

CONSULTATION, COMMUNICATION AND ISSUE RESOLUTION PROCEDURE



OVERVIEW

This procedure outlines how Perkins Builders manages communication, consultation, and issue resolution across its Integrated Business Management System (IBMS) to meet ISO 9001, ISO 14001, ISO 45001, OFSC, and applicable legal requirements. It recognises that all personnel play a role in maintaining a safe, environmentally responsible, and quality-focused workplace, and that effective communication and consultation are essential to managing risks, resolving issues, and driving continual improvement.

RESPONSIBILITIES

Senior Leadership Team (SLT)	Ensure effective communication, consultation, and issue resolution systems are in place. Review escalated issues, complaints, and improvement outcomes.
HSEQ Team	Guide consultation processes and support issue resolution and escalation. Coordinate external communications (e.g. regulators, emergencies). Maintain oversight of registers (incidents, improvements, complaints).
Project Managers	Lead issue resolution, stakeholder communication, and complaint management. Ensure risks, impacts, and changes are communicated and controlled.
Supervisors / Managers	Facilitate consultation (toolboxes, prestarts, meetings). Ensure workers have opportunity to contribute and issues are actioned. Communicate, record, and escalate HSEQ matters as required.
Contract Administrators / Project Admin	Ensure project information is issued to subcontractors and suppliers. Maintain communication records and documentation.
Workers	Participate in consultation, raise issues, and follow communication processes. Exercise right to stop unsafe work and report hazards or concerns.

1. CONSULTATION

Procedure:

When to Consult:

- Identifying or assessing hazards, environmental aspects and quality risks.
- Making decisions on controls, adequacy of facilities or work processes.
- Reviewing adequacy of training, monitoring arrangements and worker participation.
- Establishing consultation forums, such as committees. which is formally requested to be established by an employee.
- Proposing changes to the workplace, plant, substances or methods of work.

Whom To Consult:

- Workers and subcontractors under Perkins Builders control.
- Employee representatives or elected Health & Safety Representatives, where applicable.
- Clients, suppliers, regulators, visitors, and external stakeholders / interested parties where relevant to quality, environment, or safety.

How To Consult

- SWMS, JHA's, SOP's etc
- Meetings (toolbox talks, team meetings, daily briefings).
- Digital platforms (Hammertech, Smartsheet, SharePoint, Viewpoint, Aconex, Email).
- Induction sessions, HSEQ alerts, newsletters, and bulletins.
- Feedback mechanisms (surveys, improvement requests).
- Adjusted methods for diverse or culturally/linguistically varied groups when applicable (translations, interpreters, plain English).
- Consultation will provide reasonable opportunity for workers to express views and will document both the communication and the feedback received.

2. REASONABLE OPPORTUNITY FOR WORKERS TO EXPRESS VIEWS

Procedure:

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For consultation to be meaningful, the people who are directly affected by the HSEQ matter must have a reasonable opportunity to express their views. Time shall be made available for workers to consider the issues.

Open communication between management and workers helps to eliminate or reduce risks so far as reasonably practicable. Workers should be encouraged to ask questions, raise safety concerns, make safety recommendations and be part of the problem-solving process.

Management must ensure that they have appropriate arrangements in place to consult with workers from culturally or linguistically diverse backgrounds. If workers do not have strong English language skills (ESL/literacy), the Supervisor must consider how consultation will be undertaken with these workers to ensure it is effective and meaningful. Including, as appropriate:

- Translated procedures and instructions.
- Conducting meetings in languages employees are familiar with.
- Publications, notices and information sheets, etc. in languages other than English.
- Simple English language used.

3. CONSULTATION FORUMS

Procedure:

- Consultation occurs through structured forums, including: Safety/Consultation Committees – established at the request of employees, consisting of at least 50% employee representatives. Outlined in the WHS Act 2020. Project Coordination or Team meetings - monthly, with Site Managers, Contract Administrators, and Project Managers.
- Toolbox and Prestart Meetings
- Project or Management Meetings – as required for higher-level issues.
- Meeting minutes will be documented, distributed and retained.

4. PROJECT COORDINATION OR TEAM MEETINGS

Procedure:

Project Coordination or team meetings are scheduled to take place monthly and include:

- Site Manager & Contractor Administrator Meetings shall be conducted quarterly, and Toolbox Meetings are scheduled monthly as a minimum, to a set Agenda.
- SM/CA Meetings are convened and attended by a Management Representative, Contract Administrators and Site Managers. Meeting minutes are distributed to all present, Management and other relevant personnel.
- Toolbox Meetings are convened by SM and attended by all Site Personnel and Subcontractor Representatives. Toolbox minutes are posted on site noticeboards.
- Prestart meetings shall be conducted as required by the Client/Superintendent's representative or at the discretion of the Site Manager.
- HSE related queries or concerns at these meetings are recorded and actioned by the appropriate personnel.
- The Senior Leadership Team may use the Project Coordination or team meeting to discuss with the whole work group; issues and information requiring discussion and consideration before making a decision.
- All improvements are managed in accordance with the [Non-Conformance Procedure \(65\)](#).

5. ISSUE RESOLUTION & ESCALATION

Procedure:

Where Health Safety, Environmental, or Quality issues arise, Perkins Builders will attempt resolution by:

1. Escalation to Project Manager and/or HSE Team.
2. Recording in the findings.
3. Referral to the Senior Leadership Team if unresolved.
4. Requesting external expertise if required.

6. REFUSAL TO WORK

Procedure:

An employee/subcontractor can refuse to work where there are reasonable grounds that to continue to work may expose them or any other person to a risk of imminent and serious injury or harm.

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The worker refusing to work shall immediately notify the relevant Manager who shall notify the HSE Team and the Project Manager.

When an immediate threat is present, the issue should be promptly managed which may result in immediate resolution, or confirmation of the action to cease work in the area. The affected person is not required to do that work while the issue is being resolved.

The worker might be required to remain in a safe place in the vicinity of the workplace while the issue is either resolved or reasonable alternative work is found. Alternative work must be away from the immediate risk.

The worker must be capable of performing the alternative work for it to be considered reasonable, i.e. the level of expertise required, plus the instruction and training necessary prior to undertaking the work.

If no alternative work can be found, the worker cannot be forced to do work where there are reasonable grounds that to do so would be unsafe. The worker shall not leave the workplace without the employer's approval, unless they deem they are exposed to a risk of imminent and serious injury or harm.

Where a worker performs alternative work, they should be paid the same pay and other benefits they would normally receive.

7. UNRESOLVED ISSUES

Procedure:

Where attempts to resolve the issue, do not succeed, the Project Manager and HSE Team shall assist.

If the issue remains unresolved, the issue must be referred directly to the Senior Leadership Team, which may mean SLT must meet urgently to address the matter.

SLT may, if required, request the assistance of external expertise to assist in resolving the issue.

8. INTERNAL COMMUNICATION

Procedure:

Procurement of Subcontractors and Suppliers:

CA/Project Admin shall provide subcontractors and suppliers with a copy of the project specific HSE Management Plan and Project Hazard Register prior to engagement. The subcontractor must review and if/ where necessary provide any comment/s prior to any physical works being undertaken. If any changes or discrepancies are identified they are to be communicated to the site project team for review, resolution and closeout when both parties are satisfied with the controls and work methodology. By signing the Subcontract Agreement, the Subcontractor acknowledges and accepts the requirements in these documents.

Subcontractor/Supplier Prestart Documentation requirements shall be sent to all subcontractors and suppliers by the Project Admin prior to engagement in accordance with the [Job Control Procedure \(20\)](#).

Prior to access or commencement on site:

Prior to access or commencement on site all HSE related information shall be communicated to Site Personnel. The [HSE Management Plan \(Form 967\)](#), [Project Hazard Register \(Form 920\)](#), and the [Site Specific Induction Checklist \(Form 901\)](#) shall be provided to site personnel at the Perkins project site induction. All site inductions shall be recorded on the [Site Specific Induction Checklist \(Form 901\)](#) filed and kept on site for the duration of the project.

After commencement on site:

Information shall be communicated to all site personnel by email, use of site hazard board, toolbox meetings, prestart meetings, project team meetings, subcontractor and supplier meetings, management meetings, HSE Team Meetings, Hammertech and Aconex. All meetings shall be documented and retained.

Communication with client/public/other entities:

Where any hazard is identified that may impact the client/public or other entity a HIRAC process shall be developed and communicated to the relevant party by the Project Manager/Contract Administrator prior to affected works proceeding. Communication shall consist of one or more of the following mediums: Meetings, Letters, Emails, Notices, or as required by local authority (permits etc.)

Internal Communication:

- What: Policies, objectives, risks, hazards, performance, customer requirements, changes, and improvements.
- When: At induction, during work, when changes occur, during incidents, or as required by legislation/clients.
- Who: Workers, subcontractors, clients, suppliers, regulators, public, and community stakeholders.
- How: Meetings, digital systems, emails, notices, signage, letters, or reports.

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Responsibility: Managers and Supervisors ensure communication is delivered, documented, and retained.

9. EXTERNAL OHS/ENVIRONMENTAL COMMUNICATIONS

Procedure:

The HSE Team will undertake and coordinate the following activities:

- Emergencies will be dealt with immediately, with relevant authorities and communicate relevant details regarding WHSEQ aspects & impacts
- Correspondence requiring detailed investigation will be dealt with as soon as practicable.
- The HSE Team will ensure relevant communication to interested parties and Senior Leadership Team as necessary.

10. COMPLAINTS

Procedure:

External Complaints may be received by phone, mail, email or in person.

Persons receiving the complaint shall direct the complaint to the most appropriate person while completing the Complaint Form via Hammertech.

The Project Manager along with the General Manager shall follow up with the relevant complainant and conduct an investigation/ assessment and corrective actions before closing out the issue.

Upon satisfactory close out the Project Manager along with the General Manager shall communicate actions taken and solutions implemented to the complainant

Once the complaint has been fully closed out, the completed investigation conducted will be recorded in Hammertech then transferred to the complaints register for analytics / continuous improvements.

- All complaints are reviewed during Annual Management Review.

11. CONTINUOUS IMPROVEMENT

Procedure:

Consultation and communication outcomes are used to identify opportunities for improvement in quality, environment, and safety. These feed into the IBMS continual improvement process, corrective action register, and annual Management Review in line with ISO & OFSC requirements.

LINK TO SUPPORTING DOCUMENTS

- [Non-Conformance Procedure \(65\).](#)
- [Job Control Procedure \(20\).](#)
- [HSE Management Plan \(Form 967\).](#)
- [Project Hazard Register \(Form 920\).](#)
- [Site Specific Induction Checklist \(Form 901\)](#)

REFERENCES

- Work Health and Safety Act 2020
- Work Health and Safety Regulations 2022
- ISO 9001, ISO 14001 & ISO 45001
- OFSC