

Climate Action Roadmap 2024

For Climate Action Plan 2024



An tSeirbhís Chúirteanna
Courts Service



September 2024

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Introduction

Ireland's Climate Action Plan sets out mandatory requirements for all Public Sector Bodies within the Climate Action Mandate. Part of the mandate is the development of a Climate Action Roadmap and for this roadmap to be updated in line with each successive Climate Action Plan. This third iteration of the Courts Service Climate Action Roadmap, published in September 2024, refers to the Climate Action Plan 2024.

The Courts Service is a statutory independent state agency responsible for the administration and management of the courts in Ireland. It was established by the Courts Service Act 1998, and took over a large historic estate, primarily from the Local Authority and the Office of Public Works (OPW). The Courts Service energy use and carbon generation are solely due to the operation of our buildings and staff travel.

There have been considerable adjustments to the Courts Service estate since 1998 and currently 103 buildings are in use nationwide. The Courts buildings range from small single courtroom venues to the Criminal Courts of Justice (CCJ), which is the largest and busiest courthouse in the country. Some buildings are in daily use as offices and courthouses, while others are only used intermittently on court days. There is a wide range in building age, from the iconic Four Courts constructed in 1785, to our newest venue completed in 2018. The average age of our venues is over 160 years.

Our estate includes 64 buildings with protected status, with many located within Architectural Conservation Areas (ACA). The Courts Service places great value on these buildings, which are rich in judicial and architectural heritage. However, the complexity of the specific conservation requirements of heritage and protected buildings presents a challenge for upkeep, modernisation, and decarbonisation.

Most of the buildings are owned by the Courts Service or the relevant Local authority, but the responsibility for management and maintenance resides with the Courts Service, in cooperation with the OPW. The Four Courts complex and four other buildings are owned by the OPW. Eight buildings are currently in Public Private Partnership (PPP) arrangements – this includes the CCJ which was opened in 2010, and seven regional courthouses completed between 2017 and 2018 on green field sites or as extension/refurbishments of existing courthouses.

1 Our Targets and Project Pipeline

1.1 Our 2030 Targets

Climate Action Plans 2021, 2023 and 2024 mandate consistent 2030 targets for Public Sector Bodies

- to become twice as energy efficient as they were in 2009 and
- to generate half as much carbon as generated based on an annual average over 2016 - 2018.

The Courts Service reports annually on our energy consumption using a Monitoring and Reporting (M&R) platform developed by the Sustainable Energy Authority of Ireland (SEAI). New M&R software launched in 2024 incorporates the new carbon and energy efficiency targets.

Energy Efficiency Target

The energy efficiency target is a 50% improvement compared to a baseline of 2009 measured relative to an activity metric. The Courts Service activity metric is adjusted floor area, which takes account of our expanding estate. Progress relative to this target is calculated via the M&R which shows that the Courts Service is **35.8%** more energy efficient in 2023 than in 2009. A further 22.2% improvement is required to reach our 2030 energy efficiency target (noting that 22.2% of 2023 energy consumption equates to a 14.2% of 2009 consumption).

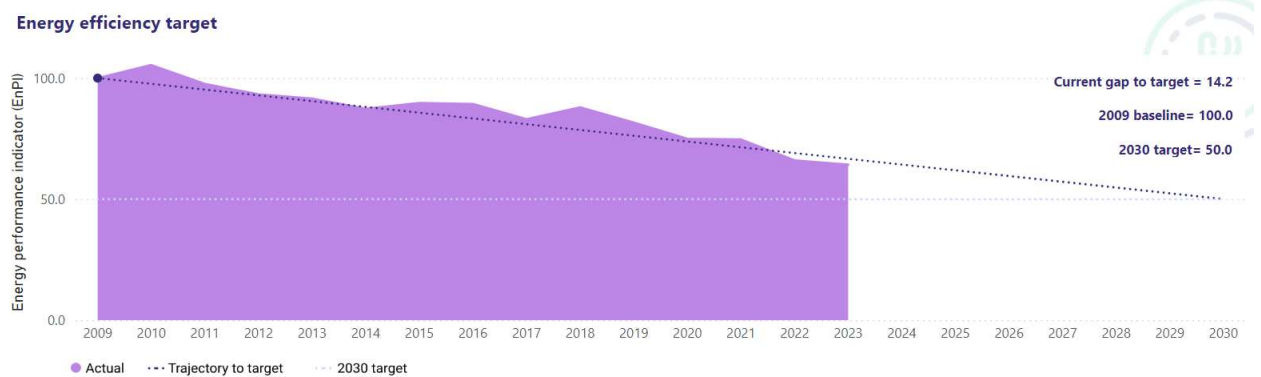


Figure 1: Extract from Courts Service 2023 M&R scorecard for Energy Efficiency

Energy efficiency efforts which have been effective to date will be continued, iteratively and in more venues, with a focus on aligning energy use with operational requirements, upgrading equipment and controls, applying deeper upgrades, and optimising user behaviour via continual staff engagement.

Decarbonisation Target

The decarbonisation target is relative to a baseline of 2016-2018 average and has two elements:

- a 51% reduction in the carbon generated in the burning of fossil fuels for heating on site (oil, LPG) and
- a 51% reduction in the total carbon generated from our total energy use (to include heating fuels on site, gas, and electricity).

This target was introduced from 2021 onwards and is absolute - as such it does not take organisational changes, modernisation, or expansion into consideration (except via exemption in limited cases of very significant change).

Achieving the on-site decarbonisation target requires a continuation and expansion to our summer programme of heating system upgrades and where feasible, a transition from traditional hydrocarbon-based combustion to cleaner heating options such as heat pumps, biofuels, and district heating. The second target will be largely influenced by national initiatives to progressively decarbonise the electricity grid and gas network.

Progress relative to both decarbonisation targets is calculated via the M&R – the Courts Service result for 2023 and indicates that:

- Our carbon generation from fossil fuels on-site was **17.1%** less than the baseline as shown in Figure 2, and
- Our total carbon was **23.6%** less than the baseline as shown in Figure 3.

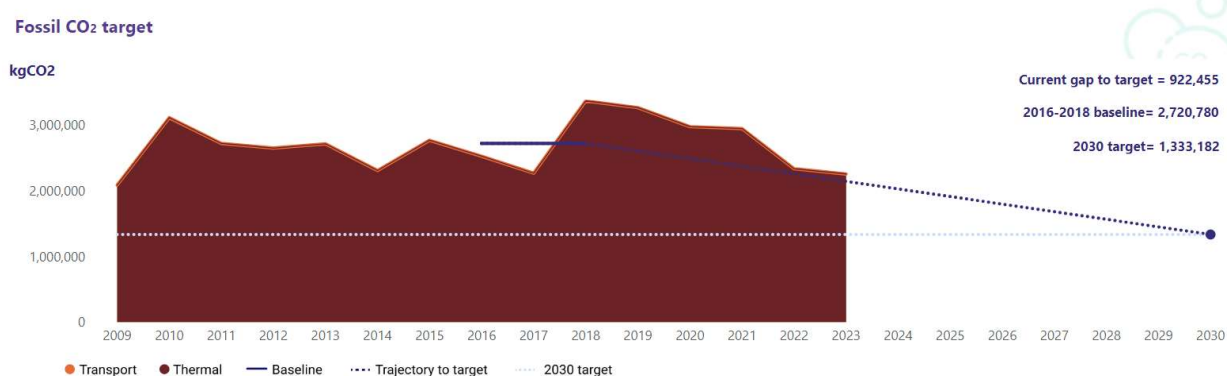


Figure 2: Extract from Courts Service 2023 M&R scorecard for Fossil Decarbonisation

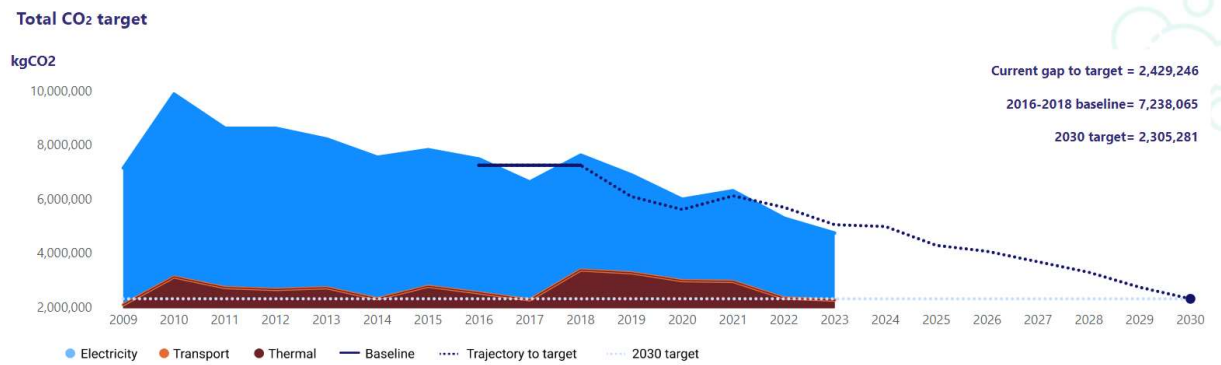


Figure 3: Extract from Courts Service 2023 M&R scorecard for Total Decarbonisation

1.2 Estate Configuration

Past Changes

The energy consumption data for the Courts Service indicates several significant past changes in our estate configuration, namely the addition of the CCJ in 2010 at 23,000m² and the addition of our seven regional PPPs in 2017/2018. Both additions are clearly visible on our M&R results in figures above and Gap-to-Target (GtT) analysis below. The impact on our energy efficiency performance is not significant, as this is measured relative to our activity metric (area), which increased significantly at each addition.

However, the impact on our carbon performance and targets is significant – as the 2030 target is based on our 2016 to 2018 average - in 2016 and for part of 2017 the seven regional PPPs did not form part of our estate, while in 2018 a substantial increase is noted. This means the baseline of our absolute carbon targets are lower than they would have been if all our PPPs had been in operation before the target year averages i.e. our targets will be more difficult to achieve because our baseline is artificially low. The impact of this is visible for 2019 to 2021 where our carbon generation is above the baseline, but 2022 and 2023 data shows this upswing has been largely reversed, bringing us largely back in line with the glidepath.

Future Changes

The Courts Service is currently developing a dedicated Dublin Family Court (DFC) adjacent to the Four Courts. The new building is due for completion in 2028 and will likely result in the full or partial exit from currently leased buildings. The DFC will be either a Nearly Zero Energy Building (NZEB) or a Zero Energy Building (ZEB) in line with applicable Building Regulations at time of construction. Full details on area, systems, energy, and carbon

modelling are not yet available and have not been incorporated in the current Gap to Target modelling.

The Courts Service is a public facing service and most of our buildings provide a combination of courtrooms, public counters, and staff offices. As such, across much of our estate we are less impacted by the move to a home working arrangement since the Covid-19 pandemic than many other public sector organisations. For our limited office-based venues, the impact is more notable and may offer opportunities for more efficient use of space. However, we are also working in a changing environment with our Modernisation Programme still in progress and the 2023 Judicial Planning Working Group (JPWG) report recommending a significant increase in the number of judges with an associated increase in supporting staff members, accommodation, and infrastructure. The impact on our overall estate of these interconnected and overlapping changes is yet to be determined and has not been incorporated in the current Gap to Target modelling.

Energy efficiency and decarbonisation actions will be reviewed and updated in future iterations of the Climate Action Roadmap to recognise future changes to estate composition, once sufficient level of detail is available.

Significant Energy Users

The Courts Service energy consumption and carbon generation is due to our buildings alone - no organisational vehicles are used. Although the Courts Service has a large estate with 103 venues, a substantial portion of the energy consumption is due to a relatively small number of venues.

- Our three largest buildings, all in Dublin city, are responsible for circa 40% of our energy consumption, namely.
 - The Criminal Courts of Justice (CCJ), a Public Private Partnership (PPP) building.
 - The Four Courts, an OPW owned complex.
 - Phoenix House Headquarters, a leased venue.
- Twenty buildings are responsible for three quarters of our energy consumption which, in addition to the three listed above, include:
 - 7 Regional PPP Buildings.
 - 10 Courts Service operated buildings in regional towns and Dublin.
- Twenty-six of our non-PPP buildings are part of the *Optimising Power at Work* program run by the OPW.

The projects required to reach our 2030 targets are heavily focused on the Significant Energy Users (SEUs) identified above. However, opportunities for improvement are sought in all venues.

Pathfinder project

The carbon reduction targets will be most challenging for our sixty-four protected heritage venues which present unique challenges.

To identify the appropriate technical solutions, costs, and operational disruption to decarbonise our heritage buildings, we partnered with SEAI and the OPW on the Pathfinder program for two sample courthouses. A detailed investigation of both buildings took place throughout 2023 with opening-up works to identify fabric makeup and U-value, air pressurisation tests, heritage review, condition surveys, thermal modelling, and combinations of measures to decarbonise and reach BER B targets. The output report with recommendations and costs was finalised in December 2023 and identifies disruption and costs beyond those anticipated and highlights the huge challenges in decarbonising our heritage stock. Rather than a single project approach from current condition to BER B, the Courts Service is proposing to proceed to 2030 targets in a more incremental fashion to reduce operational disruption and align with funding available. We continue to engage with SEAI on other pathfinder opportunities across our estate.

1.3 Our Gap-to-Target Tool

SEAI developed a Gap-to-Target (GtT) tool to extract historic energy use and carbon generation data from the M&R database, thus providing each Public Body with a customised and full-estate overview. This allows us to accurately model the impact of energy efficiency and decarbonisation projects and more importantly, to understand the type, scale and timeframes of the projects required to reach our 2030 targets. This project pipeline forms the basis of this Climate Action Roadmap.

In advance of using the GtT tool, the energy efficiency and decarbonisation benefits of a wide range of projects were quantified using the Courts Service detailed energy database. The projects were extracted from Registers of Opportunity following SI426 energy audits, internal reviews, as well as reactive and planned maintenance projects. The projects modelled range from well advanced and funded projects at tender stage, to early concept projects, with delivery timelines set accordingly up to 2029. The impact of projects and timelines was modelled using the customised Courts Service GtT tool, thus identifying the actual combination of projects required to reach our dual targets. Delivery of these projects represents the success scenarios as set out in the following sections.

In 2024 the SEAI migrated to a new Monitoring and Reporting platform. Full GtT download capability was not yet available with the new application at time of writing, and therefore the GtT from the preceding software is the latest edition. As such for this iteration of our Climate Action Roadmap we have retained our latest GtT populated with 2022 data. For our next Roadmap in 2025 we expect to have full application functionality and will update the GtT to 2024 data (subject to date release aligning with a June publication schedule). The outputs of the GtT for Energy efficiency and carbon are presented in Figures 4 and 5 below.

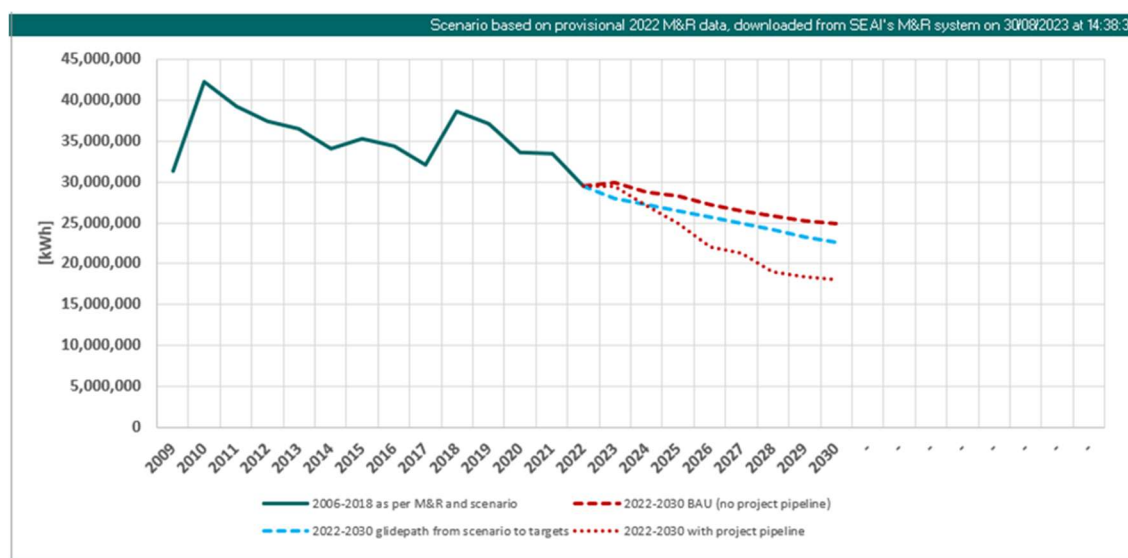


Figure 4: Extract from GtT Energy Efficiency results

Two scenarios were generated within the completed GtT tool - a Business as Usual (BAU) scenario and a success scenario.

Scenario 1: Business as Usual

The energy efficiency BAU as-is scenario is represented by the red dashed line in Figure 4 above and assumes that the pace of improvements in energy efficiency to date will be maintained to the end of the decade. This BAU scenario reflects the significant investment of resources and finances over the past decade in our sustainability actions. The model shows that continuing BAU would result in an improvement of **44.7%** in energy efficiency by 2030 (compared to 2009), falling short of the 50% target.

The decarbonisation BAU scenario is represented by the red and blue dashed line in Figure 5 below, representing two starting points - our 2022 and baseline (2016-2018 average) carbon generation. This highlights that by 2030, if we rely solely on the decarbonisation of the

grid without delivering a pipeline of projects specifically targeted at decarbonisation, we will fail to reach our targets by a significant margin.

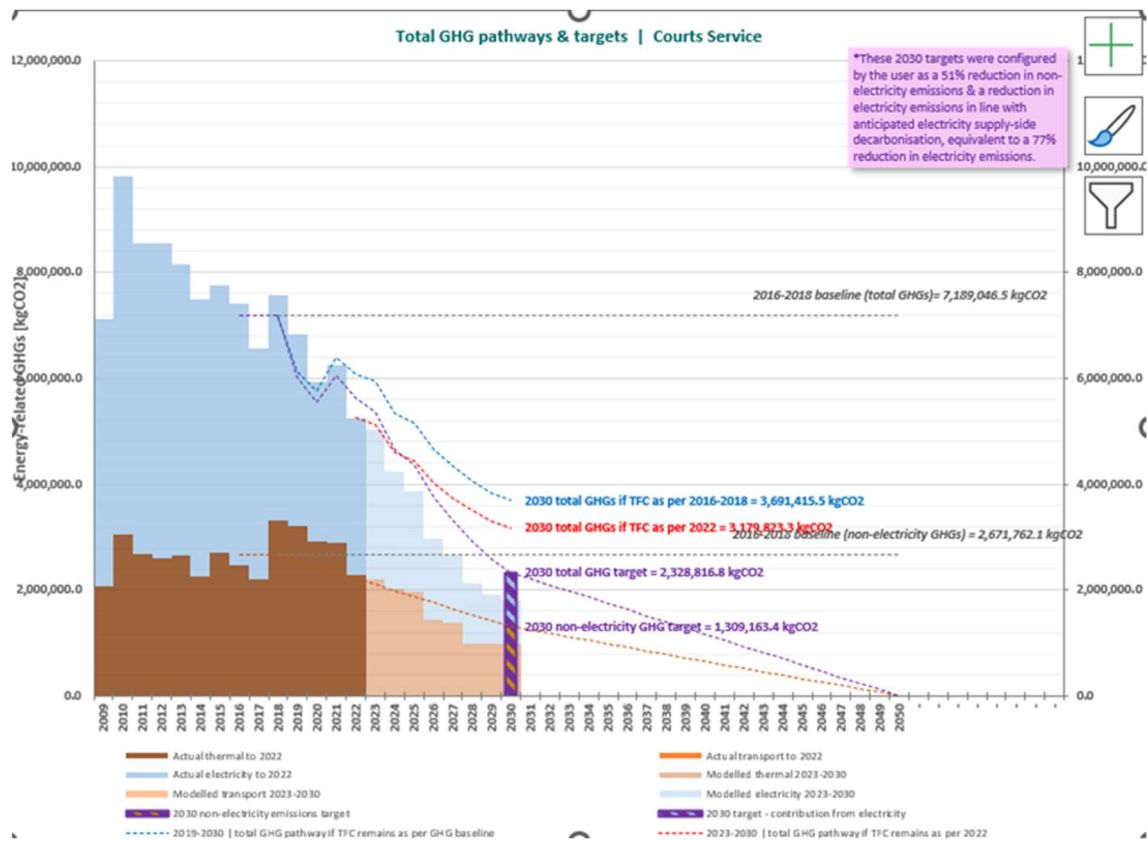


Figure 5: Extract from GtT decarbonisation results

Scenario 2: Success Scenario

Under the success scenario the energy efficiency and decarbonisation targets are fully achieved via the completion by 2029 of the range of projects entered in the GtT tool. A list of potential projects to achieve targets are set out in Figure 6, with details on measure, venues involved, project readiness status and estimated timeframes for delivery. Many late decade projects are at early concept stage and therefore there is considerable uncertainty inherent in the project pipeline.

Any external funding for measures is also highlighted – these include potential funding from the SEAI under a pathfinder lighting programme, co-funding from the OPW for measures in OPW owned buildings, and potential funding from our PPP partners (e.g., contractual lifecycle cost replacement, benefits sharing). Note no co-funding is guaranteed at this stage for most projects.

There is considerable overlap between energy efficiency and decarbonisation, with many projects delivering both benefits, for example controls optimisation which reduces both electricity and heating fuels. However, projects that reduce electricity only (e.g., lighting upgrades) are classified as energy efficiency projects only and will not contribute to our decarbonisation goals (see section on Decarbonisation Targets above). Specific decarbonisation focused projects are therefore required, and these are focused on fuel switching from hydrocarbon fuels to biomass or bioLPG boilers, or the displacement of some of the boiler load with electric heat.

The Courts Service established a dedicated Sustainability Unit in 2020 and with the full support of the Senior Management team the unit has received increasing resourcing and funding in the intervening years. The Sustainability Unit will be responsible for delivering the majority of the non-PPP projects identified. We will do this in many instances in cooperation with the OPW and dependencies are noted. We also plan to establish internal frameworks to allow us to progress projects at a greater scale as the decade progresses. Several projects are maintenance projects (*) or venue refurbishments (**), in line with the modernisation of our estate, and these are led by the relevant Regional Office with Sustainability Unit engagement and funding for additional energy efficiency and decarbonisation measures in many cases. Work in our PPP venues will be carried out in cooperation with our on-site PPP partners, with funding mechanisms and contractual implications to be fully investigated.

Delivery	Action	Venue	Project Readiness Stage						External Funding	Energy Efficiency Action	GHG Action
			1 Conce	2 Priority	3 Scope	4 Business	5 Design	6 Tender			
2024 -	Staff Engagement & Comms, Green teams	Ongoing - All venues							N	Y	
2030	Minor energy efficiency projects	Ongoing - All venues							N	Y	Y
2024	BMS Optimisation	CCJ						x	N	Y	Y
	Four Courts Lighting upgrade.	AUD 2nd Floor.						x	N	Y	
	Heating System and Controls upgrade	Phoenix House						x	N	Y	Y
	Full building Fan Coil Unit replacement*	Phoenix House						x	N	Y	Y
	Courtroom lighting upgrade	7 x BAM PPP courthouses						x	PPP	Y	
	Lighting Upgrade	CCJ				x			PPP	Y	
	Venue refurbishment - fabric and systems**	Balbriggan Courthouse						x	N	Y	Y
2025 -	Boiler Replacement & Controls upgrade, w/fuel switch	Listowel, Belmullet						x	N	Y	Y
	Boiler Replacement & Controls upgrade, w/fuel switch	Athlone, Thurles, Gorey		x					N	Y	Y
2026 -	Install Photovoltaic panels and Heat Pump	7 x BAM PPP courthouses						x	PPP	Y	Y
2026	Four Courts Boiler Replacement	Four Courts		x					OPW	Y	Y
	Venue refurbishment - fabric and systems**	Mallow District Court						x	N	Y	Y
2026 -	Install Photovoltaic solar panels	10 venues per annum						x	PPP	Y	
	Lighting Upgrade program (pathfinder)	3 venues per annum		x					SEAI	Y	
2029	Oil Phase-out boiler replacement	3 venues per annum		x					N	Y	Y
	Install Photovoltaic solar panels	10 venues per annum	x						N	Y	
2027 -	Boiler Replacement with Heat Pumps, w/peaking		x						PPP	Y	Y
2028	boiler	CCJ									

Figure 6: Project pipeline for achieving 2030 targets.

1.4 Achieving the energy efficiency target

The GtT energy efficiency extract (Figure 4) highlights the path required for consistent annual progress to target via the blue glidepath. Looking backwards it shows a sharp correction achieved by the Courts Service in 2022 (an 11.7% improvement on 2021 energy efficiency) due to the removal of the Covid impact and significant projects delivery in 2021 and 2022.

The dotted red line in Figure 4 indicates progress to target based on the project pipeline entered in the GtT tool, using optimistic end of project timeline range. This shows a gradual correction to meet the glidepath between 2024 and 2025 and to exceed target by the end of the decade, reaching a **60%** improvement in energy efficiency by 2030 relative to 2009. This overshoot allows a small cushion against project delay, abandonment or underperformance and will be continually revisited in roadmap iterations.

The energy efficiency projects included are listed in Figure 6 and at a high level are focused on the following actions:

- Boiler replacement with controls upgrade
- Controls optimisation
- Lighting upgrades
- Asset renewal and maintenance
- Whole building refurbishments
- Installation of Photovoltaic solar panels
- Installation of Heat Pumps
- Minor projects to eliminate waste energy.
- Staff Engagement

1.5 Achieving the carbon emissions reduction targets

The GtT carbon extract (Figure 5) highlights the carbon currently and historically generated from our heating systems in dark brown, while the dotted red line indicates our baseline (2016 – 2018 average) on which our 51% decarbonisation target is based. The uplift between 2017 and 2018 is due to the service commencement of seven new PPP buildings, while the impact of Covid-19 is apparent in 2020 and 2021. These uplifts resulted in an increase in our carbon generation above the baseline, but this trend has been reversed since. The light brown area shows our projected future carbon generation based on the planned and proposed project pipeline, indicating a gradual reduction in the coming years to maintain the glidepath and to exceed the 2030 target. As with the energy efficiency target, this cushion will

need to be continually revisited in roadmap iterations as project progress is evaluated.

The decarbonisation projects included are listed in Figure 6 and at a high level are focused on the following actions:

- Boiler full or part replacement with Heat pumps
- Boiler replacement with Biomass or BioLPG boilers
- Fuel switching existing boilers.
- Controls optimisation
- Whole building refurbishments
- Minor projects to eliminate waste energy and staff engagement.

1.6 Funding, Dependencies and Risk

Our project pipelines to achieve targets are ambitious, involve work in multiple locations simultaneously, significant resourcing and funding. We will review the suitability and deliverability of these projects within the proposed timeframe on an ongoing basis and update the roadmap as required.

In relation to our project proposals it is essential to note that:

- there has not been a significant allocation of funding for this work via the National Development Plan (NDP) funding streams,
- the Courts Service is noted as a National Portfolio Lead under the Building Stock Plan Stage 2 and may not fall under the funding umbrella of the OPW.

As such, the funding source for most projects has not been identified and is not clear at this point. Similarly, the human resources, both internally and within the broader consulting and construction industry, are noted as potential constraints. To date we have had a heavy reliance on the OPW technical teams, timelines, frameworks and their continued cooperation and support is essential in the successful delivery of many of our projects. We are also heavily dependent on the continued cooperation of our PPP partners in our decarbonisation journey. The Courts Service Management and Board have approved this roadmap and its proposed project pipeline and timeframe, subject to the availability of adequate funding, resourcing, and industry capacity.

2 Our People

2.1 Leadership and Governance for Climate Action

Our Leadership

- **Climate and Sustainability Champion:** Assistant Secretary John Cleere. John is Head of Corporate Services Directorate and a member of our Senior Management Team. He has decision making powers with respect to facilities, corporate budgets, and procurement.
- **Energy Performance Officer:** Principal Officer Úna Murphy. Úna is head of the Sustainability Unit within the Corporate Services Directorate and is responsible our climate action and reporting.

Our Green Team

Since 2020 the Courts Service has had a Sustainability Unit within the Corporate Services Directorate i.e. our green team. The Unit is responsible for reporting on the M&R, energy efficiency and decarbonisation projects to comply with public sector targets, staff engagement and biodiversity.

The unit has 7 members including:

- Head of Climate Action, Principal Officer.
- Three Technical Higher Executive Officers (HEO).
- Staff Engagement and Communication, Higher Executive Officer (HEO).
- Two Administrative staff (Full time and part time Executive officers).

Our Governance Structure



Figure 7: Climate Action Organisational structure

2.2 Our Strategies

The Courts Service *Environmental Sustainability Strategy 2021 – 2024* was published after establishment of our Sustainability Unit in 2020 and is publicly available at courts.ie. The strategy sets out the priority areas and initial steps in our sustainability to 2024 via four distinct, but interconnecting priority activities as set out below:

- The overarching sustainability priority for the Courts Service is to progress incrementally towards, and achieve, the public sector **energy efficiency and decarbonisation** targets for 2030. Ten essential actions have been identified to set the groundwork for this transition.

- The second priority area is **engagement and communication** with colleagues, the Judiciary, and stakeholders to increase knowledge and awareness, keep all informed of our responsibility and goals, and empower our colleagues as partners in this transition.
- The focus of priority 3 is on actions to manage and **minimise the non-energy finite resources** we use, with the aim of becoming a resource-accountable organisation.
- Priority 4 sets out the path to identify **biodiversity** opportunities within our estate and actions required to take the first steps in managing our public lands in a pollinator-friendly manner.



Figure 8: Environmental Sustainability strategy Priorities

The Courts Service *Estates Strategy 2022 – 2025* also sets out our broad ambition in relation to modernisation of our estates.

2.3 Engaging and Training Staff

A key priority of the Courts Service *Environmental Sustainability Strategy 2021-2024* is Engagement and Communication with the stated aim of creating, formalising, and expanding channels of communication around sustainability with Courts Service colleagues, the Judiciary, other courts users and external stakeholders. It is recognised that environmental and sustainability goals and targets will only be achievable with large scale participation from all. While the technical and systems-based initiatives are suitable for an organisational approach, minimising energy and finite resource use requires constant attention and effort at point of use.

Our Communication

Communication is a key to ensure a shared sense of ownership of this societal and organisational challenge, to capture ideas and opportunities for solutions and to share details on initiatives and progress. The Sustainability Unit communicates with staff on an ongoing basis via articles in our bi-weekly internal newsletter, emails to all for bank holiday and Courts break shutdowns and articles in our Courts Service news. Through these channels we share details on the work of the unit, our progress relative to our strategic objectives, our green volunteer team actions, the broader climate action context including updates on public sector target and interesting general content in relation to sustainability.

We developed a Sustainability page on our Courts Connect intranet, which is accessible to all staff and frequently referenced in our communications. It provides access to our *Environmental Sustainability Strategy*, our sustainability actions, Climate Action Plans, our Climate Action Roadmaps, Public sector annual reports and *Reduce Your Use* resources.

We provide regular updates to our Senior Management Team, Board, committees and regional management on sustainability obligations and actions. We provide updates on our energy consumption, carbon generation and progress relative to targets in our annual report.

Our Campaigns

The Courts Service Sustainability Unit run a

- ***One Small Change* campaign**



One of our strategic goals was to develop a recognisable and ongoing sustainability-focused staff engagement campaign. In preparation for our first campaign, two members of the Sustainability Unit took part in SEAI Staff Engagement Accelerator Program in 2021 and availed of the follow-on support to develop a logo and visuals for our campaign. The result was the ***One Small Change*** name and logo which we now use and incorporate in all our sustainability engagement. In 2021, we launched our first annual *One Small Change* campaign – a month-long campaign to draw attention to small changes in behaviour staff could make, which cumulatively help to make our organisation more energy efficient and sustainable. Each week a new, simple energy saving idea was presented,

with regular email communication and corresponding posters displayed in our venues. We were delighted to be recognised in the Green Teams National Program training with examples highlighting our organisations efforts, in particular the *One Small Change* campaign and the leadership from our CEO as demonstrated in the forward to our Environmental Sustainability Strategy.

In 2024 we returned to our *One Small Change* campaign, reigniting and spreading some of our earlier ideas. One focus was on reducing the electricity used for lighting our buildings, by expanding the light sticker as shown below. We are rolling this signage out to all buildings nationwide where manual lighting is in use and to make staff aware of the location of light switches in their area and encouraging action when the lights are not required. This simple prompt has been very well received by staff who have seen it as an invitation to take individual action and the difference is notable in many venues.



Figure 9: *One Small Change* light switch stickers campaign

- **Plastic Free July campaign**



In line with the global Plastic Free July® movement, whose aim it is to encourage a solution to plastic pollution, we choose a practical initiative every year to encourage our staff to reduce their plastic use at work. In 2023 we procured and distributed reusable keep cups to all staff while sharing detailed information on the daily amount of coffee cup waste generated in Ireland and the impact of these single use items on the environment. For 2024 we turned our focus to reusable water bottles. Both cups and bottles are printed with the Courts Service logo for use on work premises. See single use section on page 28 for further details.

- **Reduce Your Use campaign.**

In 2022 and 2023, in recognition of the impact of the war in Ukraine on energy security and costs, we participated in the OPW/SEAI *Reduce Your Use* energy efficiency campaign. The campaign included both mandatory energy reduction measures for public bodies and an information campaign with twice weekly communications for public sector staff, energy awareness resources, online seminars, live webinars, and one-to-one online energy clinics. We were honoured to be recognised as leaders in staff engagement with the inclusion of our *One Small Change* posters in the *Reduce your Use* campaign materials. A dedicated page on the *Reduce your Use* campaign was also set up on Courts Connect intranet, where all the information on the diverse topics and associated webinars and resources are available. Regular information on the campaign was also circulated to staff in our biweekly internal newsletter.



Figure 10: Staff nationwide wearing their Courts Service fleece.

One *Reduce your Use* campaign topic was increasing comfort at reduced temperatures by adopting a ‘cardigan culture’ and keeping an extra layer at hand for the cooler months. To support this initiative the Sustainability Unit procured and distributed a Courts Service fleece to each staff member. The fleece enhanced comfort and incentivised staff to move away from previous actions of automatically increasing heating and/or using alternative high energy use appliances such as plug in radiators. The fleeces were welcomed by staff and continue to be utilised nationwide across the organisation and are provided to all new started during induction. This has been one our most visible and successful sustainability initiatives with communication on the message circulated annually as we enter heating season.

Our Green Volunteer teams.

As well as the Sustainability Unit team, whose core role is climate action, in 2021 the Courts Service established a group of 'Green Volunteers' from all grades and venues nationwide. Our teams traditionally met regularly online but from 2023 the Sustainability Team began travelling to meet the Green Volunteers on-site to gain greater insights and understanding. To date we have visited 15 sites, conducting a walkaround to capture ideas and highlight opportunities such as reducing energy waste, improving recycling facilities and enabling action. Following visits, the Sustainability team produce a report with images of recommendations that green volunteers and their colleagues can action locally to make improvements. We provide resources to assist including energy saving timer plugs, waste segregation posters, switch off visual reminders and light switch stickers.

Our Optimising Power at Work partners

Twenty-six courthouses are under the OPW *Optimising Power at work* program, and we work very closely with our nominated energy advisors in these venues. The advisors carry out regular site visits and on-site staff engagement events recommenced in 2023 (after a break during covid). These events include workshops on energy, carbon, and climate change issues, as well as location-specific actions and information on waste, single-use plastic, water, and biodiversity. The advisors also provided a one-to-one clinic for staff members who wish to learn about energy efficiency, projects, and grants in the home.



Figure 11: Optimising Power at Work energy clinic in Limerick Courthouse.

2.4 Our Climate Action training

In late 2023, the Department of Justice approved the Institute of Public Administration's (IPA) Climate Action Leadership programme for roll out to all senior managements at Principal Officer level or above to meet the obligations as set out in Climate Action Mandate 2023. All required attendees within the Courts Service have been enrolled with IPA with most complete or significantly complete by mid-2024. We will expand course availability to newly appointed colleagues at Principal Officers level from Q3 2024. For our next iteration of training, we may consider acquiring customised in person training.

In addition, we continue to cooperate with our Learning and Development (L&D) Unit in development of Sustainability training modules as follows:

- We produced short training videos on Building Management System (BMS) operation to enhance understanding and encourage engagement. This training is for service officers and all staff who interact with the new standardised BMS interface which we are rolling out in all locations.
- We provide access to the *SEAI Energy Academy* training via our L&D online portal, initially trialling access with our green teams to provide them with information, examples, and ideas that they can action locally and incorporating their feedback before making the training available to all interested staff via our intranet.
- In 2023 we began incorporating Sustainability information within induction programmes for new staff. We provide an overview of our sustainability obligations, campaigns and achievements and introduce our *One Small Change* campaign and volunteer green team. A Courts Service fleece, reusable keep cup & water bottle is made available to each new staff member.

3 Our Ways of Working

3.1 Annual Report

The Courts Service 2023 Annual report will contain the following information in accordance with the Climate Action Mandate:

Climate Action in 2023

Sustainability activities report

In 2023, the Courts Service focused our Sustainability resources on the public sector Climate Action Mandate and on key 2023 actions set out in the Environmental Sustainability Strategy 2021-2024. Actions taken include:

- We published our first Climate Action Roadmap in Q1 2023 aligned with Climate Action Plan (CAP) 2021, followed by our second Climate Action Roadmap in Q3 2023 aligned with CAP23, full compliant with the mandatory timelines.*
- We developed a full Gap-to-Target analysis, identifying and quantifying the projects required to reach our public sector 2030 energy efficiency and decarbonisation targets, which was central to an evidence-based Climate Action Roadmap.*
- We invested €1.5m in upgrades to thermal plant and systems, fuel switching/migration to electric heating, building controls and automation, energy efficient lighting, digital monitoring, and insulation.*
- We expanded our staff engagement programs and green team activities.*
- We participated in the Optimising Power at Work program in 26 of our venues and organised staff workshops and engagement events nationwide.*
- We engaged with the Department of Justice on sourcing suitable Climate Action training for all staff at PO level and above (as required per CAP) with selection complete in December 2023.*
- We participated in the Reduce Your Use campaign, a Public Sector wide energy efficiency initiative developed by the Sustainable Energy Authority of Ireland and the Office of Public Works.*
- In preparation for 2024 mandate requirements, we have allocated resources to achieve ISO50001 certification.*

- We commenced a full review of our estate to inform the development of a greener travel policy and continue to monitor central Government guidance in this regard.
- We produced an Energy Efficiency and Decarbonisation Action Plan for the Criminal Courts of Justice (CCJ) in June 2023. The Plan proposes a set of targeted actions and upgrades until 2027. We estimate that the plan could reduce energy consumption by 50%, or €0.650m annually, between now and 2027 if fully implemented.

The Pathfinder Project is a programme of the Sustainable Energy Authority of Ireland (SEAI) to assist public bodies to carry out deep decarbonisation on their buildings to meet Climate Action Plan targets, and to achieve a Building Energy rating of B or better. Ennis and Sligo courthouses were accepted onto the project and are the only protected structures within the programme. The SEAI agreed to co-fund works at 50% of project cost to the value of €3 Million. A detailed report was delivered in December and an assessment of next steps will take place early in 2024.

Monitoring and Reporting 2023

In 2023 the Courts Service was fully compliant with all reporting requirements via SEAI's Public Sector Monitoring and Reporting System for our energy consumption across our estate and our provisional M&R results (as of June 18th, 2024) are provided below. From 2024, the annual report will include as section on our progress in implementing the individual mandate requirements using the M&R data.

The Sustainable Energy Authority of Ireland Monitoring and Reporting provisional result for 2023 for the Courts Service Monitoring indicate:

- Total carbon emissions of **4,734,526 kgCO₂**, an improvement of 10.8% compared to 2022.
- Energy Efficiency improvement of **35.8%** compared to 2009.
- Total final energy consumption, weather adjusted of **20,582,889 kWh**.
- Total energy expenditure of **€4,387,091**.

Official Air travel

In 2023 the Courts Service was fully compliant with Circular 1/2020: Procedures for offsetting the emissions associated with official air travel. We calculated the carbon generated from air travel in 2023 as **21.93 tonne** and paid an on-time contribution of **€1,063.63**.

3.2 Comply or Explain

We plan to include information in the annual report on implementation of the individual mandate requirements using a 'comply or explain' approach once this element becomes available on the new SEAI M&R platform.

3.3 ISO50001 Certification

The *Climate Action Mandate* calls for all large Public Sector Bodies with an energy spend of greater than €2 Million per annum to achieve formal environmental certification to ISO50001 by the end of 2024. The Courts Service is an obligated party in this regard as we had a spend of €4.38 Million in 2023. ISO50001 is an internationally recognized EnMS standard based on the management system model of continual improvement and provides an alternative route for compliance with SI426.

We are participants in the 2024 SEAI ISO50001 accelerator course for public bodies. This consists of 10 days of training for our technical sustainability, staff engagement, procurement, and internal auditing teams. In addition, SEAI provide support in the form of a dedicated mentor and a structured approach to certification. The course goal is for participating public bodies to be assessed for certification in late 2024 or early 2025.

3.4 Green Public Procurement

The Courts Service continues to operate a devolved procurement function with a dedicated procurement officer located in the Finance Unit. The procurement plan updates are delivered quarterly to Senior Management who are committed to creating more awareness of GPP and its benefits.

2024 has been an important year regarding the Green Agenda with the publications of:

- The Climate Action Plan 2024
- The Environmental Protection Agency – Green Public Procurement (GPP) Guidance for the Public Sector (3rd edition 2024)
- Green Public Procurement Strategy and Action Plan 2024-2027

On foot of these publications, our quarterly Procurement Network meeting in July 2024 included a GPP update for the Courts Service on the agenda. The presentation was about the transformation of public procurement in relation to the Government's GPP Strategy and Action Plan 2024 – 2027. It also included references to the changes to GPP criteria for the coming years and

referenced the ISO 50001 certification that the Sustainability Unit are striving to achieve.

Furthermore, guidance on the GPP criteria search engine which, facilitates the inclusion of green requirements and ambition in public procurement documents was discussed. These quarterly network meetings create awareness around changes in Public Procurement Policy and in relation to GPP, this highlighted the recommendations and the actions contained in the Government's strategy about monitoring and reporting. Further information will be provided in the Autumn and Winter network meetings as the Government's information on GPP is further refined.

All information, including the Government's Green Public Procurement Strategy and Action Plan 2024-2027 and The Environmental Protection Agency's (EPA) updated guidance on GPP for the public sector in 2024 is readily available on the Courts intranet to support the organisation's public procurement needs.

The EPA guidance calls out ten priority sectors where clear, verifiable criteria that can be included in procurement documents have been identified to ensure that the goods and services procured are sustainable. In the last year, of the ten EPA criteria sets, the Courts Service would have drawn down framework agreements from the OGP in relation to the following services:

- Provision of Managed Print Services (Joint Contract with Department of Justice)
- Provision of Electricity and Gas,
- Provision of paper and printing services,
- Provision of Cash in Transit Services
- Provision of Electrical Goods (White Goods, Small Appliances)
- Cleaning, Paper, Personal Hygiene and Period Equality Products

We also continue to draw goods and services from a wide range of contracts agreed in prior years for ICT and general services that included green criteria.

Work is continuing the development of a complex Multi-party Framework Agreement for Design Teams and Technical Advisors to support future building/ construction projects. Part of the remit of the Capital Works Management Framework (CWMF) is to ensure public works become more sustainable, while helping to deliver the National Development Plan. The Courts Service will keep up to date with construction-related sustainability

information available on the CWMF site to ensure that the tender documents have all the relevant sustainability information included. These frameworks will provide the Estate Management Unit with the expertise to deliver on and implement the Estates Strategy 2022 - 2025 and the Courts Service Environmental Sustainability Strategy 2021 - 2024, delivering on the Courts Service broader sustainability commitments.

In August 2024, we sought expressions of interest for the supply, assembly, and installation of Office Furniture and GPP award criteria will feature in this procurement.

GPP has also been considered in relation to the air conditioning and ventilation upgrade in Phoenix House. This project has been delivered in partnership with OPW and is expected to complete in the coming months.

The Courts Service green selection and award criteria have been applied, where possible, on contracts below threshold or procured directly. As older contracts are renewed the Courts Service GPP commitments will be reviewed and included, where applicable.

A system to gather and record data on GPP implementation in the Courts Service, using the reporting template and relevant guidance, will be developed during 2024. This will help us to meet the new reporting requirements for 2024 and 2025 in line with action 36 of the Green Public Procurement Strategy 2024 – 2027.

3.5 Construction

The Courts Service have only one construction project at development stage at the present time i.e. the Dublin Family Court in Hammond Lane in Dublin 7 adjacent to the Four Courts complex. The building is planned as a Public Private Partnership (PPP) project and specification for the build are currently under development and include reference to the requirements of the Climate Action Mandate wording on low carbon intensity construction products, legal timber, building energy systems, resource, and waste management as well as all other relevant legislation and building regulations.

3.6 Food Waste

The Climate Action Mandate calls for all public bodies to measure and monitor food waste generated on premises from 2024 using the standardised EPA protocol. During 2023 the Courts Service carried out a detailed review of

our waste facilities, segregation, and disposal nationwide. During 2024 we plan to agree a realistic approach to implementation of the EPA protocol across our diverse estate.

A dedicated staff engagement page has been set up on our internal Courts Connect intranet site to educate staff of the importance of minimising food waste. The content also includes tips and tricks from guides on sustainable food shopping to preparation and recipe ideas. Using our internal newsletter The Brief, staff will be directed to these resources seasonally and to align with the National Stop Food Waste Day on 1st March annually.

3.7 Paper

A key objective of the Courts Service Modernisation Programme is digitisation of many of our historically paper-based processes and reducing paper consumption is one of the benefits identified. Processes are currently being digitised and tested and a phased transition from paper to digital is anticipated, with the option for paper processes being maintained for those who wish to use them.

Over the coming years, as changes are progressively implemented, we will seek to quantify paper reduction for inclusion in future reports. However, recent increases in new work because of legislative changes has increased some paper-based process when compared to our position at the start of our Modernisation Programme. A digital option for these new processes will also be developed.

Procurement is a devolved function within the Courts Service with knowledge sharing via a procurement network managed by our procurement section. Many offices have already switched to using recycled paper for printing and photocopying utilising the OGP contract 'Supply of Multi-Purpose Office Paper for Printing and Photocopying'. The Courts Service will seek via the procurement network to expand use of this option.

The Courts Service has access to paper use statistics for our printer/copiers that use 'print release' across our organisation. However, there are many other printers not covered by these reports. We are undergoing a printer upgrading process currently and will seek to expand the reporting capabilities. Statistics from our print release printers will be reviewed monthly from 2025 and provided in future Roadmaps.

The Sustainability Unit, in cooperation with our nationwide green teams, have begun highlighting paper use and encouraging staff to reduce the use of unnecessary paper throughout the organisation including samples below.

- Based on a suggestion to our Innovation Network, a pilot was run at several printing stations with posters to equate pages to trees consumed/CO2 produced/ equivalent bulb hours and to breakdown the pages printed by office location.
- An email footnote has been incorporated into all mails sent from our organisation highlighting consideration for the environment before printing emails.

3.8 Water

Access to tap water or water refill drinking points are currently available for all staff in our buildings, albeit in some cases as a distance from their office location. The Courts Service has started a review of where additional drinking refill points are required for staff with new points already added. We aim to connect to the mains supply where possible and use plug in water coolers only as a back-up option. This programme will be expanded to review the potential to provide water refill points in a safe manner to stakeholders and members of the public visiting our buildings. We will research appropriate telemetry to measure and monitor usage of the refill points.

3.9 Single Use

The Courts Service have run two campaigns dedicated to the reduction of single use items by staff on site as follows:

- In July 2022, on the recommendation of our fantastic green teams, the Sustainability Unit developed an initiative to encourage all staff to play a part in reducing the use of single use disposable cups used across our organisation by providing all staff with their own reusable keep cup. The cups are made with 100% recycled plastic, are BPA-free, come in a compostable bag and can be 100% recycled at end of use. The campaign communicated to staff over several articles in The Brief newsletter, where we shared that a staggering 22,000 cups are disposed of in Ireland every hour (according to mywaste.ie).



Figure 12: Courts Service reusable keep cup and water bottle.

- In 2024, following on from the success of our reusable keep cup initiative and seeking to staff further in reducing single use plastics, we provided all staff with a Courts Service reusable water bottle. As with the keep cup distribution, the initiative was time to coordinate with the global Plastic Free July® and aligned with the Climate Action Mandate to provide public access to drinking water in public buildings. The Courts Service reusable drinking bottles are made from a lightweight, yet sturdy glass and come with their own removable protective neoprene logo sleeve. The intention is for staff to use the water bottle at their desks and refill as required to keep hydrated, without the requirement to purchase single use plastics.

During our Green Team visits, we assessed the use of single use plastics in venues. Through follow on reports of our observations and recommendations, we reiterated to site the Governments 2019 ban to public sector agencies on purchasing single use plastics and the Climate action mandate requirements on single use items in general. We shared alternative options with our PPP partners such as reuseable plastics, compostable cups (made entirely from renewable, plant-based polylactic acid) and biodegradable material.

We have identified areas of the organisation responsible for organising events and informed them of their obligations regarding single use items. We will seek to monitor and report on compliance across the organisation.

3.10 Other Materials

As part of the Environmental Sustainability Strategy, we committed to carry out a detailed baselining analysis of the various waste streams in all our major venues across the estate (Action 3.1). No organisation-wide,

consolidated information was available on the waste contracts, waste streams or disposal rates.

Over a period of 12 months between 2022 - 2023 data was gathered to create this overview, to identify and compare waste generation and seek areas for improvement. The difficulty in accessing and collating data highlighted many areas for improvement. A wide disparity was discovered between waste types generated and recycling rates between venues with many locations lacking dry recycling or composting options.

In line with the Climate Action Mandate 2024, Regional Offices have been requested to facilitate waste collection services that are segregated into a minimum of 3 streams – residual/general waste, recycling waste and organic/biowaste, where they do not already exist. Waste signage obtained via the Government’s website MyWaste.ie is distributed to venues nationwide to further encourage staff engagement with waste segregation.

The Courts Service will seek to develop a standard process to support regular analysis of billing and waste data reports, in tandem with the EPA protocol and tool kits for food waste. This will allow us to monitor our waste processes and identify improvement opportunities. A dedicated waste awareness campaign to share information on the status and to encourage engagement will to be rolled out across the organisation once processes and procedures for monitoring are in place.

4 Our Buildings and Vehicles

4.1 Promoting the use of bicycles and shared mobility

One of the actions under our *Environmental Sustainability Strategy* is to investigate measures to support greener travel, including expanding bicycle parking and electric vehicles (EV) charging points in or close to our venues.

In 2022, we carried out a review of our Dublin city venues in cooperation with Dublin City Council and identified adequate public bicycle parking on the streets around our buildings. We engaged with the OPW to upgrade the existing bicycle parking inside security on our Four Courts campus and are liaising with Dublin City Council on reinstatement of bicycle parking outside security for public use.

In 2023 we carried out a nationwide review of bicycle parking facilities at all venues. We found very good facilities for bicycles in our newer venues but have identified that action is required in many other locations to make our estate more bicycle friendly. We hope to develop a greener travel action plan over the coming years and work in conjunction with Local Authorities, the OPW and landlords to improve facilities.

A greener travel approach is inherent in our new construction projects, in line with the Climate Action Mandate and Building Regulations, reducing car parking spaces and increasing bicycle and greener travel facilities.

4.2 Parking in Buildings

It is a requirement of the Climate Action Mandate that public bodies phase out the use of parking in buildings that have access to a range of public transport services and active/shared mobility options for most staff/visitors while providing that sufficient accessible parking is maintained for those with physical mobility issues. In 2023, we carried out a review of our current parking arrangements. We await further details on phasing, timelines, and conditions of the proposed phase out and will seek to gain clarity on our obligations upon review.

4.3 Display Energy Certificates

The Climate Action Mandate calls for the public mounting of valid Display Energy Certificates (DECs) for all buildings open to the public. The Courts

Service displays DEC's in public locations in 34 of our largest buildings, including protected structures that have an exception under SI426. We track our DEC annually on renewal to ensure an improvement trend and address any dis-improvements.

In 2024 we completed a review of additional buildings requiring DEC's in line with the expanded requirements of the Climate Action Mandate and are in the process of acquiring additional DEC's for the end of 2024.

4.4 Fossil Fuel Heating Systems

Courts Service venues have historically suffered from a lack of planned preventative maintenance and lifecycle replacement of major energy-intensive plant, such as boilers and chillers. This led to equipment that was malfunctioning, obsolete or beyond economic lifecycle, resulting in higher energy use and carbon generation than is required per unit of output. For boilers, an additional critical element is the use of carbon intensive fossil fuels (oil/diesel/kerosene) which needs to be phased out.

The Courts Service maintains an asset register of all thermal plant across our estate detailing age, condition, and fuel source. This informs project prioritisation with a focus on elimination of oil/diesel system. Since 2020, we have carried out a major summer capital investment program annually to rectify the historic underinvestment and update our boiler stock. We continually reduce our dependence on oil/diesel and increase use of electricity and LPG (with a view to full migration to bioLPG when the market allows) as heating fuels. Our boiler upgrade projects also include a complete upgrade of building control and Building Management Systems. Post-project analysis indicates efficiency improvements in the 40-60% range.

We will not install heating systems that use fossil fuels in new buildings or those undergoing major renovations after 2023 in line with the Climate Action Mandate. Beyond 2024, we plan to focus on upgrade to systems in our electrically heated buildings to include smart control technology.

4.5 Existing Building retrofit

The 2023 Climate Action Mandate introduced requirements for the development of Building Stock Plans for public bodies. SEAI published a guidance document in November 2023 which states 'As part of the building stock planning process, every public body should critically review its building portfolio in the context of the targets and its long-term accommodation needs. This should inform a strategic approach to managing its buildings over the

next decade, and beyond'. The plan is broken down into 2 stages, with stage 1 to be completed by all public bodies in 2023 and stage 2 to follow in 2024, subject to further guidance. It is expected that the Building Stock Plan will be updated each year and that the requirements will be expanded over time.

Stage 1: The Courts Service maintain a detailed asset and energy database for our estate which met the requirements of most of Stage 1. We also participated in the *Building Register* pilot starting in 2022 and therefore our building register was significantly complete at launch of the online register by SEAI. We will verify and update the online content in our *Building Register* by mid-2024.

Stage 2: SEAI have outlined that certain public sector bodies with influence over large estates and/or across multiple public bodies, will be identified as National Portfolio Leads for the purpose of Stage 2 of the Building Stock Plan. The leads will have responsibility to undertake data gathering and consider the long term (to 2050) retrofit key performance indicators to upgrade their building stock to Nearly Zero Energy Buildings or Zero Emission Buildings in line with new EU regulations Energy Performance of Building Directive (EPBD) and Energy Efficiency Directive (EED). Both EPBD and EED are due for transposition into Irish law within before mid-2025.

The Courts Service has been highlighted as a National Portfolios Lead, alongside the OPW, HSE, Local Authorities etc. The national leads will have coordination roles in building stock planning at sectoral level – this process is due to commence in 2024 and we await further guidance from SEAI in this regard.

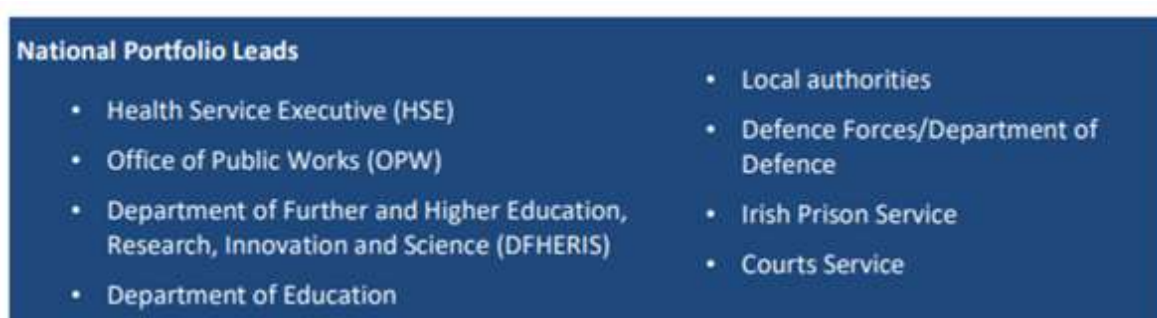


Figure 13: SEAI identified National Portfolio leads for Stage 2 BSP

It is significant that the Courts Service, unlike most other public bodies, sit outside the OPW remit. As part of the Stage 2 engagement with SEAI we will seek to quantify the impact of this on our budget and technical resourcing requirements. We also await further details on the implementation of EPBD

and EED and any conditions which may apply for protected heritage properties such as ours. This is particularly relevant considering the operational and budgetary challenges identified from our Pathfinder projects.

4.6 Vehicles

The Courts Service has no fleet and no transport operations beyond staff travel in private vehicles, which is reported separately to SEAI. We do not anticipate any change in this over the coming decade and do not expect to purchase any vehicles.

5 Biodiversity

A key priority of the Courts Service *Environmental Sustainability Strategy 2021-2024* is to support biodiversity in and around our venues, and we are a partner member of the All-Ireland Pollinator Plan (AIPP). In Ireland, the decline of Irish pollinators is a serious problem for our environment, the sustainability of our food production, and our agricultural and tourism sectors. As custodians of a large estate of public properties, the Courts Service wish to play our part to enhance biodiversity.



Figure 14: Nenagh Courthouse biodiversity initiatives

Following successful pilot rewilding projects in Nenagh and Carrick on Shannon in 2021, we carried out a full estate review to identify all rewilding opportunities. This resulted in the roll out of biodiversity projects nationwide, including in Carlow, Cork, Ennis, Mullingar, Roscommon, Tralee, Tullamore, Waterford, and Wexford courthouses.

We collaborated with local partners at Nenagh courthouse to expand the no-mow initiative by lifting the grass turf and scattering native seeds to create a wildflower meadow, whose first season bloom is shown in photo above. A similar wildflower meadow was created in Angelsea Street courthouse in Cork. We have also collaborated with the Local Authority to rewild areas around Limerick Mulgrave Street & Cavan courthouse. In cooperation with the OPW and the Climate bar, we have initiated rewilding of the rear lawn at the Four Courts complex in Dublin from summer 2024.

We are in early discussions on the prospect of installing bird and bat boxes in suitable venues and aim to add this initiative to our growing biodiversity efforts.

In late 2023/early 2024 we carried out a staff and public perception survey on our organisation's biodiversity programme. This survey was promoted internally via newsletter articles and externally via our social media platforms and website over several weeks. The results were overwhelmingly positive of our efforts to date and have assisted us in capturing new ideas which for improvement and expansion of our biodiversity programme.

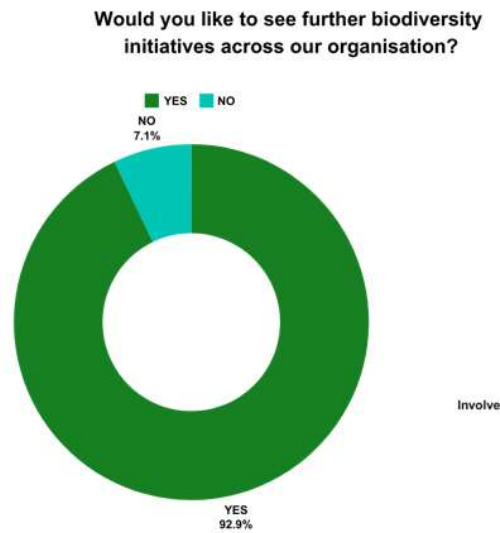


Figure 15: Sample response from our biodiversity survey

6 Conclusion

The scale of the challenge embedded in our transition to a more sustainable organisation over the next decade is very significant. It requires a fundamental rethink of the systems that service our buildings, the fuels we use and the resources we consume, as well as new solutions and collaborations not explored before. The transition will require commitment from every level of the organisation, and we will all need to reconsider how we interact personally and collectively with our workplaces and the environmental impact of our actions and inactions.

Our *Environmental Sustainability Strategy 2021-2024* set out the Courts Service commitment to maintain focus on, and progress towards our 2030 targets, to reduce the resources we consume, to manage our estate in a biodiversity-friendly way, and to engage and empower our colleagues as partners in this transition. In the final year of the strategy, many of our goals and actions are already completed or in progress.

This third Climate Action Roadmap, aligned with the Climate Action Plan 2024, builds on the work to develop our first and second Climate Action Roadmaps, both published in 2023. We have identified a range of potential projects to achieve our 2030 energy efficiency and decarbonisation targets. We acknowledge the challenge in delivered such an extensive and broad ranging series of interventions in so many of our venues over a relatively short period of time. We will continue to support, resource, and fund these efforts within the confines of the annual budgetary process, while also seeking to leverage as many channels for alternative funding as possible.

The public sector has been asked to lead by example and the Courts Service are committed to rising to this challenge by pursuing our 2030 targets. The Courts Service Board and Senior Management Team have noted that the project pipeline to achieve our 2030 targets is ambitious, with project in many venues simultaneously, for which costs have not been determined nor funding secured at this point. Further risks identified include dependencies on the OPW and our PPP partners, as well as potential constraints within the broader construction industry throughout the decade. Therefore, the Courts Service Board and Senior Management Team approve this roadmap subject to the availability of adequate funding and capacity within the broader industry.