



# Delivering Ireland's Energy Revolution

Statement of Strategy 2022-2025

## Our Vision

To be a leading authority driving Ireland's sustainable energy transformation for the benefit of society.

## Our Mission

Our mission is to be at the heart of delivering Ireland's energy revolution. We drive the reduction and replacement of fossil fuel usage. We are a knowledge led organisation. We partner with citizens, communities, businesses and Government. We are trusted collaborators, innovators, funders and educators.



<b>Overview of SEAI</b>	
Statement of Strategy 2022-2025	2
<b>Foreword</b>	
– Chair of the Board	4
– CEO	5
<b>Environment and Context</b>	6
<b>Vision, Mission &amp; Values</b>	
– Vision Statement	7
– Mission Statement	7
– Value Statements	7
<b>Strategic Goals and Objectives to 2025</b>	
– Strategic Framework	8
– Strategic Goals and Objectives	8–14
<b>Implementation and Progress Reporting</b>	15
<b>Our Progress</b>	16

# SEAI's Strategic Framework

## Delivering

Delivering our targets



## Engaging and collaborating externally

Communicating our message

Collaborating with others



## Transforming SEAI

Building capacity and developing knowledge

Engaging with and supporting our staff



## Governance framework

Underpinning our organisation with a strong governance framework

## Foreword Chair of the Board

# These targets are Ireland's response to the global crisis of global heating and climate change.

Twenty years ago, the Sustainable Energy Act 2002 entered our statute books, leading to the establishment of SEAI, then known as Sustainable Energy Ireland. As Ireland's first ever agency to focus solely on reducing energy demand and maximising our use of renewable energy, this was a monumental step in the Irish energy policy landscape. Founded upon a successful EU co-funded initiative, it quickly established itself as a locus of expertise, particularly in the areas of business and industry energy use, renewable energy systems and energy policy analysis.

In its first full year of operation, it had a budget of €13 million and an expert staff of 42. This year SEAI's budget is more than €440 and we are building towards a staff headcount of 190 by the end of this year. Every year we implement programmes on behalf of Department of Environment, Climate and Communications to move Ireland further and further away from our alarming dependence on fossil fuels towards more indigenous, renewable sources. Today our programmes engage energy users across society, from homeowners and motorists, to communities, businesses small and large, farms, and public bodies.

Now, at the start of 2022, the Government's determination to drive Ireland's clean energy transition could not be clearer – the Climate Action Plan sets out ambitious decarbonisation targets to 2030 and then to 2050. This plan is

further underpinned by the Climate Action and Low Carbon Development (Amendment) Act 2021, and by the Carbon Budget Process led by the Climate Change Advisory Council. SEAI's data and insights informed the formulation of the Climate Action Plan and we will assiduously deploy those same resources to help measure progress and investigate emerging policy refinements. And unfortunately, as I write this, the ongoing and heart-breaking war in Ukraine continues to highlight the cost and security of supply implications of Ireland's high reliance on imported fossil fuels. This further underpins the urgency of our energy transition, which is clearly reflected by the European Commission's accelerated ambition in the REPowerEU plan.

These targets are Ireland's response to the global crisis of global heating and climate change. We no longer need indications of what climate change might look like; we have had many examples here in Ireland already. Across the globe high temperature records are constantly being broken, and many countries are experiencing simply incredible severity and frequency of extreme weather events. Speaking at November's COP26 meeting in Glasgow, a remarkably emotional Mary Robinson addressing world leaders said "This is on your watch . . . It's so important. We are literally talking about having a safe future. You can't negotiate with science. You can't talk about a glass being half-full. We have to get it down. We have to be on track to 1.5 degrees, and it is doable."



The challenge for us all is to accept the scientific analysis because, unlike the Covid pandemic, effects may appear to be far off, may not seem to affect us directly, and at the same time we can feel powerless to change course. Every country around the world has a part to play and must all play their part. And every citizen, community and business in Ireland has a part to play and must play their part.

This SEAI strategy for the period 2022 to 2025 is our response to these challenges, and to the challenging targets set by Government. It is firmly focused on delivery, and on driving Ireland's sustainable energy transformation for the benefit of all society. This strategy is exciting and ambitious. It demonstrates the critical role that SEAI will play in delivering Ireland's targets, as set out in legislation and the Climate Action Plan. It has been prepared at a critical juncture in Ireland's climate change journey and reflects the increased urgency of the transition to sustainable energy. It has been developed with input from a wide range of internal and external stakeholders, and we are committed to working closely with those same stakeholders to find efficient and effective ways to achieve our vision.

Aside from meeting our targets, decarbonisation will deliver enormous benefits to Irish society, including healthier environments in which to live, employment opportunities, and increased efficiencies and competitiveness. Going beyond compliance and simply meeting targets, Ireland is already a world leader in areas as diverse as wind energy deployment and progress on home energy upgrades. As a leader we can help fellow EU member states to overcome their challenges as they help us overcome our more pernicious challenges. But Ireland can also become an exporter of expertise and services, further boosting our economy and our national reputation.

On behalf of the Board, I would like to thank all those who contributed to the development and completion of this Statement of Strategy. I would particularly like to acknowledge the outstanding contribution of our staff and management team who continue to be pivotal to the success and mission of SEAI.

I am delighted to present this Statement of Strategy to the Minister for Environment, Climate and Communications, Mr Eamonn Ryan TD and we look forward to working with him, his colleagues in the Department, and all stakeholders in its successful implementation.

*Dermot Byrne*

**Dermot Byrne**  
Chairperson  
SEAI Board

## Foreword Chief Executive Officer

# This revolution requires fundamental change across all aspects of Irish society.

Welcome to SEAI's strategy for the period 2022 – 2025.

A Statement of Strategy is an opportunity to set out our vision, goals and priorities for the next stage of our development. Our Statement of Strategy to 2025 sets out a unique vision for the role we will play in delivering Ireland's energy revolution. This revolution requires fundamental change across all aspects of Irish society. The way in which we live will change. Sustainable energy needs to be embedded in the way that we provide and use energy every day. The call to action has never been louder.

This strategy has been developed against the backdrop of increased climate change urgency, global ambition, and national legislation. Since our last Statement of Strategy, we have also seen a global pandemic have a devastating impact across the world; however, the resulting limitations on travel and other economic sectors demonstrated that collective action can have significant impact on our climate.

SEAI has a central role in ensuring Ireland achieves the targets in the Climate Action Plan 2021. We do not underestimate the challenge of achieving net-zero by 2050. Dramatic change is needed if we want to cut carbon emissions and remove fossil fuels from our energy system. We must now all be part of the societal movement to an efficient energy system built on renewable energy sources. The quicker that we achieve this, the sooner the broad range of benefits will flow to Irish businesses and citizens in the form of cheaper to run, warmer and healthier buildings, improved air quality, increased business competitiveness, improved security of energy supply and many others. In making the transition we will make discoveries that will need to be shared internationally to support global success in addressing the climate crisis.

Experience of the recent invasion of Ukraine demonstrates our current energy insecurity and vulnerability to price shocks. So our only response can be to accelerate away from our dependence on imported fossil fuels.



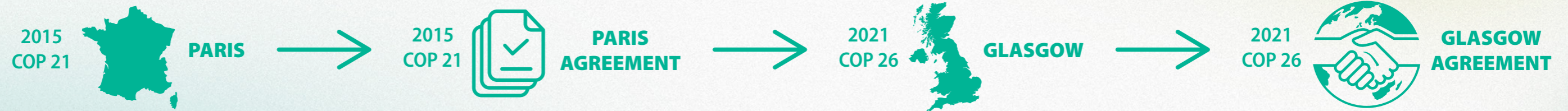
Our vision, as set out in this strategy, is to be a leading authority driving Ireland's sustainable energy transformation for the benefit of Irish society. We passionately believe in this transformation; we know it must happen and we will work tirelessly to achieve it. Over the next four years, I will work with the staff of SEAI to deliver Ireland's energy revolution by driving the reduction and replacement of fossil fuel usage. We will partner with Irish citizens, communities, businesses and Government in doing so. This strategy sets out six strategic goals, all of which are focused on delivering on our targets. We will build the internal capacity and collaborate with others to enable this delivery,

The demands on Ireland's energy and environment require us to work at pace and to deliver ever greater results. That is what we intend to do. Not just because it is our mission, but because it will provide a better life for individuals, businesses, and communities long into the future. If we achieve our mission our legacy will be a healthy Ireland and a healthy planet for future generations.

I would like to acknowledge all those involved in shaping and developing this Statement of Strategy. I look forward to the next phase of SEAI's important journey and in realising our vision for Ireland's sustainable energy transformation.

**William Walsh**  
Chief Executive Officer  
Sustainable Energy Authority of Ireland

## Environment and Context



In 2015, world leaders met in Paris for 21st annual Conference of the Parties (COP21). Following this conference, the historic Paris Agreement was set out that saw 190 countries adopting a global framework that seeks to limit global warming to well below 1.5°C.

↓  
1.5°C

At the same time in Ireland, a number of policy papers, plans and legislative frameworks were also being prepared that would look to build on this ambition and set the direction for Ireland's energy usage and consumption to 2020 and beyond. The previous SEAI strategy, which ran from 2017-2021, was very much set in the context of these agreements, plans and frameworks.

Moving to 2021, as the preparation for the development of this Statement of Strategy took place, and there is still significant focus and attention on Ireland's climate action and energy usage. With the backdrop of the National Energy and Climate Plan 2021-2030, the enactment of the Climate Action and Low Carbon Development (Amendment) Act 2021 as well as the launch of the updated Climate Action Plan 2021, it is clear that the targets that Ireland must reach will represent a significant challenge. The fact that the launch of the Climate Action Plan 2021 coincided with the COP26 in Glasgow in late 2021 also added to the focus that already existed on Ireland's energy transition.

The targets that are now set out in legislation, commit Ireland to a legally binding target of net-zero greenhouse gas emissions no later than 2050, and a reduction of 51% of carbon emissions by 2030. The Climate Action Plan 2021, which sets out "an ambitious plan to put Ireland on a more sustainable path, cutting emissions, and creating a cleaner, greener economy and society", will be a key part in helping Ireland to achieve the targets set in legislation.

SEAI, has a key role in driving Ireland's energy transformation and will ultimately play a significant part in helping Ireland to achieve the targets that have been set both in legislation and the Climate Action Plan. The Climate Action Plan 2021 specifically will be the anchor for SEAI as we progress towards 2025 and 2030. The key aims as set out in this Climate Action Plan that SEAI are focussed on are:

There is a responsibility on all members of society, be they citizens, homeowners, communities, businesses, large industries or the public sector, to ensure that we are successful in meeting our targets so

that we can ensure our future and the future of those who will come after us.

To facilitate this, SEAI will work tirelessly with all energy users over the period of this strategy. We will guide and support them in their own energy transition with the underpinning goal in mind of a decarbonised society through the strategic goals and objectives we have set for the coming years.

SEAI is very cognisant of the vital role it plays and the associated responsibility it has, in delivering on the Government's Plan to invest €8 billion to 2030 in national retrofits. SEAI recognises the level of growth and transformational change required to scale up by the order of magnitude required, to deliver the ambition. SEAI will expand its capacity and capabilities and work closely and collaboratively with the Department of Environment, Climate and Communications in doing so. Both organisations will share knowledge and expertise to ensure that collectively the right skillsets are nurtured and developed to deliver results commensurate with the level of ambition.

500,000  
home energy  
upgrades  
by 2030

600,000  
renewable  
energy heating  
sources

1,000,000  
electric vehicles  
by 2030

1,500  
SEAI Sustainable  
Energy  
Community  
Programmes  
by 2030

# Vision, Mission and Values

## Vision Statement

To be a leading authority driving Ireland's sustainable energy transformation for the benefit of society

## Mission Statement

Our mission is to be at the heart of delivering Ireland's energy revolution. We drive the replacement of fossil fuel usage. We are a knowledge led organisation. We partner with citizens, communities, businesses and Government. We are trusted collaborators, innovators, funders and educators.

## Value Statements

### We are passionate

– we are enthusiastic about our role in working towards a sustainable energy society. We channel our passion and commitment into the way we operate to ensure that we will deliver for all of Irish society.

### We are courageous

– we understand the scale of Ireland's energy challenge and accept our role in meeting this challenge. We understand that every one of us has a part to play in delivering the energy changes that Ireland needs.

### We are innovative

– we know that existing technologies and processes alone will not allow us to realise a fully sustainable energy society. We are continually learning, seeking new solutions, and constantly adapting to meet the demands of our fast-changing environment.

### We are trusted

– we appreciate the trust placed in us by citizens, communities, business and Government, without it we could not deliver on our objectives. We respect this trust and seek to maintain it by operating transparently, working with integrity, holding ourselves accountable and functioning independently.

### We are experts

– we recognise the importance technical expertise plays in achieving a sustainable energy future. We seek to further enhance this expertise within SEAI through research, critical thinking, consultation, listening, analysis and delivery.

### We are collaborative

– we will not succeed by operating in isolation. We actively look to work with all those in Irish society; listening to ideas, acknowledging concerns, incorporating feedback and looking to build strong relationships that can support every individual, community and business in Ireland to be a part of the sustainable energy revolution.

# Strategic Goals and Objectives to 2025



The Strategic Goals included under this framework are:

**Delivering our targets**  
(setting, prioritising, delivering & monitoring targets)

**Communicating our message**  
(branding, influencing, thought leadership)

**Collaborating with others**  
(external collaboration, engagement and partnerships)

**Building capacity and developing knowledge**  
(building the infrastructure to deliver and developing research, insight and innovation)

**Engaging with and supporting our staff**  
(leadership, development, collaboration, internal communication, culture, equality, diversity and respect)

**Underpinned by a Strong Corporate Governance Framework**  
(accountability, transparency, probity, and a focus on the sustainable success of the organisation over the longer term)



# Delivering our targets

## Setting, prioritising, delivering and monitoring targets

### STRATEGIC OUTCOME:

Achievement of the carbon reduction targets we have set ourselves over the lifetime of this strategy.

- We will focus our programmes and measures on the cost-effective achievement of emissions reductions within the energy sector, supporting the national target of 51% emissions reduction by 2030. We will report our contribution on an annual basis by means of a well-defined and measured impact statement.
- We will lead in the delivery of the established national targets for homes and other retrofits through the one stop shop model, taking all actions to ensure the ecosystem is created to deliver on Ireland's retrofit ambition.
- We will support the transition of the transport sector to a sustainable model, with a direct focus on the increased uptake of low emissions vehicles in line with Ireland's associated targets.
- We will support the public sector to progress deep decarbonisation of their activities.
- We will support Business and Industry sectors to progress deep decarbonisation of their activities and their buildings.
- We will work with Government to provide cross-cutting support to facilitate greater integration of and increased customer participation in energy markets, while continuing to deliver and evolving and comprehensive suite of supports for homes/ communities / businesses/industry and the public sector to drive fossil fuel reductions through energy efficiency and renewable energy technology deployment.
- We will provide timely analysis, research, and policy advice to support government policy to reach national targets.
- We will develop an evaluation process that supports the ongoing review of SEAI, encourages continuous improvement and enables flexibility to respond to changes in our internal and external environment from a target and delivery perspective.
- We will periodically monitor the implementation of our Statement of Strategy and supporting operational plans and evaluate the extent to which target outcomes have been achieved.

# Communicating our message

## Branding, influencing and thought leadership

**STRATEGIC OUTCOME:**

SEAI is a recognised and trusted voice in Ireland and internationally, influencing and educating households, communities, businesses the public sector and Government to act in driving Ireland's sustainable energy transformation

- We will be proactive in our communication, leading critical conversations at a national level and leveraging our strong evidence and experience to deliver informed insights and data.
- We will develop our core brand messages, present and articulate these through ongoing campaigns to tell our story, champion our successes and impact and the contribution we make to Irish citizens, society and the economy.
- We will be thought leaders in the area of sustainable energy and will promote the expertise of SEAI staff externally to enable staff to contribute to the national and international debate on Ireland's sustainable energy transformation.
- We will develop strategic communication practices for specific programmes and sectors, tailored to the needs of stakeholder groups and targeted to ensure they are appropriate and drive action at a national level and across households, communities, businesses and the public sector.
- We will be an open and collaborative organisation, listening to and learning from all stakeholders and supporting their activities and initiatives with our insights and data.
- We will be confident and courageous in our communications, supporting policy initiatives and speaking up when necessary.
- We will increase our research and data outputs and harness the expertise of external parties at national and international level where required.

# Collaborating with others

## External collaboration, engagement and partnerships

### STRATEGIC OUTCOME:

SEAI is an open, externally focused, connected and collaborative Organisation, harnessing and developing the strengths of the wider eco-system in which it operates, at the heart of delivering Ireland's energy revolution.

- We will develop an SEAI strategic collaboration strategy to support the development of relationships and partnerships with regional, national, and international industry experts and specialists and to further develop or support the sustainable energy expertise base in Ireland.
- We will partner with key supply chain, community, industry, and public sector partners to leverage and accelerate the impact of our programmes and measures.
- We will develop long term partnerships with key public sector organisations and agencies to support the delivery of impactful approaches to achieve national climate action targets.
- We will collaborate with other state agencies to support the delivery of Ireland's sustainable energy goals in the business and industry sector, creating a clear eco-system of supports for businesses to access in their decarbonisation ambitions.
- We will educate, support and assist our partners, delivery agents and the wider supply chain to build capacity to support increasingly greater delivery.
- We will further develop research partnerships and collaborations nationally and internationally support new research that will support Ireland's sustainable energy transformation. We will enhance the role that we play in connecting research to policy making to ensure that targeted research is impacting decision making in a timely fashion.

# Building capacity and developing knowledge

.....  
 Building organisational infrastructure, knowledge, and capacity, appropriate to drive Ireland's energy transformation  
 .....

## STRATEGIC OUTCOME:

An infrastructure and delivery approach appropriate to the achievement of SEAI's ambitious targets.

SEAI is the thought leader in sustainable energy in Ireland and provides research informed insights and data to inform policy and delivery of targets

- We will enhance the customer experience of SEAI's broad range of customers. To achieve this, we will streamline our processes, reduce administrative burden, increase responsiveness, and drive efficiencies. We will achieve this whilst retaining a focus on compliance and good governance.
- We will grow our staff base to an appropriate level to allow us to deliver on our objectives and support our stakeholders.
- We will examine our programmes and work with external partners to connect our offerings and those of other agencies so that we provide appropriate solutions to citizens, communities, businesses, and the public sector.
- We will pilot schemes and programmes. We will test and learn and be agile in adapting and improving to respond to market and customer feedback.
- We are experts in sustainable energy. We will remain at the forefront of emerging technology and research, evaluating the next wave of sustainable energy technologies and bringing existing technology to scale to inform policy and delivery of targets
- We will identify and support areas of research excellence that addresses the key knowledge, data and technology gaps required to meet our national clean energy transition targets. We are committed to ensuring that outputs arising from SEAI funded research are openly available, and will require this of our research awardees. We will support impact from research outcomes by ensuring accessibility, by bridging these outcomes to policymakers, and by practically implementing them into our programmes, ensuring that state-of-the-art<sup>1</sup> considerations are brought to our customers in a timely manner.
- We will use and further enhance the national energy modelling framework, our research, statistics, behavioural economics, insights and data capabilities to greater influence decision-making and policy development in the energy sector in Ireland and to support programme evaluation
- We will provide a key knowledge centre for sustainable energy technologies in buildings, industry, transport, electricity and bioenergy



# Engaging with and supporting our staff

.....  
**Leadership, development, culture, inclusion, and respect**  
 .....

**STRATEGIC OUTCOME:**

A highly skilled and engaged staff community, who recognise and are committed to the critical work that they perform and its importance for Ireland and who know that they are valued for, and supported in this important work.

An organisation culture that reflects our values of passion, courage, innovation, trust, expertise and collaboration where all staff can grow, develop and contribute.

- We will further develop a learning and development organisation that offers growth opportunities for staff, that attracts and retains talent and provides high levels of job satisfaction.
- We will design and implement a programme of professional development and support for all staff to equip staff with the future skills and competencies necessary to deliver on SEAI's objectives, in a fulfilling manner.
- We will recognise and acknowledge staff appropriately for the contributions made to SEAI and we will engage with staff frequently, consulting on significant developments relating to the organisation, to their area of work and Ireland's sustainable energy ambitions
- We will implement a flexible, hybrid model of working that contributes positively to the work-life balance of employees while also ensuring that high-quality delivery is maintained. Our model will be informed by our leadership role in reducing emissions and our requirement to attract and retain top talent.
- We will support our staff to develop their own expertise, grow their professional networks, contribute to public discourse and thinking and to enhance their links with business, communities, and the sustainable energy sector.
- We will further develop and implement a suite of equality and diversity initiatives focused both externally on how we engage and deliver and internally on recruitment, development, promotion and family friendly work policies.
- We will maintain a positive working environment where all staff in our organisation feel safe, respected and listened to regardless of their background or personal circumstances.
- We will develop a suite of initiatives that focus on staff health and wellbeing and encourage and promote good physical and mental health and work life balance.



# Underpinned by a Strong Governance Framework

Accountability, transparency, probity, and a focus on the sustainable success of the organisation over the longer term

**STRATEGIC OUTCOME:**  
We will meet the highest standards of corporate governance.

- We will apply best practice risk management to all aspects of our work and business planning ensuring our approach to risk evolves in line with growth and change in the organisation.
- We will ensure full and comprehensive compliance with all taxation, legislative, EU rules, codes of practice, capital investment and reporting requirements of the organisation.
- We will ensure full and comprehensive compliance with oversight requirements with our parent department, ensuring our performance delivery agreement evolves to reflect growth and change in the organisation.
- We will expend the funds allocated to us by the exchequer in an efficient and effective fashion, ensuring we achieve value for money for the exchequer.
- We will promote a culture of working together as one team, solving issues collaboratively, whilst being clear on accountability for outcomes.

## Implementation and Progress Reporting

In order to realise the strategic goals and objectives set out in this statement of strategy, a series of annual business plans will be developed for each Directorate in SEAI.

These annual business plans will be driven by the Statement of Strategy as well as the Annual Service Agreement that is in place. They will set out the key actions to be delivered by each Directorate, and each action will be assigned an owner, timeline and key performance indicators to enable us to measure success.

Progress on the goals and the objectives of the Statement of Strategy will be reviewed and monitored on a regular scheduled basis over the course of the period to 2025.

In order for the goals of this Statement of Strategy to be realised, the commitment, collaboration and engagement of all directors, managers and staff across the organisation will be required.

The Statement of Strategy will be supported by a robust implementation framework which will enable regular monitoring and reporting over the life of the strategy.

# Our Progress

Since our last strategy

## With more than €800m Government funding, SEAI supported...



27,000 EVs and 14,000 home chargers



Over 300 innovative research and development projects



More than 600 energy communities in our nationwide network



1000s of businesses supported



100,000 home energy upgrades



More than 650 small business and farming upgrade projects



324 public sector building upgrade projects, helping public sector exceed its 33% efficiency target



WORLD'S FIRST ZERO EMISSIONS POSTAL CAPITAL



SEAI One Good Idea





More than 250 efficiency and renewable energy projects for medium and large industry





Rialtas na hÉireann  
Government of Ireland

