



CLIMATE ACTION ROADMAP

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1. INTRODUCTION

1.1 Introduction

The Climate Action Plan 2021 (CAP21) requires public sector bodies to complete Climate Action Roadmaps annually.

The Climate Action Roadmap is a document prepared by public sector bodies to set out how each organisation intends to meet the requirements of the Climate Action Mandate 2025 (the Mandate) and achieve its carbon and energy efficiency targets for 2030. This requirement applies to all public bodies that report under the existing monitoring and reporting (M&R) system, which was established to comply with the Mandate.

The first climate action roadmap for Crawford Art Gallery was completed in December 2023, and this document serves as an update to that roadmap following the Government's publication of the updated Public Sector Climate Action Plan 2025 (CAP25) in April 2025. In the initial Roadmap, the primary focus for public bodies was on strategies to reduce total energy-related and fossil-fuel-related emissions from their operations, in line with the targets outlined in the Climate Action Plan 2021 (CAP21). Subsequent Roadmaps have been completed annually by the Crawford Art Gallery.

The updated 2025 Climate Action Mandate focusses on Green Public Procurement, construction methods, ICT equipment, water, paper, organic food, procurement of energy-related products amongst others. The Public Sector Climate Action Roadmap will be reviewed annually, and any changes to requirements will be reflected in the CAP revision. Climate Action Roadmaps will then be required to be updated following any revisions to the latest Mandate.

1.2 Regulatory Compliance

As part of our Climate Action Roadmap, we recognise our legal requirements as follows:

- 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.
- SI393/2021 Energy Performance of buildings requires the installation of Building Automation and Control by 2025 for buildings with HVAC rated output over 290 kW; it also requires the installation of electric vehicle charging points in carparks for new or refurbished buildings with more than 10 car parking spaces.
- The SI381/2021 Clean Vehicles Directive sets targets for the procurement of clean light- and heavy-duty vehicles, with the first target in 2025 and the second in 2030. The definition of clean vehicles is expected to be revised to zero-emission vehicles in 2025.
- SI4/2017 Energy Performance of Buildings, which requires all new public-sector buildings built since 2018 to have "nearly zero emissions".
- SI646/2016 requires public bodies to procure only energy-using products and vehicles that are on the Triple E register.

- SI426/2014, which requires the public sector to demonstrate exemplary energy management and public bodies to undertake energy audits every four years and also requires that the public sector can only lease or buy buildings with BER A3 or higher.
- SI749/2024 Energy Performance of Buildings Directive, banning public bodies from providing grants for fossil fuel boilers

1.3 Progress to date

Crawford Art Gallery (the Gallery) is a National Cultural Institution located in a significant heritage building in the heart of Cork City, dedicated to the visual arts, both historic and contemporary. It is distinguished in part by being the only National Cultural Institution (NCI) outside Dublin. The Gallery actively contributes to Cork City and the wider region's ambitious plans for growth and internationalisation. The Gallery has a distinct and compelling story; physically, it comprises three interconnected buildings with distinct historical origins, derivations, and styles, reflecting the extraordinary evolution of the structures into the cultural institution they house today. In advance of its closure to the public in September 2024, the Gallery attracted over 265,000 visitors per annum, was open seven days a week, and entry was free of charge.

In January 2026, the Gallery commenced a major redevelopment programme for the building at Emmet Place, Cork. The project includes the conservation and refurbishment of the existing public and gallery spaces, along with enhancements such as new exhibition and storage facilities, new learning and exploration areas, and an improved visitor experience, including a significantly reoriented entrance onto Emmet Place. Ahead of construction, the Gallery closed to the public in 2024, and Gallery operations in 2025 focused on the decant of the collection and the building.

VISION

"To create an even more accessible public art Gallery that connects people, artworks and arts practice while engaging with diverse audiences in forward-thinking, inclusive, and imaginative ways".

Open and Inclusive | Welcoming | Supportive and Collaborative | Insightful and Responsive

MISSION

Crawford Art Gallery, through its Programming, Collection, and Building, probes the future, contemplates the present and reveals the past, creating engaging conversations across the timelines, by:

- conserving and expanding the collection of art works;
- interpreting the collection to enhance the visitor experience;
- providing a dynamic programme of immersive exhibitions, events, conversations and learning opportunities based on the interests of our diverse audiences and communities;
- developing and promoting the understanding and practice of visual art;
- enriching the cultural, social and civic life of Cork, the wider city, region and Ireland."

The Gallery produced its first Climate Action Map in 2023, which it presented to the Board and submitted to the Department of Tourism, Arts, Culture, Gaeltacht, Sport and Media (now known as the Department of Culture, Communications & Sport) as well as to SEAI, in December 2023. Each subsequent year, the Gallery has implemented and approved a Roadmap.

In 2025, the Green Team met four times to discuss outputs, track progress, and agree on projects. They reviewed the baseline energy metrics for the gallery building, established as part of the M&R, and set targeted reductions for 2030.

- Comment on having reduced our energy consumption in the Gallery by optimising the HVAC system (this was the latter part of 2025)
- Refer to our search for an energy-efficient building to rent (for our temporary office space)?
- Staff now using public transport mostly to get to the offices?
- Green Team introduced staff education workshops focused on sustainability & climate awareness

2. OUR PEOPLE

2.1 Leadership and Governance

The Climate Action Mandate requires that leadership and governance structures for climate action be established and that staff are engaged in climate action and receive appropriate training.

The Gallery established and resourced a Green Team to serve as an integrated driver of sustainability within the organisation. The team reports to the Senior Management Team and, ultimately, to the Board. The Green Team's Terms of Reference were approved by the Senior Management Team and the Board in December 2023, together with the appointment of personnel within the Gallery's existing organisational structure to commence the Green Team's work.

2.2 Climate and Sustainability Champion and EPO

The Green team must have a Climate and Sustainability Champion who reports on all sustainability issues. The Climate and Sustainability Champion is responsible for implementing and reporting on the Mandate. Norma Cuddihy has been appointed to this role.

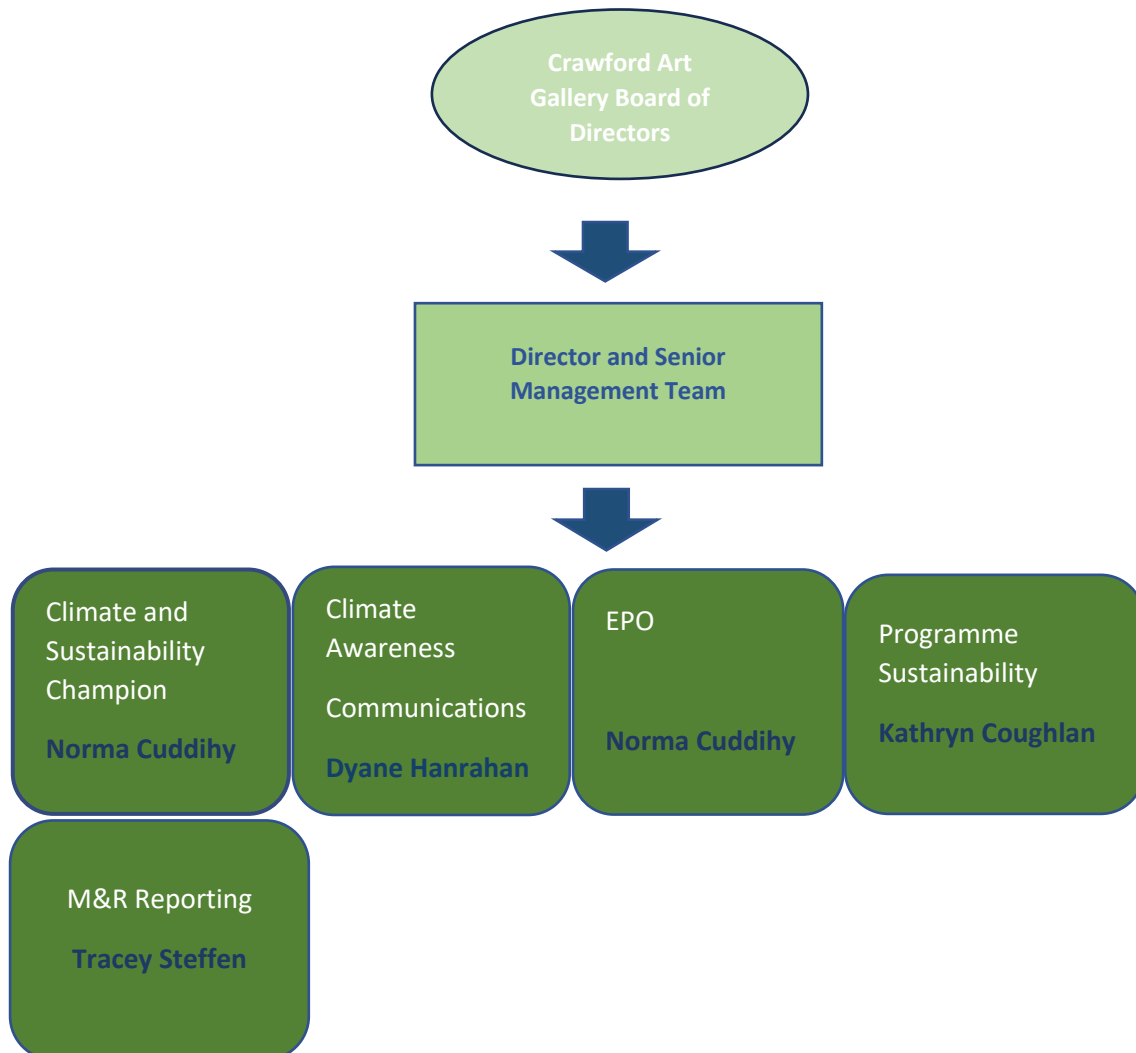
The Public Sector Energy Strategy 2017 requires the appointment of a member of the Senior Management Team as an Energy Performance Officer (EPO). EPOs must have decision-making authority over facilities, corporate budgets, and procurement. In smaller public bodies, an appropriately ranked EPO may also serve as the organisation's Climate and Sustainability Champion. The Gallery has nominated Norma Cuddihy, a member of the Senior Management Team, for the Energy Performance Officer (EPO) role.

The EPO has decision-making authority over facilities management, corporate budgets, and procurement, and responsibilities for corporate and financial reporting, enabling it to:

- Lead the further development of our Energy Management Plan as an integral part of our Business Planning and Performance Management processes.
- Drive the implementation of actions and projects agreed within our Energy Management Plan.
- Assign clear responsibility for implementing our Energy Management Plan and ensure staff have the necessary training and support to carry out these tasks.
- Ensure the timeliness and quality of our annual data reports for the SEAI Public Sector Energy Performance Monitoring & Reporting System.
- Ensure our report for the Annual Memorandum to the Government on the implementation of this Strategy is submitted in a timely manner.

2.3 Governance Structure Green Team

An organisation chart showing the current structure and members of the green team is outlined below:



Crawford Art Gallery – Green Team Membership

Crawford Art Gallery Green Team Member	Role & Responsibility	Email
Norma Cuddihy Head of Operations (Senior Management Team)	Climate and Sustainability Champion (C&SC) Leadership, Reporting, Implementation of the Mandate	normacuddihy@ crawfordartgallery.ie
Norma Cuddihy Head of Operations (Senior Management Team)	Energy Performance Officer (EPO) Oversee facilities, budget and procurement for Climate Action Plan. To seek energy savings, operations and upgrades of existing plant and facilities. Monitor and respond to emails to the Green Team at greenteam@crawfordartgallery.ie	normacuddihy@ crawfordartgallery.ie
Dyane Hanrahan Marketing Manager	Communications & Awareness Campaign Engagement of staff through communications, newsletters, website social media and so on. Objective is to raise and maintain awareness of climate related action plans for the Gallery and keep climate related actions at the forefront, and to encourage collaboration and engagement from staff on climate related matters.	dyanehanrahan@ crawfordartgallery.ie
Kathryn Coughlan Production Manager	Reduce Your Use and Programme Sustainability Exhibitions and Events. Exploration and implementation of sustainable programming, materials usage, recycling and packaging materials for artistic programming.	productionmanager@ crawfordartgallery.ie
Tracey Steffen Finance Department	Green/M&R Reporting	Tracey.steffen@crawfordartgallery.ie
Sean Clarke Board member		seancourbetclarke@gmail.com

Refer to Crawford Art Gallery Green Team Terms of Reference 2022 for further detail on the Green Team.

3. OUR PEOPLE – ENGAGING & TRAINING

3.1 Staff Training Plans

3.1.1 Training and Development plans

An HR Manager was appointed in November 2024 and has responsibility for staff training. In 2025, Training and Development plans incorporated climate action and sustainability training for staff as part of the overall training plan for each relevant staff member.

Cost and time resources were allocated to support this training. In February and June 2025, the entire staff cohort attended Carbon Literacy Training with the Irish Museums Association, and attendees received a Carbon Literacy Certificate upon successful assessment of their submissions. Additionally, in 2025, training and workshops on climate change education and literacy were provided to all staff as part of the Greens Museums Summit.

3.1.2 Green Team Training

Green Team members attended the *Climate Ready Academy-Sustainability Pass training* with Skillnet Ireland in November 2025, which focused on Sustainability and Environmental Policy.

Green Team members also attended National Green Team training sessions with SEAI that focused on the areas of responsibility for each Green Team member, including Transport & Biodiversity and Green Public Procurement in practice.

As part of organisational-wide engagement, the Green Team members also attended the Carbon Literacy Training delivered by Lorraine Finch in February and November 2025 (see next section).

3.2 Climate Action and Sustainability Workshops

In February and November 2025, staff engagement and training workshops on Carbon Literacy were held via Zoom, with a primary focus on raising awareness of sustainability issues and reducing carbon emissions. The workshops also focussed on individual behaviours and explored contributions to the Gallery's sustainability efforts. They introduced practical ways for individuals to adapt their behaviours and the potential impact of these changes. 12 Carbon Literacy Certificates were awarded to those who undertook further Participation Action, outlining actions they could take to reduce their carbon footprint.

The focus in 2026 will remain on reducing carbon emissions, improving energy efficiency, influencing behaviour and reducing waste. Further individual training will be integrated into the Staff Development and Training programme and appropriately resourced. This will be communicated by the HR Department.

3.3 Senior Leadership Training

Staff above PO grade took part in the IPA Sustainability Training for Public Sector Bodies in late 2024, and members of the Board also took part in these workshops. A full roll-out for all board members to complete this training is planned for 2026.

4. OUR TARGETS

4.1 Achieving the energy efficiency target (50% improvement by 2030)

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.
- Update the Climate Action Roadmap within 6 months of the publication of the Climate Action Plan. The 2025 mandate has been submitted to SEAI within the required timeline and will be presented to the board at the June 2026 board meeting to outline compliance.

EnPI baseline of 100.00

The Energy Efficiency Baseline, as recorded by the SEAI Monitoring & Recording (M&R) system, identifies an EnPI baseline of 100.0 when the target reductions were first set in 2009.

CO2 baseline of 184,914 KgCO2 per annum

The SEAI Monitoring & Recording (M&R) system identifies a baseline of 184,914 kgCO2 for CO2 emissions, set in 2016-2018. This baseline includes 93,610 kgCO2 from Thermal and 91,304 kgCO2 from Electricity.

The latest figures available from the SEAI monitoring and reporting website for 2025 show an energy rating of 33.1 EnPI and CO2 emissions of 97,307 kgCO2.

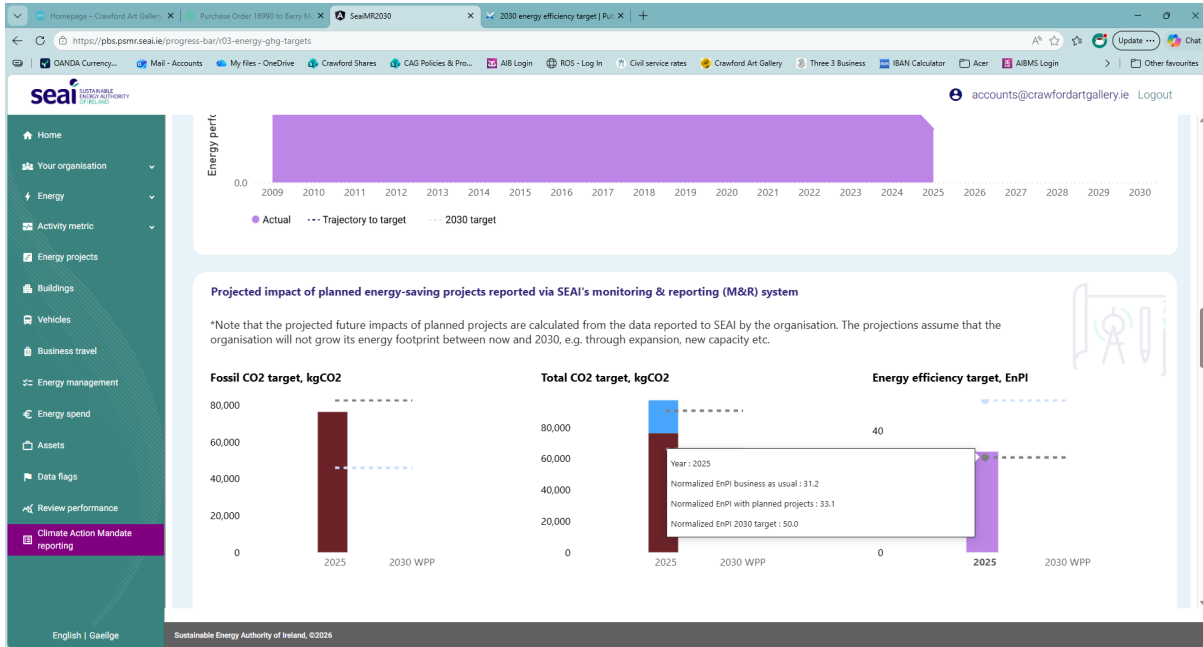
4.2 The gap to target

To achieve the targets in energy efficiency and CO2 emissions by 2030, the Gallery will need to:

- Improve energy efficiency from EnPI 60.3 (in 2024) to EnPI 50.0.
- Reduce CO2 emissions from a baseline of 184,914 kgCO2 to 66,021 kgCO2 over this period across both thermal and electricity. The CO2 emissions reported for 2025, according to the SEAI Reporting and Monitoring website, are 97,307 kgCO2, which is a significant improvement compared with the baseline.

While the figures may look good for the period during which the gallery is closed for redevelopment, we are very conscious of the need to reduce our carbon footprint when we reopen in 2028.

The Integrated Design team has forecast that, after the building’s redevelopment, total kWh will be reduced to 652,144 kWh. Based on 2024 visitor numbers (Gallery closed September 2024 to facilitate MDP), this would result in an EnPI of 33.1.



Improving Energy Efficiency

The EnPI was measured as total kWh per annual visitor, but with the gallery's closure in late 2024, we have needed to change our measurement to the number of full-time-equivalent employees per unit of the gallery's useful floor area.

To make sense of what the EnPI figures mean, we need to compare our current figure with our figures from previous years.

Parameter	Unit	EE baseline	2017	2018	2019	2020	2021	2022	2023	2024	2025
Normalised EnPI	-	100.0	76.8	117.7	109.8	88.3	119.1	64.7	64.2	60.3	33.1
2030 target & trajectory (normalised EnPI)	-	100.0	81.0	78.6	76.2	73.8	71.4	69.0	66.7	64.3	61.9
Change in EnPI since EE baseline	%		-23.2%	17.7%	9.8%	-11.7%	19.1%	-35.3%	-35.8%	-39.7%	-66.9%
Gap to 2030 target	pp	50.0	26.8	67.7	59.8	38.3	69.1	14.7	14.2	10.3	0.0
Improvement required to reach 2030 target	%	50.0%	34.9%	57.5%	54.5%	43.4%	58.0%	22.7%	22.1%	17.1%	0.0%

Our ‘gap to 2030 target’ is the percentage-point difference between our normalised EnPI for a year and our target normalised EnPI. As shown in the table above, our gap to target is zero because the Gallery’s EnPI is already below the target EnPI.

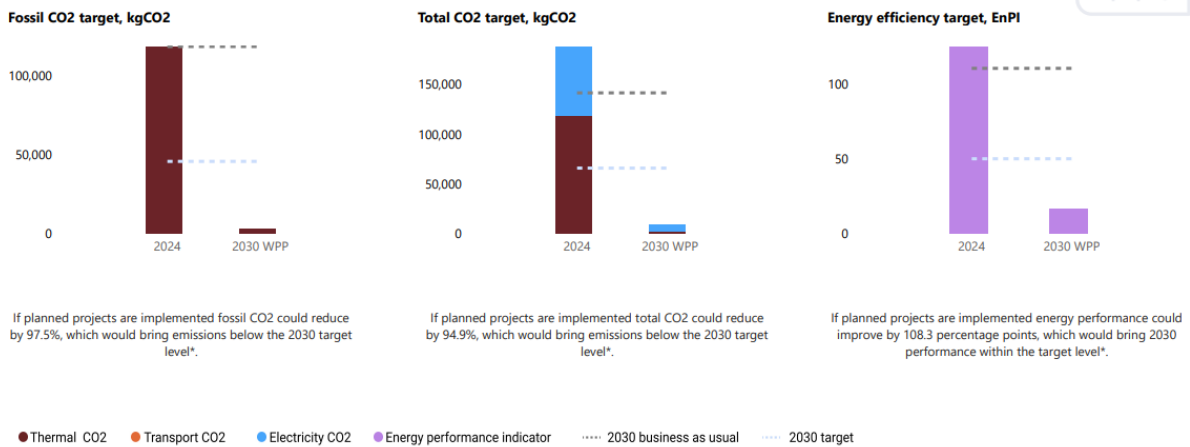
This will change when the Gallery reopens and we revert our metrics to visitor numbers.

CO2 Emissions

The SEAI projects a reduction of 56,242 kgCO₂ in greenhouse gases from supply-side decarbonisation. This is due to the projected decarbonisation of the electricity grid over this period. This leaves a net target for greenhouse gas reductions of 62,969 kgCO₂, which will require initiatives by the Gallery to achieve this goal. The graph below illustrates the EnPI and targeted CO₂ emissions by 2030, taking the redevelopment into account.

Projected impact of planned energy-saving projects reported via SEAI's monitoring & reporting (M&R) system

*Note that the projected future impacts of planned projects are calculated from the data reported to SEAI by the organisation. The projections assume that the organisation will not grow its energy footprint between now and 2030, e.g. through expansion, new capacity etc.



The Crawford Art Gallery Building at Emmet Place is undergoing extensive refurbishment and redevelopment, which commenced in January 2026. This includes refurbishing the existing building and adding a new build area within the current gallery footprint. The construction phase is overseen by the Office of Public Works (OPW), the building's owner. Following detailed design and in accordance with guidelines issued by the Integrated Design Team, the building is expected to achieve a high Building Energy Rating (B or higher) for the refurbished existing building and a Building Energy Rating of A for the new-build areas.

The existing building area is 4,315 m², and it is expected to increase to 6,767 m² once the redevelopment is completed. The Integrated Design partners on the Redevelopment Programme are guiding an overall combined emissions level of 86,300 kg CO₂ for the redeveloped building and 23,836 kg CO₂ for the new elements. This projected emission level of 86,300 kg CO₂ for the existing building represents a reduction of 98,614 kg CO₂, or an anticipated 53% reduction in carbon emissions.

The redevelopment of the building will incorporate new, energy-efficient lighting, heat pump technology, and improved building insulation. As the Crawford Art Gallery building at Emmet Place is a historic building, all energy-related improvements to the existing structure will be sensitively integrated to preserve the building's historical and cultural appearance.

5. OUR WAY OF WORKING

Crawford Art Gallery will report progress on reducing GHG emissions and on sustainability activities, with an emphasis on the following:

5.1 Annual Report

The Annual Report for 2025 and subsequent years will include information on GHG emissions, implementation of the climate action mandate, sustainability activities, and compliance with circular 1/2020 - procedures for offsetting emissions from air travel.

5.2 Energy and Environmental management systems

SI426 of 2014 requires public bodies to report annually to SEAI on the M & R system and to demonstrate exemplary energy management practices. In this regard, Crawford Art Gallery reports annually to SEAI via the M & R system website. Data from gas and electricity meters are automatically uploaded, and travel information is entered annually by the specified deadline. The M & R system is also used in preparing the Climate Roadmap and any updates to it.

The M&R system is also used to monitor energy consumption, identify areas of high energy use, and track energy efficiency and overall energy use for the organisation. Crawford Art Gallery will continue to report energy use through the SEAI Monitoring & Recording (M&R) system.

Additionally, the Crawford Art Gallery has recently registered as a decarbonisation partner with the SEAI. The SEAI has assigned Brian Scannell, an Energy Performance Relationship Officer, in an advisory capacity to help identify gaps, target resources, and provide the support needed to bridge those gaps.

Steps taken in 2025 to improve energy efficiency within the building:

- The AHU and boiler house setpoint is 18 degrees, with a fluctuation allowance of 16 to 19 degrees to keep CAG within guidelines.
- When not constrained by artwork loan conditions, AHU will be switched off. The system was shut down after the Collection's decant was completed in April 2025.
- Heating hours are reduced to 8am to 3pm and are turned off from April to October.
- Zoning based on staff office usage is not feasible because heating zones depend on the construction date of each part of the building.
- Other power-saving measures are communicated to staff, and regular messaging promotes the efficient use of lighting, printers, and plug sockets.
- Implementation of a periodic energy audit once the building is reoccupied after the Redevelopment Phase. The most recent energy audit was carried out in 2023.

5.3 Digitisation

The Climate Action Mandate requires public bodies to review any paper-based processes and assess the potential for digitisation, ensuring that digitisation becomes the default approach.

The Crawford Art Gallery Green Team continued the initiative from 2023 into 2025, with the gallery staff cohort reducing paper-based processes, further exploring the potential for digitisation, and expanding the central server and board portal. This initiative will continue as the Gallery works off-site during the redevelopment.

Other initiatives within the Gallery include:

- Staff are encouraged to think before printing, and if printing is necessary, to print on both sides of the paper.
- Since 2023, only recycled paper has been used for printing – this is monitored and purchased at the central administration level. The total order for 2025 was 35 reams, with a target for a further reduction in 2026.
- Most finance-related operations and communications are now digitised, with processes such as accounts payable, payroll, and bank transactions having been transitioned from paper-based to digital platforms.
- In late 2024, the Gallery moved to a digital Purchase Order system (ApprovalMax)
- Some HR systems have also been digitised, and a fully digital HR system is scheduled for late 2026.
- Documents are stored on secure servers managed by the IT service provider.
- Staff attending meetings now use only their laptops and screens, rather than bringing printed materials.
- Board-related communications are digitised, and all board papers are now stored on a secure cloud-based platform.
- Digital signatures where possible.
- Focus on sustainability when packing artworks for storage, procedures continually reviewed to ensure reduce, reuse and recycle.
- Review of travel and reduction where possible if Zoom can replace.

5.4 Green Procurement

Implement green procurement using EPA public procurement guidance.

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

The ten published criteria 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.

The Gallery has incorporated green and sustainable procurement measures and criteria into public tenders. The assessment of tender responses against green and sustainability criteria has an overall weighting of 5% across all award evaluations.

These sustainability criteria will be introduced into smaller RFQs valued under 50K on a phased basis. Tenderers will be required to respond to sustainability and green initiatives implemented within their organisations. These responses will be weighted accordingly and will contribute to the overall evaluation of the responses. Additionally, the Gallery has published an in-house procurement policy to incorporate these changes into procurement practices within the overall guidelines set out by the OGP.

The Green Team will continue to explore opportunities to incorporate green criteria into procurement to support climate action goals, including:

- Enhanced energy efficiency standards.
- Green criteria for selection and award criteria when procuring all goods and services (reference Circular 20/2019 and Circular 17/2025), using the published GPP guidance and criteria sets, and for the decant of the collection, archive, and fixed assets to facilitate the Master Development Plan.
- The Gallery's Procurement Policy was updated in 2025 to include Green Procurement

5.5 Construction

The Office of Public Works will oversee the Gallery's redevelopment and manage construction-related issues, including the use of low-carbon cement, and incorporate best-practice guidance on resource management for demolition and waste.

5.5.1 Low-carbon construction methods and low-carbon cement

For the following elements 1. New Building Substructure, 2. Hill Wing Substructure, 3. Substructure Water-resisting concrete, 4. New Building Superstructure, 5. Hill Wing Superstructure; GGBS is specified as a Type II addition complying with Clause NA 2.7 of NA:2015 to I.S. EN 206:2013; 30% minimum, 49% maximum.

For the Existing Building ground-bearing slabs GGBS is specified as a Type II addition complying with Clause NA 2.7 of NA:2015 to I.S. EN 206:2013; 21% minimum, 35% maximum.

All timber and timber-based products used on the demolition, clearance and construction works of the project (including site hoarding and formwork, for example) must be legally harvested and traded timber, e.g. certified by the CPET, FSC, PEFC or SFI.

Existing slate, brick, stone and timber shall be salvaged for reuse.

5.5.2 Resource and Waste management Plans for Construction and Demolition projects

All waste is to be segregated and managed in accordance with the principles of the waste hierarchy, i.e., prevention, re-use, recycling, energy recovery and disposal.

A Waste Disposal Plan, in accordance with the guidelines set out by the National Construction and Demolition Waste Council (NCDWC), shall be produced by the Contractor, outlining its proposals for waste recycling and segregation, and providing details of landfill

proposals with target percentages for each element. The Contractor is to highlight and seek approval for any mobile recycling plant and/or stockpiling proposals.

The following legislation should be noted:

- Environmental Protection Agency Acts 1992 and 2003.
- The Waste Management Acts 1996 to 2005 and the associated regulations set out the principles for collection, movement, treatment and disposal of waste.
- Council Directive 1999/31/EC of 26 April 1999 on the landfill of waste.
- Council Directive 2008/98/EC on waste (Waste Framework Directive).
- EU Council Decision on Waste Acceptance (2003/33/EC).
- Best Practice Guidelines on the preparation of Waste Management Plans for Construction and Demolition Waste.
- Department of Environment, Heritage and Local Government July 2006. Waste removal from site must be in accordance with the Waste Management (Collection Permit)

Regulations, SI No. 820 of 2007 and amending regulations, the Waste Management (Collection Permit) (Amendment) Regulations, SI No. 87 of 2008.

Resource Efficiency and diversion from landfill Requirements

The Contractor must develop and implement a compliant Resource Management Plan (RMP) covering waste arising from the project, with the aim of minimising waste and accurately recording and reporting waste data.

The Contractor is required to deliver a copy of the compliant Resource Management Plan and records of the tonnage of waste diverted from landfill quarterly and at completion.

Operational Waste

The building design includes a dedicated area for the segregation and storage of operational recyclable waste generated by the building, its occupants, and its activities. This area shall be:

- a. Clearly labelled to assist with the segregation, storage and collection of the recyclable waste streams
- b. Accessible to building occupants or facilities operators for the deposit of materials and collection by waste management contractors
- c. Of a capacity appropriate to the building type and to the predicted volumes of waste arising from daily or weekly operational activities and occupancy rates. The space size is sufficient to accommodate all waste volumes estimated in the Operational Waste Management Plan.

5.6 Resource Use

The Gallery closed to the public in September 2024, and staff now take home any food waste. When the Gallery reopens in 2028 as part of the Waste Management Plan, food

waste bins will be installed throughout the building. These bins will be periodically weighed and measured by the contract waste collector with the objective of reducing food waste going forward.

Upon the Gallery's reopening, the café operator will also be required to measure and monitor food waste, as required by the tender documents.

5.6.2 Water

Staff have been provided with refillable water bottles, and there are water refill points within the building for staff to use. Until the Gallery closed in September 2024; to protect the artworks on display, the public were not permitted to bring liquids into the building. For this reason, water refill points were not placed in public areas of the Gallery.

Staff are encouraged to conserve water on postering and in communications campaigns. When the Gallery reopens in 2028, this may be revisited to ensure that water points are available for the public in the reception area.

5.6.3 Single Use

Staff have been issued refillable cups for hot drinks and separate water containers mentioned above.

When the Gallery closed to the public, it launched a communications campaign to reduce and eventually eliminate single-use items for staff. In 2025, it expanded this initiative to include lunch items and reusable containers. This practice has continued in the temporary off-site offices.

5.6.4 Other Materials

Recycling bins were available throughout the Gallery for both the public and staff, supporting recycling, material separation, and waste reduction.

Post-closure, bins for general waste and recycling are already in place throughout the Gallery, and staff are encouraged, through education, communications, and posters, to reduce usage and recycle.

Cleaning materials have now been replaced with environmentally friendly cleaning products throughout the Gallery, to 100%.

5.6.5 Other materials - Gallery programming and events

The following considerations are now part of the artistic programming going forward:

- Extending the length of our exhibition runs and reducing exhibition turnover. We are now planning programming strategies for 2028 onwards, with average exhibition lengths increasing from 12 weeks to 16/18 weeks, and some exhibitions extending from 12 weeks to 36 weeks.

- Sustainable travel methodology for loan works and collections. Crawford endeavours to link transport wherever possible to reduce the number of truck runs.
- The Gallery Conservator uses 'Green' solvent gels in her cleaning treatments wherever possible. Using gels for cleaning minimises solvent penetration into surrounding areas, providing a more controlled cleaning method and creating a more environmentally friendly approach to cleaning artworks.
- Identifying and implementing more sustainable wrapping and packaging for collection items and artistic materials for storage, exhibition and transport. All materials are sustainably sourced and reused where possible. We use local suppliers where possible. Modular t-frames are designed to minimise material use. All existing crates are re-used and re-purposed with new foam to make them suitable. Multiple artworks are packed together where possible to reduce packaging. Sculpture cradles and crates are re-purposed from storage shelving within the building. If conditions allow, artworks are soft-wrapped, thereby saving materials and storage space.
- Crawford Art Gallery's Acquisition programme also considers environmental issues through the purchase of artworks, such as Donald Teskey's painting "*Crossing the Firebreak – Gougane Barra*", which evoke debate on climate change and habitat loss.
- Highlighting ecological concerns through our programme in exhibitions such as Heart of a Tree / Philip Toledano, artworks in A Matter of Time, Elaine Byrne, *IF we winter here*, and *Source to Sea*, and the work *Who will tell the bees*.
- Further exploring sustainable ways of making exhibitions deliver a more sustainable model for future programming. This covers repainting, the use of recyclable materials, reusing materials once an exhibition has closed, and the sustainable disposal of materials that cannot be recycled.
- As part of the Decant Tender Framework evaluation process for Offsite Storage and Transport, suppliers were assessed on 'Sustainable Practice and Process'. Tenderers had to outline measures taken to support sustainable practices throughout the lifetime of the framework agreement, including energy use, waste management, responsible sourcing and use of materials, and carbon offsets, etc.
- The environment in the off-site stores is continuously monitored, and wider climate parameters, as specified by the Bizot Group Green Protocol, are adhered to reduce energy consumption and carbon emissions.

6. OUR BUILDING & VEHICLES

6.1 Building

Based on the energy model, the building design meets or exceeds the requirements of Part L (2022) and is projected to achieve an A3 BER for the new build and a B1 BER for the refurbishment, respectively.

Target values for thermal insulation, air leakage/infiltration limits, glazing performance, and M&E equipment efficiency are set out in the Part-L Compliance & BER Report.

Design proposals have adopted renewable energy technologies that utilise high-efficiency electric heat pumps for heating and photovoltaic panels.

Based on the BER analysis (and its inherent limitations), the estimated annual delivered electrical energy for the combined new wing and the refurbished existing building is 652,155 kWh. This assumes negligible operation of the gas-fired boilers.

Crawford Art Gallery will continuously monitor and review HU outputs to ensure minimum operational requirements are met. Up to the point of the building's closure, Crawford Art Gallery ran an ongoing awareness campaign among staff regarding energy use, focusing on behavioural changes and reducing energy use and waste. This will continue at the off-site office location.

6.2 Vehicles

The Crawford Art Gallery does not operate a fleet of vehicles for staff use.

The redeveloped building will not have any parking for private cars. Employees are encouraged to walk, cycle or use public transport to work.

A hybrid working environment is supported, allowing employees to reduce overall journeys to and from work. Bicycle parking spaces are available near the Gallery.

The redeveloped building will provide shower facilities for those who cycle to work.

Compliance with the Climate Action Mandate to date

Crawford Art Gallery has developed a Climate Action Roadmap to align with Ireland's national climate goals and reduce the Gallery's environmental impact, even while it remains closed for major refurbishment until 2028.

Key Focus Areas for 2026

- **Energy and Emissions Reduction**
The roadmap sets out plans to meet targets under the Climate Action Plan 2021, with a strong emphasis on reducing fossil fuel use and improving energy efficiency during and after the refurbishment.
- **Sustainable Operations**
While the Gallery is closed, operational policies led by the Green Team are being reshaped to minimise waste, reduce paper use, conserve water, and eliminate single-use items across the off-site office locations—setting up a sustainable framework for reopening.
- **Sustainable Building Refurbishment**
With no vehicles in use, the focus is on ensuring refurbishment projects are carried out in line with low-carbon building practices and sustainability principles.
- **Regulatory Compliance**
The plan ensures full compliance with the Climate Action Mandate, published on 15 April 2025, by integrating climate considerations into all decision-making throughout the refurbishment period.

- **Training**
Ongoing training and workshops for the Green Team and staff, with a planned onsite seed-starting/sustainable gardening workshop for staff in June 2026
- **Ongoing Review**
The roadmap will be updated annually to adapt to evolving climate policies and technologies, ensuring the Gallery remains on track for long-term sustainability when it reopens.

APPROVED BY THE BOARD: 17/06/2026