



## **Strategic Plan**

**2010-2015**

*Reviewed 12<sup>th</sup> October 2009*

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## **1.0 Introduction**

### **1.1 Preamble**

The following report is an examination of the strategic issues confronting the 'National Utility Locating Contractors Association (NULCA), in the quest to become the primary association of the Australian utility locating industry. On the basis of this analysis having drawn on generalised industry information, recommendations in the form of sustainable strategic objectives are given. Framework of analysis is derived from an external, macro/micro environmental analysis followed by an internal analysis of NULCA's current strategy and resources. Findings of the former are then summarised into a SWOT matrix. The report concludes with a synopsis of ways to formulate the current strategy into a practical means to achieve strategic objectives.

### **1.2 Heritage**

NULCA was the original idea of Shirlee Cook, Environmental Location Systems, who first registered the name in early 2002.

NULCA was formed to provide a:

- Safer work environment for all concerned in the civil construction industry;
- Safeguard against damage to underground utility assets; and
- Protection against environmental damage resulting from the undertaking of activities by workers within the civil works and underground service locating industry.

In early 2004, flyers were sent to prospective people and organizations interested in forming an industry association. The initial steering committee meeting was held in March 2004 where the original vision and mission statements for the association were articulated.

In August 2004 the NULCA members developed and documented the association's inaugural strategic plan for the period 2005 to 2009. Key achievements over this period included:

- Development and documentation of a two day introductory training for locators and potholers.
- Four year contract with a registered training organisation, J B Hunter Technology, for the delivery of the training courses Australia wide.

- Growth of membership through the implementation of a member services program incorporating a newsletter and website to inform members of key development and matters relating to the industry.
- Development of a logo and associated material to assist in the promotion of NULCA.
- Establishment of revenue streams including membership, sponsorship and training to support the growth and sustainability of NULCA.

In September 2009 the NULCA committee of management met to:

- Discuss achievements of the inaugural strategic plan;
- Review the organisation's Vision, Mission and Values;
- Set the strategic direction for the organization for the next five years; and
- Identify and prioritise actions to achieve the agreed strategic objectives.

### **1.3 Vision**

To integrate the knowledge of all parties associated with the locating and/or exposure of utilities into a professional national association which abides by a uniform set of standards, guidelines and practices.

### **1.4 Mission Statement**

To create a sustainable set of nation-wide best practices for those within or associated with the Australian utility locating industry. To create an interconnected network of stakeholders who openly share knowledge, working collectively to prevent the damage of subsurface assets.

## 1.5 Values

As NULCA develops, the values in which the association is based should remain constant. All functions of the association should be a direct reflection of one or more of the following:

- Professionalism
- Integrity
- Honesty
- Dedication
- Perseverance
- Reliability
- Punctuality

## 2.0 Framework for Analysis

### 2.1 External Environment Analysis: *Macro-Environment:*

#### 2.1.1 Nature of the Australian Utility Locating Industry

Despite the awareness and importance of utility locations increasing exponentially over the past ten years, the industry itself is still in its early stages of development. The intense volatility of the industry requires greater research and development along with the creation of an open learning environment whereby knowledge from all stakeholders is shared freely. A national association like NULCA is a positive step towards improving the industry's current situation, and will act as a tool to effectively connect the various players in the industry. Despite a dominant governing body being virtually non-existent to date, the industry's ungoverned growth represents a foundation for a healthy solid future.

#### 2.1.2 Strategic Stakeholders

Existing and prospective stakeholders whom can be of strategic benefit to NULCA can be classified into four groups; Australian asset owners (see Appendix 1), potential associate members (see Appendix 2), key partners/supporters and regulators. Gaining widespread membership from stakeholders involved in different key areas of the industry is crucial to gain an understanding of requirements and needs from different viewpoints.

1. *Asset Owners:* Both public and privately owned asset owners should be targeted, regardless of asset type or coverage within Australia.
2. *Associate Members:* Any organisation involved in the location and/or exposure of any underground asset should be targeted and influenced to become a NULCA member.
3. *Key Partners/Supporters:* Other stakeholders whose membership would benefit NULCA include local councils, insurance companies, manufacturers, suppliers, major oil companies, 'Dial Before You Dig,' partner organisations, general public and in the future international associations with mutual interests such as the 'Canadian Association of Pipeline and Utility Locators' (CAPULC), the U.K's 'Mapping the Underworld,' the 'National Utility Contractors Association' (NUCA) and the U.S. 'Common Ground Alliance.'
4. *Regulators:* State and federal.

It is intended to work with stakeholder groups in relation to industry regulation and standards, accredited training, advocacy for locating professionals, asset protection and safety.

### **2.1.3 Global and Economic Forces**

The greatest challenge facing the Australian utility locating industry is not the lack of formal standardisation or integration amongst players, but the potential of negative side-effects stemming from the recent global financial crisis. A decline in infrastructure investment by the Australian government could have devastating effects on the industry as the majority of large secure projects originate from public sector organisations and alliances. Several states have already postponed or abandoned major projects in an attempt to protect budgets and debt ratings. This is naturally having a flow on effect to the larger locating companies whom participate in large-scale public projects.

Until the Australian financial market returns to a point of equilibrium it will prove difficult attracting funding from private organisations for infrastructure projects. In the near future, private enterprises may act risk averse as a result of the current financial situation. Premiums on projects are likely to increase with the intentions of stabilising income flows.

### **2.1.4 Technological Forces**

Australia's utility locating industry is undeniably an industry in which technology plays an integral role in the creation of competitive advantage. Those who excel within the industry not only purchase cutting edge equipment such as concrete scanners, ground penetrating radars and survey software, but follow trends and advances on a domestic and global level. As a player amongst this forever changing and fierce industry, it is essential for organisations to adapt to emerging client needs. Those without the technology will certainly be left behind by competitors.



## **2.2 External Environment Analysis: *Micro-Environment*:**

### **2.2.1 Rivalry and Implications**

NULCA is offering itself as a pioneering association for the Australian utility locating industry. Being the first association of its kind, NULCA is in competition with no other association or entity. As a result, no variable in terms of progress or development can be benchmarked or assessed. NULCA's development is very much a learning experience in a new and uncharted field.

### **2.2.2 Best-Practice Diversities**

To date, a lack of documented industry best practice has resulted in a tremendous amount of work practice diversities, on a regional, state and national level. Diversities between locating organisations range from coding systems such as paint and symbol markings, work procedures, safety documentation, quality standards, equipment, internal systems, policies and pricing. Whilst certain elements should remain diversified in order to differentiate competitors, many require standardisation followed by national adoption.

### **2.2.3 Bargaining Power of Customers**

In this case the customer is any stakeholder with the desire to be part of the quest for subsurface asset damage prevention. Due to NULCA being structured as a not-for-profit association with the intention to benefit all stakeholders and the greater good, members are encouraged to give any input in relation to the industry. As research and development progresses, members will certainly stumble across new facets of the industry which will benefit NULCA and its members. NULCA's members therefore have a high degree of bargaining power in terms of developing and shaping the association.

### **2.2.4 Threat of New Entrants**

There is an extremely low threat of another association being formed to rival NULCA. There is no apparent incentive for another association to be formed. Not-for-profit entities are more often amalgamated rather than challenged. NULCA looks to be the dominant association for Australia's underground utility locating industry well into the future.

## **2.3 Internal Environment Analysis**

### **2.3.1 Current Strategy**

NULCA's current strategy can be summarised into six strategic objectives as per the inaugural strategic plan:

1. *Training & Accreditation*: Provision of accredited training for industry professionals.
2. *Standards & Pathways*: Development and maintenance of work standards for industry professionals and employers. The development of a career pathway for industry professionals who are both employees and self-employed.
3. *Relationship with Key Stakeholders*: Including members, asset owners, regulators, insurers, partner organisations, suppliers and the general public.
4. *Member Services*: Provision of information, products and services relevant to members and the promotion of the services of accredited members.
5. *Promotion of the Industry*: Raise the awareness amongst asset owners, regulators, insurers, partner organisations and the general public of the important work undertaken by industry professionals.
6. *Sustainability of NULCA*: Ensuring appropriate governance, organisation and management frameworks to grow and deliver a range of services and support to members and external stakeholders.

### **2.3.2 Resources**

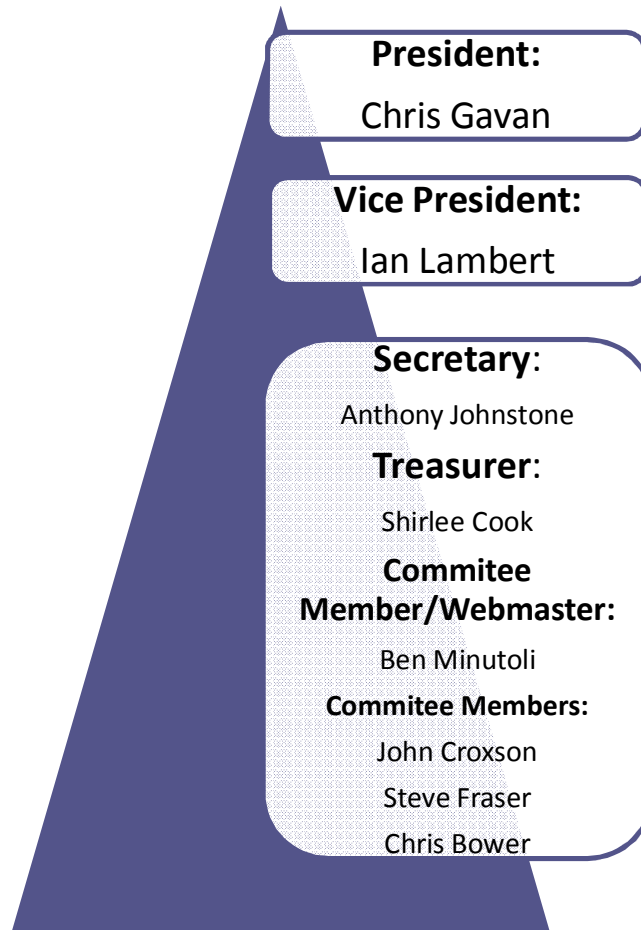
#### **2.3.2.1 Financial Resources**

Unknown

#### **2.3.2.2 Association Infrastructure**

Unknown

### *2.3.2.3 Human Resources*



### *2.3.2.4 Service Offering*

- Newsletters;
- Member promotion and forums through the NULCA website;
- Member insurance program;
- Advertising via Yellow Pages and the NULCA website;
- Incident reporting;
- Training programs; and
- Peak body representation.

## 2.4 Synthesis: SWOT Matrix

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Access to current global technologies</li><li>• Only association of its kind in Australia</li></ul>	<ul style="list-style-type: none"><li>• Lack of standardisation</li><li>• No previous data to benchmark performance</li><li>• Minimal private funding</li><li>• Low awareness amongst industry players</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• To establish a nation-wide set of best practices</li><li>• To become the leading source of industry information</li><li>• To create the leading &amp; most comprehensive training program in the industry</li><li>• To form networks with foreign associations with mutual interests</li></ul>	<ul style="list-style-type: none"><li>• Global financial crisis</li><li>• Declining infrastructure in certain states after stimulus finishes</li><li>• Tightening legislation enforcement</li><li>• Hesitation by private companies to fund large projects as a result of tough monetary times</li><li>• Major civil construction companies formulating their own standards</li></ul>

## 3.0 Strategic Objectives

### 3.1 Training and Accreditation

Historically, training for locators and potholers has been done at an organisational level. As a result there is no accredited training program at an industry level. NULCA have developed a two-day entry level course and appointed a contractor to deliver this course Australia wide.

NULCA's strategy over the next five years is to develop a more comprehensive accredited training curriculum for all locators and potholers within the industry. A proposed outline of a locating competency course is available in Appendix 3. This training would be able to be undertaken by employers and other organisations accredited by NULCA. This would enable individuals to be able to demonstrate previous training undertaken to employer organisations. It would also mean that the training history could be transferable amongst accredited employers.

The curriculum would contain core subjects and optional specialities to meet the specific requirements of asset owners and member organisations wishing to deliver the training program in-house. The training curriculum would be a multi-level (stage) program able to be undertaken over one or more years.

NULCA's primary responsibilities would be in relation to the development, administration and review of the training curriculum with delivery to be the responsibility of accredited trainers within employer and NULCA member organisations.

#### **Key Actions:**

- The NULCA course needs to immediately be revised to allow for different levels of competency. Refer to Appendix 3.
- Training facilities need to be established to allow for practical training and assessment of prior knowledge. Support from major stakeholders may help fund such facilities.
- NULCA accredited members whom locate are to use only NULCA accredited locators.
- Gain support from key asset owners for the NULCA accredited training program.
- Review the entire process.

**Key Targets:**

<b>Target</b>	<b>2009/ 2010</b>	<b>2015</b>	<b>2020</b>
NULCA accredited locators/ potholders	0	All members participating or completed training	50% of all locators and potholders in the industry participating or having completed training
NULCA accredited trainers	1	Min 1 in each state	Min 1 in each state
NULCA accredited employers	0	All members with employees	All members plus all major employers in each asset owner category

### 3.2 Universal Standards & Compliance

There is currently no industry recognised regulation for locators and potholers on a national basis. Regulation is either safety related through the WorkSafe/WorkCover legislation or self-regulated by asset owners and individual employers.

NULCA's strategy is to work with key stakeholders, including state and federal regulators, to develop appropriate industry standards that may even lead to a self regulatory framework.

The standards and pathways objective is linked to the development of an accredited training and accredited employer program mentioned as part of the training accreditation strategy.

NULCA has also worked in partnership with other peak bodies overseas to develop competency standards for member locators and potholers. NULCA will continue to review and expand existing standards, in partnership with members, regulatory bodies, insurance companies and asset owners.

The initial stage is to develop a 'NULCA Member Standard Policy' incorporating an annual verification of member's compliance in relation to:

- Appropriate certificates of insurance cover;
- Minimum of one fully accredited employer in all NULCA member organisations;
- Annual verification of member safety plan; and
- All member organisations support the NULCA employee accredited training curriculum.

#### **Key Actions:**

- Create a national standard for locating competency;
- Consult with key stakeholders in the development of industry standards;
- Influence major stakeholders to signoff on the competency standard;
- Incorporate standards into accredited training curriculum;
- Encourage members to adopt NULCA standards;
- Agree on audit process to confirm compliance;
- Periodic updates for locators involving new technology, changes to policy and legislation;
- Support for standards by the insurance industry;
- Review the entire process.

**Key Targets:**

Target	2009/ 2010	2015	2020
Self regulated industry standards	Professional competency standards for members	Regulatory framework supported by members, government, asset owners and insurers	Self regulation
Member standard policy	Nil	All member's compliant with NULCA Member standards	NULCA member standards become industry standards



### 3.3 Relationship Building with Strategic Stakeholders

As explained in detail in section 3.1.2, NULCA can identify four key stakeholder groups:

1. Asset Owners
2. Associate Members
3. Key Partners/Supporters
4. Regulators

It is intended to work with stakeholders in the following key areas:

- Industry regulation and standards;
- Accredited training;
- Advocacy for locating professionals;
- Asset protection;
- Safety.

#### **Key Actions:**

- Grow relationship with DBYD;
- Develop a NULCA specific insurance program;
- Point of contact for each stakeholder;
- Cooperation with stakeholders and government departments responsible for regulations and codes of practice;
- Deliver a message of how NULCA can benefit all stakeholders;
- Promote a change of culture surrounding the asset location industry to promote cooperation between all stakeholders;
- Review the entire process.

### **3.4 International Strategic Alliances**

International strategic alliances undoubtedly provide a win-win situation to all parties in terms of learning and knowledge acquisition. New knowledge provides the basis for association renewal and sustainable competitive advantage. As an association in the early stages of development, NULCA can certainly benefit from forming alliances with established foreign associations with mutual interests. Possibilities may include the Canadian Association of Pipeline and Utility Locators (CAPULC) and the National Utility Contractors Association (NUCA). Further advantages may include:

- Empowering a global community of best practice;
- Strengthening of internal culture;
- Promoting innovation;
- Comparative studies;
- Wider access to research and services;
- Joint expertise and knowledge; and
- Shared support for the development of sustainable socioeconomic activities

### 3.5 Member Services

As stated in section 3.3.2.4, NULCA's current service offering includes:

- Newsletters;
- Member promotion and forums through the NULCA website;
- Member insurance program;
- Advertising via Yellow Pages and the NULCA website;
- Incident reporting;
- Training program; and
- Peak body representation.

Services which NULCA could potentially expand into over the next five year period may include:

- Legal support and advice;
- Technical support;
- A liaison tool to deliver information to all stakeholders;
- A supplier of logistical updates and safety bulletins;
- Explanations of asset owners 'Duty of Cares'

The development of frequent meetings, conferences and events between stakeholder groups will aid the idea of integrating knowledge and influence the development of the focal association, NULCA.

### **3.6 Industry Promotion**

NULCA since its inception has aimed to work with other key stakeholders in raising awareness of the important work undertaken by locating professionals. Recognition, by other industry stakeholders and members of the NULCA brand and activities has helped in the promotion of the industry.

NULCA will continue to promote the industry in conjunction with the rollout of its key strategies in relation to:

- Accredited training curriculum;
- Industry standards and regulation;
- Building relationships with key stakeholders; and
- Expansion of its member service program.

Specifically, NULCA should primarily focus on extending the relationship with DBYD as a strategic stakeholder. Cooperation from the Civil Contractors Association and similar entities will aid in the mass distribution of NULCA's message. Finally, an advertising budget should be established to promote NULCA in relevant media.

### **3.7 Legislation Awareness**

All stakeholders should have a general understanding of the legislation which governs their industry. By gaining membership from regulatory bodies, this information will become easily accessible to NULCA and can then be distributed throughout stakeholders. A legislation awareness course may prove beneficial to provide stakeholders with limited understanding a basic knowledge of the laws applicable to their work. Further state and federal updates can then be distributed through virtual media channels and at meetings or conferences.

### **3.8 Sustainability & Performance Monitoring**

NULCA was successful, despite limited resources, in achieving all key objectives identified in its inaugural strategic plan. NULCA has managed to grow membership and diversify income streams. The association has strengthened its governance and successfully launched a national training course.

The challenge now is to build on the successful foundations of its first five years to grow its services and activities and to broaden its reach throughout the industry. In the near future, in order to become a sustainable association with the focus on long-term sustainability, NULCA needs to adopt a process of continuous research, evaluation and development. Both quantitative and qualitative measures should be assessed. Quantitative evaluation may include the monitoring of performance indicators such as revenue streams and revenue growth. Qualitative measures such as stakeholder feedback and surveys should be granted equal importance. A culture whereby stakeholders can easily share knowledge and provide input to the broader association will be the driver of improvements, not annually but as they occur, and provide the foundations for a sustainable association.

## 4.0 Strategy Formulation

NULCA needs to immediately begin thinking of innovative ways to use the limited internal resources available to achieve the strategic objectives outlined in section 4.0. Each objective should be prioritised by level of importance and agreed upon by committee members. Developing a multi-level, nation wide training and accreditation course will be the backbone behind making any further developments. An accredited training authority such as JB Hunter should be contacted in regards to delivering the course, once the course structure has been written, finalised and agreed upon by the committee. A training premise then needs to be established and agreed upon in each state. Funding may possibly be aided by the larger stakeholders or government departments however further investigation is required.

Achieving a universal set of industry standards will be a long-term process requiring continuous improvement and development. To achieve this, a colossal amount of cooperation and input from stakeholder groups is required. Gaining data from the multitude of industry players will be the first step in the process. Sorting through the data to find the safest and most efficient workplace procedures is the next step, and should once again be agreed upon by those in the committee. Even when a primary set of universal standards is established, there needs to be a continuous process of research, reviewing and updating to align with the changing industry. There should also be measures in place to inform stakeholder groups of improvements to standards relating to their industry as they occur.

Forming networking bonds with and between members and the broader stakeholder community is essential for any association to be effective. NULCA's online forum is a good start and provides stakeholders with an informal means to interact. An internal culture should be instilled which encourages mistakes to be shared and viewed as opportunities to make improvements. Both formal and informal events will help gather input from stakeholders and create networking bonds.

NULCA currently has a pre-established list of member services. Once again, further research should be undertaken to determine what services the members actually want, rather than telling members what services they can have. Promotion of NULCA heavily relies on the advertising budget which is yet to be determined. Cost effective avenues should be utilised in the short-term, such as mass emailing, word-of-mouth, search engine optimisation and advertising on industry websites and events.

Many businesses involved in underground works are completely oblivious to the legal consequences they could potentially encounter if they damage a subsurface asset without following the correct

procedures. It should become a primary objective of NULCA and its members to spread awareness of the legalities surrounding the industry to those who are connected in anyway. A bond between NULCA and different regulatory bodies should be established so that NULCA can receive information in a timely efficient manner, and then distribute to members and the community who use member's services.

Keeping NULCA's expanding network of stakeholders united behind a joint purpose will contribute to sustainability. Likewise, providing venues for relationship building both physical and virtual will provide a means to network and share thoughts, build agendas and develop confidence in each other. Sustainable practices should be highlighted within the association and integrated into NULCA's universal standards.

#### **4.1 Evaluating Strategic Performance**

It is recommended that NULCA creates a balanced scorecard evaluating method to evaluate strategic performance, as it supports the alignment and management of all activities according to their strategic relevance. The balanced scorecard contains four perspectives; financial, customer, internal business processes and innovation. From the financial perspective, NULCA needs to evaluate the performance of its recent expenditures. Innovation and learning are two important elements that will allow NULCA to develop internally. From the customer perspective of the balanced scorecard, NULCA should measure member satisfaction by feedback collected from surveys such as SERVQUAL. We recommend NULCA to use SERVQUAL as it is an appropriate tool to evaluate the quality and consistency of member services.

## 5.0 Appendices

### 5.1 Appendix 1: Australian Underground Asset Owners (non-exhaustive)

- AAPT Limited
- APA Group
- Brisbane City
- Central Gippsland TAFE
- Central Victorian Group Training
- Citylink Melbourne Ltd
- Education Qld
- Energex
- Foster's Group
- Gold Coast City Council (Optic Fibre Cable)
- Ipswich City
- Linkwater
- Logan City
- MAPSexplorer
- Nextgen
- Origin Energy
- Pipe Networks
- SingTel Optus P/L
- Sydney Water
- Telstra Corporation Ltd
- Toowoomba Pipeline Alliance
- Uecom
- Visionstream
- Western Power
- WestNet Energy
- Yarra Trams
- Yes Optus

### 5.2 Appendix 2: Potential Associate Members

- A.S.T.T
- AAED
- AARNet
- ABAXA/WH Location Services
- ABN Group Trust
- Access Wireless & Cable Pty Ltd
- Agile Communications
- Agility Services P/L
- AGL Hydro Partnership
- Air Liquide Australia
- Airport Corporations
- AKCMR Joint Venture
- Alinta (Multinet Gas)
- Alinta Electricity
- AMCOM P/L
- Amcom Telecommunications
- APG Homes
- APT AM Holdings P/L
- APT Parmelia Gas
- AQWEST Bunbury Water
- Arrow Energy
- Aurora Energy
- Austar United
- Australia Rail Track Corporation Ltd
- Australian Defence Force
- Barossa Infrastructure Ltd
- BHP Billiton
- Bianco Building Supplies
- BP Australia
- BPA Engineering P/L
- Buller Gas
- Burdekin Shire
- Busselton Water
- Cable Locates & Consulting
- Caltex Refinery
- Canunda Power Pty Ltd
- Cassowary Coast Regional Council
- Central Irrigation Trust
- Charlton Feedlot Pty Ltd
- Citipower
- City West Water Ltd
- Civil Contractors Association
- Civil Contractors Association
- Cleanaway Technical Services
- Clean-it Industrial Services



- Coates Shorco Sykes
- Coffey Geotechnics P/L
- Coogee Chemicals
- Coogee Energy
- CopyWorld
- Cradle Coast Water
- CSBP Ltd
- CSR Ethanol
- DAIS Network Services
- Dampier Bunbury Natural Gas Pipeline
- Defence Material Organisation
- Defense SA
- Denmark Survey & Mapping
- Department of Defence
- Department of Natural Resources
- Dept of Industry & Resources
- Dept of Industry & Technology
- Dept of Police & Public Safety
- Digga West
- Dingo Mini Earthmovers
- Ditch Witch Australia
- Diversified Services Australia
- Downer EDI Engineering P/L
- Drilline P/L
- Dyldam Constructions
- Earthworks Training & Assessment Services
- EDL Group Operations P/L
- ElectraNet SA (ETS)
- Elliots Irrigation
- ELS Australia
- Energy Developments
- Epic Energy
- EPIC Energy
- Ergon Energy
- ERM Power P/L
- ESK Water
- Esperance Pipeline Co
- Esso Australia
- ETSA Utilities
- Fdflex Systems
- Fiber Vision Networks P/L
- Fraser Coast Regional Council
- Fremantle Ports
- Frost Promotions
- G & B Drainage
- G M Builders P/L
- Gas Pipelines Victoria
- GasNet Australia
- GasNet Australia
- Georgiou Group P/L
- Gippsland Water Authority
- Gladstone Area Water Board
- Gladstone Regional Council
- Goulburn Valley Water
- Goznet
- Graham Gath Surveys
- Grampians Wimmera Mallee Water
- Great Northern Community Water Supply
- GridX Power
- Harvey Water
- Hobart Water
- Hopin Pty Ltd
- Horizon Power
- Housing Industry Association
- Hunter Water
- Huntsman Chemical Company
- Hydro Tasmania
- ICON
- Incitec Ltd
- Ipera
- Jemena
- JWA Locating Service
- Kanga Loaders WA
- Land Focus
- LGnet
- LGSE (WA)
- LiftRite Hire & Sales
- M.R.W.A
- MAKJAP P/L
- Master Builders Association of SA
- Master Plumbers Association
- Melbourne Water Corporation
- Midcoast Water
- Millenium Inorganic Chemicals
- Millmerran Power
- MJB Nominees P/L
- MJKB Nominees P/L
- Mobil Oil Australia P/L
- Moura mine
- Murarylink Transmission Company
- National Grid Australia
- National Power Services (WA) P/L
- National Tradesman's Expo
- National Transport Insurance

- National Trust of Australia (WA)
- NDC Limited
- NECA
- Neighborhood Cables
- Netspace Online Systems
- Network Design & Construction
- Network Technology
- Ninox Solutions
- North Burnett Regional Council
- North East Region Water Authority
- North Qld Pipeline Management
- NT Dept Infrastructure, Planning & Environment
- NT Gas
- OAMPS Insurance Brokers Ltd.
- Onesteel
- Orica Australia
- Origin CSG
- OSD Energy
- Pacific Hydro
- Pacific Hydro Clements Gap Pty Ltd
- Penrice Soda Products P/L
- Peppermint Park Eco Village
- PHS P/L
- Pilbara Iron P/L
- Plantation & Landcare Services
- Plumbers Licensing Board (DOCEP)
- Plumbing Industry Association
- Powerco Tasmania P/L
- Powercor Australia
- Powerlink Qld
- PowerTel Pty Ltd
- Primus Telecom
- Primus Telecom
- QBWSA
- Queensland Gas Corporation
- Queensland Nickel
- RailCorp
- Reef Networks
- Regional Councils
- Regional Newspapers
- Rexel Australia Ltd
- Roads & Traffic Authority
- SA Directional Boring
- Santos Ltd
- Savcor ART
- Schaffer Lodgers
- SEA Gas Pty Ltd
- Shell
- Smorgon Steel Rural
- Snowy Hydro
- Soul Australia
- South East Water Ltd
- SP Ausnet
- SPI Powernet Pty Ltd
- Stanwell Corporation
- Star Track Express
- State Wide Corporation
- Sydney Olympic Park Authority
- Tenix
- Territory Construction Association
- Tic Tag Systems
- Trafigura Services Australia
- TransACT
- Transgrid
- Translink
- Trivest Project Management
- Tru Energy Gas Storage
- TRUenergy
- Tuggeranong Investments
- Underground Services Australia
- Vac-Tron Australia
- Verizon Business
- Verve Energy
- VIC Urban
- VicTrack Access
- WAG Pipeline Pty Ltd
- WALGA
- Wannon Regional Water Authority
- Water Reticulation Services (Virginia)
- Water Secure
- Wear Parts Services
- Weldlok Industries P/L
- WesFarmers Kleenheat
- Western Contractor (Aspermont Ltd)
- Western Irrigation
- Westernport Region Water Corporation
- Westvic Broadband P/L
- Wide Bay Water
- Williams Civil Contractors
- Wind Power Management Pty Ltd
- Woodhouse Contracting
- Woodside Energy Ltd
- WorkSafe WA
- Yarra Valley Water Ltd
- Zurich Insurance

## 5.3 Appendix 3: Proposed Locator Competency Course

### Level 1: (Ability to Carry out Minor Locations)

1. NULCA Electronic Locating Course
2. DBYD drawings, ordering, plan reading, dates, completeness, duty of care
3. Telstra copper cable locating course
4. Log book training to include:
  - Surface features
  - Pits
  - Manholes
  - Valves
  - Obvious trench/road cuts
  - Depressions
  - Marker posts
  - Trace points
  - Trace Wires
  - Connection methods for locating equipment
  - Identification of optic fiber handling, i.e. splice enclosures, coils
  - Detectable rod use
  - Use of sonde
  - Gravity sewer location
  - Electrical locations
  - Stormwater locations
  - Congested service areas
  - General awareness of when to give up and pothole
  - Asset identification in ground
  - Asset condition
  - Asset protection
  - Completion of log book hours and competency assessment

**Level 2:**

1. GPR operation
2. Concrete scanning
3. Log book training to include interpretation of scans, suitability of soil type and correct scanning method.

**Level 3:**

1. Acoustic water main detection
2. Acoustic domestic water feed detection
3. Acoustic fire main detection
4. Log book training to include identification of various pits, marker posts, valves, hydrants and landing valves.

**Level 4:**

1. Completion of log book hours and competency assessment
2. Push camera operation and recording
3. Tractor camera operation and recording
4. Log book training to include:
  - Camera setup
  - Video recording
  - Inspection reports
  - Completion of log book hours
  - Competency assessment