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		Revised by: Sharon Byrne
		Reviewed By: Philip O'Dea; Pat Neville
		Approved By: Deborah Meghan
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1. Scope

Coillte is a commercial semi-state company operating in forestry, land based businesses, renewable energy and panel products. The company was established in 1988 and today Coillte is the custodian of over 440,000 hectares of Ireland's forest lands.

Coillte take its responsibility for managing almost 7% of the land area of the state seriously. It is committed to a partnership approach with customers and stakeholders, to understand their needs and work towards solutions to issues and concerns. Coillte has a keen awareness of how it's decisions can impact on society, people, and nature.

This consultation protocol outlines the strategies and consultation processes for two operating divisions of Coillte, namely Coillte Forest and Land Solutions and Venturing.

Coillte Forest – This division manages all aspects of the Group's forestry business. Its functions include the establishment of plantations, timber harvesting, sales and marketing, recreation and environmental management and the provision of forestry services to customers.

Land Solutions and Venturing – This is the venturing arm of the Group that identifies new business opportunities and extracts value from the Group's broad asset base. This business focuses on Property Sales and Acquisitions, Strategic Investments and Asset Management, Venturing, Sustainability and the not for profit venture Coillte Nature.

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2. Purpose of Coillte's consultation process

The Coillte estate is a rich, high quality environmental resource, with the potential to interact with people, landscape, water and biodiversity. As such, Coillte through implementation of mitigation measures, minimises potential impacts of its business on people through the operation of a responsible consultation process which encourages a partnership approach to achieving its organisational goals.

Coillte sees its stakeholders as those individuals, groups of individuals or organisations who can be directly affected by its organisation's activities. Stakeholder engagement is the process used by Coillte to engage relevant stakeholders and to consider their input, where possible, into achieving shared outcomes.

The benefits of quality consultation in Coillte are the following:

- Allowing more equitable and sustainable social development by giving those who have a right to be heard the opportunity to be considered in Coillte's decision making processes,
- Enabling learning from stakeholders, resulting in product and process improvements,
- Informing, educating and influencing stakeholders to improve their decisions and actions that can impact on Coillte and on society,
- Contributing to the development of trust-based and transparent stakeholder relationships,
- Enabling better understanding of Coillte's complex operating environments,
- Facilitating better management of risk and reputation.

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Coillte Consultation Policy

Coillte is the custodian of over 440,000 hectares of Ireland's forest lands. Our business provides sustainable materials to build homes and workplaces. We protect and enhance the environment through our forest operations and provide healthy outdoor spaces for the public to enjoy and we invest in and support local communities.

This Coillte consultation policy aims to achieve the following :

- Coillte is committed to carrying out its consultation process in full compliance with all applicable laws, directives and regulations, including The Aarhus Directive as well as voluntary external accredited schemes to which Coillte subscribe such as FSC^{®1} (Forest Stewardship Council[®]), and PEFC[™] (Programme for the Endorsement of Forest Certification).
- As part of Coillte's commitment to the responsible stewardship of its forests, it seeks and welcomes comments and suggestions from stakeholders about how it manages its forests in the most responsible way for the benefit of society and future generations.
- Coillte is committed to involving stakeholders in identifying, understanding and responding to sustainability issues and concerns. Coillte endeavors to explain decisions and actions and the rationale behind them.
- Coillte is committed to providing convenient ways for people to raise matters of interest and concern and forward their views for consideration.
- Coillte is committed to considering and incorporating feedback from stakeholders, where possible, in its plans and operations.
- Coillte provides an issues procedure and recording mechanisms to take account of stakeholder issues and ensure appropriate follow up and resolution.
- Finally Coillte commits to reviewing and improving its consultation performance and learning from stakeholder feedback.

¹ FSC licence code FSC- C005714

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3. Responsibilities

The Stakeholder Engagement Officer

The Stakeholder Engagement Officer is responsible for:

- Co-ordinating the consultation process for Coillte's Forest Business to ensure compliance with directives and regulations, including The Aarhus Directive as well as voluntary external accredited schemes to which Coillte subscribe such as FSC (Forest Stewardship Council), and PEFC (Programme for the Endorsement of Forest Certification),
- Engaging Coillte's employees and explaining the stakeholder consultation process and its benefit to the organisation,
- Supporting and assisting where necessary Coillte's employees in relation to the management of the consultation process while managing external stakeholder expectations.

Coillte Employees and Contract Staff:

Coillte employees and contract staff are responsible for:

- Adhering to the principles and procedures of Coillte's consultation policy

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4. Procedures

4.1 Coillte Forest stakeholder consultation framework

Coillte Forest carries out a number of consultation processes to ensure that stakeholders directly affected by its management planning and operations have the opportunity to give their views through public consultation opportunities. Coillte use a variety of methods to inform, communicate, create awareness and consult with stakeholders. These methods include Coillte's website, newsletters, mailshots, press releases, advertising, social media channels and at times can include brochures, public information events and open office days.

Coillte Forest also uses various methods to track stakeholder engagement information, such as print and broadcast media, internet, and social media.

Consultation submissions received provide Coillte with useful information to monitoring trends and issues of particular concern.

At national level, a dialogue is maintained with relevant statutory and non-governmental organisations which have an interest in forestry, rural development, land use and related subjects.

Coillte Forest consult at BAU (Business Area Unit) level and at operational level.

4.1.1 BAU (Business Area Unit) level consultation

At BAU level Coillte consult directly with statutory organisations and other relevant stakeholders in relation to their plans and operations. This formal consultation is supplemented by informal arrangements at BAU level with relevant local authorities to address issues such as county roads, fire service and litter problems. BAUs also deal with specific issues raised by the public.

Coillte consult in relation to its Five Year Forest Plans. Stakeholders participate in the Forest Five Year Plan "scoping" consultation phase as well as the Forest Five Year Plan "draft plan" consultation phase which are outlined below. **Appendix 1** outlines guidance steps for BAUs in relation to retaining files following a BAU strategic plan consultation process.

Forest Five Year Plan consultation

Coillte's estate is divided into 321 forests which are organised into six BAUs. The BAU forms the Forest Management Units (FMU). Each of the six BAUs has a forest plan which is the core document in the planning framework for the management of Coillte Forests.

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The Five Year Forest Plans are currently reviewed every 5 years. During these reviews, Coillte carry out a public consultation process in two stages (scoping and draft plan stage) to take input from the public in relation to its management plans. A map is produced as part of the review of the forest five year plans, which reflects the areas targeting for tree felling. This map forms the basis of public consultation during draft plan stage and if concerns are raised about particular areas they are addressed at this time. Coillte on occasion have to make adjustments or amendments to felling plans for different reasons including: silvicultural, landscape design, forest restructuring, licensing, market conditions, forest disease and windblow. Any changes are consulted on, in line with this protocol.

The purpose of a Five Year Forest plan is to set out plans for forest management activities that take place in a BAU. In compiling these plans, Coillte apply principles of environmental risk assessment and risk management on potential interactions between forest activities and receptors such as water and soils, biodiversity, archaeology & cultural heritage, landscape, people and material assets.

Some of the topics covered in Coillte's Five Year Forest plan include the following: commercial planning, timber harvesting, timber sales, community facilities and benefits, environmental enhancement measures etc. To get an overview of Coillte's timber resource planning process see **Appendix 2**.

Consultation activities carried out by Land Solutions and Venturing are outlined in Section 4.2 – 'Land Solutions stakeholder consultation framework' and are not included in Five Year Forest plans. If members of the public need to refer to plans relating to non-forest management activities¹ they are directed to contacts in Coillte's Land Solutions and Venturing section.

Changes from original consultation on Five Year Forest Plans

The forest plans are consulted on once every five years. Where changes occur from the original consultation process the following applies:

- Where tree felling area exceeds the area initially consulted on by 30% a list of properties is provided to the Stakeholder Engagement Officer by Central Resource Planning,
- Where forest properties, which originally had no clear-felling scheduled at the time of consultation, but subsequently have clear fell areas scheduled, a list of affected properties is provided to the Stakeholder Engagement Officer by Central Resource Planning,
- A property list is uploaded by the Stakeholder Engagement Officer to the Coillte website for areas that have undergone change from original consultation and all registered stakeholders are notified. This is undertaken once a year where necessary.

The following two tables outline the Forest Five Year Plan consultation scoping phase and the Forest Five Year Plan draft plan formation.

¹ Non-forest management activity refers to property sales, telecommunications renewable energy.

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Coillte Five Year Forest Plan scoping phase (every 5 years)

Coillte Five Year Forest Plan consultation scoping phase			
Step	Action	Who's responsible	Timeline
1	<i>Pre-plan consultation with external stakeholders</i> <ul style="list-style-type: none"> • Place public notices on web and in newspapers (national) for Five Year Forest Plan consultation scoping phase on topics relating to these plans • Issue mailshot to registered stakeholders • Seek feedback from public using Coillte website (6 week public consultation period) 	S,R & A Team; PR; BAU team and general public	(Week 1 – 6)
2	<i>Generate headings for management plan template document</i> <ul style="list-style-type: none"> ▪ Review management plan headings for template document ▪ Generate headings ▪ Consult with internal Coillte stakeholders to agree headings 	BAU teams S,R & A Team	Week (6-12)
3	<i>Consultation submissions received</i> <ul style="list-style-type: none"> ▪ Acknowledge, log on Stakeholder Issue Log and assign to BAU or other divisions for consideration ▪ Incorporate public feedback if appropriate into strategic model and inform stakeholders ▪ Close consultation issues 	S,R & A team; BAU team or other division;	(Week 6 – 14)
4	<i>Draft five year forest plan template</i> <ul style="list-style-type: none"> ▪ Produce draft plan template with agreed headings 	Stewardship & Risk; Resource team; BAU team	(Week 14 - 22)

Five Year Forest draft plan consultation stage (every 5 years)

Five Year Forest draft plan consultation stage			
Step	Action	Who's responsible	Timeline
1	<i>Draft plan formation</i> <ul style="list-style-type: none"> ▪ Populate draft plan incorporating where possible consultation scoping phase comments from stakeholders ▪ Populate plan with BAU specific actions/objectives 	Resource team; S,R & A team; BAU team;	(Week 23 - 27)

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	<ul style="list-style-type: none"> ▪ Other teams as required to complete sections in the draft plan relevant to their work ▪ Draft Forest Five Year Plan produced 		
2	<p>Draft-Plan public consultation period</p> <ul style="list-style-type: none"> • Proposed clear fell harvest areas and areas suitable for thinning will be uploaded to Web map, this will show properties where harvesting is scheduled during the five years, however it will not be possible to see the scheduled year of harvesting • The Web map application will be made available on Coillte's website and will allow stakeholders to search harvest areas in a number of ways (e.g. county, town, village) • Place adverts re consultation process in regional newspapers • Issue stakeholder mailshot notifying stakeholders about consultation opportunity • Seek feedback from public using Coillte website (6 week public consultation period) • Stakeholders can also make arrangements for a Coillte office meeting to discuss plans further if required 	S,R & A team; Central Resource team; BAU team and general public	(Week 28 – 34)
3	<p>Consultation submissions received</p> <ul style="list-style-type: none"> ▪ Acknowledge, Stakeholder Engagement Officer logs on Stakeholder Issue Log and assigns to BAU team or other division for consideration 	Stakeholder Engagement Officer; BAU team or other team	(Week 35 - 39)
4	<p>Plan Revision</p> <ul style="list-style-type: none"> • If further information is required the forest resource manager will be available to show further details of Coillte's tactical and operational planning systems. • Coillte will consider the request and where possible agree to make changes to original plan. Agreed changes will be highlighted for pre-blocking (a process to set in stone harvest schedule) and preserved in future plans until the next review period. 	Stakeholder Engagement Officer; BAU or other team; Resource planning team	(Week 40 - 42)

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	<ul style="list-style-type: none"> If no change is made this will be logged and reason noted Central consultation resource will collate the public feedback and ensure these changes are embedded into future plans. 		
5	Final plan formation <ul style="list-style-type: none"> Final sign off on draft Five Year Forest Plan 	Stewardship & Risk; Resource team; BAU team;	(Week 43)
6	Changes from consulted plan <ul style="list-style-type: none"> Strategic plans will be reviewed annually. Where clear fell harvesting exceeds the consulted threshold for the consultation period, these areas will be listed on Coillte website. Additional areas scheduled for clear-felling outside of what has already been consulted, will be added to the Coillte website. If further information is required for these additional areas this can be provided by the resource manager. Changes to the plan can be captured following Step 4. 	BAU team, Resource planning	(Week 44)

Public access to information

Web based technology forms the corner stone of the Coillte Five Year Forest Plan public consultation process, using a publically available web portal which displays where proposed clear fell activity is planned hosted on the Coillte website. The consultation process is also advertised through regional media and mailshots are issued to registered stakeholders. Where members of the public do not have access to the internet, office meetings can be arranged at their request to facilitate a viewing of the Web map detail.

The intended search functionality in the Web map viewer will allow the end-user to search the map by: place name (county, town, village) based on a search engine. Following on from the search, the map will zoom to the area of interest. It will also be possible to pan and search the map using navigation tools.

Users of the web map viewer will be able to submit comments and suggestions on harvest blocks via an input form.

- Proposed clear fell harvest areas are uploaded to Web map, to show properties where harvesting is scheduled during the five years, however it is not possible to see scheduled year of harvesting

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- Statistics can be viewed for highlighted properties showing proposed e.g. clear fell area (ha) total property area (ha)
- If a member of the public wishes to have more detail of the proposed clear fell blocks, they may proceed to step 2
- Contact details for the resource manager/central Coillte contact responsible for the plans are listed on the Web portal

Additional information requests which come from Web map will be added to the Stakeholder Issue Log by the central Stakeholder Engagement Officer and assigned to the relevant resource manager. The relevant resource manager will engage directly with stakeholder to address their queries.

4.1.2 Operational level consultation

In addition to BAU level consultation, Coillte carries out operational consultation with local and statutory stakeholders directly affected by operations. Assessment of social impacts is completed during planning and prior to the commencement of all site disturbing operations on Coillte's certified estate. The two main purposes of the assessment is to incorporate impacts into decision making and to minimise or avoid impacts during operations.

This assessment is carried out through the use of Coillte's ERA (Environmental Risk Assessment) procedure. This procedure assesses the potential impacts on people. Consultation is undertaken, if necessary, and actions are applied to minimise the impacts on people from the operation.

An example of a standard mitigation measure for Coillte operations is - 'to minimise disturbance to people and not block access to people's houses or properties'.

Details of any consultation carried out is recorded on LRM (Land Resource Manager). These records are then accessed by each of the processes working in Operations (Resource, Engineering, Harvesting, Estates and Establishment) during the generation of Activity Site Packs to ensure all records of consultation are included.

The following links (Resource Training Manual, Harvesting Training Manual, Roads Training Manual and Establishment Training Manual) to our training material will provide staff with the necessary material to allow each process to generate their respective activity packs

In addition, under the health and safety requirements, Coillte carry out an outline risk assessment for each site ahead of operations and where risks are envisaged to people. Site safety rules are applied and agreed with contractors, who subsequently complete a hazard identification risk assessment for each operation. An example of a mitigation to minimise impacts on people is 'the erection of general safety signage and prohibitive notices ahead of operations'.

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Operational level consultation process			
Step	Action	Who's responsible	Timeline
1	<p>Completion of ERA (in advance of operation)</p> <ul style="list-style-type: none"> - Assessment of social impacts - Identify directly affected stakeholders using EIA now changing to ERA, stakeholders identified can include: <ul style="list-style-type: none"> - local residents - ROW users - licensed recreational users - recreation trail users - internal Coillte stakeholders - Consultation with statutory organisations such as NPWS (National Parks & Wildlife Service and IFI (Inland Fisheries Ireland) carried out as per general felling licence 	Relevant managers (Resource, Harvesting, Engineering and Operations)	In advance of high impact operations
2	<p>Consultation with Stakeholders (in advance of operations)</p> <ul style="list-style-type: none"> - Manager decides on options for consultation from list below: - house call to stakeholder (if no one home, leave note with contact details) - phone call, letter or e-mail to stakeholder - erection of relevant signage i.e. harvesting operations signage, chemical application signs - Incorporate feedback if any into mitigation measures to reduce social impact - Update ERA and complete consultation record on file - Follow up any issues raised by stakeholders as the operation progresses and close issues accordingly - Details of all consultation between Coillte staff and stakeholders is recorded on LRM 	Relevant managers (Resource, Harvesting, Establishment, Engineering)	In advance of high impact operations
3.	<p>Recording of Consultation carried out</p> <ul style="list-style-type: none"> - Relevant processes access details recorded on LRM - All relevant details are added to Activity Site Pack which should be referred to by all parties prior to commencement of works 	Relevant managers (Resource, Harvesting, Establishment, Engineering)	In advance of high impact operations

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4.1.3 BAU Consultation Meetings

Coillte encourages consultation with respect to the social, environmental and economic aspects of its business through the operation of BAU consultation meetings. These meetings, held annually in each BAU, allow consultation to take place with key groups and can include, community groups, partnership groups, environmental groups, outdoors pursuits clubs, sporting bodies, disability groups, game shooters, tourism interests, local authority interests, and individuals. Please refer to procedure for conducting [BAU Consultation Meetings](#) for further information.

4.1.4 Issue Management Process

Coillte receive regular contact from the public across its estate. This contact can be in the form of phone-calls, e-mails to the Coillte website, letters or someone calling in person to Coillte offices. People contact Coillte on a range of subjects:-

- **Queries**
Queries can relate to various Coillte activities e.g. recreation activities on its estate, firewood sales, employment opportunities or about a project we may be involved in. General queries are responded to normally within a two week period.
- **Discussions**
At times the public request a general discussion on an item that Coillte is planning or undertaking. Managers engage with people and give them as much information about the particular issue raised. If this consultation relates to high impact operations, a record of the communication is recorded on the consultation record within the management unit site file.
- **Positive Feedback**
Coillte receive positive feedback on occasion about a Coillte experience from the public. This feedback may be used to further enhance or improve a process elsewhere in the organisation, and can be recorded on the Stakeholder Issue Log. The Stakeholder Issue Log is Coillte's recording mechanism for stakeholder consultation and issues.
- **Issues**
Issues raised by the public cover many aspects of Coillte's business. Recreation, forest operations, land sales and wind energy project issues are among the topics Coillte are contacted about. Coillte deal with issues in the following manner;
 - (a) Issues are received via the public website. An automated acknowledgement is generated and sent to the stakeholder. Each issue is screened by the Stakeholder

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Engagement Officer who categorises the issue accordingly and refers it to the relevant BAU or division. The issue is then recorded on the Stakeholder Issue Log and assigned to the relevant manager. All issues are investigated and followed up by the relevant BAU or division as appropriate. Central issues received via the public website will be recorded on the Stakeholder Issue Log by the Stakeholder Engagement Officer and assigned accordingly.

- (b) Issues raised directly to BAU's, or other divisions of Coillte are logged on the Stakeholder Issue Log for investigation and follow up by the Coillte person who received the issue initially. Issues are assigned to relevant staff and a RAG rating is applied as appropriate (details of RAG ratings are set out in SOP-043 Call Handling Procedures). If the issue cannot be resolved immediately, the status of the issue on the stakeholder issue log is updated from 'assigned' to 'in progress'. When an issue is updated to 'in progress' an update is provided by the assigned manager in the 'progress update' text box and a 'follow-up' date is reviewed and updated if necessary. Once the issue is resolved the status of the issue on the Stakeholder Issue Log is updated to 'closed' and any relevant supporting documentation is uploaded for future reference. On a monthly basis, each BAU reviews all calls logged to ensure that the status of each issue is correct and details are up-to-date. A summary report is populated each month by BAU staff which is then reported to the EMP group on a quarterly basis.

Issues Management Process		
Step	Action	Who's responsible
1	<p>Issue receipt</p> <ul style="list-style-type: none"> Stage 1 involves receipt of issue to Coillte via e-mail, letter, phone call or in person Issue acknowledged, forwarded to appropriate BAU / division who will add to Stakeholder Issue Log and assign to relevant staff – appropriate RAG rating is applied If BAU team or relevant team receive issue directly, acknowledge, log on Stakeholder Issue Log and assign accordingly – appropriate RAG rating is applied 	General public; Stakeholder Engagement Officer; BAU Team or other relevant team
2	<p>Issue investigation and response</p> <ul style="list-style-type: none"> Manager responsible investigates issue, and takes action to resolve. Stakeholder Issue Log updated with investigation details and resolution activity and response issued to stakeholder. If issue cannot be resolved immediately then status on call log is updated to 'in progress' and 'progress update' is provided All calls to be monitored and updated on a monthly basis by BAU staff to ensure correct call status and up to date details of action taken are recorded. 	Stakeholder Engagement Officer; BAU Team or other relevant team

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3	<p>Escalation of issue</p> <ul style="list-style-type: none"> • If stakeholder is dissatisfied with how an issue has been handled, they can have their issue escalated • Further analysis of issue and how it was handled is carried out. Findings of this review sent to senior manager for consideration and response • Communicate to stakeholder the outcome of this review • If stakeholder still dissatisfied, move to stage 3 of issues procedure • A further analysis and review of the issue including stakeholder evidence, how the case was handled, findings and reasons why findings are not acceptable to complainant is carried out • Findings communicated to stakeholder within 4 weeks of moving to stage 3. • If stakeholder does not accept this outcome, Coillte appoint an independent observer to review the issues process undertaken by Coillte 	Stakeholder Engagement Officer; Director of relevant area of business
4	<p>Farm Partner Issues</p> <ul style="list-style-type: none"> • Any issue raised by a Farm Partner during the year, other than those documented during the annual meeting* will be logged on the Stakeholder Call Log. • The issue will be assigned to the relevant manager. Operational issues will be assigned to relevant BAU staff. Issues relating to FP agreement will be assigned to farm partnership team. • Issues assigned via the Stakeholder call log must be reviewed and updated accordingly on a monthly basis or as appropriate. <p>* Annual management meeting are held by BAU staff with Farm Partners. A Farm Partnership Annual Meeting Report is completed and signed by BAU staff and shared with all parties.</p>	Farm Partner, BAU Team and Farm Partnership Team.

In addition to the processes already outlined, Coillte Forest also carry out another number of general consultation activities which include 4.1.5 and 4.1.6 outlined below.

4.1.5 Stakeholder register listing and update process

Coillte has a stakeholder listing for each BAU as well as a central list. Stakeholders who may be directly affected by Coillte's plans and operations can be included on these lists.

Appendix 3 shows a selection of Coillte stakeholders. Coillte also invite the public to become stakeholders. **Appendix 4** shows Coillte's webpage inviting the public to become stakeholders.

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Coillte carries out an annual stakeholder register update to ensure that its records are as accurate as possible. Stakeholders are invited to update the information they have registered by providing a current e-mail address, postal address, or refreshing other relevant details. Stakeholders are also given the opportunity to remove their details from the list or to invite others to register as stakeholders. Records are updated based on feedback received from stakeholders.

4.1.6 AIE (Access to Information on the Environment) Request Management Process)

Coillte is committed to carrying out its consultation process in full compliance with all applicable laws, directives and regulations, including The Aarhus Directive which directs through its three pillars that the public have the right to AIE (access to information on the environment), the public have participation and that the public have access to justice. Coillte have a process in place to ensure all AIE requests are processed, logged and responded to as per the AIE regulations.

AIE request management process			
Step	Action	Who's responsible	Timeline
1	<p>AIE request sent via Coillte website</p> <ul style="list-style-type: none"> ▪ AIE request received via Coillte website to PR or other Coillte employee ▪ Send to Stakeholder Engagement Officer who will assign to relevant area of business and acknowledge receipt of same to stakeholder. ▪ If extra time (4 weeks maximum) is required Coillte must formally request it from person who sent in initial request ▪ AIE request to be logged on Forest Information System (FIS) – specific ID number given to each request 	General public: PR or other Coillte employee; Stakeholder Engagement Officer;	(Week 1)
2	<p>AIE Response Collation</p> <ul style="list-style-type: none"> • Stakeholder Engagement Officer assigns to Coillte person or team for AIE response collation • Stakeholder Engagement Officer issues regular reminders to Coillte person or team to ensure that response is ready for despatch 1 month from receipt of request date 	Coillte employee or team responsible; Stakeholder Engagement Officer	(Week 1-4)
3	<p>AIE Response issued</p> <ul style="list-style-type: none"> • Stakeholder Engagement Officer receives collated response from relevant Coillte employee or team • Stakeholder Engagement Officer sends response to person who made AIE request 	Stakeholder Engagement Officer	1 month from initial response, if extra time formally requested, 8

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	<ul style="list-style-type: none"> Response is uploaded to Coillte Connect for future reference AIE request on FIS is closed 		weeks from initial response
4	<p><i>AIE request appeal</i></p> <ul style="list-style-type: none"> If stakeholder is unhappy with response to AIE request, and the information disclosed, the stakeholder can appeal the decision to the Company Secretary. Appeal sent to Coillte Company Secretary for review and decision on initial response 	Stakeholder; Legal services – Company Secretary	Whenever appeal request is sent from stakeholder to Coillte

4.2 Land Solutions and Venturing stakeholder consultation framework

Strategy

Land Solutions is the venturing arm of the Group that identifies new business opportunities and extracts value from the Group's broad asset base. It is comprised of land sales and development, telecommunications infrastructure, renewable energy including wind farms. The company owns 7% of Ireland's land mass, and is committed to open and transparent consultation with stakeholders and local communities.

Land sales and development

Coillte's practice is to sell, lease or develop a limited area of non-strategic land, for purposes other than forestry. Most sales are made in response to local demand and typically comprise house sites, isolated dwelling houses, sections of recently acquired farms, small outlying forest properties and gravel pits. Land may also be sold to local authorities for infrastructure projects and for industrial or tourism projects. Properties sold are those considered not to be of strategic importance to the company's forest business, and properties whose sale would not adversely impact on plans for future management of forests and where value exceeds forest value. A signing off committee within Coillte considers all land sales, with larger sales requiring approval from Coillte's Board of Directors. The Coillte property sales team carry out consultation for each property sale and each file contains a stakeholder management plan which is updated after consultation has been completed.

Telecommunications

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Coillte is a leading provider of shared infrastructure solutions to the Irish communications and broadcast industry for over 20 years. The Coillte estate covers 7% of the land mass in Ireland with over 6000 land locations offering its customers an extensive choice of solutions to support future infrastructure requirements. Consultation for telecoms/mast site projects involves assessing the impacts for each project undertaken, identifying directly affected stakeholders and undertaking to carry out consultation with individuals and groups identified.

Wind energy

Coillte is committed to the development of sustainable energy in Ireland. The wind energy strategy is delivered by a dedicated Land Solutions Renewable Energy team, which works alongside Coillte Forest management and technical services teams to ensure that the wind farm projects conform to all statutory requirements and best practice guidelines. A number of different types of wind related developments occur within the Coillte estate. These wind related developments are categorized as follows:

1. Capital Projects: These are primarily comprised of own development projects and joint ventures projects. Within these projects Coillte is actively involved in the project design and environmental impact assessment process including stakeholder consultation and interaction.
2. Third Party Transactions: These include sales, leases, rights of ways and wayleaves that Coillte enters into with third party developers (some of whom may also be joint venture partners involved in capital projects also). Third party transaction projects involve a developer led design, assessment and consultation process.

Wind farm development projects occur across a broad range of sites and vary in terms in their impact on the Coillte estate. Therefore, the consultation strategy adopted is dependent on the nature of Coillte involvement in the project and the scale of the impacts of that project on the environment and the landscape. The consultation strategy adopted for either Capital Projects or Third Party Transactions is outlined in consultation process for wind energy.

In all instances, local Coillte staff, their relationships and interactions with stakeholders are an integral part of all projects on Coillte lands. The relevant local Coillte staff are therefore part of the project team or impact assessment of all projects and are fully briefed on the project throughout its various stages of being developed.

Land Solutions consultation processes

Land Solutions consultation framework outlines the consultation processes for each of the following areas so that consultation is provided.

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- Property sales consultation
- Mast site consultation
- Wind energy consultation

4.2.1 Property Sales Consultation Process

The property sales standard consultation process is outlined in table 1. Table 2 outlines property sale categories and the consultation which is carried out in respect of those sales.

Table 1: Property sales standard consultation process			
Step	Action	Who's responsible	Timeline
1	Coillte decision to sell property <ul style="list-style-type: none"> • Approval given for sale to proceed by Coillte property sales operating committee • PIF (Property Impact Form) completed in advance of sale 	Property Sales Manager	Week 1-4
2	Stakeholder management plan drawn up <ul style="list-style-type: none"> • Coillte property manager identifies and marks directly affected stakeholders in the stakeholder management plan, which can include <ul style="list-style-type: none"> - relevant Coillte Forest BAU managers - Coillte Forest environmental specialists or external environmental expert - adjoining landowners identified by sales team, legal services team or local knowledge - local authorities - community organisations or other local representatives 	Property Sales Manager	Week 4-10
3	Consultation with directly affected stakeholders Options for consultation here can include:	Property Sales Manager	Week 10-16

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	<ul style="list-style-type: none"> adjoining landowners notified by letter one to one consultation with other identified stakeholders if no one home, cover note dropped in letterbox with Coillte contact details and map 		
4	Stakeholder management plan updated on file <ul style="list-style-type: none"> Stakeholder management plan updated with results of consultation carried out 	Property Sales Manager	Week 16-18
5	Property sale added to excision list <ul style="list-style-type: none"> Each property sale is added to Coillte's excision list for upload to the company website annually 	Property Sales/Central Resource/Communications Manager	Week 19

Table 2: Consultation for property sales categories

Property sale category	Consultation carried out
Small property land sale (100 ha or less)	1. Standard consultation procedure
Large property land sale (101 ha and above)	1. Standard consultation procedure plus 2. Depending on end use, open day/evening may be held for public consultation. 3. Property advertised in 2 national newspapers 4. Property advertised in relevant local newspapers
Property with road frontage	1. Standard consultation procedure 2. Advertise sale publicly using auctioneer (sign on site, newspapers, and auctioneer website)
Sale of lands which do not have independent access	1. Standard consultation procedure
Where an area of land greater than 10 ha is being sold subject to planning for alternative usage, (e.g. Quarrying)	1. Standard consultation procedure 2. Open day/evening may be held for public consultation
Lands being sold as CPO	Consultation to be carried out by the acquiring body

4.2.2 Mast site consultation Process

The mast site consultation process is outlined in the next table

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Mast Site Consultation Process			
Step	Action	Who's responsible	Timeline
1	Customer Interest/project assessment <ul style="list-style-type: none"> ▪ Customer (e.g. mobile phone companies) expresses interest ▪ Desktop survey is carried out to determine sensitivities such as NHA, SPA 	Customer; Mast site project manager	Within a year
2	Completion of Property Impact Form <ul style="list-style-type: none"> • Property impact form is initiated • approval required from various Coillte Forest personnel sought • Environmental Impact Assessment (EIA) completed to determine social impacts • Directly affected stakeholders identified and can include: <ul style="list-style-type: none"> - local people within 500m - sporting rights owners - lettings and leases holders - recreational users - any BAU stakeholders from the BAU stakeholder register identified by the local forest manager in conjunction with the mast site project manager 	Mast site project manager; Coillte Forest participation	1-3 weeks
3	Initiation of consultation process <ul style="list-style-type: none"> ▪ Once a firm proposal is agreed, consultation is initiated ▪ People living within 500m are consulted either by letter or face to face meetings ▪ Site notice posted outlining details of development and project manager contact details ▪ Interested parties are informed that there is a planning application in for this project and their input is welcomed. ▪ Any issues raised are logged on the Stakeholder Issue Log 	Mast site project manager; public	Prior to planning permission submission
4	Planning submission <ul style="list-style-type: none"> ▪ In tandem or very shortly following step 3 the submission for the project is sent to the planning authority following consultation as prescribed in step 3 	Mast site project manager; planning authority	3-6 months depending on if it goes to An Bord Pleanala
5	Feedback to telecoms project manager <ul style="list-style-type: none"> ▪ General issues raised ▪ Planning approval or failure 	Mast site project manager; planning authority	Minimum 4 months

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	<ul style="list-style-type: none"> ▪ Commercial considerations ▪ Decision to build or not 		
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4.2.3 Wind energy consultation process

As already stated a number of different types of wind related developments occur within the Coillte estate. These wind related developments are categorized as wind energy capital project concerning the Coillte estate and wind energy third party transaction projects. The consultation process for each is outlined below.

Public Consultation process for wind energy capital projects on Coillte estate			
Step	Action	Who's responsible	Timeline
1	Initial feasibility stage <ul style="list-style-type: none"> ▪ Impacts of proposed developments are identified and ranked ▪ National policy guidance and historic information consulted ▪ Property impact form and EIA is prepared in conjunction with BAU 	Wind energy project manager; BAU team and specialist input	3-6 months
2	Consultation with statutory and non-statutory stakeholders <ul style="list-style-type: none"> ▪ Statutory and non-statutory stakeholders are consulted with in writing and face to face meetings wherever possible/relevant on possible sites for wind farm project ▪ Consultation plan is developed 	Wind energy project manager Statutory and non-statutory consultees	3-6 months
3	Initial consultation with public <ul style="list-style-type: none"> ▪ Consultation held with public on examination of potential sites within a certain geographic area ▪ Specific web site and contact e-mail address is established to enable on-going consultation 	Wind energy project manager General public	2 months
4	Scoping stage <ul style="list-style-type: none"> ▪ A consultation report is prepared following initial consultation ▪ Consultation with local interest groups and public representatives ▪ Consultation plan is refined as constraints become more evident 	Wind energy project manager Local interest groups and public representatives	2 months
5	Detailed Assessment and pre-planning stage <ul style="list-style-type: none"> ▪ A programme of consultation meetings is undertaken with relevant stakeholders 	Wind energy project manager Relevant stakeholders	9 months

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	<ul style="list-style-type: none"> Project design is revised to address concerns and constraints Changes to design are communicated to all relevant stakeholders 		
7	Project pre-planning stage <ul style="list-style-type: none"> A consultation report is prepared and final changes to project are made The full application is presented to local communities prior to submission of a planning applications Final changes that are significant are communicated to the relevant stakeholders Relevant web site is updated with information 	Wind energy project manager Relevant stakeholders	6 weeks
8	Planning stage <ul style="list-style-type: none"> Planning application is advertised via site notice, newspaper notice and all statutory planning requirements Ongoing interactions with stakeholders is continued during this stage 	Wind energy project manager	2 years
9	Communication if modifications <ul style="list-style-type: none"> As the project moves through the planning process, any significant modifications to the design of the project are communicated to relevant stakeholders Relevant web site is updated accordingly 	Wind energy project manager Relevant stakeholders	1 month
10	Pre-construction and construction phase <ul style="list-style-type: none"> Further engagement with the host community and relevant stakeholders takes place during the pre-construction phase 	Wind energy project manager Relevant stakeholders	1 year
11	Operational stage <ul style="list-style-type: none"> Ongoing consultation as necessary takes place during the operational phase Any issues arising are logged on the Stakeholder Issue Log and dealt with asap and closed out accordingly 	Wind energy project manager Relevant stakeholders	As necessary

Public Consultation process for wind energy third party transaction projects on Coillte estate (Non Dev-Co)

Step	Action	Who's responsible	Timeline
1	Consultation with key statutory and non-statutory stakeholders <ul style="list-style-type: none"> The Energy Sales Manager obtains evidence of consultation with statutory and non-statutory stakeholders from the third party developer (normally as 	Energy Sales Manager; Third party developer	Pre-Planning/ In -Planning

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	<p>part of the Scoping Responses in the project EIS) and a link to this is included in the property impact form as soon as it is available.</p> <ul style="list-style-type: none"> Evidence of any additional consultation with statutory and non-statutory bodies is included in the property impact form. 		
2	<p>Consultation with public</p> <ul style="list-style-type: none"> The Third Party Developer must consult with all its stakeholders as part of their Wind Farm Planning application in a similar manner to which Coillte would do for its own Projects, and in compliance with national legislation. Land Solutions and Coillte Forest will attend Public Consultation events being held by the Developer as part of the consultation process to answer any Coillte specific queries related to the proposal. Relevant local Coillte stakeholders agreed with the BAU will also be contacted by the Energy Sales Manager to inform them of the event and to invite them to email any Coillte specific queries on the proposal to lsinfo@coillte.ie. Responses are provided to all Coillte specific issues raised at consultation event. Where a Developer opts to engage in door to door consultation for a wind farm without holding a consultation event, the Energy Sales Manager will write to local stakeholders (agreed with the BAU) to inform them of the proposal and provide the lsinfo@coillte.ie email address for them to make contact on any Coillte specific queries. The Energy Sales Manager will seek (GDPR compliant) evidence for the consultation carried out by the third party. Coillte will not typically participate in the consultation process for standalone applications by a Third Party for substations, met masts, ROWs, cable wayleaves etc. or where Coillte's only involvement in a larger project is the provision of access and cable wayleaves, but any Coillte related queries arising will be addressed. 	Energy Sales Manager; BAU team; Third Party Developer	Pre-Planning Period
3	<p>Stakeholder Issue closed out</p> <ul style="list-style-type: none"> Where any Stakeholder query is received in relation to a third party energy project (either during a consultation event, via the third party developer or email/telephone) these are logged on the Stakeholder Issue Log and depending on the nature of the issue closed out within a reasonable timeframe Written responses are prepared wherever possible and external/specialist input is sourced wherever needed 	Energy Sales Manager	Ongoing

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4	Pre-construction, construction and operational stage <ul style="list-style-type: none"> ▪ Any issues arising are logged on the Stakeholder Issue Log and dealt with asap 	Energy Sales Manager; Third Party Developer	Pre-Construction/ Construction and Operational Periods (Circa 27 years)
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5. Consultation Protocol Review Process

Coillte reviews its consultation protocol regularly. The approach is to act, review and improve the consultation processes. It monitors and evaluates the engagement, and overall quality which may result in outputs, outcomes and reporting improvements.

Consultation protocol review process			
Step	Action	Who's responsible	Timeline
1	Review of consultation protocol as part of Environment Management Programme <ul style="list-style-type: none"> ▪ The consultation protocol will be reviewed as part of Coillte's environmental management programme ▪ Any changes, amendments or improvements from experience will be incorporated into the base document and a new version of the protocol produced. 	Stakeholder Engagement Officer; Director Stewardship & Risk; Coillte Forest and Land Solutions Manager feedback	As Required

6. Revision History

Revision #	Change details	Reason for change
0	New Document	New Document
1	Full scale review of document	Change in assigned responsibilities, updated procedures in stakeholder consultation and some general text clarifications and updates.

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7. Appendices

Appendix 1 – Retention of consultation files for audit purposes

Retaining Files For Audit Purposes

Guidance on retention, recording and follow up procedures following Coillte Forest Five Year Plan processes

Each BAU records details of relevant consultation material. Information includes :-

1. Copy of mailshot (by e-mail/letter) showing contact to listed stakeholders.
2. Copy of media consultation advertisements.
3. Record of attendance lists from office meetings between BAU Coillte staff and stakeholders, if held.
4. Record of feedback from stakeholders.
5. All issues are logged on the Stakeholder Issue Log for consideration and assigned to relevant Coillte staff. Responses are issued to stakeholders and, where possible, incorporated into Coillte plans and operations

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Appendix 2 – Timber Resource Planning Process

Timber resource planning explained

Timber resource planning in Coillte has a centralised hierarchical planning approach, which has three phases of planning:

Strategic: Long-term planning (60 - 80 year plan)

Tactical: Medium term planning (5 year plan)

Operational: Single year planning

Strategic planning

This process facilitates the generation of a long-term strategic plan (60 – 80 years) designed to simulate the effects of policy and imposition of management standards, strategic objectives and constraints. This plan is run annually.

In line with Coillte’s commitment to sustainable forest management, Coillte engage with the public and stakeholders when compiling and finalising BAU strategic plans. Any agreed changes to the draft plan are incorporated and preserved in tactical planning.

Tactical Planning

Tactical plans relate to a five year period and address managements short-term objectives and constraints. Tactical planning facilitates the creation of harvest schedules that will form the basis of three year production plans.

The harvest schedules produced from this plan are validated and further refined by a forest manager and take account of local knowledge and stakeholder input from strategic plan consultation.

Three year production plans are intended to give a three year lead in of an activity e.g. clear felling to allow sufficient time for regulatory approval (Forest Service, Local Authority, NPWS) and any mitigation measures required.

Operational Plans

Operational plans are progressed based on the validated and approved plans for that year. While not desirable, it is inevitable that plans change within the operational year. It is intended that only very occasionally will the tactical plan need to be re-run to take account of changes within a given operational year but even then all the normal constraints will be imposed to ensure sustainability etc.

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Appendix 3 – Selection of Coillte Stakeholders

Coillte Stakeholders
<p> Angling Clubs Adjoining landowners Community Groups Contractors County Councils Educational Institutions Farming Organisations Farm Partners Inland Fisheries Ireland Forest Service National Parks and Wildlife Service Interested Individuals Local media Non-Governmental Organisations Regional Authorities Relevant Government Depts Research agencies Sawmillers and other customers Tourist offices T.D.s MEPs Local Government Reps. An Taisce Badgerwatch Ireland Bat Conservation Group Crann Dublin Bat Group An Taisce Friends of the Irish Environment Irish Deer Society Irish Wildlife Trust Tree Council of Ireland VOICE – Voice of Irish concern for the environment Vincent Wildlife Trust FSC Ireland PEFC Ireland </p>

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Appendix 4 – Questions to identify stakeholders

Stakeholder Identification Questions

Coillte may ask the following questions in relation to analysing and identifying directly affected stakeholders:

- Who (individual or groups) or what will be directly affected by our programmes of work? Positive effect or benefit, potential negative effects
- Who are people with rights or responsibilities for aspects of the forest holding?
- Are there investors including public and private interests in relation to the forest?
- Politicians and decision makers – who are they?
- Who are the people who value aspects of forests and forest landholdings (recreation, conservation, earth science interest, archaeology, land use)
- Who are our customers?
- Who else could receive a benefit depending on how we carry out the programme (economic interests, communities, disadvantaged, equality groups etc.)
- Who has expertise on the proposed programme of work, outside of Coillte?
- Who sets standards for the kind of work to be undertaken?
- Which organisations have responsibility for EU or Ireland legislation which will be relevant to the programme?
- Who can solve the problems or issues we face in carrying out the programme?
- Who is creating issues for us in relation to achieving our objectives?

Appendix 5 – Coillte website stakeholder invitation

[Stakeholder Application Form](#)