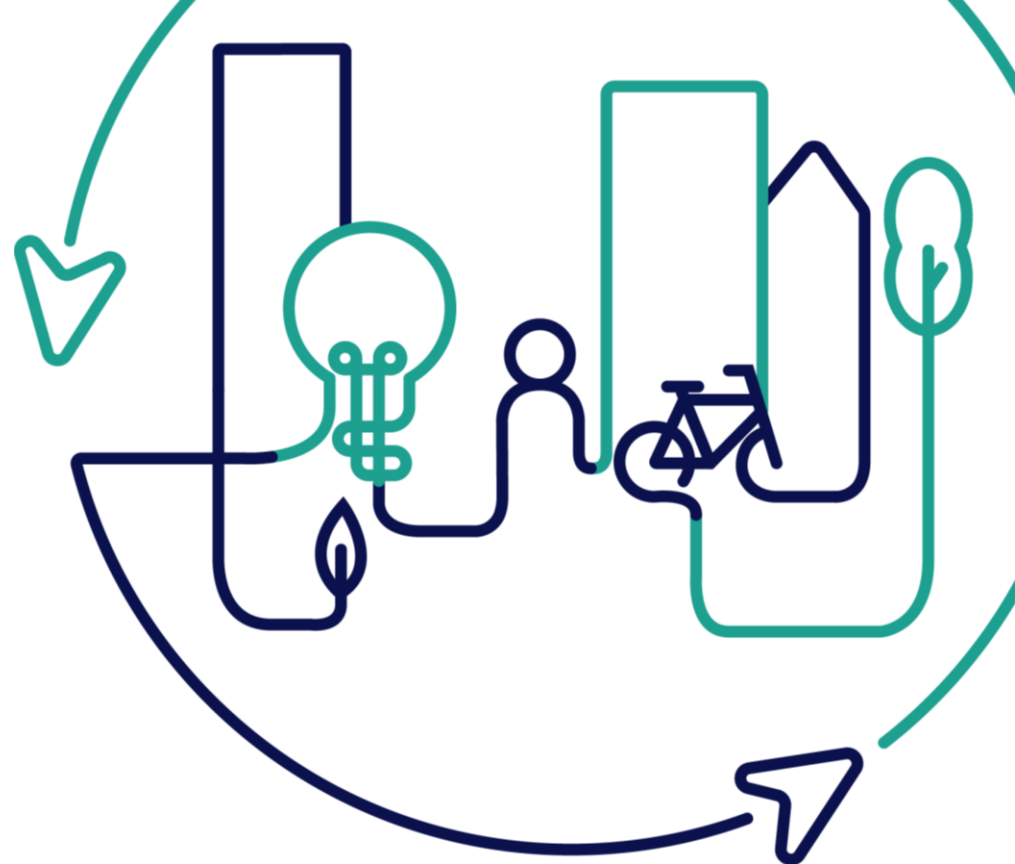


EUROPEAN U R B A N INITIATIVE

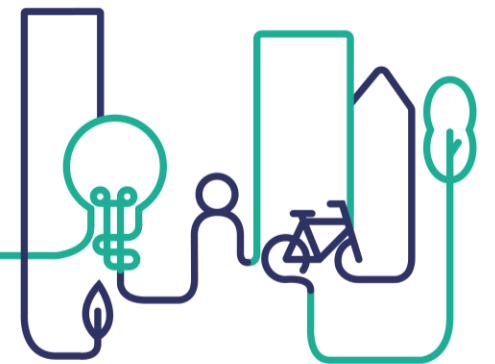


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Parallel Workshops:

Design & Delivery - Operational Solutions for Creative Regeneration & Shared Sparks – Governance and partnership solutions for creative regeneration

Wednesday 26th November 2025 – 14.00 to 15.30
Facilitated by Derville Brennan
Case Study: Shackleton Museum, Athy, Co. Kildare



Co-funded by
the European Union



Session Aims

1

To understand some of the technical and operational challenges faced by the Shackleton Museum

2

To discuss in groups those technical and operational challenges and co-produce potential solutions

3

To share your potential solutions with the project and hear from them what happened in reality

4

To apply learning to your local contexts in Ireland



Session Plan

14:00

Introduction

14:05

**Case Study Presentations
(Challenges)**

14:25

Group Activity

15:00

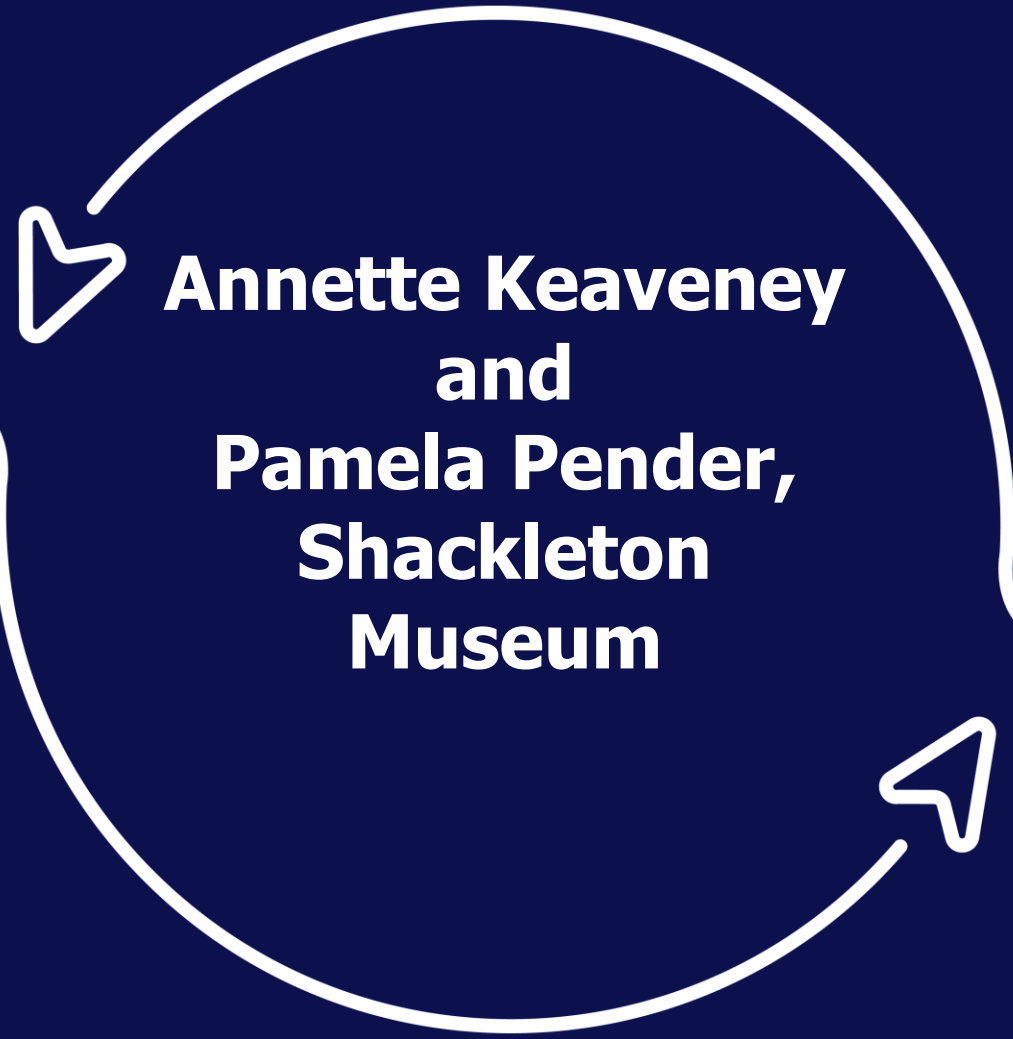
Feedback and Discussion

15:15

**Case Study Response
(Solutions)**

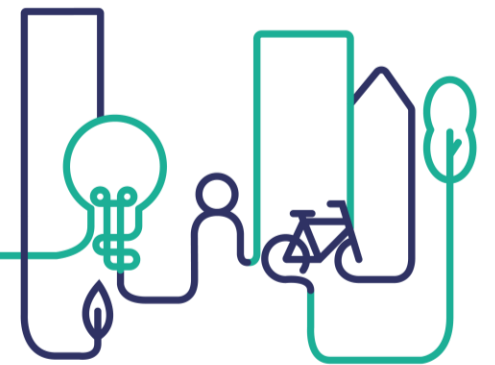
15:25

Wrap Up



**Annette Keaveney
and
Pamela Pender,
Shackleton
Museum**

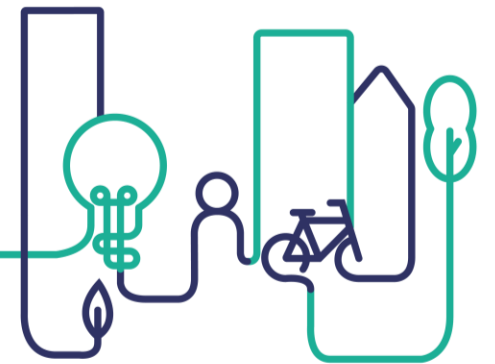
SHACKLETON MUSEUM



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Shackleton Experience – *some background*

- The building is over 300 years old and prior to renovation was home to the Athy Heritage Centre, overlooking a bustling Town Square in the centre of Athy town.
- It was home to several historical artifacts related to Athy but most especially Ernest Shackleton, who was born in the townland of Kilkea, approximately 15km from the building.
- Each year the Shackleton Autumn School was held in Athy with contributors and attendees from all over the world.
- Our ethos was to create a space where everyone feels welcome and included.
- This is a community led project driven by desire to support our community.
- A strong 'sense of arrival' has been achieved as the visitor approaches the new Museum, through its central location within Emily Square and the existing iconic statue outside of Ernest Shackleton.



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The specific objectives of the project included:

- Architectural conservation and restoration of the historic building, a protected structure.
- Provision of a 2 storey sculptural glass extension to the rear of the building which necessitated the removal of part of the central bay of the south facade.
- Refurbishment of existing building, including re-pointing and cleaning of masonry and brickwork, repairs to windows and replacement where necessary, re-dressing of lead linings and repairs to roof.
- Reinstatement of 10 casement windows on North facade
- Removal of 2 No. existing stairways and one lift and associated structure, construction of a new lift and fire escape stairs to serve all floors.
- Provision of level access to entire ground floor from front entrance by raising ground floor internally.
- Complete internal redecoration and new internal openings to allow improved circulation within the building.
- Installation of Interpretation and exhibitions that aims to inform, provoke, and inspire the visiting public.





Vision

1

Mission: To build one of the world's great polar museums

2

Become a national and international reference point for a heroic age of polar exploration

3

The Centre will become an international tribute to the world's greatest polar explorer

SECTION A



Yo

TECHNICAL CHALLENGES

GOAL:

Iceberg - Provide a contemporary intervention that complements and respects the historic character of the existing building while signalling a new chapter in its history.

- Transparency and Lightness -The use of glass creates a visually light structure that contrasts with the solid masonry of the heritage building
- Transparency allows views into and out of the extension, fostering a sense of openness and inviting engagement
- Echo the qualities of ice—clear, bright, and full of light
- Dialogue Between Old and New - The glazed form establishes a clear distinction between the original architecture and the new addition, avoiding imitation while celebrating the authenticity of both.
- Best practice in conservation, where new interventions are legible and reversible.

TECHNICAL CHALLENGES:

- Bespoke glazed extension (design, fabrication, installation) was a major delivery challenge.
- Design team for the Structure was procured via RFQ; contract awarded to a Vienna-based firm with UK offices and strong portfolio.
- Achieving performance and aesthetics required integration of structural, glazing, and services expertise.
- Bi-weekly coordination meetings with Cross Border team, Client and Main Works Design Team
- Main building works tendered separately
- Iceberg team novated to main contractor for extension delivery.
- Fabrication phase challenges required proactive management and rapid resolution.



The most significant technical challenge was the design, fabrication and installation of the bespoke glazed extension with its complex iceberg-inspired geometry.

This required:

- A custom structural and glazing solution (standard systems were unsuitable).
- Integration of structural, glazing, and services expertise.
- Specialist involvement from Waagner Biro Steel and Glass due to the complexity.
- Issues during fabrication and installation, including misaligned steel frames and glazing panels that didn't fit, ultimately requiring dismantling and re-erection with real-time scanning.



Challenges which emerged during the transition to fabrication and shop drawing production

1

Company project manager departed and site representatives constantly changed

2

Communications became sporadic

3

Deadlines slipped repeatedly

4

Progress updates were difficult to obtain

5

Delivery was delayed by six months

The journey to get here is far more complex than most visitors realize, but it's absolutely worth it.

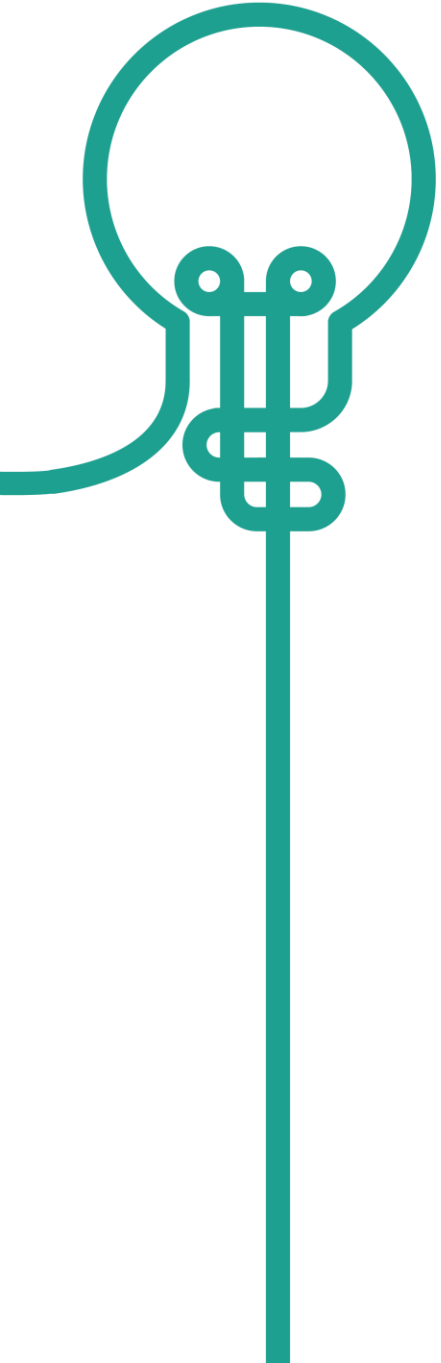
As someone who has a keen interest in the Antarctic explorers of the Golden Age, I was thrilled to see that this museum was reopening just in time for our visit to Ireland. The museum is housed in a beautiful building and had been very carefully updated. The exhibits have been very carefully curated, with a great balance of informative text, photos and interactive activities. It was lovely to see so many artefacts from Shackleton's life and explorations. Seeing his cabin from Quest was very moving and the cabin has been beautifully restored. This is a must-see if you want to learn more about this amazing man.

Tripadvisor Review

GOAL:

Maintaining the environmental integrity of both the historic building and Shackleton's Cabin

- Maintaining 18°C temperature and 55% relative humidity to prevent shrinkage or drying of artifacts.
- Installing efficient heating (boiler, radiators, underfloor heating) and ventilation systems with humidity control.
- Using Air Handling Units (AHUs) in roof space with humidity sensors and heat recovery systems.
- Restrict overheating.
- Retrofit where possible.



CHALLENGES

1

Limited Attic Space -Restricted placement of AHUs and ductwork, limiting full HVAC integration

2

Increased Solar gain- leading to overheating risk - Higher humidity fluctuations due to large glass surfaces

3

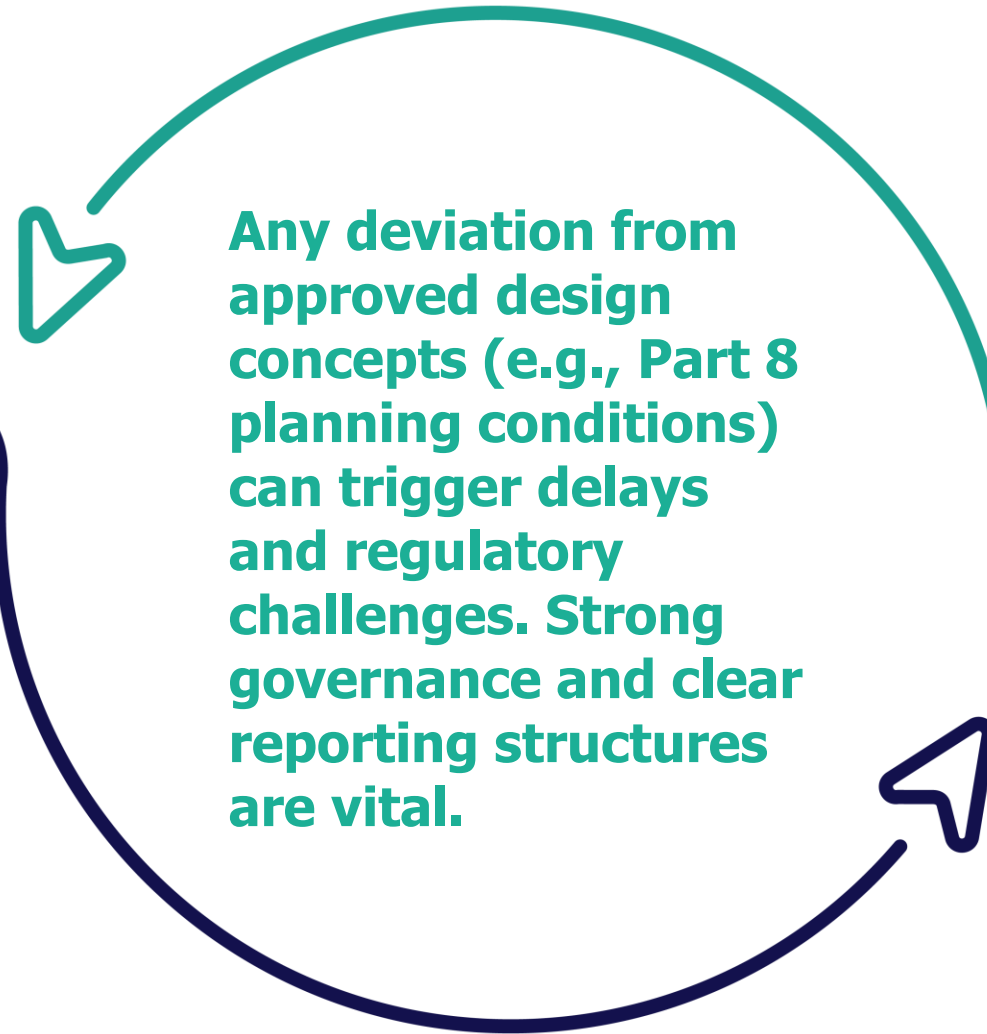
Historic Building Restrictions - Structural limitations prevented invasive HVAC installations

4

Humidity Control Complexity – maintaining a fixed RH in a space with variable external conditions and glazed surfaces

Protecting Artifact Integrity

Energy Demand



Maintenance and Monitoring

Design Trade Off

OPERATIONAL CHALLENGES

FUNDING & GOVERNANCE

Funding – was granted for 2.7m for both Shackleton Museum and Emily Square in 2019 due to the condition of the existing building fabric, the extent of conservation works required, the addition of the Fit - Out element and the bespoke nature of the extension, along with significant inflationary increases – costs increased.

Governance

The Athy Heritage Centre was managed by Athy Heritage Company Limited, with oversight from a Heritage Board.

This Board was largely voluntary, with limited formal governance structures.

1

Funding – Changes in scope led to increased costs
Fit Out included as part of overall project

2

Match Funding Shortfall – voluntary nature of
existing Board of the Heritage Centre

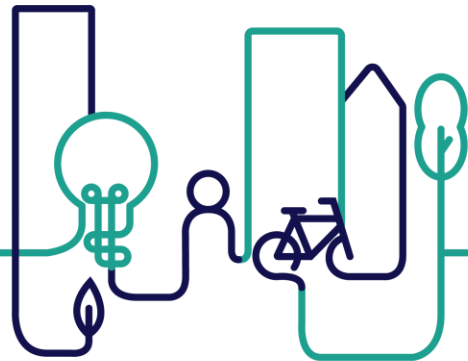
3

Funding Body Constraints - RRDF requesting
prioritisation - forcing a strategic decision between
Shackleton Museum and Emily Sqr.

4

Governance and Oversight
Transition from a voluntary Board to a KCC-
managed Board demanded new governance
structures and controls.







2018

MONTH

You can simply impress your audience and add a unique zing and appeal to your Presentations.



2019

MONTH



2022

MONTH

2021

MONTH

2025

MONTH

You can simply impress your audience and add a unique zing and appeal to your Presentations.





**Group
Activity**

CHALLENGE CANVAS

HOW DOES IT WORK

➤ Based upon the presentation of Shackleton Museum detail on the

Challenge Canvas:

- Step 1 – your understanding of the core operational challenge and how it relates to your own experiences
- Step 2 – how you would address the core operational challenge
- Step 3 – how you would transfer the solution to your own contexts

TECHNICAL CHALLENGES

Management of cross border Teams when issues arise

Environmental considerations of the glazed extension on integrity of the artifacts

OPERATIONAL CHALLENGES

Navigating multiple public funding streams, match funding requirements, and procurement compliance

Standing down the original museum board and creating a new governance structure under KCC introduced complexity but was necessary for oversight.



Feedback

CHALLENGE CANVAS

- Each Group to feedback on their Challenge Canvas



**Let's hear
from Annette
and Pamela**



TECHNICAL CHALLENGES - How we addressed the challenges - LESSONS LEARNED

1

Specialist Expertise is Essential – Bringing in specialists was necessary but this should have anticipated earlier

2

Communication Protocols - Sporadic updates and missed deadlines highlight the need for formal reporting structures and escalation paths, especially with cross border teams

3

Risk of Contractor Withdrawal - Include contractual safeguards and contingency plans for replacement.

4

Dedicated Project Manager - Waagner Biro's lack of a consistent, site-based project manager caused major coordination failures. Insist on this role from contract award.

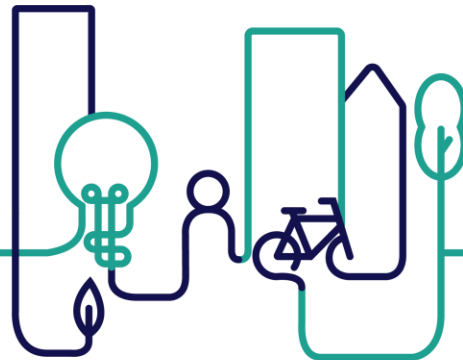
TECHNICAL CHALLENGES - How we addressed the challenges - LESSONS LEARNED

- Early Environmental Planning is critical
- Dynamic Modelling for glazed extension
- HVAC Design must account for Heritage Constraints
- Energy Efficiency considerations
- Continuous Monitoring and Maintenance
- Balance Visitor Comfort with Artifact Preservation



OPERATIONAL CHALLENGES - How we addressed the challenges

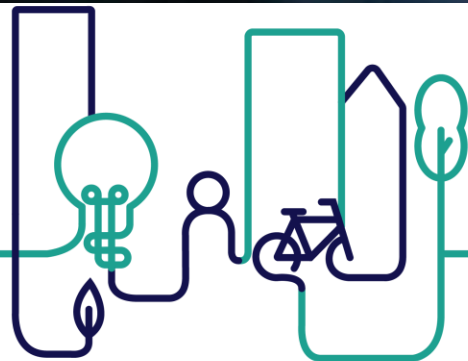
- Realistic Fundraising Expectations
- Overestimating voluntary fundraising potential can lead to delays and restructuring.
- Funding Strategy Diversification - Relying on a single funding stream increases vulnerability. Proactively identifying alternative funding sources (e.g., Just Transition) ensures project continuity.
- Early Governance Planning is Critical - Large-scale heritage projects require robust governance structures from the outset. Reliance on voluntary boards for major capital projects can create risk; formal oversight should be established early.
- Governance Transition Management - Moving from voluntary to formal governance requires careful change management.
- Building a board with diverse skills in governance, finance, and project delivery supports smooth operations.



“Through endurance we conquer”

Ernest Shackleton

Thank you





**Wrap Up
from
Derville**

SITE VISITS – LOCAL REGENERATION SITES



The Peace Campus

Liam Bradley,
Museum Curator
Monaghan County Council



Monaghan Courthouse (Headsets needed)

Paddy Sherry
Monaghan Town Heritage Tour Guide



Former St. Louis Convent Chapel (THRIVE)

Drew Hurley
Senior Executive Planner
Monaghan County Council

ABOUT THE SITE VISITS

- **Your designated site visit group is written on the back of your badge – Please stay with your group**
- **Group 1 Departs 16:00**
- **Group 2 Departs 16:10**
- **Group 3 Departs 16:20**
- **Please provide your reflections at each site – Scan QR code**
- **At the end, a bus will take participants back to the Peace Campus and/or the Westernra, 4 Seasons and Hillgrove Hotels.**













Bus transportation to and from dinner

- **Drinks reception with exhibition of all THRIVE 2 recipients
Dinner at the Hillgrove Hotel at 19:00**
- **Buses will depart from the 4 Seasons Hotel at 18.30 and
18.45 to the Hillgrove**
- **The bus will offer a return service from the Hillgrove to the 4
Seasons at 22:00 and 22:30**

➤ LUNCH & EVENING COFFEE LOCATIONS

Ground Floor

Key

	Main North Entrance		Leibhórlann Library
	Main South Entrance		Library Outreach Room
	Reception / Information		Community Bookable Space
	Cafe Café Self Service Barista Bar		Audience
	Fóroige		Performance Stage



Thank you

