



**Community Consultation  
&  
Stakeholder Engagement Report**

*prepared for*

**Pinewoods Wind Farm Limited**

*by*

**Galetech Energy Services**

**April 2016**

## 1.0 Introduction

### 1.1 Purpose of this Report

This Community Consultation and Stakeholder Engagement Report has been produced to meet the objectives for the Pinewoods Wind Farm project under a model of continuous community engagement during all phases of the proposed development. It further demonstrates Pinewoods Wind Limited's (PWL) commitment to a program of genuine positive engagement with the local community and stakeholders, which values their continuous contribution and their involvement.

The purpose of this report is to articulate the approach PWL has taken since project inception and to outline the principles and objectives of the approach to consultation and stakeholder engagement.

This report specifically relates to the development, construction and operational phases of the project and includes a detailed Community Engagement and Stakeholder Management (CESM) plan. This plan will be continually reviewed and updated throughout the lifetime of the proposed development.

### 1.2 Objectives

The overriding philosophy of PWL is to manage communications and to proactively disseminate information in a planned and systematic manner, to consult with stakeholders at key stages of the project life cycle, and to continuously evaluate the effectiveness of the strategy and make adjustments to increase its effectiveness over all phases. The objectives of this plan are therefore as follows:

- Describe the approach to community engagement and stakeholder management for the project;
- Identify how community engagement and stakeholder management issues pertaining to the proposed development will be managed;
- Identify the main stakeholders, their issues and concerns, influence, and participation levels;
- Identify key messages to be used in communicating with stakeholders and the project phases where they are likely to be impacted or interested;
- Provide an overview of the communication tools and techniques to be implemented through the Community Information Plans that will be used to engage and communicate with stakeholders and aligned with project delivery milestones;
- Document how issues will be managed and risks mitigated in accordance with conditions of approval;
- Identify linkages to other management plans including the Construction Environmental Management Plan (CEMP) and associated plans;
- Outline the plan for regular reporting;

- Identify the policies and procedures that the CESM team will follow to manage interactions with stakeholders and the publication of information materials including complaints management.

This plan identifies activities that will facilitate a flow of information between PWL, the community and stakeholders throughout the life of the project. The plan will be regularly reviewed and will continue to be iteratively shaped and adapted to reflect the needs of the community and key stakeholders as the partnership grows and changes and new issues emerge.

### 1.3 Performance Goals

Performance against the objectives of this plan will be measured by achieving the following goals:

- Obtaining early community and stakeholder support to facilitate the achievement of the project's objectives;
- Fulfilment of all statutory requirements, including conditions of approval, relevant to stakeholders;
- Timely, accurate, and effective response to community complaints;
- No repeat complaints;
- Ensuring all stakeholders are identified, their needs and interests are recognised, and that they are engaged with in a proactive, genuine, timely and consistent manner;
- Understanding of issues and concerns and resolution in an appropriate manner;
- Avoiding construction delays by providing stakeholders with information about any construction timeframes and/or environmental impacts, and create awareness of mitigation measures that will be in place to minimize these impacts;
- Management of issues so that they do not escalate;
- Fostering a culture of trust that adopts community engagement principles.

## 2.0 Context of Community Engagement

During the life of a project, various engagement contexts inform the approaches used to consult identified stakeholders. The different engagement contexts are defined by the phases of a project cycle, which include environmental and social scoping, EIS, construction and operation. This section describes the stakeholder engagement processes at each phase of a project cycle.

### 2.1 Stakeholder Engagement throughout the Lifetime of the Project

Stakeholder engagement is about building and maintaining constructive relationships that extend throughout the life of the project. The nature and frequency of this engagement is different for each phase. There will be critical points in the life of the project where stakeholder engagement will be required; this engagement will also need to be integrated with core business functions. This involves regular two-way engagement between PWL and stakeholders over the life of the project.

### 2.1.1 Scoping Phase

Stakeholder engagement during the scoping phase is mainly to identify stakeholders and to assess key risks that might affect the viability of a project. These risks are then iteratively fed back into the decision-making process. At this early stage, potential stakeholders can assist with identifying issues and informing strategic choices. Consultation with stakeholders at the scoping stage should therefore be selective and targeted.

### 2.1.2 EIS Phase

The most intense period of planned stakeholder engagement took place during the project feasibility studies and the EIS process. At this stage, studies were undertaken to establish the project's technical feasibility, financial viability and socio-environmental sustainability, and to develop preliminary layouts and designs. Most information about stakeholder concerns at the feasibility stages were derived from targeted public consultation, directly related to the EIS.

The essential elements of stakeholder engagement during the EIS phase were as follows:

- Planning of stakeholder engagement as a component of the project's activities;
- Focusing principal efforts on those stakeholders most affected by the project, whether because of proximity or vulnerability to change;
- Demonstrating that stakeholders' feedback were receiving serious consideration by incorporating their views in decision-making, project design and risk management options.

### 2.1.3 Construction phase

Stakeholder engagement during the construction phase will relate to all activities leading up to and during the physical construction of the wind turbines and other infrastructure related to the project, including the management of contractors and construction contracts.

Early stakeholder engagement during the project design and EIS informed the project planning and design team about stakeholder issues, thus enabling the design team to investigate and avoid adverse impacts. Once construction has commenced, it is important to involve affected stakeholders in monitoring both anticipated and unanticipated impacts throughout this period.

Engagement during construction is essentially about involving stakeholders in assessing whether the impact mitigation measures are working as they were intended to do. This entails addressing stakeholder concerns and grievances, and monitoring and managing project impacts. Stakeholder engagement during the construction phase of the project will set the tone for continued stakeholder engagement during the life of the operation. It should therefore aim to improve relationships with stakeholders for the remainder of the project's operational life.

### 2.1.4 Operational Phase

The transition from construction to operations typically means fewer grievances and potentially less project impacts, which usually translates to less engagement with stakeholders. During this phase, however, there is an overall reduction in the number of

employees and contractor workforce on-site, which can potentially affect ongoing stakeholder relationships. The resultant shifts in the composition of the workforce will need to be carefully managed and a designated point of contact continually available.

As such, engagement with stakeholders should be considered an integral component of operations management, whether this is day-to-day operational activities, or periodic meetings with stakeholder forums. Stakeholder engagement will therefore be integrated into a monitoring system and management plan, including health and safety, environmental management, social development, procurement and contractor management, logistics management, audits, and project risk management.

In order to maintain constructive long-term relationships with stakeholders during project operation, stakeholder engagement needs to go beyond impact mitigation. A more dynamic process is required in which the CESM plan is adapted to suit new stakeholder groups and changing stakeholder concerns for dialogue throughout the life-cycle of the project. This may include the use of expert panels, third-party audits, stakeholder forums, community participation in impact monitoring, and the regular communication of the company's environmental and social performance. These all form part of stakeholder engagement that strengthen effective management of impacts during operations.

### *2.1.5 Decommissioning Phase*

Stakeholder engagement during the decommissioning phase will relate to all activities leading up to and during the physical removal of all elements of the wind farm including the infrastructure and sub-station building related to the project, together with the management of contractors and construction contracts.

Early stakeholder engagement during the project design, EIS and operational phases will have informed the project planning and design teams about stakeholder issues thus enabling the design team to investigate and manage potential adverse impacts. Once decommissioning starts, it is important to involve affected stakeholders in monitoring both anticipated and unanticipated impacts throughout the period.

Engagement during decommissioning is essentially about involving stakeholders in assessing whether the impact mitigation measures are working as intended. This entails addressing stakeholder concerns and grievances, and monitoring and managing impacts resulting from project decommissioning. Positive stakeholder engagement during the construction phase of the project will set a positive tone for continued stakeholder engagement during the decommissioning phase.

## **3.0 Stakeholder Identification & Analysis**

### **3.1 Introduction**

Stakeholder identification and analysis is the critical first step in stakeholder consultation and engagement. This section outlines the process of addressing the following:

- Approach to the identification of stakeholders;
- Description of the stakeholder groups;

- Analysis of stakeholders to determine the extent to which they are potentially impacted by the project, or could exert influence on the project. The analysis is done for all stages of the project life-cycle;
- Overview of consultation and engagement approaches and tools relevant to various life-cycle phases.

### 3.2 Stakeholder Identification Approach

Identification of stakeholders during the project phases is a first and essential step in effective engagement. For the purposes of this CESM, stakeholders were identified through a mapping exercise undertaken by GES from March-June 2015. Stakeholder identification is a priority before the EIS and construction phase, and additional stakeholders will be identified throughout the life of the project.

Following identification, stakeholder analysis describes stakeholders in terms of potential project impacts, and their potential to influence the project. A stakeholder analysis will inform the selection of engagement approaches and tools. This match has the potential to enhance the effectiveness of engagement.

### 3.3 Definition of Stakeholders

A stakeholder is defined as an entity that has an interest in a given project. Stakeholders include locally affected communities and individuals and their formal and informal representatives, government, politicians, religious leaders, civic organisations, and other groups with special interests, the academic community, employees, their families and employee representatives, other businesses, shareholders and joint venture partners.

### 3.4 Stakeholder Groups

Specific stakeholder groups are identified in this section. Broadly, stakeholders can be divided into the following groups:

1. Impacted Communities;
2. Shareholders;
3. Media;
4. Traditional Authorities;
5. Commerce and Business;
6. NGOs/ Civil Society Organisation;
7. Local Government;
8. National Government;
9. State and Semi-State Bodies

Each of these groups is discussed below.

#### 3.4.1 Impacted Communities

Impacted communities are groups of people who are directly or indirectly affected by the wind farm project both positively and negatively (also called host communities) and communities from which it draws its labour (labour-sending areas); and in some cases, other

groups including former local residents and their families who have moved away but still have strong familial, business or other interests in the area. Also impacted are vulnerable community members such as those with special needs or illness that may fear the proposed development will have an adverse impact on health and well-being.

The project impacts will be experienced by this community at varying levels of severity defined as:

- Level 1: Community located within the project study area of 2km;
- Level 2: Community located within 5km and outside 2km;
- Level 3: Communities in neighbouring areas and counties with an interest in the area including tourists, walkers, the bloodstock industry etc.;
- Level 4: Individuals and groups with an interest in environmental, energy and policy matters;
- Level 5: Local, National and European politicians. Local and National Media.

### 3.4.2 Shareholders

The Pinewoods Wind Farm project is being undertaken by a special purpose vehicle (SPV), called Pinewood Wind Limited. This SPV comprises of Galetch Energy Developments Ltd., Storm NV and General Electric.

### 3.4.3 Media

Media are an important stakeholder in such a project, not only because they potentially have a significant influence over the local population but they can also become useful stakeholders in the dissemination of project related information. Media stakeholders include:

- Local Media: Print and Radio;
- National Media: Print Radio and Television;
- Social Media: Facebook, Twitter, Blog Pages and Internet.

### 3.4.4 Traditional Authorities

Customary or traditional leadership is well developed in the project area. The local religious leaders and members of community organisations are included here also. Traditional leaders are vital stakeholders in the consultation and disclosure process.

### 3.4.5 Commerce and Business

Commerce and business in County Laois and County Kilkenny is diverse, ranging from large enterprises to small informal businesses. Some of the sizable settlements within reach the environs of the project are Ballinakill, The Swan, Abbeyleix, and Stradbally in Co. Laois, and Castlecomer Co. Kilkenny

It is expected that these towns will provide locally sourced goods and services during the construction and operational phases of the project. There is a horse training operation and a dog grooming / pet boarding business within 1 km of the proposed development. There is also a micro-light flight centre located in Aughnacross, which is 0.8km from the propose

substation and 1.46km from Turbine 4. Direct contact was made on several occasions with these businesses by representatives of GES as part of the consultation process.

### 3.4.6 Politicians

Laois and Kilkenny County Councils carry out local administrative functions in the area of the proposed development. In County Laois, Teachta Dála (TD) are elected by the Laois-Offaly constituency. Representatives for County Kilkenny are elected by the Kilkenny-Carlow constituency.

The area is represented by three elected Members of European Parliament, which represent the East constituency. This constituency is comprised of Carlow, Kildare, Kilkenny, Laois, Louth, Offaly, Wexford and Wicklow.

County Laois is divided into three Local Electoral Areas for the purpose of local government administration.

<i>Local Electoral Area</i>	<i>No. of Members</i>
Borris In Ossory – Mountmellick	6
Graigucullen – Portarlington	6
Portlaoise	7
Total	19

Pinewoods Wind farm is located in the Electoral Area of Portlaoise. All elected representatives for the Portlaoise EA were contacted in relation to the proposed development.

County Kilkenny is divided into four Electoral Areas for the purpose of local government administration.

<i>Local Electoral Area</i>	<i>No. of Members</i>
Castlecomer	6
Kilkenny City East	6
Kilkenny City West	6
Piltown	6
Total	24

The proposed development is located in the electoral district of Castlecomer. All elected representatives were contacted in relation to the proposed development.

The proposed development is situated in two constituencies Laois/Offaly and Carlow/Kilkenny. All elected representatives were contacted in relation to the proposed development.

Members of the senate are not elected per region but are nominated. Given that Senator John Whelan is the only senator from County Laois, he was contacted in relation to the proposed development.

The proposed development is located in the East constituency. All MEP's were contacted. However, there has not been a response from the local MEP representatives in relation to the proposed development.

### *3.4.7 Government Ministries*

The principal Government ministries with an interest in the project are:

- Department of Communication, Energy and Natural Resources;
- Department of the Environment, Community and Local Government;
- Department of Agriculture, Food and the Marine.

These stakeholders among others will be involved at various stages of the development and were contacted in relation to the proposed development.

### *3.4.8 State & Semi-State Bodies*

The key state bodies which have an interest in the proposed development are Eirgrid and the Electricity Supply Board Networks.

Based on their roles during the construction and operational phases of the project, ESB Networks and Eirgrid will remain stakeholders throughout the lifetime of the project.

Other state bodies in the Pinewoods Project are:

- An Garda Síochána;
- Geological Survey of Ireland;
- Fáilte Ireland;
- Irish Aviation Authority;
- Inland Fisheries Ireland;
- The National Roads Authority;
- Sustainable Energy Authority Of Ireland;
- The Heritage Council;
- Eirvia (formally Bord Gáis);
- RTE

### *3.4.9 Charities/Trusts*

The following charities and trusts were contacted:

- An Taisce – The National Trust for Ireland;
- Irish Wildlife Trust;
- Birdwatch Ireland.

### *3.4.10 Laois and Kilkenny Stakeholder Bodies*

There are a number of stakeholder organisations in counties Laois and Kilkenny. The following were contacted for comment:

- Kilkenny Tourism;
- Laois Tourism;
- Laois Community Forum;
- Kilkenny Enterprise Board.

#### 3.4.11 *Local Community Groups*

The following community and religious groups within 5 km of the proposed development were contacted for feedback:

- Cloneen GAA Kilkenny;
- Fr Sean Conlon;
- Ballinakill Parish Council;
- Rev Patrick Harvey;
- Haywood Community School;
- Spink Branch Comhaltas Ceoltoiri Eireann;
- Spink Community Dev. Assoc. Ltd;
- Spink Guild ICA;
- Ballinakill Bingo;
- Ballinakill GAA;
- Knock Parents Association;
- Knock National School;
- Ballinakill Foroige Club;
- Ballinakill Swimming Pool Committee;
- Ballypickas GAA Club;
- Association of Irish Riding Establishments;
- Laois Enterprise Board;
- ITBA;
- Laois Partnership Co. Head Office.

#### 3.4.12 *Bloodstock Industry*

As there is a horse training facility based within 1km of the proposed development site the following organisations were invited to participate in the stakeholder engagement process:

- The Irish Jockey Association;
- The Association of Irish Racehorse Owners;
- The Irish Racehorse Trainers Association;

- The Irish Thoroughbred Breeders Association;
- Showjumping Ireland.

### 3.4.13 Agricultural Interests

As agriculture is the predominant activity in the area, the following farming associations were contacted:

- IFA Head Office;
- IFA Laois, Offaly and Westmeath Office;
- IFA Carlow, Kilkenny and Waterford Office;
- Macra na Feirme;
- Macra na Feirme Laois;
- Macra na Feirme Kilkenny.

### 3.4.14 Religious Leaders

A local representative from the Roman Catholic Church, the parish council in Ballinakill and the Church of Ireland were contacted in relation to the proposed development.

## 4.0 Community Engagement and Stakeholder Management

### 4.1 Consultation as Part of the EIS Process

The aim of the EIS consultation was to identify all stakeholders in the project and to invite participation in the project at an early stage as follows:

- Representatives of GES visited residents within 2km of a proposed turbine from March 2015. Contact details for GES were issued. The residents were informed that PWL were in the process of preparing a planning application for a proposed development; and invited the residents and other interested parties to participate in the planning process.
- Local community groups within 5km of a proposed turbine were contacted using local knowledge and the Laois County Council website [www.laois.ie](http://www.laois.ie). Where there was no representative within 5km, as in the case of the Church of Ireland, the nearest local representative was contacted.
- All political representatives were contacted;
- All statutory consultees, as defined in planning legislation, were contacted;
- Other interest groups such the IFA and groups representing the bloodstock industry were contacted;
- A 2 day public information session was held in Knock community hall Spink which is approximately 1.5km from the proposed development site on July 20<sup>th</sup> and 21<sup>st</sup> 2015 the event was advertised locally using flyers and posters. The event was also advertised in:
  - The Kilkenny People;

- The Laois Nationalist;
- The Leinster People.

The sessions were advertised to take place as follows:

*“Spink Community Centre, Spink Co. Laois between 10 am to 12 noon, 2 pm to 4pm and 7pm to 9pm on Monday 20<sup>th</sup> and Tuesday July 21<sup>st</sup> 2015.”*

The materials presented comprised of:

- Photomontages showing local viewpoints from which the wind farm is potentially visible;
- Information on potential noise and shadow flicker arising from the proposed development;
- Various maps showing the location of the proposed development;
- A residential amenity profile of all houses within 1, 030 metres (ten rotor diameters) of a proposed turbine;
- Other information on wind energy in general.

#### 4.1.1 Outcome of the Public Information Sessions

##### Monday July 20<sup>th</sup> 2015

- 10-12 am: Two individuals attended to view materials but indicated that they were not in favour of the proposed development and left;
- 2-4 pm: One local person attended with queries on his telephone signal. His contact details were taken and his query was responded to at a later date;
- 7-9 pm: There was disruption caused by various groups who entered the hall and removed all the information materials. However GES staff remained to answer questions and a number of members of the public remained for this session

##### Tuesday July 21<sup>st</sup> 2015

- 10-12 am: Three individuals attended to presentation view materials only;
- 2-4 pm: A further eight individuals attended. At this point GES had replaced the materials removed previously. Where queries could not be dealt with, contact details were taken and queries responded to at a later date by GES;
- 7-9 pm: This session was cancelled due to health and safety concerns. A statement to this effect was broadcast on Midland radio at 6pm on July 21<sup>st</sup> 2015 and anyone seeking information on the proposed development invited to contact the GES offices. Contact details were supplied.

Follow up consultation has continued with all interested parties to date. It is the intention of PWL to continue to engage with all stakeholders for the lifetime of this project

## 4.2 Communication Principles

This plan is underpinned by a number of communications principles. They include a commitment to:

- **Having a clearly stated decision making process.** PWL is the ultimate decision maker for all phases of the project. The purpose of the CESM Plan is to manage risks and enable informed decisions, taking into account community and stakeholder views.
- **Proactive and timely engagement of stakeholders for continuous project improvement and development.** This CESM Plan will provide opportunities for stakeholders to be involved throughout the construction and operational phases of the project. Building upon already established relationships with landowners, community members and other key stakeholders will be enabled to highlight issues so that they can be addressed, incorporated or resolved throughout critical project phases;
- **Ensuring responsiveness to stakeholders.** A key role of the CESM team will be to ensure issues and concerns raised are addressed in a timely and efficient manner. Community involvement will be transparent and all stakeholders involved will have a clear understanding about how their feedback and comments are to be used;
- **Clear and timely provision of information.** The CESM Plan will ensure that the appropriate information is provided to a range of stakeholders. All information provided will have the objective of being easily understood and to allow landowners, community members and other key stakeholders to have a good level of understanding of the project;
- **Delivering and honouring commitments made.** The CESM team commits to keeping good faith with landowners, community members and other key stakeholders and building trust by delivering and honouring undertakings made;
- **Evaluate mitigation strategies for timely and comprehensive reporting and evaluation.** The CESM team will provide regular reports that identify and mitigate potential issues and undertake regular internal reviews to ensure communication and consultation activities are effective and responsive to changes in the project and its phases. This CESM Plan will be reviewed and amended as necessary.

## 4.3 Methodology for Communications

The communications shall include:

- Identifying each stakeholder, according to type and level of interest in and influence over the project;
- Identifying the likely issues concerning each stakeholder or group of stakeholders;
- Allocating roles and responsibilities and/or identifying communications' interfaces or tools for communicating with stakeholders;
- Training of project team members in the principles of community engagement and stakeholder management;

- Monitoring, reviewing and updating this plan and modifying our communications approach accordingly.

The approach to the communications and engagement on the project will consider:

- Appropriateness to audience, goal and message;
- Relevance to desired outcomes;
- Timing and consistency of information;
- Cost/resources of tools;
- Attitude of community toward the issue/activity;
- Cultural appropriateness;
- Logistical considerations.

#### 4.4 Responsibilities

Roles and responsibilities of PWL personnel which will implement the engagement and stakeholder management program during the construction and operational phases of the project, are covered in this section of the CESM plan

##### 4.4.1 Pinewoods Wind Limited (PWL)

The Client Representative has the overall responsibility of ensuring that the requirements of this plan are met.

The Project Manager has the role of ensuring that the project is delivered on time, within budget and the delivery is consistent with the aims and objectives of Pinewoods Wind Ltd. This role is accountable for all aspects of the project including quality, budget and deliverables. The role of the project manager will exist during the feasibility, planning, preconstruction, construction, operational and decommissioning phases although it will be filled by various appropriately qualified personnel throughout the lifetime of the project.

##### 4.4.2 Galettech Energy Services (GES)

GES is the owner's consultant and will be responsible for supporting Pinewoods Wind in implementing the CESM. GES will work closely with Pinewoods Wind Ltd. and the local community to ensure that community engagement and stakeholder management is integral to the day to day delivery of the project including:

- Facilitate community input to the project, including one on one consultation with key stakeholders;
- Draft and manage the approval of all project specific responses and correspondence referred to the project;
- Manage community complaints and coordinate a response in line with the Grievance Management Procedure;
- Manage and represent the project at community events, attend public meetings and make presentations on the project to stakeholders as required;

- Develop and provide input to issue specific communications strategies, briefs, copy or other material as required for project milestones and announcements in consultation with the project team;
- Report on a weekly, monthly and as needs basis on all CESH activities and issues relating to progress, performance against Key Performance Indicators (KPIs) and public awareness and perceptions of the project;

## 5.0 Stakeholders

### 5.1 Key Stakeholders

At project inception a range of key stakeholders was identified as having an interest and influence over the project during planning, approval, design, construction and operation of the project.

It is anticipated over the lifetime of the project that as the audience will change, so will the participation goal, and thus the techniques used. On some initiatives the public's role may be to provide consultation in the form of feedback; in other cases it may be to provide collaborative—partnering with the project owners to jointly address a problem or opportunity.

The spectrum of public participation developed is shown in **Table 1** below.

	Inform	Consult	Involve	Collaborate
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution
Promise to the public	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible
Example technique	<ul style="list-style-type: none"> <li>Fact sheet</li> <li>Web site</li> <li>Open house</li> <li>Letters to Stakeholders</li> <li>House calls within 1km</li> </ul>	<ul style="list-style-type: none"> <li>Public Comment Website</li> <li>Public Information Events</li> </ul>	<ul style="list-style-type: none"> <li>Public Information Consultation</li> <li>Community Office</li> </ul>	<ul style="list-style-type: none"> <li>Consensus building</li> </ul>

**Table 1: Spectrum of Public Participation**

## 5.2 Stakeholder Groups and their Influence Levels

The stakeholders have a varying influence level on issues such as land leasing, access, construction activities and operation of the project. There is a need for negotiation at the individual and small group level on these issues as they arise and there is a need to change or modify activities to ease resident concerns.

It is important to recognise that not all issues can be negotiated to the satisfaction of all and this will be managed as part of the stakeholder engagement process. To ensure consultation is effective, tools used should be tailored to the level of influence or interest in the project and project outcomes. For the purpose of this project, a stakeholder is defined as anyone who (currently, or in the future):

- Has an influence on the project (including its process and outcomes);
- Has an interest in the project;
- Is directly impacted by the project.

Stakeholders and their level of influence may change as the project progresses, depending on the stage of design, construction or delivery.

**Table 2** shows the level of engagement that should be used for the Pinewoods Wind Energy Project. The table contains:

- A list of stakeholders and their interest in the project;
- The stage of the project where the stakeholder is needed and/or impacted;
- The strategy/communication with the stakeholder.

**Table 2: Stakeholder Communication Strategy**

<i>ID</i>	<i>Stakeholder</i>	<i>Stakeholder Interest</i>	<i>At what stage are they involved/</i>	<i>Strategy/Communication with Stakeholder</i>
<b>SH1.</b>	GES	<ul style="list-style-type: none"> <li>• Envision strategic fit with overall objectives of the SPV</li> <li>• Undertakes asset management (perform quality checks)</li> <li>• Ensures compliance with Irish and European laws</li> </ul>	<ul style="list-style-type: none"> <li>• In the project area to inform, consult, involve, collaborate and empower the community</li> <li>• In the project area to assist resolution of community related issues throughout the lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>SH2.</b>	Lenders	<ul style="list-style-type: none"> <li>• Ensures that project fits with due diligence requirements and policies</li> <li>• Provides project financing</li> </ul>	<ul style="list-style-type: none"> <li>• Prior to financial close/commissioning</li> <li>• Post financial close - PWL's financial partner (operational phase)</li> <li>• Operational phase-Need status updates from PWL</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-weekly meetings held prior to financial close to supply LENDER with information for credit and policy assessment.</li> <li>• Construction phase-cash flow forecast, draw-down requests, etc.</li> <li>• Operational phase-quarterly meetings</li> </ul>
<b>SH3.</b>	Technical Advisor (GES)	<ul style="list-style-type: none"> <li>• Provide technical inputs on all aspects of the project</li> <li>• Provide contract assessment of all contracts</li> <li>• Operational phase-facility management</li> </ul>	<ul style="list-style-type: none"> <li>• Development, construction and operational phases respectively</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly meetings on various subjects associated with the project</li> </ul>

<b>SH4.</b>	Owner's HSE Consultant (GES)	<ul style="list-style-type: none"> <li>• Provide ESHS inputs on all aspects of the project</li> <li>• Provide resources to implement the SEP and GM</li> <li>• Develop ESAP recommended documentation</li> <li>• Provide full-time HSE Officer for the construction phase</li> </ul>	<ul style="list-style-type: none"> <li>• Development and construction respectively phases</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings with the Technical Advisor on SEP implementation</li> <li>• Regular engagement with PWL on HSE related issues affecting the project</li> </ul>
<b>SH5.</b>	Land owners - wind farm	<ul style="list-style-type: none"> <li>• Provide land which is essential for project development</li> <li>• Expect reimbursement for land rental</li> <li>• Experience impacts of the Project, require/ expect mitigation</li> <li>• Assurance on the integrity of livestock</li> <li>• Assurance that area cultural heritage will be maintained</li> <li>• Expect that the EIS Mitigation Plan will be implemented</li> <li>• Implementation of Community Fund and benefits arising from it</li> <li>• Expect creation of employment for locally based people</li> <li>• Expect economic improvement of the area and access to Project benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with land owners and their families during the pre-construction phase (quarterly), separate meetings with men, women and youth</li> <li>• Pre-construction meeting just prior to mobilization</li> <li>• Regular one-on-one/focus group meetings with community leaders</li> <li>• Public meetings (with affected communities)</li> <li>• Availability of the EIS documentation for review at the PWL office</li> <li>• Recording of feedback/comments</li> </ul>

<p><b>SH6.</b></p>	<p>Locally based community within 5k</p>	<ul style="list-style-type: none"> <li>● Expect to gain from the Community fund</li> <li>● Assurance on the integrity of Livestock and Bloodstock</li> <li>● Cultural heritage is assured</li> <li>● Mitigation outlined in the EIS is implemented</li> <li>● Employment creation to use local resource where possible</li> <li>● Economic improvement of the area</li> <li>● Experience project impacts, require mitigation</li> </ul>	<ul style="list-style-type: none"> <li>● Lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>● Meetings with the local community must take place prior to the construction phase commencing</li> <li>● Access to the site office will be provided to the local community</li> <li>● Regular one-on-one/focus group meetings with community leaders</li> <li>● Public meetings with affected communities</li> <li>● Availability of EIS documentation for review</li> <li>● Recording of feedback/comments</li> </ul>
<p><b>SH7.</b></p>	<p>Vulnerable groups</p>	<ul style="list-style-type: none"> <li>● Community fund may be of assistance</li> <li>● May need reassurance about health concerns</li> </ul>	<ul style="list-style-type: none"> <li>● Lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>● Meet with and provide information to vulnerable groups</li> </ul>
<p><b>SH8.</b></p>	<p>Community groups in the area</p>	<ul style="list-style-type: none"> <li>● Represent social groups</li> <li>● Influences communities and working personnel</li> <li>● Interest in the Community Fund</li> </ul>	<ul style="list-style-type: none"> <li>● Pre-construction, construction and operational phases. Need to monitor them and manage expectations</li> </ul>	<ul style="list-style-type: none"> <li>● Public Information</li> <li>● Periodic one-on-one meetings</li> <li>● Press Releases</li> </ul>

<b>SH9.</b>	Contractors (IIC + sub-contractors)	<ul style="list-style-type: none"> <li>• Completes the project on time, within budget and satisfactory quality</li> <li>• Cooperates with PWL, Government Agencies and all other stakeholders</li> <li>• Creates Project impacts requiring mitigation</li> <li>• Provision of employment; first priority for employment to be given to local community within project area</li> <li>• Ensures compliance with Pinewoods Wind policies</li> <li>• Meets Employer's requirements throughout construction phase</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction and construction phase</li> <li>• Operational phase (warranty periods, to be decided)</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous (meetings, information exchange)</li> <li>• Compliance with all EPC requirements</li> </ul>
<b>SH10.</b>	DCENR	<ul style="list-style-type: none"> <li>• Sets policy on power requirements in the country</li> </ul>	<ul style="list-style-type: none"> <li>• Lifetime of the project</li> </ul>	
<b>SH11.</b>	ESB/Eirgrid	<ul style="list-style-type: none"> <li>• Approves the PPA with PWL</li> <li>• Purchases power from PWL</li> <li>• Connects Substation to WF</li> <li>• Approvals for transmission line, specs for WTGs, transformers and other electrical components</li> </ul>	<ul style="list-style-type: none"> <li>• Lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Prior to financial close, negotiate PPA and approval of project specifications</li> <li>• Construction phase-communication as defined in PPA</li> <li>• Post operational phase-as defined in PPA</li> <li>• Monthly/quarterly invoicing and necessary administrative tasks</li> </ul>

<b>SH12.</b>	Laois and Kilkenny County Councils	<ul style="list-style-type: none"> <li>Assesses Planning Applications</li> <li>Grant, Request Further Information or Refuse Planning Applications</li> <li>Imposes measures to fulfil legal obligations</li> <li>Monitors compliance with respect to planning conditions</li> </ul>	<ul style="list-style-type: none"> <li>Lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>Submission of Compliance Reports</li> <li>Pre construction compliance</li> <li>During Construction Compliance</li> <li>Preplanning Meetings</li> <li>Invitation to Public Information Events</li> </ul>
<b>SH13.</b>	Irish Aviation Authority	<ul style="list-style-type: none"> <li>Statutory Consultee</li> </ul>	<ul style="list-style-type: none"> <li>During the planning application</li> </ul>	<ul style="list-style-type: none"> <li>Supply information about the WTG locations, seek approval as part of consultation</li> </ul>
<b>SH14.</b>	Roads Dept. Laois and Kilkenny Co. Council	<ul style="list-style-type: none"> <li>Issue approvals and permits for transportation of wind turbine components to the wind farm site</li> </ul>	<ul style="list-style-type: none"> <li>Construction phase</li> </ul>	<ul style="list-style-type: none"> <li>PWL to consult with the relevant authorities for transporting WTG components to the wind farm site</li> </ul>
<b>SH15.</b>	Politicians	<ul style="list-style-type: none"> <li>Economic improvement of the area</li> <li>Need to be informed so that they can represent their electorate</li> </ul>	<ul style="list-style-type: none"> <li>Lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>Consultation process engagement</li> <li>Invite to Public Information Events</li> </ul>
<b>SH16.</b>	Media	<ul style="list-style-type: none"> <li>To report progress on the project</li> </ul>	<ul style="list-style-type: none"> <li>Lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>Ad-hoc meetings as required</li> <li>Public Notices</li> </ul>
<b>SH17.</b>	General Public	<ul style="list-style-type: none"> <li>General interest in wind farm project and its impact on communities and environment</li> </ul>	<ul style="list-style-type: none"> <li>Lifetime of the project</li> </ul>	<ul style="list-style-type: none"> <li>Public Information Events</li> </ul>
<b>SH18.</b>	Schools	<ul style="list-style-type: none"> <li>Green Schools Educational resource</li> <li>There will be funds available from</li> </ul>	<ul style="list-style-type: none"> <li>During the construction and operational phase of the project</li> </ul>	<ul style="list-style-type: none"> <li>Provide "Teacher's Pack" to the students, Periodic tours to the sub-station and WTG</li> <li>Visits to other wind farms in Ireland</li> </ul>

		the community fund.		
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## 6.0 Communication Activities

### 6.1 Communication with Stakeholders

Communication activities for the Pinewoods wind energy project have been developed to ensure communication channels with stakeholders remain open through ongoing consultation activities. In ensuring the effective implementation of this CESM Plan, a variety of communication activities will be developed and utilized; some of these activities are described below.

#### 6.1.1 Community Updates

To date the community has been updated by representatives of GES in the form of calling to houses within 2km of the wind farm, using flyers, contacting community groups, political representatives, advertising in newspapers as documented in this report. Going forward updated project information will be provided through updating interested landowners, non-landowners, community members and key stakeholders on the latest developments of the project. It will be distributed in both hard and electronic copy using the consultation database of registered stakeholders.

#### 6.1.2 Construction Advertisements

Letters to residents along with advertisements detailing scheduled major construction, and potential noise or traffic impacts, as well as project progress and milestone updates will regularly be placed in the site office. Early and regular notifications will enable stakeholders to respond or plan appropriately. Announcement of project progress and milestones will convey updates about the project to key stakeholders and the local community.

#### 6.1.3 Community Group Meetings

The CESM team will regularly provide briefings to community groups and organisations across the Pinewoods wind energy project area of influence. Some of the information to be provided will include the following:

- Contact information for members of the project team, email address and complaints contact information;
- Pinewoods wind energy project fact sheets, latest community updates and frequently asked question leaflets;
- Construction and operations related information and updates;
- Map of the wind farm;
- Copies of any of the construction or operational related plans such as the traffic management plans, grievance management procedure, or Construction Environment Management Plan (CEMP) for the project;
- Additional information as and when developed.

#### 6.1.4 Project Posters and Fact Sheets

A series of posters and/or fact sheets about the Pinewoods Wind energy project will be developed, reviewed and updated to inform stakeholders about various elements of the project and may involve the following:

- General information/background, key features of the site, visual impact, natural and cultural heritage; design and construction processes; timelines, contact details;
- Community Engagement – the role of consultation; consultation and information sessions; the Issues register; How to have your say; consultation outcomes; contact details;
- Progress Reports - Detailing progress to date against predicted schedule – words and graphics; completed tasks; innovations applied; what is next in the work schedule; contact details;
- Informative – May be utilised to outline construction or operational processes, or highlight a particular section of the wind farm and associated infrastructure (i.e. transmission line).

These fact sheets and/or posters will be updated periodically throughout the project as key stages are completed and new work begins.

#### *6.1.5 Information Sessions*

Information sessions will be used on an as-needed basis, particularly during the early construction phase. Information sessions provide opportunities for the local community to directly discuss the project and impacts with the project team, and an opportunity to collect feedback and early identification of community issues and concerns.

#### *6.1.6 Maintain Contact with Stakeholders*

Details for PWL contacts during construction, operation and decommissioning will be provided and updated for the local community in order to provide quick and easy access to contact information and emergency and complaints procedures.

Regular written correspondence to stakeholders including local residents, local community interest groups and key Government agencies, the Garda Síochána, Laois and Kilkenny County Council will be disseminated to keep them informed about the project, asking for input or inviting them to participate in activities. This may be in the form of a letter or email with attached fact sheets.

#### *6.1.7 Toolbox Talks*

On site talks are a key feature of internal communications during the construction period and will be provided as required about any particular CESM issue, or impact that construction is having or new policy or procedure.

#### *6.1.8 Community Relations and Cultural Sensitivity Inductions*

Training relating to dealing with community members and issues relating to accessing private property and exercising due diligence in relation to environmental, heritage, and site specific information will be provided to all contractors before they are permitted on site. This will be delivered as part of the normal site induction.

#### *6.1.9 Social Media Tools*

Social networking groups may be established to provide those members of the local community with a forum to discuss the project during the construction phase of the project. This would also provide an opportunity for the construction team to provide construction blogs in an interactive environment.

Additionally, use of a text message alert system may be implemented to provide real time information to registered community members and residents of changed traffic conditions or temporary delays to access etc. These tools will be further investigated during the construction phase and implemented, where appropriate.

## 7.0 Community Information Plan – Construction

The management of PWL has been actively engaging the local community since the conceptualisation of the wind energy project. The company will continue to engage actively with the community and key stakeholders throughout the construction phase of the project and will be guided by this Community Engagement and Stakeholder Management (CESM) Plan. The objectives of the CESM plan provide a clear guidance to the project team of how to communicate and engage with the community. Key to this plan is the commitment to the following principles which include:

- Having a clearly stated decision making process;
- Timely engagement of stakeholders for continuous project improvement and development;
- Representativeness of stakeholders;
- Responsiveness to stakeholders and to the construction team;
- Provision of information;
- Evaluation.

During construction of the Pinewoods wind energy project, the broad objectives of engagement will be to:

- Maintain community and stakeholder support in order to facilitate construction of the wind farm and transmission line;
- Fulfil any statutory requirements, including conditions of approval, relevant to stakeholders;
- Ensure all stakeholders are identified and engaged with in an appropriate, timely and consistent manner, and their needs and interests recognised;
- Understand issues and concerns relating to the wind farm and transmission line construction and resolve them in an appropriate manner;
- Avoid construction delays by providing stakeholders with information about any construction timeframes and/or environmental impacts, and create awareness of mitigation measures that will be in place to minimize these impacts;
- Manage risks and issues so that they do not escalate.

Training of all staff and contractors relating to the community engagement and stakeholder objectives and principles and appropriate collection of feedback from community members, local residents and landowners will be ongoing during construction.

Monitoring and review of PWL's performance in relation to meeting these objectives will be ongoing, and this plan updated to reflect their findings to it and the community information and schedule of activities during the life of the project.

## 8.0 Community Information Plan – Operation

### 8.1 Operational Phase Consultation Objectives

PWL will continue to engage actively with the community and key stakeholders throughout the operation of the Pinewoods wind energy project and will be guided by this Community Engagement and Stakeholder Management (CESM) Plan.

### 8.2 Grievance Management Procedure

PSL will implement a comprehensive Grievance Management Procedure, which describes how stakeholder complaints will be responded to and resolved in a timely and responsive manner. It will provide the steps to be followed when a complaint or grievance is made, and the protocols or code of behaviour that should be followed when managing stakeholder complaints.

### 8.3 Crisis Communications

Handling communications is an extremely important component of emergency and crisis management. Emergency and crisis management is totally dependent on good communications management. A Crisis Communications plan (CCP) will be developed as part of the crisis management plan for the Pinewoods wind energy project to cover both PWL's actions and statements in the first stages of a crisis and will be designed to assist PWL in dealing with the communications issues in the first few critical hours of a crisis situation, as well as to define a communication strategy to address the longer term issues.

The purpose and scope of the plan will be to provide the mechanism for crisis communications support to the Crisis Management Team (CMT) in the event of an incident, emergency or crisis. The plan will provide a crisis communications framework for the organisation and will outline a process for communicating to the public, both outside and inside the company. The CCP will be an integral part of PWL's Crisis Management System (CMS) and will address the communication team's roles, responsibilities and concept of operations.

## 9.0 Communication Information Plans

The communication information plans given in this section is for the construction and operational phases of the Pinewoods wind energy project. There are five communication information plans as outlined below.

- **Table 3:** Project Duration Communication Information Plan;
- **Table 4:** Pre-construction Phase Communication Information Plan;
- **Table 5:** Specific Construction Communication Information Plan;
- **Table 6:** Commissioning and handover Communication Information Plan;
- **Table 7:** Operational Communication Information Plan.

**Table 3: Project-duration Communication Information Plan**

Tool	Stakeholder	Activity/description	Type of engagement	Timeline
<b>Phone line (plus after hours facility) postal and email address</b>	All external stakeholders	Principal 24 hour point of contact (during the construction period). The community information line provides an accessible source of information and a central point for enquiries and complaints	Engage (answer questions, provide feedback, respond to complaints)  (Links to Grievance Management procedure – separate document)	Project duration
<b>Email address registration</b>	All external stakeholders	Interested stakeholders can register their email address to receive information materials and notifications electronically. Such a registration system can be used to build a database of interested parties and ensure communications is targeted to those stakeholders and residents actively interested in the project.	Inform and Engage	Project duration
<b>Meetings with individuals</b>	Land owners and non-land owners  Laois and Kilkenny County Council	To provide advice and information to impacted local residents about specific construction impacts, including possible easements on their land	Inform and Consult. To understand issues specific to homesteads and develop mitigation measures to alleviate	Project duration
<b>Meetings with key stakeholders</b>	An Garda Siochana, Laois and Kilkenny County Councils, Coillte	Meetings to inform and consult with government agencies, council, special interest groups and other stakeholders on an “as required” basis	Inform and consult. Gain feedback on possible land issues, and gain support for the project.  Minimize impacts on local environment and individual landowners	Project Duration

<b>Government relations</b>	County Councillors, TD, Senators, MEP's	Quarterly and milestone briefings with County Councillors, T.D.s, Senators, M.E.P's	Inform and Engage	Project duration
<b>Media releases and relations</b>	Local Media (TV, Print & Radio)	<ul style="list-style-type: none"> <li>• Regular media milestone briefings.</li> <li>• Responding to media enquiries</li> <li>• Preparation of briefing materials</li> </ul>	<p>Inform and Promote</p> <p>Opportunity to promote the project's key messages/objectives and provide accurate project information to the media.</p>	At project milestone,
<b>Briefs and reports</b>	PWL Board LENDER and other lenders	<ul style="list-style-type: none"> <li>• Briefing senior management on stakeholder relations</li> <li>• Customer feedback and evaluation from Community Superintendent for internal stakeholders and management.</li> <li>• Regular reports to the PWL Board on stakeholder management</li> </ul>	Inform and Engage	Project duration
<b>Information sessions, Public meetings</b>	Local community (land owners, non-land owners, etc.)	Open forums/information sessions to be used selectively during the project initiation phase. The forums act as a basic information overview and are not effective for in-depth issue based discussion.	<p>Inform, promote, and consult.</p> <p>Collate feedback on the project.</p> <p>Build relationships within the community.</p>	Project duration
<b>Community Update Circular</b>	All external stakeholders	Concise, specific information and advice to a targeted stakeholder when they need to be informed, or aware of an issue,	Inform – to inform community of specific program milestones or issues, specifically targeted to an audience.	As required.
<b>Web Updates</b>	All external stakeholders	<ul style="list-style-type: none"> <li>• Electronically provide up-to-date project information and public information via</li> </ul>	Inform and Engage	Project duration

		<p>the PWL Website.</p> <ul style="list-style-type: none"> <li>• Updates to include real time project progress.</li> <li>• Website to include up to date construction impact information such as traffic updates, impact on recreational users etc.</li> <li>• Contact information for project team (construction team and operations contacts and complaints.)</li> <li>• Email access and feedback page provided for enquiries.</li> <li>• All approvals and licensing documents as per conditions of approval</li> </ul>		
<b>Responding to Correspondence – Issues and grievances</b>	All external stakeholders	Management of Database (Community Superintendent)	Inform and consult	Project duration
<b>Public Displays</b>	All external stakeholders	Visual information displays and access to project team to discuss issues and concerns – an opportunity for the community to directly observe and understand the progress of the project and provide input and feedback.	Inform and consult	Project duration
<b>Reporting and Review</b>	Local community, regulators	Reporting on a needs basis monitoring results of noise, air quality and others as required by the EIS ESMP for the wind farm. To be managed by the CESM manager in conjunction with the project team	Inform and consult	Project duration

**Table 4: Pre-Construction Communication Information Plan**

<i>Tool</i>	<i>Stakeholder</i>	<i>Activity/description</i>	<i>Type of engagement</i>
<b>Community Information Drop in sessions-Construction</b>	Local community and community groups	Hold a community information drop in session to familiarize community with construction impacts.	Inform and Consult
<b>One on one briefings</b>	Community members and directly affected landowners	Liaison with community and landowners as required	Inform and consult
<b>Signage</b>	Locally affected residents	Signage design & installation	Inform
<b>Construction related collateral</b>	Landowners, local community	Production and update of relevant construction fact sheets to familiarize the community with construction processes and likely impacts.	Engage
<b>Advertisements</b>	Impacted landowners, local community	Public notification of key messages on construction commencement and progress, traffic issues and any activity likely to impact upon the community (such as drift crossing closure, alternate routes, or traffic changes), or notification of meeting, provided on an as needs basis.	Inform
<b>Community relations inductions &amp; sensitivity training for site team</b>	All site staff and contractors	Ensure all staff and contractors are aware of proper processes for dealing with local community and landowners.  Ensure all staff and contractors abide by heritage conservation values	Inform
<b>Grievance procedure system review</b>	Internal	Ensure Grievance management procedure is efficient and achieving timely resolution to satisfaction of the community	N/A

**Table 5: Specific Construction Communication Information Plan**

<i>Tool</i>	<i>Stakeholder</i>	<i>Activity/description</i>	<i>Type of engagement</i>	<i>Timeline</i>
<b>On-site toolbox talks</b>	All site staff and contractors	Update staff and contractors on community/ landowners	Inform and consult	Project duration
<b>Community relations induction &amp; sensitivity training for site team</b>	All site staff and contractors	Ensure all staff and contractors are aware of proper processes for dealing with local community and landowners.  Ensure all staff and contractors abide by heritage conservation values	Inform	Project duration
<b>Dedicated community/landowner contact</b>	Impacted residents and landowners	To provide a single point of contact for impacted residents and landowners for any construction related inquiries, issues, complaints	Inform and consult	Project duration
<b>Photographic updates</b>	All external stakeholders	To provide an interest in progress of the project. Regular photography and posting to the PWL website. A web link to latest photos will be provided in the regular construction update	Inform	Project duration
<b>Advertisements</b>	Landowners, local community	Public notification of key messages on construction commencement and progress, traffic issues and any activity likely to impact upon the community (such as drift closure and upgrade, or traffic changes), or notification of meeting, provided on a needs basis.	Inform	Project duration

**Table 6: Commissioning and Handover Communication Information Plan**

	<i>Stakeholder</i>	<i>Activity/description</i>	<i>Type of engagement</i>	<i>Timeline</i>
	Media National Government County Government Pinewoods personnel Local community Reps,	A media promotional event for the project to announce completion of the project.	Inform  Gain positive media coverage, and foster positive relationships and attitudes for future similar projects in the Ireland	Pre-Construction
<b>Landholder meetings</b>	All affected landowners	Talk through any outstanding issues post construction, and to inform about operational arrangements and rehabilitation progress.	Inform and consult	Pre-Construction - ongoing

**Table 7: Operational Communication Information Plan**

<i>Tool</i>	<i>Stakeholder</i>	<i>Activity/description</i>	<i>Type of Engagement</i>
<b>Agency briefings</b>	County Council Roads Dept.	Liaison with Laois and Kilkenny CoCo Roads Dept. regarding rehabilitation of access roads, drifts, etc.	Inform and consult
<b>Operational team contact card</b>	Local community	A contact card to provide quick and easy access to contacts for use in emergency or crisis situations or complaints.	Inform
<b>Grievance management</b>	All stakeholders	Deliver appropriate and timely response to complaints by all stakeholders through the Grievance Management procedure	Inform and consult
<b>Crisis communications</b>	All stakeholders	Deliver appropriate and timely response and management of emergency and crisis situations related to either the operation of the wind farm requiring	Inform

Tool	Stakeholder	Activity/description	Type of Engagement
<b>and emergency response</b>		responses in accordance with the <i>Pinewoods Emergency Response Plan</i>	