digitisation.

Moving forward, the IPA will continue to review paper-based processes and evaluate digitisation possibilities, eliminating paper where practicable. Moreover, we will use baselines established in 2023 and 2024 to measure/monitor paper consumption and take action to reduce.

4.3 Green Procurement

A Head of Procurement will commence in the Institute in 2025. This role will be critical to the required implementation of Green Public Procurement (GPP). In the implementation of GPP, the IPA will strive to procure goods, services, works, and utilities that have as minimal an environmental impact as is practicable. Initial focus and priority will be given to adopting green procurement for highest value and high-volume items.

The IPA has signed up to the Office of Government Procurement (OGP) framework for procurement of recycled paper and will use this in IPA printers. We have also signed up to the OGP framework for stationery, with a provider that has strong environmental credentials.

To meet a specific requirement of the mandate, IPA procurement contracts for delivery and haulage will specify a preference for zero-emissions vehicles as part of our green procurement rollout plan.

All relevant staff will receive either training or guidance on the rollout and embedding of green criteria in our procurement activities.

4.4 Resource Use and Waste Reduction

A number of projects regarding waste reduction have been rolled out across the IPA. For example:

- **Single Use Items:** The procurement and supply of single-use coffee cups and cutlery has been ceased in the Institute.
- **Water bottles:** Refillable water points have been established across the IPA buildings. Staff have received reusable water bottles and are encouraged to use them instead of plastic bottles.
- **Printing:** A printing reduction initiative was rolled out across the Institute. This included the removal and recycling of individual office printers and their replacement with larger office-wide printers.

Water

- The IPA pays non-domestic fixed tariff rates approved by the CRU for water and wastewater. The IPA is on Band 1, with less than 1000 cubic meters per annum.
- There is currently no way of measuring the water used at the refillable water points in the buildings and therefore there is no data on water consumption.

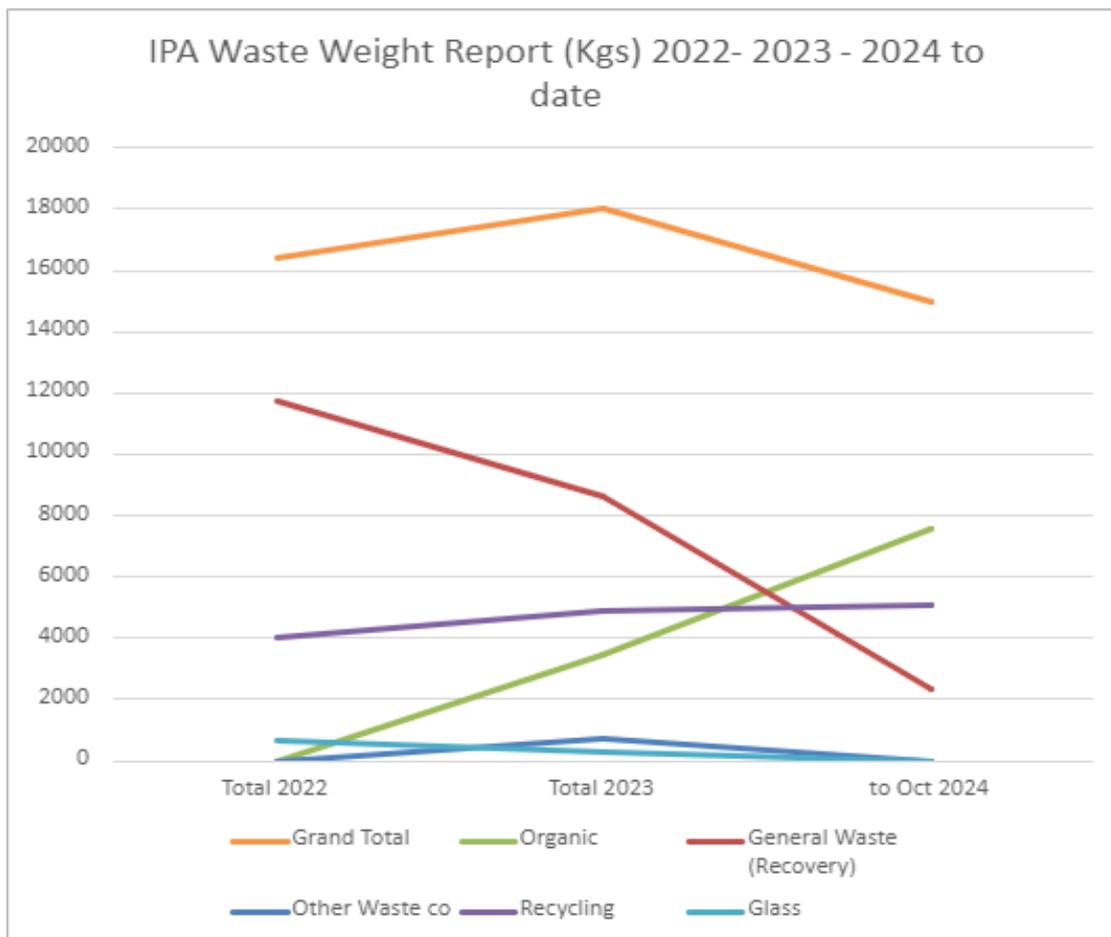
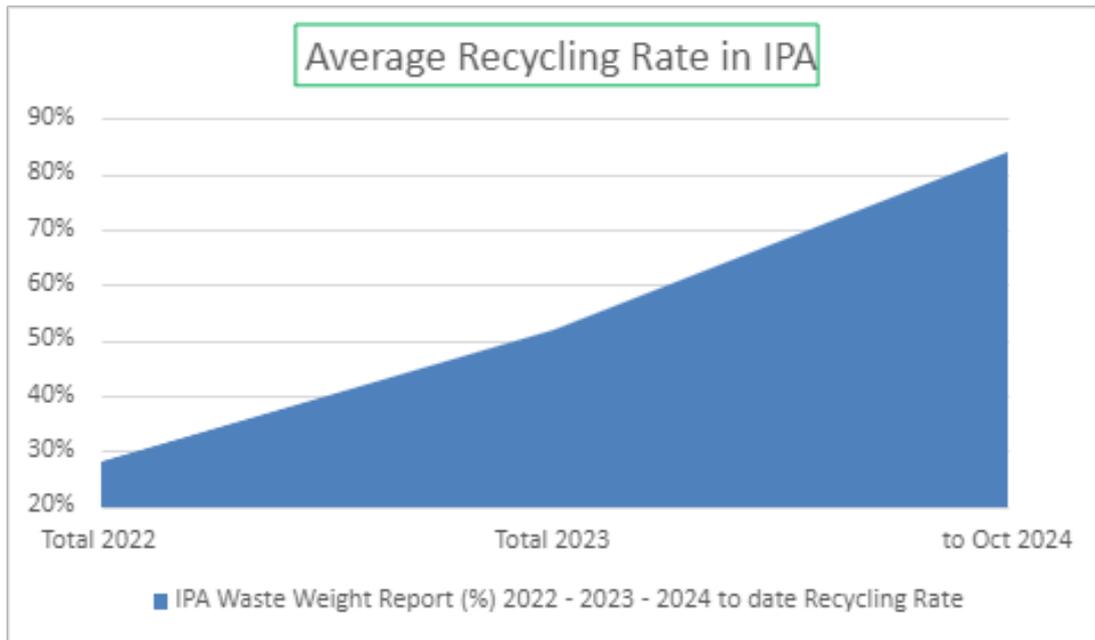
Event Management

- We will produce guidance on more sustainable event and conference management, based on best practice.

Waste Reduction, Waste Management, and Food Waste

- In addition to our reduction of unnecessary resource use, as outlined above, the IPA has recently engaged in a concerted waste reduction and management programme on campus.
- In acknowledgement of Ireland's Producer Responsibility Initiatives in the collection and recycling of products, our waste is segregated into four streams: recycling, compost, glass, and general.
- We will work with catering and event suppliers to include measures that are targeted at addressing food waste, with specific attention on food waste prevention and food waste segregation. We recognise food waste as a highly unsustainable practice.
- In 2025, we will engage staff on further waste prevention, reduction and recycling opportunities.

- As can be seen below, we are reducing our overall waste by weight and increasing both dry recycling and organic waste collected.



5. Our buildings and vehicles

5.1 Buildings

- **Display Energy Certificate (DEC):** Currently, only one building is in scope for a DEC. The IPA will review this in mid-2025, related to a decision regarding any potential relocation.
- **Fossil Fuel Heating:** Any further upgrades of heating systems in our existing campus will address procurement and design procedures to comply with the requirement for no fossil fuel heating after 2023, where feasible.
- A building stock plan will be addressed in greater detail in future iterations of this plan.
- As noted, under the IPA Transformation Programme, the IPA Board has approved the proposal to seek approval and funding required from DPENDR to relocate the current campus to a new fit for purpose building, to respond to the needs of a forward-looking public service. This process is now underway with a target relocation date to be agreed, subject to final approvals.
- Charging infrastructure will be reviewed as part of the campus infrastructure project.

5.2 Travel and Vehicles

Vehicles

- The IPA does not own or rent company vehicles.
- Our procurement contracts for delivery and haulage services will specify a preference for zero-emissions vehicles as part of our green procurement criteria.

Sustainable Travel and Emissions

- The IPA has a history of promoting sustainable travel for its staff and learners. We are well-connected to public transport systems and the Institute has secure bicycle and shower facilities on campus for those who use active travel modes in their commute.
- In 2025, we will seek to enhance our communications and engagement on this and aim to achieve a Bronze Smarter Travel Mark by 2026.
- As part of the Smarter Travel Mark, we will conduct a commuting survey with staff in 2025, capturing current commuting behaviour and understanding barriers to more active or sustainable modes of commuting.
- We will work to increase the proportion of business travel that is completed by public transport, and track this over time, working with departments to implement practical measures to achieve this.
- In 2025, we will start to capture data to inform our Scope 3 emissions, commencing with travel related emissions.

Overseas Travel

In relation to overseas travel, the IPA will continue to conduct our business with minimal air travel for staff and learners. In accordance with Circular 1/2020 on related air travel emissions, we will:

- Record the carbon emissions associated with all official air travel (in tonnes).
- Value these emissions based on the prevailing rate of Ireland's domestic Carbon Tax.
- Pay an amount equivalent to the travel emissions impact into the Climate Action Fund.

6. Our wider climate action plans

As an organisation, we seek to advance the understanding, standard and practice of public administration and public policy, supporting our public service to deliver on the complex challenges it faces.

Our current portfolio of education and professional development programmes includes climate and sustainability capacity building, including:

- Introduction to Climate e-learning content (available on OneLearning platform to all civil servants)
- Professional Development courses and fora for board members and senior governance role holders on sustainability accountability and reporting.
- NUI-accredited IPA Professional Certificate in Climate Action and Sustainability Reporting.

In the coming period we intend to:

- Continue to deliver these programmes and ensure they address the needs of learners in this dynamic and complex area of learning.
- Design and deliver new programmes to increase the capacity and capability of public servants in climate and sustainability.
- Seek opportunities to enhance or review current material to incorporate, align with or address relevant national policies, such as Climate Action (both mitigation and adaptation), Biodiversity Action, Education for Sustainable Development, Sustainable Development Goals.