

# Communication and Consultation Procedure

## Purpose

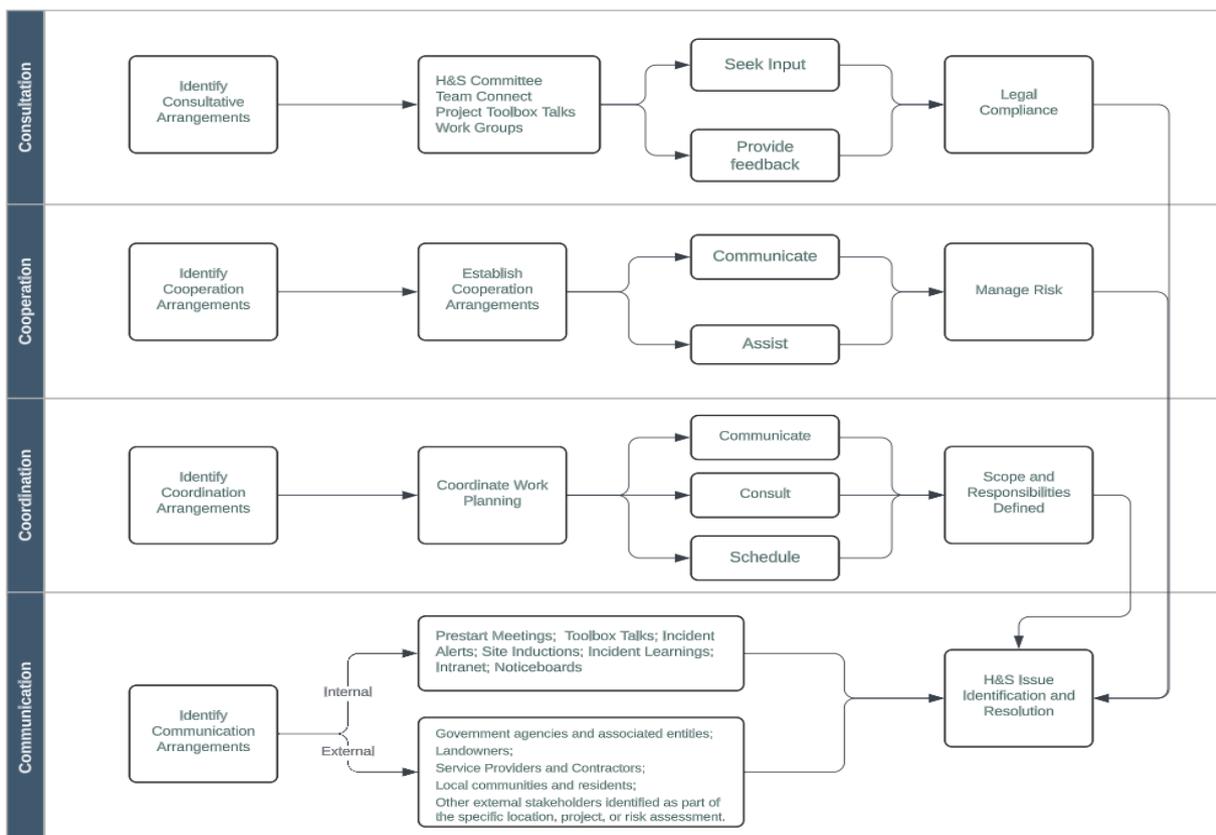
The purpose of this procedure is to define the process for the management of communication, consultation, cooperation and coordination of Health and Safety (HS) matters at Queensland Hydro.

## Scope

This procedure applies to Queensland Hydro for all office and field-based activities. This procedure also applies to Contractors when working under the Queensland Hydro HS Management System (HSMS) or when directed under Contract.

## Process Map

### Communication and Consultation



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## Procedure

### 1 Identify Consultative, Cooperation and Coordination Arrangements

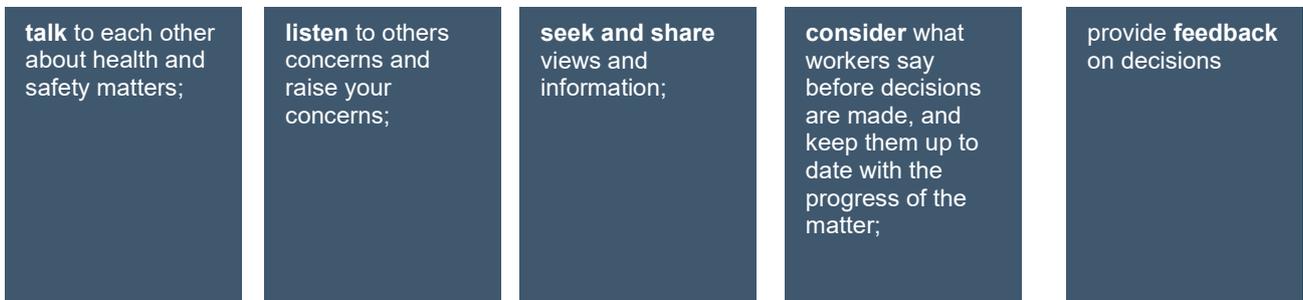
Stakeholder input improves decision-making, cooperation and coordination pertaining to risk minimization and generally contributes to a safer more efficient workplace. Workers who may be affected by a decision have the right to understand the reasons for the decisions proposed and provide their views on the issues. Safe and efficient operations are founded on three fundamental principles:

1. Consultation – a legal requirement and an essential part of managing health and safety risks and includes sharing information, seeking input into decision making and providing feedback on outcomes.
2. Coordination – plan and organise activities together. Consult when scheduling work activities. Arrange activities in a way that will allow for pre-conditions to be met before tasks are commenced.
3. Cooperation – Where there is more than one person with the same responsibility. Cooperation involves planning activities in consultation with the other affected persons and not acting in a way that may compromise what they are doing. i.e. establishing and working together towards common objectives.

An example consultation, coordination and cooperation activity can be found in **Appendix A**.

#### 1.1 Consultation

Queensland Hydro shall consult with those who are, or could be, directly affected by its activities. Effective consultation is a two-way process between all stakeholders based on the following:



Queensland Hydro must consult on health and safety matters so far as is reasonably practicable with workers who carry out work on behalf Queensland Hydro and who are (or are likely to be) directly affected by health and safety decisions that Queensland Hydro influence or control.

Queensland Hydro shall consult with workers when:

- identifying hazards and assessing risks arising from the work carried out or to be carried out;
- responding to hazard reports and other HS issues;
- resolving HS issues raised;
- making decisions about ways to eliminate or minimise risks;
- making decisions about the adequacy of facilities;
- proposing and trialling changes that may affect the health or safety of workers for example: changing work systems such as shift work rosters, work procedures or the work environment; and
- making decisions about procedures for consulting with workers; resolving health or safety issues; monitoring health of workers; monitoring the conditions at the workplace and providing information and training for workers.

In addition, Queensland Hydro must, so far as reasonably practicable, consult, cooperate and coordinate activities with all other Persons Conducting a Business or Undertaking (PCBU) and their workers on shared work health and safety matters.

Queensland Hydro shall consult with supplier organisations in relation to matters pertaining to cooperation on and coordination of activities and discharge of responsibilities for health and safety of those involved in the activity.

This consultation will determine which responsibilities are shared and what each person shall do to undertake the work such that individual responsibilities are properly discharged, and the health and safety of workers is not compromised.

Consultation does not mandate consensus or agreement. Instead, it entitles workers with a reasonable opportunity to contribute to the decision-making process, to express their views and raise HS issues.

To enable this, Queensland Hydro must provide workers with the relevant information about the matter being consulted. Information excludes personal or medical information concerning a worker without the workers' consent unless all personal identifiers are removed.

## 1.2 Coordination

Effectively co-ordinating activities requires stakeholders to work together so that each person can discharge their responsibilities. Planning work should be conducted in consultation with all stakeholders that may be affected. This included each stakeholders working together to control the risks associated with an activity. Key considerations for effective coordination includes:

- Identifying people likely to be in the location where the work is to be undertaken;
- The scope of the work being undertaken, the risks associated with the work, and how other parties may be affected; and
- measures to be applied for managing risks and who will implement/monitor them.

Coordination of work planning includes:

- identifying when, how and by who each control measure is to be implemented; and
- how control measures will complement each other.

Typical types of coordination may include (but not be limited to):

- combined pre-start talks for planned work;
- broadening the scope of inductions to include other activities on site;
- coordinating with other work groups for out of hours/emergency work; and/or
- development and review of safe work method statements to include potential hazards and learnings sourced from other work groups.

Co-ordination of activities may include the scheduling of work activities so that each work party carries out their work separately. It may require work to be arranged in a way that will allow for necessary precautions to be in place or pre-conditions met before work is done.

This type of coordination should be conducted as part of, or consistent with, the Interface Planning process outlined in the **Supplier and Contractor HS Management Procedure (HS-PRO-0028)**. Where work is not effectively co-ordinated, the stakeholders should consult further to determine what should be changed. Coordination activity should be monitored and reviewed to ensure effectiveness.

## 1.3 Cooperation

Co-operation involves establishing arrangements agreed to during consultation with the other stakeholders. Such arrangements shall not compromise what stakeholders are doing to manage HS risks and:

- not obstruct communication; and
- include responses to reasonable requests from other stakeholders to assist them in meeting their HS requirements.

## 2 Establish Consultative Arrangements

### 2.1 Queensland Hydro Consultation Arrangement

Queensland Hydro has a tailored consultation arrangement that enables effective two-way consultation between all levels in the business. The established routine mechanism for consultation is via the Health and Safety Committee.

The Health and Safety Committee structure is complemented by various consultation forums and communication platforms to provide HS information and outcomes of HS decisions to workers.

Examples of each are provided in the table below.

Consultation Forums	Communication Platforms/ Channels
<ol style="list-style-type: none"> <li>1. H&amp;S Committee</li> <li>2. Team Connect (whole of business question and answer session with Executive team)</li> <li>3. Project toolbox talks</li> </ol>	<p>Safety communications distributed electronically and displayed on noticeboards:</p> <ol style="list-style-type: none"> <li>1. Safety Change</li> <li>2. Safety Alert</li> <li>3. Incident Learning</li> <li>4. Safety Toolbox Talks</li> </ol>

The chosen method(s) to consult and communicate will vary depending on the level of interaction required for risk for example urgency and extent of the affected workforce.

### 2.2 Work Groups

Due to the geographic spread of the Queensland Hydro business and the differences in the nature of work and associated hazards and risks in these areas, the workforce is grouped by Project or facility location:

1. Borumba Project
2. Pioneer Burdekin Project
3. Brisbane corporate office

For the purposes of this procedure these Projects / facility locations are considered Queensland Hydro work groups under the *Work Health and Safety Regulations (QLD)*.

If an additional work group, changes to the composition of existing work groups or removal of a work group is required or requested, Queensland Hydro will consult with the affected workers as soon as practicable to determine the best structure to maintain adequate representation.

### 2.3 Health and Safety Committees

Members of each Queensland Hydro work group shall be represented by an established Health and Safety Committee. The H&S Committee is integral to the WHS issue resolution process (refer to **HS Issues Resolution Procedure HS-PRO-0003**) and act as the consultative mechanism to assist the business in the development, implementation and review of Queensland Hydro work health and safety processes and procedures. The H&S Committee shall meet at least bi-monthly with the outcomes of the meeting and actions documented.

The standing composition of the H&S Committee shall be:

1. **Chair and Deputy Chair:** a nominated member of the work group;
2. **Secretary:** a nominated member of the work group;
3. Management representation from the Work Group; and
4. A representative from the HS team to act in an advisory capacity to the Committee.

Guests may be invited to provide information or assist as required.

The establishment, aim, purpose and associated responsibilities of the Health and Safety Committee shall be in accordance with the terms of reference for the committee. The Terms of Reference is to be reviewed annually.

The Terms of Reference will include (at least):

- The process to elect a chairperson;
- The roles of the committee members, including the specific duties of the chairperson;
- Meeting frequency (at least once every two months and at any reasonable time at the request of at least half of the members of the committee);
- The process and requirements for agendas and minutes
- Any other matters that may contribute to the effective conduct of the HS Committee.

### 2.3.1 Training

Inhouse training shall be provided to at least the H&S Committee Chair and Deputies. Other suitable HS training may be provided upon request.

## 2.4 Work Health and Safety Officers (WHSOs)

Queensland Hydro may appoint WHSOs from time to time. A Queensland Hydro worker can only be appointed as a WHSO if they hold a WHSO certificate of authority (issued by the Queensland Government). If a WHSO is appointed by Queensland Hydro, they must:

- notify Queensland Hydro about work health and safety matters;
- identify health and safety hazards and risks arising from the work undertaken by Queensland Hydro, and report them in writing;
- immediately notify Queensland Hydro about:
  - any incident the WHSO is aware has occurred at Queensland Hydro; and/or
  - any immediate or imminent risk to health and safety at Queensland Hydro;
- investigate, or assist in the investigation of, any incidents that occur at Queensland Hydro;
- accompany and assist a work health and safety inspector during an inspection of a Queensland Hydro workplace; and
- establish educational and training programs on matters relating to work health and safety.

If appointed, a WHSO must assess risks arising from work carried out as part of the relevant Queensland Hydro workplace at least every 12 months; and provide an assessment report to Queensland Hydro. The report must include any identified risks to health and safety, and recommendations about managing these risks. The report must also be given to the Queensland Hydro HS Committee.

## 2.5 Issue Resolution

The H&S committee must be involved in resolving HS issues. If a worker reports an HS concern to their manager or other person and that worker feels there has been no action regarding the issue, the worker should discuss their concerns with their workgroup representative from the H&S Committee.

Queensland Hydro shall have a formal process in place for the resolution of HS issues. Refer to the **HS Issues Resolution Procedure**.

Matters to be taken into account when considering an issue include:

- the degree and immediacy of risk to workers or other people affected by the issue;
- the number and location of workers or other people affected by the issue;
- what measures are required to resolve the issue (both temporary and permanent);

- who will be responsible for implementing the resolution of the issue; and
- an agreed timeframe for when measures to resolve the issue will be implemented.

If the issue is resolved, the details of the issue and the resolution must be set out in writing if any party to the issue requests this. A copy of the written agreement must be given to the parties to the issue.

### 3 Identify HS Communication Arrangements

Queensland Hydro’s HS Policy, HSMS standards, procedures and relevant HS issues and performance must be communicated and/or accessible to all workers and other stakeholders.

Queensland Hydro shall ensure communication processes are effective and arrangements consider barriers such as language, literacy, culture, and disability issues that may exist within the target groups. Where such barriers are identified assistance shall be provided and outcomes monitored to ensure all personnel are able to receive and provide information to the extent that risk to their health and safety is not negatively impacted.

Advice from the Queensland Hydro Communications Team should always be sought about whole of business internal communications (communications@qldhydro.com.au), with the exception of HS Alerts. This will ensure consistency of approach and appropriate use of internal communication channels.

#### 3.1 Internal Communication

Communication with internal stakeholders must be maintained, both proactively and upon request, in relation to relevant HS matters. The communication will depend on the health and safety matter and the urgency and complexity of the HS information.

Queensland Hydro will share HS information with workers in a variety of different ways. This will include one or more of the following processes:

**TABLE 1 – Modes of Internal HS Communication**

Toolbox	Prompt / Trigger	Minimum Frequency	Tool	Responsibility
<b>Pre-start meetings</b>	Daily work to be undertaken. Communicate work status and hazards identified and or incidents that may have occurred on the previous shift as well as actions taken.	Daily	<b>Pre-Start Meeting Form (HS-FRM-0026)</b>	Supervisor
<b>Toolbox Talks (or equivalent team briefing)</b>	Leader led communication and consultation opportunity	Bi-Monthly	<b>Toolbox Talk Record Form (HS-FRM-0001)</b> (or Contractor template) and toolbox talk material and HS Bulletin material	Supervisor or Manager
<b>Incident Alert</b>	Incident notification of High Potential or Actual incident	As required	<b>HS Alert template (HS-FRM-0044)</b>	HS Manager(s)
<b>Site Induction</b>	Construction site access	As required	Site Induction template (or Contractor template)	Supervisor
<b>Incident Learning</b>	High severity or high potential incident or hazard	As required	<b>Incident Learning Template (HS-FRM-0046)</b>	HS Manager(s)
<b>HS intranet pages</b>	Ongoing	Ongoing	HS Intranet pages	HS Manager(s)
<b>Noticeboards</b>	Ongoing	Monthly	Minimum HS Noticeboard contact	Supervisor

### 3.2 External Communication

Communication and consultation arrangements must be established and maintained with external stakeholders in relation to relevant HS matters. Queensland Hydro shall establish a list of external stakeholders and the agreed consultation arrangements. Typical Queensland Hydro external stakeholders would include, but not be limited to:

- Local, State and Federal government agencies and associated entities;
- Landowners;
- Service Providers and Contractors;
- Local communities and residents;
- Other external stakeholders identified as part of the specific location, project, or risk assessment.

Records of communication and consultation with external stakeholder shall be maintained.

#### 3.2.1 Statutory reporting

Statutory notification of HS incidents shall be made to the relevant government agency and a record of the notification made and filed with other incident related materials as per **Incident Management Procedure (HS-PRO-0027)**.

### Responsibilities

Who	What
Executive Team	The Executive Team are responsible for ensuring that there is a system in place for communication and consultation aligned to this standard.
HS Manager(s)	<ul style="list-style-type: none"> <li>• ensuring there is communication and consultation on health and safety matters by complying with the requirements outlined in this standard;</li> <li>• making available all relevant information regarding health and safety matters</li> <li>• implementing and monitoring processes which provide a reasonable opportunity for workers to express their views and contribute to health and safety decisions including the provision of suitable time during work hours for consultation; and</li> <li>• communicating the outcome of consultation within a reasonable timeframe.</li> </ul>
Manager / Supervisors	<ul style="list-style-type: none"> <li>• consult with and coordinate activities with workers and or work groups</li> <li>• maintain an environment where health and safety matters are regularly discussed and considered</li> <li>• facilitate consultation on health and safety matters by distributing information to workers.</li> <li>• Actively lead and participate in the workplace health &amp; safety consultation process.</li> <li>• Provide any resources, facilities and assistance that are reasonably necessary to enable the H&amp;S committee members to carry out their function.</li> <li>• Communicate openly with the workforce regarding health and safety issues and in the formulation of controls for these issues.</li> <li>• Make reasonable efforts to resolve any health &amp; safety issues brought to their attention as described above.</li> </ul>
H&S Committee members	<ul style="list-style-type: none"> <li>• Actively participate in the worker health and safety consultation process.</li> <li>• Upon becoming aware of a health and safety issue that cannot be controlled locally, assist employees to raise this issue to line management for consultation and resolution.</li> </ul>
Work Health and Safety Officer (WHSO)	<ul style="list-style-type: none"> <li>• notify Queensland Hydro about work health and safety matters;</li> <li>• identify health and safety hazards and risks arising from the work undertaken by Queensland Hydro, and report them in writing;</li> <li>• immediately notify Queensland Hydro about:</li> </ul>

	<ul style="list-style-type: none"> <li>○ any incident the WHSO is aware has occurred at Queensland Hydro; and/or</li> <li>○ any immediate or imminent risk to health and safety at Queensland Hydro;</li> <li>● investigate, or assist in the investigation of, any incidents that occur at Queensland Hydro workplaces;</li> <li>● accompany and assist a work health and safety inspector during an inspection of a Queensland Hydro workplace; and</li> <li>● establish educational and training programs on matters relating to work health and safety.</li> </ul> <p><i>Note: the responsibilities listed above do not affect or diminish the entitlements of WHSOs in the WHS Act, Regulation or associated Codes of Practice.</i></p>
All Queensland Hydro workers	<ul style="list-style-type: none"> <li>● Participate constructively in any relevant health and safety communication and consultation activities.</li> <li>● Bring health and safety issues to the attention of their supervisor and work together to identify effective and appropriate controls.</li> <li>● Constructively contribute to the issue resolution process where required.</li> <li>● All workers are empowered to intervene or stop work if there is a health and safety risk that is not adequately managed.</li> </ul>
Principal Contractor (where relevant)	The Principal Contractor for a construction project must document, in their WHS Management Plan for the project, the arrangements in place for consultation, cooperation and coordination between the PCBUs at the site.

## Defined Terms

Terms	Definition
Communication	Communication is the imparting or interchange of thoughts, opinions, or information by speech, writing, or signs.
Consultation	Consultation involves taking the views of workers and health and safety representatives into account before making a decision. Consultation does not require consensus or agreement but it does entitle workers to contribute to health and safety discussions.
Facilities	Facilities include toilets, drinking water, washing facilities, dining areas, change rooms, personal storage and first aid.
Health and safety matters	Health and safety matters are issues concerning health and safety hazards, risks, controls and process.
Person Conducting a Business or Undertaking (PCBU)	Person conducting a business or undertaking (PCBU): a business or an undertaking that is either conducted alone or with others, whether or not for profit or gain.
Work Health and Safety Officer (WHSO)	A person appointed by a PCBU under the Work Health and Safety Act 2011 as WHSO for that business or undertaking. A person can only be appointed as a WHSO if they hold a WHSO certificate of authority and must conduct their duties in accordance with those prescribed in the WHS Act.
Work Group	A work group is a group of workers who share a similar work situation
Worker	Any person who carries out work for Queensland Hydro Queensland, including work as an employee, contractor, subcontractor, self-employed person, outworker, apprentice or trainee, work experience student, employee of a labour hire company placed with a ‘host employer’ and volunteers

## References

Document Code	Document title
HS-FRM-0001	Toolbox Talk Record Form
HS-FRM-0026	Pre-Start Meeting Form
HS-FRM-0046	Incident Learning Template
HS-FRM-0044	HS Alert template
HS-PRO-0008	Training and Competency Procedure.
HS-PRO-0003	Issues Resolution Procedure.
HS-PRO-0026	Incident Management Procedure
HS-PRO-0028	Contractor and Supplier HS Management Procedure

## Appendix A – Example of Consultation, Coordination and Cooperation activity

The following is an example of a consultation, coordination and cooperation activity where a Queensland Hydro engage an Excavator Contractor.

<b>Identify HS duties</b>	<p>Queensland Hydro has a duty to ensure the health and safety of its workers, including the contractor, and the public.</p> <p>The Excavator Contractor has a duty to ensure that its workers and other persons are not put at risk from work carried out as part of its business.</p>
<b>Consult</b>	<p>Queensland Hydro and the Excavator Contractor discuss how each will be involved in the activities and how each will be applying measures to minimise the risks associated with the activities. They identify how they will co-ordinate their activities.</p> <p>Queensland Hydro and the Excavator Contractor document the consultation outcomes into their SWMS.</p>
<b>Cooperate</b>	<p>Queensland Hydro cooperates with the Excavator Contractor in establishing arrangements for access to site, unloading equipment and establishing exclusion zones for the operation of its plant.</p> <p>The Excavator Contractor follows the agreed arrangements for transport, unloading and operation of its mobile plant.</p>
<b>Coordinate activities</b>	<p>Queensland Hydro and the Excavator Contractor ensure work is planned in a way that will not impede necessary precautions being place or pre-conditions met before particular work is conducted. Together they will identify when, how and by who each control measure is to be implemented and how such measures will complement each other.</p>
<b>Communicate</b>	<p>Queensland Hydro shares HS information relevant to the excavator operator with them prior to commencement of work for Queensland Hydro.</p>