



---

# Codema Strategy 2023-2026

[codema.ie](http://codema.ie)



Recognising that a sustainable energy transition requires collective action, we commit to fostering partnerships, sharing knowledge and ensuring inclusivity.

Donna Gartland  
CEO

## CEO Foreword

As Codema's CEO, I am proud to present our 2023-2026 strategic plan, focused on creating a sustainable future for Dublin by addressing climate change through innovative energy solutions. Rooted in research, collaboration and public engagement, our strategy aims to transform how energy is produced and used.

We will lead by example to support the Dublin Local Authorities and deliver impactful projects through our expert team. Recognising that a sustainable energy transition requires collective action, we commit to fostering partnerships, sharing knowledge and ensuring inclusivity. Together, we can achieve a sustainable, equitable, and thriving future for Dublin.

# Background

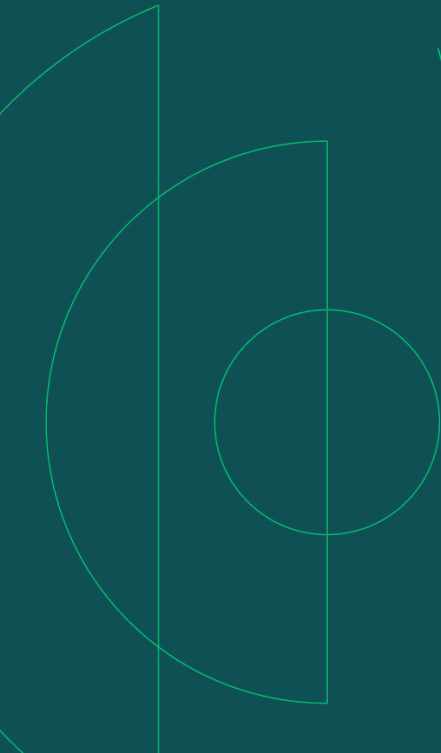
We are Codema - Dublin's Energy Agency, a not-for-profit company limited by guarantee, founded in 1997 to work on behalf of our local authority members to enact public good in the area of energy and climate mitigation.

Currently, our local authority members are Dublin City Council, Dún Laoghaire-Rathdown County Council, Fingal County Council and South Dublin County Council and we prioritise our work within these local authority areas.



# Our Purpose

We are driven by our vision to positively impact people's lives locally, while addressing the environmental damage caused by climate change at a global scale. We believe we can do this by improving the way we produce and use energy locally, while benefiting the people of Dublin.



# Vision and Mission

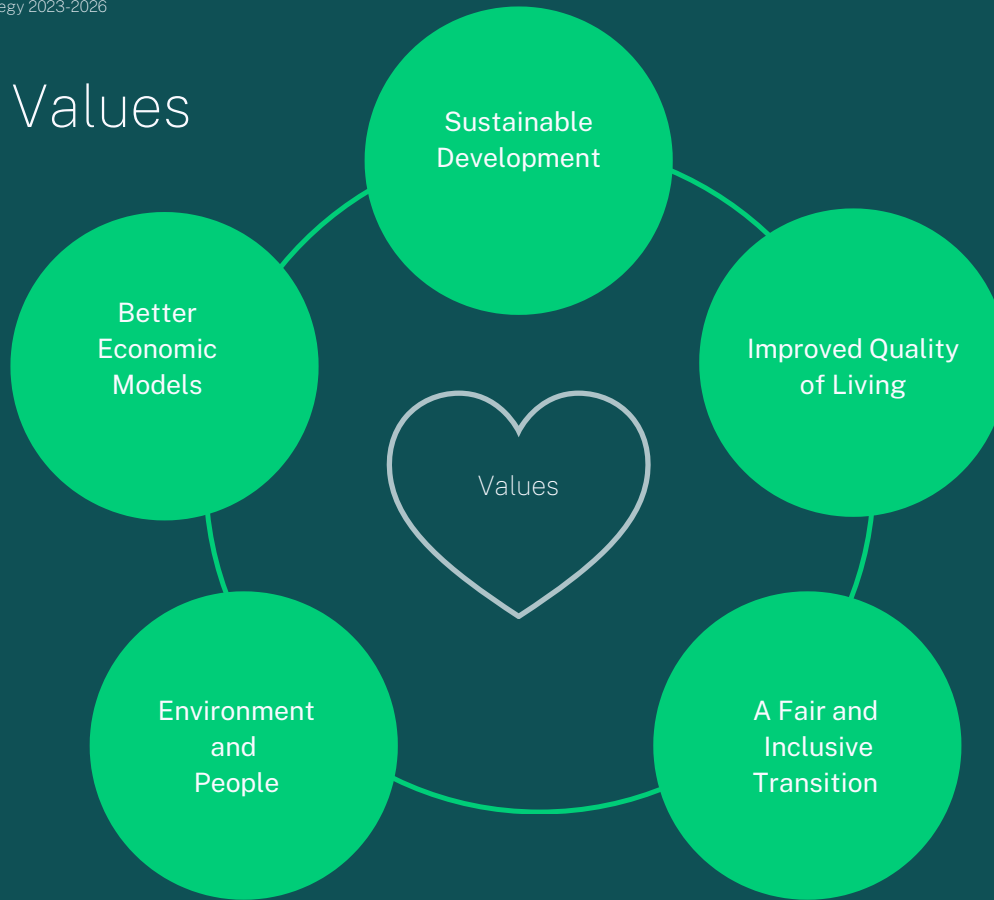


Codema's vision is for a better quality of life for all citizens through a fair and inclusive transition to a low-carbon society.



Our mission is to accelerate Dublin's low-carbon transition through innovative and inclusive local-level energy and climate change research, planning, engagement and project delivery, in order to mitigate the effects of climate change and improve the lives of citizens.

# Our Values



# Strategic Context

Our strategy is underpinned by the following key guiding principles, each of which are outlined individually in the following sections.



NATIONAL &  
EU POLICY



LOCAL-LEVEL  
ACTION



EVIDENCE-BASE



SOCIAL  
IMPACT



PUBLIC &  
STAKEHOLDER  
ENGAGEMENT



BRIDGING THE  
'ADOPTION  
CHASM'



PRACTICAL  
IMPLEMENTATION OF  
NEW CONCEPTS



COLLABORATION

# National & EU Policy



Our work is heavily influenced by national and European climate and energy targets and policies. We align our programmes of work to help achieve national goals through local, on-the-ground implementation. We also make sure our stakeholders are prepared for and stay ahead of upcoming EU legislation that will affect them when transposed into Irish legislation. We are involved in a number of steering committees with national policymakers and agencies to help inform policy to overcome on-the-ground implementation barriers, based on our first-hand experience.

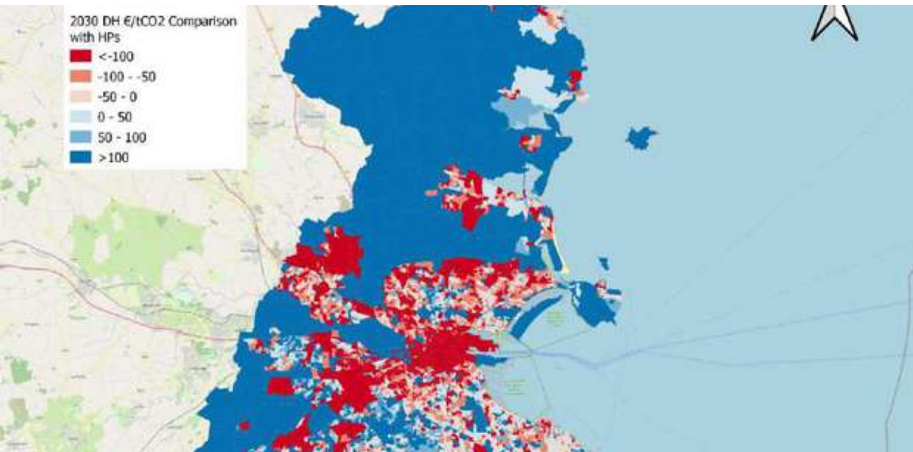


# Local-Level Action

Our work is guided by the needs and aspirations of the local authorities that we work with, and we prioritise actions in the geographical boundaries of our local authority members. Most of these requirements come down from national level policy, which, in turn, is heavily influenced by EU policy. The local authorities have growing responsibilities and mandatory objectives that they must meet in relation to energy and GHG emissions, both in their own buildings and services, but also in the wider city and county areas. We work with the local authorities to deliver on these requirements through a ‘best-practice’ approach, making sure they are leaders in this field and future-proofing their actions.



# Evidence-Base



We start with examining the scientific evidence base and carrying out independent, in-house research to evaluate the best solutions to reduce greenhouse gas emissions from the energy sector at a local level. We have custom built an in-depth ‘digital twin’ of the local-level energy system in order to understand the unique characteristics of the local energy landscape and identify the best solutions to match those characteristics.

Rather than looking at transport, heat and electricity sectors in silos, our research takes a ‘smart energy system’ approach, examining the interactions and utilising the synergies in the energy system to maximise efficiency and reduce costs.

Importantly we don’t just look at problems from a technical solutions perspective, but also through a social and behavioural economic lens, as issues that fall into this category are most often both the drivers and potential blockers to achieving emission reductions.

## Evidence-Base (continued)

At a local authority level, we ensure robust databases of energy and emissions from all areas under their direct remit, including public lighting, fleet and building stock that are owned and operated by the local authorities. From this, we make evidence-based project pipelines that will achieve the public sector targets in the most cost-effective and future-proofed way. Total emissions from these areas within the four Dublin local authorities is equal to 3% of the total emissions in the region.

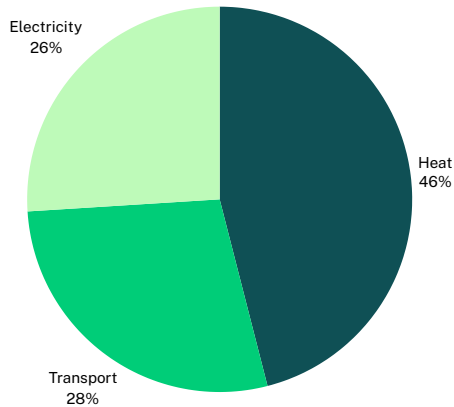


Figure 1: Share of Energy Related CO<sub>2</sub> by Sector

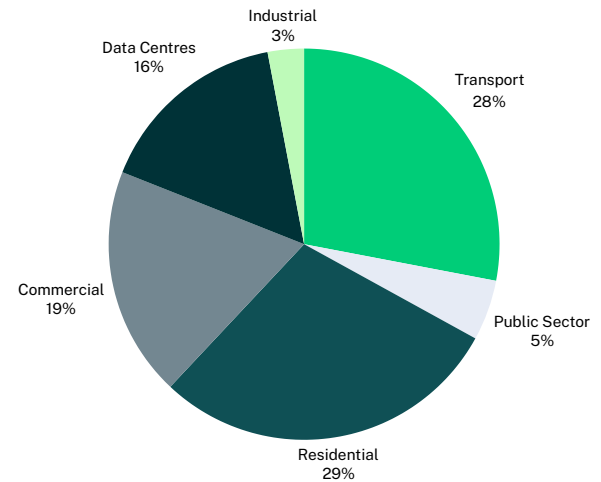


Figure 2: Dublin Region Annual Emissions

- Dublin's total energy-related emissions account for 5,969 ktCO<sub>2</sub>
- The current gap to the 2030 target amounts to approximately 2,856 ktCO<sub>2</sub> (requiring a 48% reduction in emissions from current levels)
- A reduction of 5,969 ktCO<sub>2</sub> will be needed to meet the 2050 net-zero target

# Social Impact

The ‘best’ solutions are those that align with *why* we do what we do, i.e. those that have the biggest positive impact not just on emissions and the environment, but on the lives of people locally. We want any changes to our energy system to align with what is most important to people; improved health and wellbeing, fairness and equality, affordability, increased sense of community, a cleaner environment, increased quality of life, local employment opportunities and local economic prosperity.



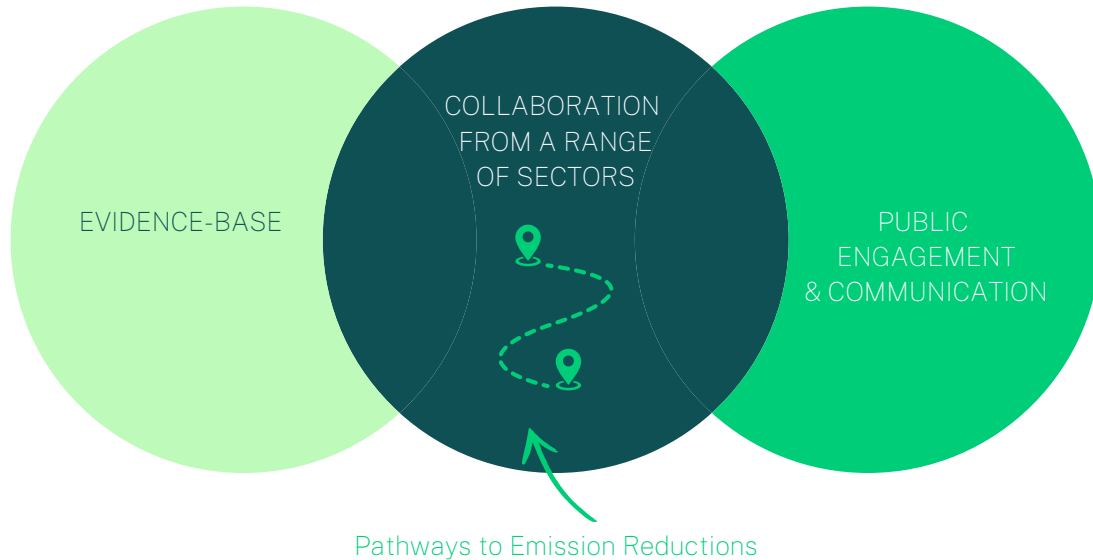
# Public and Stakeholder Engagement



We recognise that the barriers to implementation are often not technical, but the social, organisational, institutional and cultural barriers that need to be understood in order to make solutions a reality. We recognise that we need to meaningfully engage with local stakeholders and the public and involve them in the process, and we do this through best-practice and innovative public engagement techniques. This ensures the process is transparent, fair and inclusive. We have built strong stakeholder relationships at all levels over many years and we lean on this experience and lessons learned. We also take the latest research in this field and apply it to our work, such as transition management theory and deliberative democracy processes.

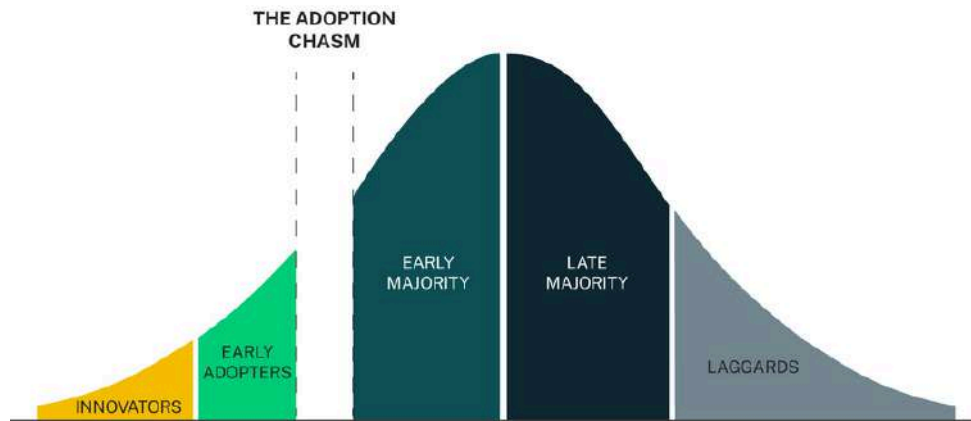
# Public and Stakeholder Engagement (continued)

We overlap and integrate our evidence-base with outputs from stakeholder collaboration and public engagement, which focuses our strategic direction and narrows down to the most impactful and achievable projects.

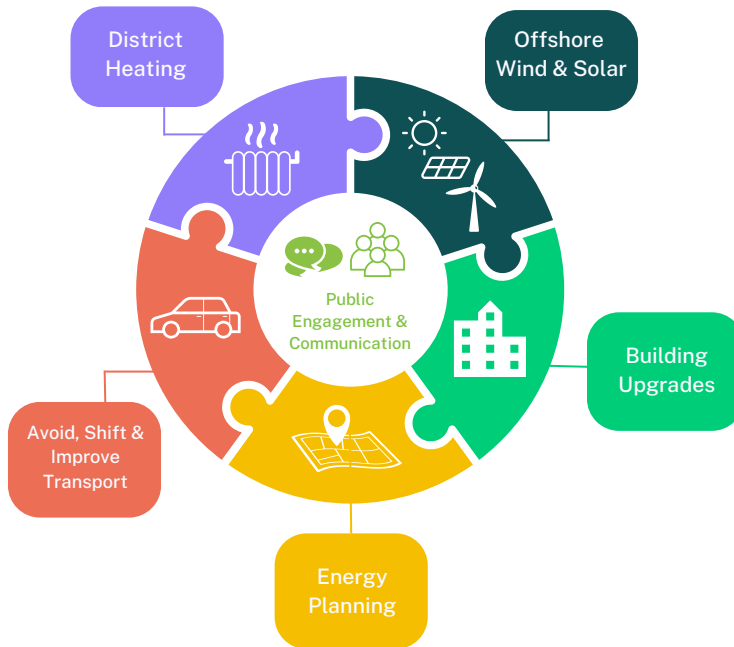


# Bridging the ‘Adoption Chasm’

We look to bridge the ‘adoption chasm’ for low-carbon technologies and solutions, and disseminate our findings and lessons learned to enable wider adoption. An important factor for us is that the solutions are practical and are ready to be implemented, and have been proven already in other countries or markets, but have yet to be applied or are only in the early adoption stage in the Irish context. These solutions are typically those that are not currently attractive or too difficult for the private market to deliver, and so we work with like-minded innovators from across Europe along with local ‘early adopters’ to break through the barriers and provide proof-of-concept pilot projects on the ground.



# Practical Implementation of New Concepts



We concentrate on delivering projects in the key areas identified by our research to decarbonise Dublin. These are:

- District Heating
- Offshore Wind and Grid-Scale Solar
- Modal Shift in Transport
- Building Upgrades
- Energy Planning Tools
- Public Engagement

We identify innovative projects in key areas where we can deliver pilot projects to prove new concepts through on-the-ground roll-out.



# Collaboration

Key to our success is our unique relationship and partnership with local authorities who work with us to introduce new practices and innovation as 'early adopters'. We have over 20 years experience working with local authorities and have a deep understanding of their needs. We also understand how, within their services and responsibilities, they can have a much wider influence on emissions across their city and county areas.



Our experience with local authorities also allows us to apply this understanding to other public bodies that also have to meet the same public sector targets, and have many of the same needs and requirements for energy and emission savings.

We also have a network of key allies and peers across Ireland and Europe that we have built up over our many years in operation. This connection to Europe allows us to stay on top of new, innovative and proven solutions that can be adapted and applied to the local context in Ireland.

# Strategic Priorities and Objectives

Once we identify the best solutions available, we deliver on these through innovative and inclusive local-level energy and climate mitigation research, planning, engagement and project delivery.

We have over 25 years' experience in this sector, and our expert, multidisciplinary team provides an end-to-end service to deliver innovative solutions on the ground.



# Strategic Priority Areas

The following sections set out our strategic priority areas that will guide our work programme over the next three years, 2023-2026.



LEADER IN  
INNOVATION



MEETING PUBLIC  
SECTOR OBLIGATIONS



LARGE-SCALE  
ROLL-OUT  
& IMPACT



BEST PRACTICE  
ENGAGEMENT &  
DISSEMINATION

## Objectives

# Leader In Innovation

## Objectives

### International Networking and Collaboration

- Keep on top of best practice and new solutions to climate mitigation issues by expanding our network of stakeholders across the EU
- Staying abreast of upcoming EU policy before it is adopted in Ireland
- Collaborating with new partners locally

### In-house Research

- Continuing building on best-practice approaches to develop a solid evidence-base to guide our work
- Developing our in-house research skills and capabilities
- Focussing research on solutions to decarbonise our local authority regions
- Dissemination of our research findings

### Working with Early Adopters

- Identifying and working with 'energy champions' who want to deliver projects that align with our strategy
- Targeting public sector stakeholders who will be 'first movers'

# Meeting Public Sector Obligations

## Objectives

### Decarbonising Zones (DZs)

- Assist in the delivery of DZs in each local authority

### Local Authority Climate Action Plans (CAPs)

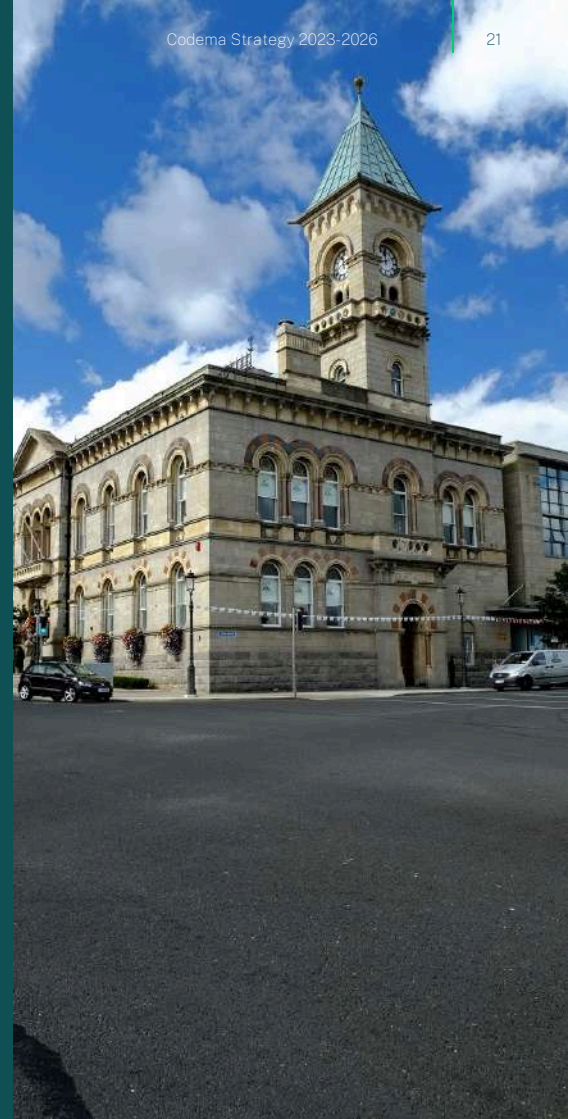
- Contribute to energy and climate mitigation actions within the local authority CAPs

### Local Authority Energy and Emissions Targets

- Ensure local authorities are on a pathway to 2030 targets
- Ensure any actions are future-proofed to meet 2050 targets
- Ensure appropriate energy management systems are in place
- Encourage best practice approaches to all energy and emission reductions projects

### Energy Planning

- Develop best-practice energy planning tools with planners across the local authorities
- Develop 'energy statements' requirements in planning process





# Large-Scale Roll-Out and Impact

## Objectives

### Performance Contracting

- Expand and develop the use of Energy Performance Contract models within the public and private sectors as a key tool for delivering guaranteed CO<sub>2</sub> reduction

### Project Implementation Units (PIUs)

- Develop a dedicated 'Project Implementation Unit' (PIU) to deliver end-to-end services:
  - Large-scale, aggregated, energy retrofit performance contracts in public and commercial sector buildings
  - Commercial-scale renewable energy projects
  - Electric Vehicle (EV) charging infrastructure in the Dublin region
- Develop a dedicated one-stop-shop 'Project Implementation Unit' (PIU) to deliver large-scale district heating schemes:
  - Facilitate a pipeline of large-scale district heating projects worth >€150m
  - Facilitate a pipeline of energy-efficiency projects worth >€20m



# Best-Practice Engagement & Dissemination

## Objectives

### Develop strong Stakeholder Network across Dublin

- Develop the 'Zero Together' network of key stakeholders who will work together in bringing Dublin to net-zero
- Co-create an 'Energy Transition Roadmap' for Dublin
- Ensure we are including the 'most-at-risk' groups and aim towards a 'just transition'
- Help to develop networks of engaged communities

### Facilitating Wider Replication

- Dissemination of project outputs and lessons learned
- Sharing of information and data to inform further decarbonisation actions





# Best-Practice Engagement & Dissemination (continued)

## Objectives

### Accessible Information

- Translate energy and climate mitigation issues into understandable language and formats that are accessible to all
- Develop tools for the public to engage with energy at home
- Further develop the online 'Think Energy' hub

### Policy Engagement

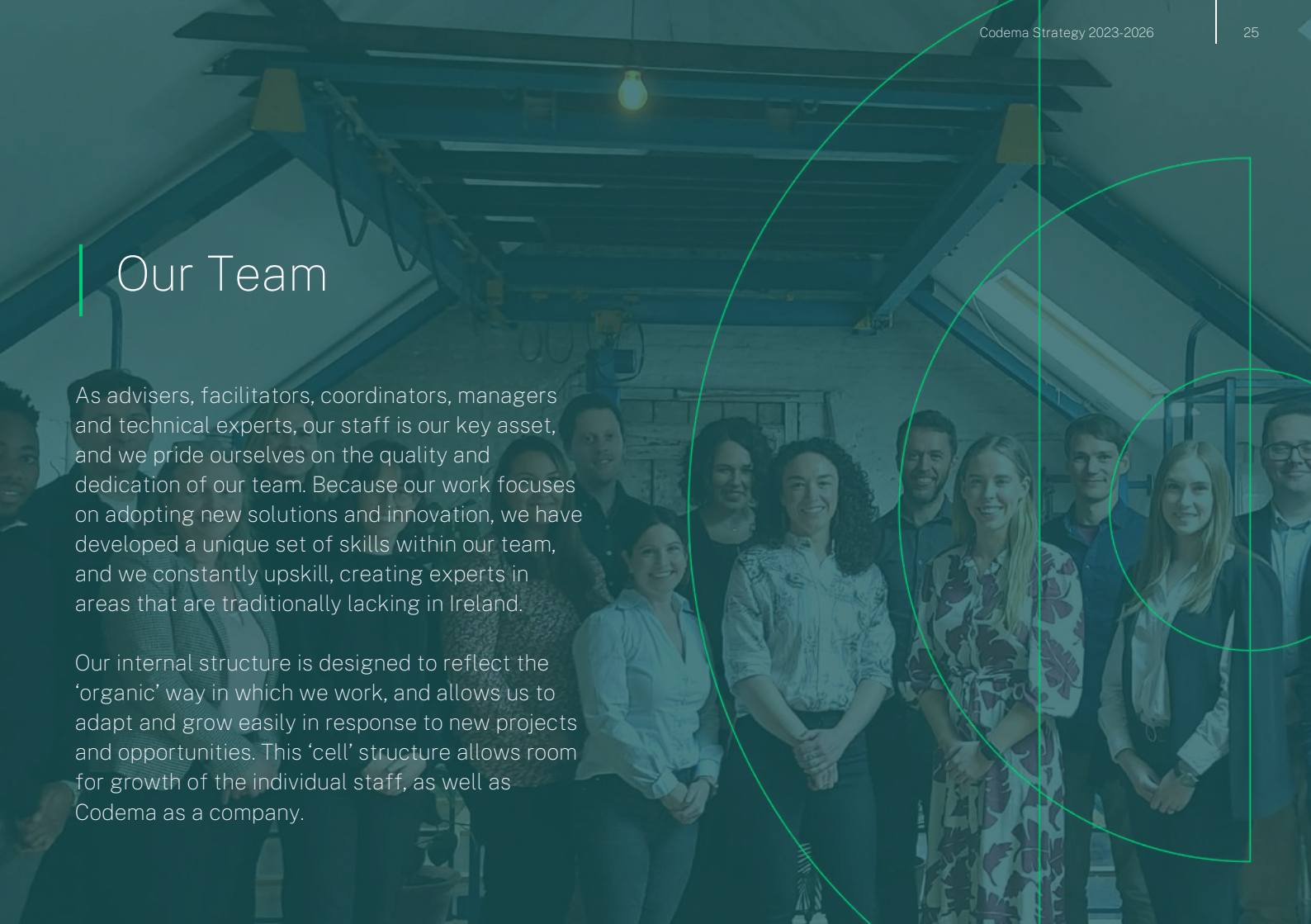
- Engage with policy makers at local, national and EU levels
- Develop evidence-based policy position papers that focus on the policy required to support the decarbonisation of the Dublin region - give insight to policy-makers and local stakeholders as to what is needed based on our on-the-ground experience, and from a neutral, trusted source



## Our Team

As advisers, facilitators, coordinators, managers and technical experts, our staff is our key asset, and we pride ourselves on the quality and dedication of our team. Because our work focuses on adopting new solutions and innovation, we have developed a unique set of skills within our team, and we constantly upskill, creating experts in areas that are traditionally lacking in Ireland.

Our internal structure is designed to reflect the 'organic' way in which we work, and allows us to adapt and grow easily in response to new projects and opportunities. This 'cell' structure allows room for growth of the individual staff, as well as Codema as a company.



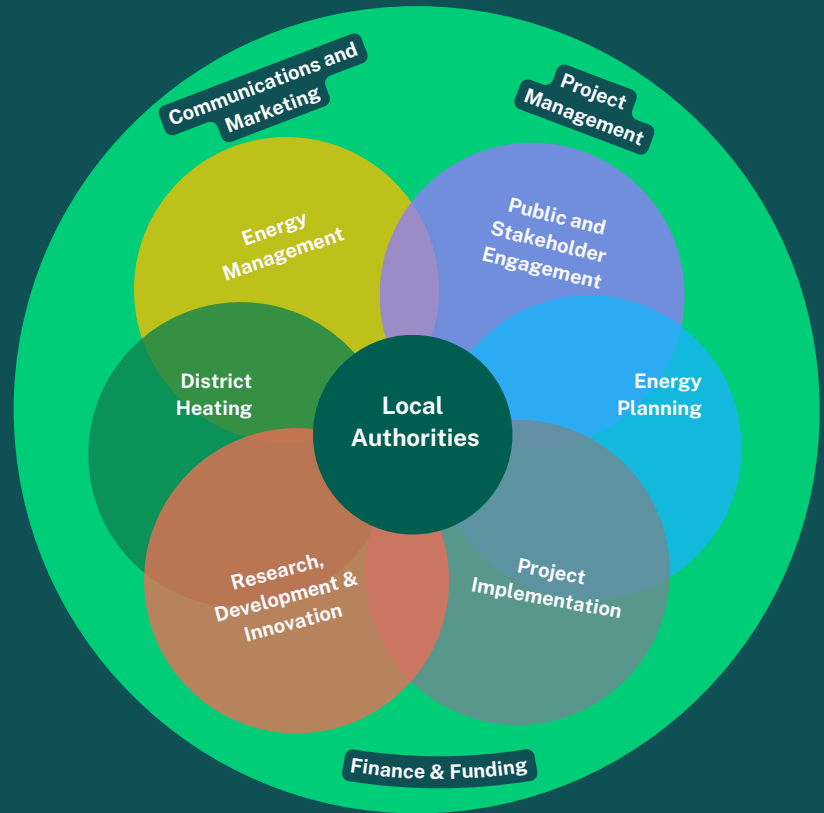
# Our Team Structure

Our core teams are focused on:

- Research, Development and Innovation
- Public and Stakeholder Engagement
- Project Implementation
- Energy Management
- Energy Planning
- District Heating

all supported by our operations, project and financial management, and communications and marketing teams.

In order to deliver on our strategic objectives, we plan to expand our team in the next three years in these core areas.



# How We Work

We have developed internal enabling objectives, which will put us in the best position to deliver on our strategic objectives.



## Promote Learning and Development

Objective: Support career development and growth opportunities

- Continuous performance assessment
- Identify training needs or supports
- Mentoring and internships
- Leadership and development
- Training and networking opportunities
- Codema learning hub



## Support Staff Wellbeing

Objective: Our team is our most valuable asset and we have a duty of care

- Employee engagement
- Social events
- Staff well-being programme
- Pursue KeepWell Accreditation
- Flexible and blended working
- Life assurance and critical illness protection insurance
- Ensure policies are up to date (health and safety, bullying and harassment)

# How We Work (continued)



## Nuture a Diverse and Inclusive Culture

Objective: A diverse and inclusive culture leads to more creative ideas and innovative problem solving

- Ensure policies are up to date and inclusive (equal opportunities, recruitment, health and safety, etc.)
- Paid family leave policy
- Cell lead and team training
- Social and cultural activities



## Reward Productivity

Objective: We believe performance should be based on outputs rather than hours spent at a desk

- Productivity policy
- 4 day week
- Flexible and blended working
- Maintain resource management tool
- Track Objectives and Key Results (OKRs)

# How We Work (continued)



## Purposeful Recruitment

Objective: We ensure a fair and consistent recruitment process, attracting those with the right skills who share our values

- Maintain fair recruitment procedures
- Workforce plan at the start of the year
- Ensure a positive experience for all
- Positive on-boarding experience
- Proactive internship planning





The Loft, 2-4 Crown Alley  
Temple Bar, Dublin 2  
D02 TK74, Ireland

+353 (0) 1 707 9818  
[codema@codema.ie](mailto:codema@codema.ie)  
[www.codema.ie](http://www.codema.ie)